CITY OF LONG BEACH

ATTACHMENT 1

Proposed Changes to City Charter – Redline

Proposed Changes to City Charter - Redlines

Section 300. SELECTION AND QUALIFICATIONS.

The City Council shall appoint a City Manager who shall be the chief administrative officer of the City. The City Manager shall be responsible for the administration of all departments except the City Attorney, City Auditor, City Prosecutor, City Clerk, Police Oversight, ~~Civil Service Department,~~ Legislative Department, Harbor Department and Public Utilities Department. The City Council, subject to veto by the Mayor and City Council override by a vote of two-thirds (⅔) of its members, shall appoint the person deemed best qualified on the basis of executive and administrative capabilities, with special reference to experience in, and knowledge of, accepted practices with respect to the duties of the office as set forth in this Charter. The City Manager shall be appointed for an indefinite period and cannot be removed from office except by a vote of five (5) members of the City Council, subject to veto by the Mayor and City Council override by a vote of two-thirds (⅔) of its members.

ARTICLE XI. CIVIL SERVICE SYSTEM AND CIVIL SERVICE EMPLOYEE RIGHTS AND APPEALS COMMISSION

Section 1100. PURPOSE AND ORGANIZATION.

The purpose of this Article is to establish a Civil Service system for the classified service to provide the City with a productive and qualified workforce by appointing, advancing, and retaining employees on the basis of their ability, knowledge, and skills relative to the work to be performed to ensure the provision of a merit-based system. This Article also establishes an independent Civil Service Employee Rights and Appeals Commission which shall be composed of five (5) residents of the City. The purpose of the Civil Service Employee Rights and Appeals Commission is to ensure the classified service is provided all appeal rights identified in this Article. ~~Civil Service Commission shall be composed of five (5) residents of the City.~~

Sec. 1101. POWERS AND DUTIES.

The ~~powers and duties of the~~ Civil Service ~~Commission shall be~~System and Civil Service Employee Rights and Appeals Commission shall be implemented as follows:

(a) The Civil Service System shall be implemented by the Department of Human Resources which shall:

(1) ~~Adopt and amend Civil Service Rules and Regulations, subject to the approval of~~ Recommend to the City Council adoption and amendment of Civil Service Rules and Regulations, excluding Rules and Regulations related to the classified employee disciplinary appeal process;

(2) ~~Make independent investigations concerning the enforcement of this Article and the rules adopted~~Provide for the examination and certification for employment in the classified service;

(3) Create classifications of employees in the classified service, subject to the power of the City Council to establish positions of employment~~Provide for the examination and certification for employment in the classified service~~; and

(4) Maintain eligible lists for classified positions as needed.~~Create classifications of employees in the classified service, subject to the power of the City Council to establish positions of employment~~;

~~(e) Maintain eligible lists for classified positions, as needed;~~

~~(f) Appoint an Executive Director to carry out the purposes of this Article and the policies of the Commission. The Executive Director shall execute this directive through the appointment and management of a professional staff;~~

~~(g) Adjudicate appeals, subpoena and require the attendance of witnesses and the production of any documents pertinent to any Commission investigation or appeal, and to administer oaths to such witnesses;~~

~~(h) Enforce and remedy violation of Commission rules;~~

~~(i) Make final decisions in any matter properly brought before it, in the absence of action to the contrary by the City Council.~~

(b) The powers and duties of the Civil Service Employee Rights and Appeals Commission shall be to:

(1) Recommend to the City Council the adoption and amendment of Civil Service Rules and Regulations related to the classified employee disciplinary appeal process;

(2) Adjudicate the disciplinary appeals of classified employees (except - classified employees represented by the Firefighters Association shall have their appeals heard by a hearing officer; classified employees represented by the Police Officers Association or Lifeguard Association shall have the option to have their appeals heard by a hearing officer; in all instances the hearing officer's decision shall be final relative to an employee's obligation to exhaust administrative remedies), subpoena and require the attendance of witnesses and the production of any documents pertinent to any appeal, and to administer oaths to such witnesses;

(3) Conduct independent investigations concerning the enforcement of the rules adopted regarding employee disciplinary appeals;

(4) Enforce and remedy violation of Civil Service Rules and Regulations through the classified employee disciplinary hearing process;

(5) Receive and resolve complaints relative to the hiring process of the classified service and rule on appeals by classified employees of industrial retirement determinations;

(6) Make final decisions in any matter properly brought before it; and

(7) Receive an annual report on hiring in the City.

(c) The powers and duties of the City Council shall be to:

(1) Adopt and amend Civil Service Rules and Regulations; and

(2) Direct the City Manager to conduct independent investigations concerning the enforcement of this Article.

Sec. 1102. CATEGORIES OF EMPLOYMENT.

The Civil Service of the City is hereby divided into the unclassified and classified service.

(a) The unclassified service shall include:

(1) All officers elected by the people and all employees of such elected officers;

(2) Members of all appointive commissions;

(3) The City Manager and all employees of the City Manager's Department;

(4) The City Clerk and all employees of the City Clerk;

(5) The Director of Police Oversight and all employees of the Director of Police Oversight;

(~~5~~6) Department heads, ~~one assistant department head,~~ Deputy Department Directors in each department, bureau heads, division heads, and one clerical position for each;

(~~6~~7) Any classification which, at the discretion of the ~~Commission~~ City Council, is of such a nature as to require unique and special flexibility for efficient administration;

(~~7~~8) The Executive Secretary of the Board of Harbor Commissioners and Harbor Department Sales, Traffic and Promotion personnel, the Chief Wharfinger and all personnel intermittently employed in handling cargo and freight;

(~~8~~9) All personnel serving in non-career positions, as defined by the Civil Service Rules and Regulations.

(b) The classified service shall comprise all positions not specifically included in this Charter in the unclassified service.

Sec. 1105. PREFERENCES.

Unless otherwise prohibited by federal, state or local law and/or funding sources, including but not limited to funds and revenues derived from tidelands, the following preferences shall be provided in all Civil Service examinations except promotional examinations:

(a) Veterans Preference.

(1) ~~In all Civil Service examinations except promotional examinations, t~~The ~~Commission~~ City shall, in addition to all other credits, give to veterans passing the examination, a credit of ten (10) additional points. Disabled veterans passing the examination shall receive a credit of fifteen (15) points.

(2) Veterans as used herein shall mean all persons released or discharged from active service under honorable conditions in the Armed Forces of the United States or in the Coast Guard.

(3)———Ten (10) credits shall likewise be granted to the un-remarried spouses of veterans killed in action, who died of wounds or of a service connected illness and to the spouses of disabled veterans who themselves are not qualified for employment, but whose spouses are qualified. A disabled veteran is defined as a veteran possessing at least a ten percent (10%) service connected disability certified by the Veterans Administration.

(4)———Documentary proof of eligibility for Veteran's Preference Credits and exemption from the eligibility limitation must be submitted prior to approval of the Eligible List by the Commission. In the case of a tie grade between a veteran and non-veteran, the veteran shall be ranked highest.

(b) Local Preferences. The City shall, in addition to all other credits, give to any candidate who passes the examination, a credit of five (5) additional points, up to a maximum of ten (10) additional points, if the candidate meets one or more of the following criteria:

(1) Residency: at the time of the application, the candidate resides within the jurisdictional boundaries of the City of Long Beach;

(2) Higher education: where the job description requires or considers a degree, the candidate graduated or otherwise received a degree from an institution of higher education, including those institutions within the California Community Colleges, the California State University, and the University of California systems or independent or private colleges and universities, with on-site campuses located within a ten (10) mile radius of the jurisdictional boundaries of the City of Long Beach and within the County of Los Angeles;

(3) Internal candidate: at the time of application, the candidate is employed in a Non-Career capacity with the City of Long Beach and has completed at least 1,500 hours of service with the City within the two (2) years preceding the date of the job announcement; and/or

(4) Internship or Apprenticeship: the candidate participated in an internship or apprenticeship program(s) relevant to the position for which the candidate is seeking employment and has completed at least 1,000 hours of internship or apprenticeship within the two (2) years preceding the date of the job announcement.

CITY OF LONG BEACH

ATTACHMENT 2

City Manager response to Request for Information/Department Feedback

CITY OF LONG BEACH

Memorandum

Date: February 17, 2024

To: Mayor and Members of the City Council

From: Thomas B. Modica, City Manager

Subject: **City Manager Response to Civil Service Request for Information**

On Wednesday February 14, 2024, the Mayor, City Manager, Human Resources Director and multiple City staff attended the Special Meeting of the Civil Service Commission to discuss the City Manager's Civil Service Reform proposal that was released to the public for review and discussion on January 18, 2024. This proposal was provided following a call from the Mayor during the State of the City on January 9, 2024 to propose reforms to our hiring system to improve and speed our hiring, as well as create pipelines and preferences for local residents and graduates from Long Beach educational institutions.

This effort also stems from the Mayor and City Council's priority setting process in 2023 which requested that the City Manager propose solutions to significantly improve hiring in the City by looking at all aspects of the hiring process. Long Beach is unique in that only two large cities in the entire state have two separate and independent hiring departments.

During the February 14, 2024 Civil Service Commission meeting, the Mayor, City Manager, Human Resource Director, and Director of Community Development answered questions for nearly three hours. During this time, the Civil Service Commission requested information of the City Manager on behalf of the City Manager reporting departments. Attached is a memo and supporting documentation which has been issued and sent to the Civil Service Commission, which I am hereby transmitting for your review.

Per the request of the Civil Service Commission, the Mayor and I (along with members of my team who are able to attend), will return to a Special Meeting of the Civil Service to continue the February 14th discussion on Thursday, February 22nd.

Please contact me if you have any questions.

ATTACHMENT

CC: DAWN MCINTOSH, CITY ATTORNEY
DOUGLAS P. HAUBERT, CITY PROSECUTOR
LAURA L. DOUD, CITY AUDITOR
APRIL WALKER, ASSISTANT CITY MANAGER
TERESA CHANDLER, DEPUTY CITY MANAGER
MEREDITH REYNOLDS, DEPUTY CITY MANAGER
GRACE YOON, DEPUTY CITY MANAGER
TYLER BONANNO-CURLEY, DEPUTY CITY MANAGER
KEVIN LEE, CHIEF PUBLIC AFFAIRS OFFICER
MONIQUE DE LA GARZA, CITY CLERK

ATTACHMENT

CITY OF LONG BEACH

Memorandum

Date: February 17, 2024

To: Civil Service Commission

From: Thomas B. Modica, City Manager

Subject: **City Manager Response to Civil Service Request for Information**

On Wednesday February 14, 2024, the Mayor, City Manager, Human Resources Director and multiple City staff attended the Special Meeting of the Civil Service Commission to discuss the City Manager's Civil Service Reform proposal that was released to the public for review and discussion on January 18, 2024. This proposal was provided following a call from the Mayor during the State of the City on January 9, 2024 to propose reforms to our hiring system to improve and speed our hiring, as well as create pipelines and preferences for local residents and graduates from Long Beach educational institutions.

This effort also stems from the Mayor and City Council's priority setting process in 2023 which requested that the City Manager focus on significantly improving hiring in the City by looking at all aspects of the hiring process. Several improvements have been put in place over the past year to speed requesting positions be filled, onboarding, and unclassified recruitment, but Long Beach is unique in that only two large cities in the entire state have two separate and independent hiring departments. Civil Service oversees 60 percent of the hiring in the City and HR oversees approximately 40 percent. Combining these two into one accountable system while maintaining a merit system and civil service protections for the classified service is worthy of consideration by our policy makers and electorate.

During the February 14, 2024 Civil Service Commission meeting, the Mayor, City Manager, Human Resource Director, and Director of Community Development answered questions for nearly three hours. The attached document provides information that was requested during the meeting, questions that were unanswered during the discussion, or serves as additional information important for the Commission. This document will also be made public so as to provide it to anyone interested in this topic, as well as our labor partners during the ongoing meet and confer process.

Outlined below are the documents which are provided and attached to this update.

1. Copy of the original proposal that was provided and publicly issued on January 18, 2024. Commissioners expressed concern that the PowerPoint was provided the day before the meeting. The PowerPoint that the labor groups received to start meet and confer was provided to the Civil Service Director on Thursday, February 1, 2024. The PowerPoint provided during the Civil Service Commission meeting on February 14, 2024 was a summary of the detailed written proposal from January 18th, with additional illustrations to support key points during the three-hour

discussion. On February 13, 2024, prior to the February 14, 2024 meeting, a memorandum (Attachment A) was issued which included a copy of the proposed Charter Amendment language which was recently finalized and is being presented to the unions for meet and confer.

2. A current copy of the schedule for meet and confer which is subject to changes for various reasons including scheduling constraints and follow-up discussions, is attached (Attachment B). Attachment B also includes the overall schedule related to the Charter amendment process for the November 2024 ballot as well as the January 24th letter to all three non-City Manager department Commissions noting the anticipated meet and confer timeline. Meet and confer with the labor organizations is one step management is required to complete prior to the City Council consideration. This schedule is flexible and is an initial outline. Meet and confer is expected to last until early March 2024. Input on the proposal for the City Council's consideration will be taken all the way through an initial City Council meeting and three Charter Amendment Committee hearings, which begin April 16 and end August 6. If any part of the proposal as agreed upon by labor organizations and the City Manager are changed by the Charter Amendment Committee, those changes would go back to the meet and confer process. It is preferable but not required to meet and confer once on the proposed process. Additionally, a second meet and confer would occur if the ballot measure is approved, to review specifics regarding the transfer of staff to a consolidated department.

3. A response on Crossing Guard hiring to answer the question from the Civil Commission, which was promised in writing during the meeting. The Civil Service Commission was informed that no hires were made from a recently certified list, and Public Works provided a response that the City Manager read for the Commission. This data shows that that of the 84 names certified on the October list, only 16 accepted interviews, 12 were determined to be qualified. Of the 45 new certified on the November list, only 11 responded to interviews, of which 4 attended and 1 opted out on the day of the interview. Another had provided non-responsive references. We were only able to make offers to 2 of those 45 candidates. Another had provided non-responsive references. We were only able to make offers to 2 of those 45 candidates. From June 2023 to today, Public Works has hired 11 crossing guards and 2 additional were released because they were CalPERS retirees from another City.

4. A response about historical budgeted positions. City staff had earlier provided responses on the number of budgeted positions and the reasons for prior year reductions or additions. On February 14, 2024 Civil Service staff inquired about an apparent discrepancy in the numbers of budgeted FTEs in FY 08. Included (Attachment C) is analysis from the budget office that the number of 25 FTEs in 2008 (rather than 29) is correct as well as historical information that corrects

misconceptions by both staff and the Commission that budget reductions were as a result of failed passage of the prior.

5. The City's (Human Resources department) access to NEOGOV remains ungranted after repeated requests which was shared with the Civil Service Commission on February 14th. A request to provide the required full NEOGOV administrative access equal to Civil Service's access before next week's Special Civil Service meeting has been made by the City Manager to the Executive Director of Civil Service. A timeline regarding these requests is listed in Attachment D.

6. The Commission specifically requested during the February 14th meeting that departments share specific concerns with the Commission directly. Included in this packet (Attachment E) is the following:

    (a) Data showing concern about the Commission continually extending lists, many of which were more than 12 months old or had few names on the list. This was data reviewed from public Civil Service Commission agendas from January 2023 to June 2023 and was discussed orally with the Civil Service Commission Chair on Friday, June 9, 2023 as an example of major hiring concerns.

    (b) Specific examples of challenges highlighted by departments including Fire, Police, Public Works, Health, Community Development (previously Development Services), Airport, Financial Management, Technology and Innovation, Human Resources, Library Services, Parks, Recreation and Marine, and Harbor. Major themes include:

        - extension of lists that are no longer viable despite the department's feedback to Civil Service;
        - communication challenges with Civil Service staff;
        - absence of continual recruitments;
        - a Civil Service philosophy that a list needs to remain active if there is anyone still on the list deemed qualified by Civil Service despite feedback from the knowledgeable departments;
        - frustrations with the length of time recruitments take with missed deadlines;
        - concerns with banding of lists
        - responsiveness issues from Civil Service staff;
        - communication challenges with candidates;
        - too few candidates available for open positions;

- length of time to hire for even priority positions requested; among others.

Specific user feedback from three different candidates who took the Administrative Analyst exam, outlining their challenges navigating the test can be found in Attachment F. All are very well qualified applicants, and none of them qualified for the A band, and one specifically left the City due to the experience with the testing process. The candidate who left the City was able to apply with an out of state local/municipal agency, interview, and received a job offer sooner than the Civil Service process of application to notice of band placement.

We look forward to discussing this specific data with the Commission on Thursday, February 22, per the Commission's request.

ATTACHMENTS

CC: CHRISTINA WINTING, EXECUTIVE DIRECTOR, CIVIL SERVICE
APRIL WALKER, ASSISTANT CITY MANAGER
JOE AMBROSINI, DIRECTOR, HUMAN RESOURCES

ATTACHMENT A

CITY OF LONG BEACH

Memorandum

Date: February 13, 2024

To: Mayor and Members of the City Council

From: Thomas B. Modica, City Manager

Subject: **Updates on Proposed Civil Service Reform Charter Amendment**

The Mayor, City Manager, and key Department's leadership are scheduled to attend upcoming Civil Service, Harbor, and Utilities Commission meetings. During these meetings, a comprehensive overview of the proposed Civil Service Reform will be provided (Attachment - PowerPoint).

Additionally, the proposed Charter Amendment language has been developed with review by the City Attorney (Attachment – proposed redline Charter Amendment language).

For more information, please contact me at Tom.Modica@longbeach.gov or (562) 570-5091.

ATTACHMENTS

CC: DAWN MCINTOSH, CITY ATTORNEY
DOUGLAS P. HAUBERT, CITY PROSECUTOR
LAURA L. DOUD, CITY AUDITOR
APRIL WALKER, ASSISTANT CITY MANAGER
TERESA CHANDLER, DEPUTY CITY MANAGER
MEREDITH REYNOLDS, DEPUTY CITY MANAGER
GRACE YOON, DEPUTY CITY MANAGER
TYLER BONANNO-CURLEY, DEPUTY CITY MANAGER
KEVIN LEE, CHIEF PUBLIC AFFAIRS OFFICER
MONIQUE DE LA GARZA, CITY CLERK
DEPARTMENT HEADS

Proposed City of Long Beach Charter Amendment- Civil Service Reform

CITY OF LONG BEACH

Topics

I. Introduction
II. Goals
III. Background
IV. Prior Study
V. Current Structure
VI. Comparable Agencies
VII. Proposed Model
VIII. Merit-Based Recruitment System
IX. Safeguards
X. Hiring Preferences
XI. Expected Outcomes
XII. Next Steps

Introduction

- Hiring highly skilled and qualified employees in a timely manner to do the work needed in the community is the number one challenge facing our organization. There is an opportunity to modernize our hiring system to prioritize merit-based recruitment while reducing redundancy and bureaucracy.

- The City of Long Beach is committed to building a robust talent pipeline that prioritizes local residents through internships, apprenticeships, and local hiring preferences.

- There are a lot of good people doing good work in both Civil Service and Human Resources - this proposal is about enhancing their collective efforts and modernizing our hiring system that is substantially like what was first set up in 1907.

- Employees protections for the permanent Classified Service are critical and must remain untouched. Classified City employees deserve appeal rights and an independent appeals process to ensure due process.

Introduction
Clarifying the Proposed Charter Amendment Intent

The proposed charter amendment ensures the Civil Service system is **not being removed or forgotten, but rather strengthened and modernized**.

The charter amendment proposes a change in organizational structure to streamline outdated processes aligning with almost every comparable agency in California while upholding the merit system and civil service function.

The City is committed to cultivating a pipeline of local talent that prioritizes opportunities for our residents through innovative, merit-based pathways to fulfilling careers in their local government.

The proposed charter amendment will improve the Civil Service system benefiting candidates, residents, departments, and both Civil Service and Human Resources staff through more equitable, inclusive, streamlined hiring practices to attract highly skilled diverse talent.

Goals

The proposed HR/Civil Service Charter Amendment is driven by a set of comprehensive goals. These goals collectively contribute to a vision of a more efficient, community-centered, and responsive city government, committed to merit-based hiring practices and the continuous improvement of our service delivery to the residents of Long Beach.

- Streamlined Recruitment and Hiring
- Upholding the Civil Service and Merit System
- Expedited Disciplinary Appeals
- Localized Preferences
- Educational Institutions Proximity
- Supporting Current "Non-Career" Employees
- Empowering Internship and Apprenticeship Participants
- Maintaining an Independent Commission

Goals of Proposed Charter Amendment

Goals of Merging Under One Department

Operational

- Reduce time to hire and critical citywide 22% vacancy rate, including within the Civil Service and Human Resources Departments.
- More equitable, modernized recruitment practices to attract diverse applicants with local hiring preferences.
- Increased opportunity to collaborate with departments and improve internal and external customer service.
- One mission, vision, and set of guiding principles for City of Long Beach recruitment efforts.
- New department structure encourages more opportunities for career growth.

Managerial

- Collaborative, strategic decision making and streamlined approval.
- Accountability for recruitment timelines and vacancies.
- Consistent interpretation of policies and procedures.

Administrative

- More effective & efficient organizational structure and functionality that aligns with vast majority of comparable agencies.
- More efficient use and collaboration of staff expertise.
- Unified access and oversight of systems and software.
- Unified contracts and savings for recruitment efforts.

Background

Nationwide Challenge

- In 2021 an astonishing 47 million Americans resigned from their positions, and this trend continued into 2023, with an additional 4 million resignations reported in February.
- In December 2023, there were over 9 million open jobs in the United States according to the US Bureau of Labor and Statistics.
- The widespread phenomenon known as the “Great Resignation” has left profound impact on our City, resulting in a significant rise in employee turnover and job vacancies.
- Many Industries and sectors are struggling with the challenge to attract and retain top talent.

Background

City of Long Beach Challenge

- The City of Long Beach is not immune to this labor market turbulence and has a 22% citywide vacancy rate, with specific departments experiencing even higher vacancy rates as high as over 40%.
- These staffing challenges place an unwarranted strain on our City's operations and capacity to meet the needs of our community.
- The City of Long Beach is an outlier in California with two separate personnel departments administering separate sections of the recruitment process, often resulting in duplication of efforts and severe delays in classified recruitment timelines that has contributed to our high vacancy rate.

Budgeting Efforts to Support the Civil Service Department over the Years

Over the past 10 years, the General Fund has grown 13% and citywide staffing levels have grown 15%. In comparison:

The Civil Service Department's budget has increased 90% over the past 10 years.

FY 2014 Budget: $2,005,846
FY 2024 Budget: $3,895,471

The Civil Service Department's staffing has increased by 50% over the past 10 years.

FY 2014 FTEs: 14
FY 2024 FTEs: 21

Background

Attempts to improve Civil Service Hiring over the years include:

- Numerous collaborative meetings with feedback from Departments and the City Manager.
  - City Manager met with Civil Service Executive Director for briefings highlighting citywide hiring issues the first Monday of each month in 2023.
- Annual Management Retreats – Hiring timelines and classified recruitment challenges have been the #1 topic of discussion and concern for departments in recent years.
- Study produced by Baker Tilly (formerly known as Management Partners) in 2008.
- Despite funding approval in 2019 and ongoing departmental concerns, the Civil Service Department has just recently started an organizational study in 2024.
- Fuse Fellow Study on Long Beach Hiring Process.

Unclassified Hiring Process Survey

The Department of Human Resources conducted a citywide hiring process survey in 2022 to get feedback from departments about their experiences and struggles with the unclassified recruitment process. Although the focus was on the unclassified recruitment process, 57 responses received were related to Civil Service hiring.

- Of the 57 responses, **93%** specifically mentioned the timeline of classified recruitment being the main bottleneck for filling their vacancies with quality candidates in a timely manner. Many departments mentioned their experience with the classified hiring timeline takes anywhere from 6 months to 2 years.
- **90%** of the responses specifically mentioned the processes of classified recruitments being outdated, redundant, and a bottleneck for hiring timely qualified candidates. Departments are unified in their concern that quality candidates will not wait between 6 months to 2 years for an interview making the lists increasingly difficult to utilize by the time they are received.
- These survey results were shared with the Civil Service Department.

Prior Study

Management Partners

In 2007 Management Partners, now known as Baker Tilly, reviewed the process as part of an independent assessment of the City's recruitment, hiring, and retention practices.

Report Findings:

- Inefficiencies of having two separate departments.
- Lack of clear mission, values, or standardized practices related to recruitment, selection, and hiring.
- Discrepancies between technologies used by two departments.
- Inefficient use of staff time:
    - The Commission meets weekly, and among routine agenda items are job bulletins, resignations and retirements, examination results, and extension of expiring eligible lists.
        - Each of these items on the agenda requires staff time to prepare reports, prepare the agenda, and attend the meetings.
        - Additionally, the time of staff in line departments affected by the administrative items is also spent in preparation for and in attending the Commission meetings.

Current Long Beach Hiring Process

The City currently operates under a dual hiring system.

Civil Service Department (CS)

Manages the hiring of classified positions.

Approximately 60% of City positions.

Human Resources Department (HR)

Responsible for the oversight and recruitment of unclassified positions.

Including Management, Interns, Non-Career, etc.

- Duplicative efforts between departments that are inefficient to staff time and overall process timeline which includes:
  - Approval processes
  - Review of personnel transactions
  - Development of job bulletins, classification specifications, and salary studies
  - Marketing of jobs that have led to public confusion
    - Social media –separate accounts
    - Job fairs – separate tables representing City
    - Maintenance of two separate websites
  - Two separate entities creating policies and practices related to the hiring process.

Current Long Beach Hiring Process

The Civil Service Commission currently handles administrative tasks that are typically handled by Human Resources in other jurisdictions.

Some Administrative Tasks Include:

- Examination and Certification of the Classified Service
- Creation of Classifications Specifications
- Development of Job Bulletins
- Maintenance of Eligible Lists
- Non-Career hours extensions
- Temporary and permanent job reassignments
- Provisional appointments
- Extensions of probation periods

Comparable Agencies

- All comparable agencies have established successful merit-based recruitment structures.
- Human Resources departments statewide generally serve as a neutral party to provide oversight and ensure integrity in the structure. Both structures achieve the same ends which is appointment based on qualifications and maintaining a merit-based process.
- Other large cities in California operate successfully under this model including Fresno, Los Angeles, Oakland, Sacramento, San Jose, San Francisco, and Santa Ana. These cities continue to maintain merit-based recruitment standards for the Classified Service.

Comparable Agencies

Long Beach is not alone in evaluating its hiring structure. Many other agencies across the state are looking into ways to improve their operations and enhance their ability to attract and retain top talent.

City of San Diego

- Experiences elevated vacancy rates perpetuated by the length of time it takes to hire.
- The only other city, along with Long Beach, that function with two separate department administering recruitment processes one for Classified and the other for Unclassified.
  - Classified hiring process took approximately 9 months to complete.
  - Unclassified hiring process took nearly 8 months to complete.

City of San Francisco

- San Francisco's vacancy rate for permanent positions was approximately 13.3%, double the pre-COVID rate and it currently takes about 250 days to fill a permanent position.
- Approved Civil Service rule changes in 2023 to improve and speed up City's hiring process while maintaining the fundamental principles of the merit system.

City of Oakland

- City faces high vacancy rate of almost 19%.
- Rate is significantly higher in critical departments that handle violence prevention, transportation and economic growth.

Current Long Beach Hiring Process

Recent data from 2021 and 2022 reflect an average of over 7 months to fill a classified vacancy through the current system, where a list exists.

Examples of average time to refer a list of candidates eligible for hire to Departments

- Current structure shows how many business days from Department needing to fill a position to the time they received a list of candidates eligible for hire.
- **When there is no available lists, waiting times for hiring departments can be much longer.**
- According to NEOGOV (a widely used public sector applicant tracking platform), the average time to fill a vacancy in a local government agency such as Long Beach is less than four months, however, Long Beach's processes currently take over 42% longer than the nationwide average.

*Data pulled via NEOGOV

Current Long Beach Hiring Process

Hiring is a joint responsibility

- Various Departments are involved in the process including:
  - Human Resources, Civil Service, Budget, Hiring Departments, and City Management.

The Baker Tilly consultant study provided 38 recommendations to help streamline the City's hiring process

- The Human Resources Department has been working on addressing these recommendations, recent improvements include:
  - Creation of a Talent Acquisition Division for the Unclassified Service
  - Revamping of the City's Requisition Approval Process timeline
    - Decreasing timeframe from approximately 3 months to 6-13 business days.
  - One-Stop-Shop: Livescan, Physical Examination, Virtual Oaths, and City ID Badge, completed at one time for new hires
  - Post Offer Drug Screening updated process
  - Departments setting up measurement systems for accountability
- The Human Resources Department currently only has the authority to oversee Unclassified recruitment in the City and has successfully reduced the average Unclassified recruitment timeline down from an average of over 7 months to an average of 70 business days while still maintaining a successful merit-based recruitment structure.

Department Challenges

The Departments are experiencing impacts to their operations due to the high vacancy rates.

- From 2019 to 2023, the Harbor Department reported it has taken on average 362 calendar days to fill Classified positions within the Port. One example was 836+ business days for the Plumber Supervisor list,
- Office Services Assistant was requested as a critical priority position by the Technology and Innovation Department (TID) in June 2021. An incumbent was hired to fill this position in February 2023, 18 months' time to hire for their identified priority.
- The Systems Technician list expired in September 2021, and TID has a current vacancy rate of 35%. There has not been an eligible list for 2.25 years. The classification specification needed to be updated before a new list could be created - that went through a four-month review with Human Resources, then a separate 5-month review with Civil Service and is still not complete.
- The current Communications Specialist list is three years old. A department, currently experiencing a 36% vacancy, has gone through the list multiple times and has not received qualified candidates.
- There is no current Plan Checker eligible list. The list was last dated April 2018. The Community Development Department is in the process with Civil Service to update, but that is expected to take several more months. This position is critical for reviewing mechanical, electrical and plumbing plans for the department.

Proposed Model

Modernization to the Recruitment & Hiring Processes

- Establish efficient process to reduce bureaucracy and duplication of functions between the two departments.
- Functions of the Civil Service and Human Resources departments will be aligned.
  - This process is in line with how other Cities operate in terms of creating policies and procedures.
- The proposal aims to streamline the hiring process primarily by removing administrative tasks currently handled by the Commission that are normally delegated to professional staff in Human Resources Departments at other agencies to prevent unnecessary bureaucracy.

  Transfer responsibilities to the Human Resources Department;
  - Administrative duties
  - Examination and Certification of the Classified Service
  - Creation of Classifications
  - Maintenance of Eligible Lists
  - Other hiring functions will be handled per Civil Service Rules and Regulations
- Under the new structure, the newly merged department will be able to make prompt and decisive decisions that can accelerate the hiring process.
- Since most agencies operate under this model there is ample evidence that Commission oversight at each step of the process is not necessary to ensure a merit-based recruitment process.

Streamlining Independent Commission Duties

- The Commission's current role as an appeal body for complaints in the hiring process will remain to ensure the appropriate level of oversight while not getting bogged down with the administrative duties.
- The Commission will continue to operate independently of the City Manager.
- The Commission will be renamed from the Civil Service Commission to the Civil Service Employee Rights and Appeals Commission.
- The Civil Service Commission will continue to receive and resolve complaints relative to the hiring process of Classified employees. They will also continue to carry out Charter mandate to hear and review disciplinary appeals.
- Appeal decisions will continue to rest solely with the Commission and the proposal will align the duties and powers of the Commission with most other agencies.
    - **Examples of topics that can be appealed to the Commission:**
        - Applications (late submission of application or being denied into an exam process based on the application submitted)
        - Exam components (written exams, writing skills exercise, performance exams, interview processes)
        - Layoff (calculation of seniority)
        - Disability Retirements

Safeguards to Ensure the Merit System and Civil Service Rules are Upheld

Merit-based hiring standards would remain, with employees hired on the basis of qualifications, skills, and abilities. The City would continue to use a system of Classified and Unclassified Service, and those definitions would remain unchanged.

Rules and Regulations

- The Civil Service Rules and Regulations in effect would remain in place unless and until amendments thereto are adopted by the City Council.

Local Preferences

- The new structure will ensure there is enhanced access to City jobs for residents while maintaining the merit-based system with assessments, interviews, and placements that ensure a diverse workforce representative of the City's population in a fair and equitable manner

Human Resources Processes

- Human Resources will create recruitment exams and administer exam processes when applicable.
- Human Resources will function independent of hiring Departments and will refer eligible candidates at conclusion of the process.

Safeguards to Ensure the Merit System and Civil Service Rules are Upheld

Independent Appeal Process

- Preservation of an independent disciplinary appeal process for the Classified Service. City Council has the authority to request an independent investigation into any recruitment process that raises concerns about potential discrimination or other violations of employee rights.

Employee Rights and Protections

- Maintenance of employee rights and protections pertaining to the workplace to preserve integrity
- Examples:
  - Laws prohibiting discrimination or retaliation based on a protected class
  - City EEO process
  - City Nepotism Policy (AR 32-1)
  - Labor Association Representation

Outside Consulting

- City Engagement with 3rd party, independent outside consulting firms periodically to conduct routine compliance audits of the recruitment and selection process to ensure merit-based rules and principles are being followed.

Hiring Preferences

The City of Long Beach is forging connections and closing gaps for employees through innovative local hiring preferences! This bolsters community bonds and creates a shorter path for employees to thrive!

New Local Hiring Preferences:

Residency

- Candidates who reside within the jurisdictional boundaries of the City of Long Beach

Higher Education

- Candidates who obtained a higher education degree from institutions within the California Community Colleges, the CSU, and UC Systems.
- Independent or private institutions, with on-site campuses located within a ten (10) mile radius of the jurisdictional boundaries of the City of Long Beach and within the County of Los Angeles

Internal

- Candidates who are employed in a Non-Career capacity with the City of Long Beach and have completed at least 1,500 hours of service with the City within the two (2) years preceding the date of the job announcement;

Internship/Apprenticeship

- Candidates who participated in an internship or apprenticeship program(s) relevant to the position for which the candidate is seeking employment and has completed at least 1,000 hours or internship or apprenticeship experience within the two (2) years preceding the date of the job announcement.

Expected Outcomes

The consolidation of these two departments brings about the following potential benefits:

Reduction in the time required to recruit and hire staff, setting a goal of hiring most positions within 90 business days on average.

Integrated practices would cover the entire spectrum of employee-related issues, from hiring, compensation, orientation, and ongoing development.

Delegation of Administrative matters to City staff, streamlining the process.

Expediting the timeline for hearing classified employee disciplinary appeals, as the Commission would have additional capacity to hear cases.

Next Steps

Meet and Confer

- Initiate the meet and confer process with the City's labor partners regarding the proposed charter amendment (beginning January 31st).

Commission Meetings

- City Manager, Mayor, and Human Resources will be meeting with the Civil Service, Harbor, and Utilities Commissions to present the proposed Charter Amendment during February.

City Council Presentation

- Proposal will be heard three times by the City Council prior to a decision to place amendment before voters for the November 2024 election.

Decision by Voters

- November 2024 voters will place their ballot for decision on amendment.

Meet and Confer

- If amendment is approved by voters, a second meet and confer process will take place.

Merge of Staff

If voters approve the amendment, the City of Long Beach is committed and excited to merge existing staff from both departments to foster innovational merit-based recruitment practices to attract, develop, and retain top diverse talent.

- The existing staff in the Civil Service Department would transition to the Human Resources Department, ensuring that there is no loss of employment for current City employees.
- The City has substantial experience in retaining staff following a department merger. Some recent examples include:
  - Gas and Water
  - Human Resources and Workers Compensation
  - The Citizen Police Complaint Commission and the new Police Oversight Department

All three mergers consisted of structural change to improve service levels, modernize administrative inefficiencies, and reduce bureaucracy while committing to preserving employment for all employees.

Thank you

CITY OF LONG BEACH

Proposed Changes to City Charter - Redlines

Section 300. SELECTION AND QUALIFICATIONS.

The City Council shall appoint a City Manager who shall be the chief administrative officer of the City. The City Manager shall be responsible for the administration of all departments except the City Attorney, City Auditor, City Prosecutor, ~~Civil Service Department,~~ Legislative Department, Harbor Department and Public Utilities Department. The City Council, subject to veto by the Mayor and City Council override by a vote of two-thirds (⅔) of its members, shall appoint the person deemed best qualified on the basis of executive and administrative capabilities, with special reference to experience in, and knowledge of, accepted practices with respect to the duties of the office as set forth in this Charter. The City Manager shall be appointed for an indefinite period and cannot be removed from office except by a vote of five (5) members of the City Council, subject to veto by the Mayor and City Council override by a vote of two-thirds (⅔) of its members.

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ARTICLE XI. CIVIL SERVICE SYSTEM AND CIVIL SERVICE EMPLOYEE RIGHTS AND APPEALS COMMISSION

Section 1100. PURPOSE AND ORGANIZATION.

The purpose of this Article is to establish a Civil Service system for the classified service to provide the City with a productive and qualified workforce by appointing, advancing, and retaining employees on the basis of their ability, knowledge, and skills relative to the work to be performed to ensure the provision of a merit-based system. This Article also establishes an independent Civil Service Employee Rights and Appeals Commission which shall be composed of five (5) residents of the City. The purpose of the Civil Service Employee Rights and Appeals Commission is to ensure the classified service is provided all appeal rights identified in this Article. ~~Civil Service Commission shall be composed of five (5) residents of the City.~~

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Sec. 1101. POWERS AND DUTIES.

The ~~powers and duties of the~~ Civil Service ~~Commission shall be~~System and Civil Service Employee Rights and Appeals Commission shall be implemented as follows:

(a) The Civil Service System shall be implemented by the Department of Human Resources which shall:

(1) ~~Adopt and amend Civil Service Rules and Regulations, subject to the approval of~~ Recommend to the City Council adoption and amendment of Civil Service Rules and Regulations, excluding Rules and Regulations related to the classified employee disciplinary appeal process;

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(2) ~~Make independent investigations concerning the enforcement of this Article and the rules adopted~~Provide for the examination and certification for employment in the classified service;

(3) Create classifications of employees in the classified service, subject to the power of the City Council to establish positions of employment~~Provide for the examination and certification for employment in the classified service~~; and

(4) Maintain eligible lists for classified positions as needed.~~Create classifications of employees in the classified service, subject to the power of the City Council to establish positions of employment~~;

~~(e) Maintain eligible lists for classified positions, as needed;~~

(1) Recommend to the City Council the adoption and amendment of Civil Service Rules and Regulations related to the classified employee disciplinary appeal process;

(2) Adjudicate the disciplinary appeals of classified employees (unless otherwise required by law or in situations where the Commission determines a hearing officer is warranted), subpoena and require the attendance of witnesses and the production of any documents pertinent to any appeal, and to administer oaths to such witnesses;

(3) Conduct independent investigations concerning the enforcement of the rules adopted regarding employee disciplinary appeals;

(4) Enforce and remedy violation of Civil Service Rules and Regulations through the classified employee disciplinary hearing process;

(5) Receive and resolve complaints relative to the hiring process of the classified service and rule on appeals by classified employees of industrial retirement determinations;

(6) Make final decisions in any matter properly brought before it; and

(7) Receive an annual report on hiring in the City.

(c) The powers and duties of the City Council shall be to:

(1) Adopt and amend Civil Service Rules and Regulations; and

(2) Direct the City Manager to conduct independent investigations concerning the enforcement of this Article.

Sec. 1102. CATEGORIES OF EMPLOYMENT.

The Civil Service of the City is hereby divided into the unclassified and classified service.

(a) The unclassified service shall include:

(1) All officers elected by the people and all employees of such elected officers;

(2) Members of all appointive commissions;

(3) The City Manager and all employees of the City Manager's Department;

(4) The City Clerk and all employees of the City Clerk;

(5) The Director of Police Oversight and all employees of the Director of Police Oversight;

(~~5~~6) Department heads, ~~one assistant department head~~ Deputy Department Directors in each department, bureau heads, division heads, and one clerical position for each;

(~~6~~7) Any classification which, at the discretion of the ~~Commission~~City Council, is of such a nature as to require unique and special flexibility for efficient administration;

(~~7~~8) The Executive Secretary of the Board of Harbor Commissioners and Harbor Department Sales, Traffic and Promotion personnel, the Chief Wharfinger and all personnel intermittently employed in handling cargo and freight;

(~~8~~9) All personnel serving in non-career positions, as defined by the Civil Service Rules and Regulations.

(b) The classified service shall comprise all positions not specifically included in this Charter in the unclassified service.

Sec. 1105. PREFERENCES.

The following preferences shall be provided in all Civil Service examinations except promotional examinations:

(a) Veterans Preference.

(1) ~~In all Civil Service examinations except promotional examinations,~~ The ~~Commission~~ City shall, in addition to all other credits, give to veteran passing the examination, a credit of ten (10) additional points. Disabled veterans passing the examination shall receive a credit of fifteen (15) points.

(2) Veterans as used herein shall mean all persons released or discharged from active service under honorable conditions in the Armed Forces of the United States or in the Coast Guard.

(3) Ten (10) credits shall likewise be granted to the un-remarried spouses of veterans killed in action, who died of wounds or of a service connected illness and to the spouses of disabled veterans who themselves are not qualified for employment, but whose spouses are qualified. A disabled veteran is defined as a veteran possessing at least a ten percent (10%) service connected disability certified by the Veterans Administration.

(4) Documentary proof of eligibility for Veteran's Preference Credits and exemption from the eligibility limitation must be submitted prior to approval of the Eligible List by the Commission. In the case of a tie grade between a veteran and non-veteran, the veteran shall be ranked highest.

(b) Local Preferences. The City shall, in addition to all other credits, give to any candidate who passes the examination, a credit of five (5) additional points, up to a maximum of ten (10) additional points, if the candidate meets one or more of the following criteria:

(1) Residency: at the time of the application, the candidate resides within the jurisdictional boundaries of the City of Long Beach;

(2) Higher education: where the job description requires or considers a degree, the candidate graduated or otherwise received a degree from an institution of higher education, including those institutions within the California Community Colleges, the California State University, and the University of California systems or independent or private colleges and universities, with on-site campuses located within a ten (10) mile radius of the jurisdictional boundaries of the City of Long Beach and within the County of Los Angeles;

(3) Internal candidate: at the time of application, the candidate is employed in a Non-Career capacity with the City of Long Beach and has completed at least 1,500 hours of service with the City within the two (2) years preceding the date of the job announcement; and/or

(4) Internship or Apprenticeship: the candidate participated in an internship or apprenticeship program(s) relevant to the position for which the candidate is seeking employment and has completed at least 1,000 hours of internship or apprenticeship experience within the two (2) years preceding the date of the job announcement.

Proposed Charter Amendment – Meet and Confer Schedule

The schedule below are the Labor groups that attended the initial Town hall meetings schedule on January 31, 2024 & February 1, 2024:

Union	Session Attended
POA	1/31/2024
AEE	2/1/2024
ACE	1/31/2024 & 2/1/2024
FFA	NA
LGA	1/31/2024
IAM	2/1/2024
SEIU	2/1/2024
LBMA	1/31/2024
CAA	NA
CPA	NA
IBEW	NA

The schedule below are the follow-up meetings scheduled with the Labor groups:

Union	Follow Up Meeting Status
POA	2/21 3-4 pm
AEE	2/20 2-3 pm
ACE	2/20 3-4 pm
FFA	2/20 1-2 pm
LGA	pending response
IAM	pending response
SEIU	pending response
LBMA	Closed - No MC requested
CAA	No MC required
CPA	No MC required
IBEW	Closed - No MC requested

CHARTER AMENDMENT CALENDAR
NOVEMBER 2024
FOR DEPARTMENTS

DEADLINE	ACTION	DEPARTMENT
2/23/24	Charter Amendment drafted + meet and confer process for matters affecting scope of representation is complete	Lead Department
2/26/24 - 3/22/24	Draft Council letter to request Council to refer Charter Amendment to Committee NOTE: Final proposed Charter Amendment should be attached to the Council letter to allow for public review.	Lead Department
3/25/24	• Council letter to request Council to refer Charter Amendment to Committee due to City Attorney/Budget	Lead Department & City Attorney
4/1/24	Council letter to request Council to refer Charter Amendment to Committee due to City Manager	Lead Department
4/8/24	Council letter to request Council to refer Charter Amendment to Committee due to Clerk	Lead Department
4/16/24	Last meeting to request Council refer Charter Amendment to the Committee	Lead Department
4/23/24 - 4/26/24	1st public hearing notice ready	City Clerk
4/26/24	Council letter due to City Attorney/Budget for 1st public hearing	Lead Department
4/30/24	Post notice of first public hearing in 3 public places in 21 calendar days prior to first hearing (G.C. 34458)	City Clerk
5/3/24	Council Letter for 1st public hearing due to City Manager	Lead Department
5/7/24-5/14/24	Publish notice of first public hearing once a week for two weeks prior to first hearing (G.C. 6066)	City Clerk
5/13/24	Council Letter for 1st public hearing due to Clerk	Lead Department
5/21/24	**1st City Council/Committee public hearing** (At least one of the public hearings shall be held outside of normal business hours to facilitate public participation)	City Clerk
5/31/24	Council Letter for 2nd public hearing due to City Attorney/Budget	Lead Department
5/27/24-6/3/24	2nd public hearing notice ready	City Clerk
6/4/24	Post notice of second public hearing in 3 public places in City 21 calendar days prior to hearing (G.C. 34458)	City Clerk
6/7/24	Council Letter for 2nd public hearing due to City Manager	Lead Department
6/11/24 - 6/18/24	Publish notice of second public hearing once a week for two weeks prior to hearing (G.C. 6066)	City Clerk
6/17/24	Council Letter for 2nd public hearing due to Clerk	Lead Department
6/25/24	**2nd City Council public hearing** and publish once a week for 2 weeks prior to second hearing (G.C. 6066)	City Clerk
7/15/24	Council Letter / Reso to add ballot item and order election for Charter Amendmentdue to City Attorney/Budget	Lead Department
7/22/24	Council Letter / Reso to add ballot item and order election for Charter Amendment due to City Manager	Lead Department
7/29/24	Council Letter / Reso to add ballot item and order election for Charter Amendment due to Clerk	Lead Department
8/6/24	•**Conduct third meeting; Last day for City Council to order the election** (E.C. 1415) •Mayor to announce that he is accepting requests to write arguments for propositions. (E.C. 9282) (L.B.M.C. 1.24.020) (E-91)	City Manager/CA/CC

CITY OF LONG BEACH

January 23, 2024

Board of Harbor Commissioners
Civil Service Commission
Utilities Commission

Dear Commissioners,

During State of the City on January 9 2024, Mayor Rex Richardson called on the City Council to begin the process of presenting a ballot measure to the voters of Long Beach this November to: update our City's Charter and fundamentally reform and streamline our Civil Service hiring processes, with the goal of reducing the length of the process from application to offer to 90 business days; offer temporary workers more stability by giving them a greater path toward permanent City jobs; and, most importantly, place a greater focus on implementing new local hiring preferences so that residents who live in Long Beach or attend our local educational institutions and apprenticeship programs can have a better shot at landing a career with the City.

On January 18, 2024, the City Manager issued a memorandum to the Mayor and members of the City Council regarding a proposal for a Long Beach Charter Amendment related to Civil Service reform. The memo outlined the major organizational challenges stemming from an inefficient and outdated recruitment and hiring process that dramatically impacts our existing workforce and the community we serve. This proposal creates a streamlined hiring process, encourages more local hires and pathways for unclassified staff, while preserving the merit system and all current employee rights through a fully independent Civil Service Commission that will continue to hear all employee appeals independent from management.

Together, we will visit each of your Commissions in February to discuss this Charter Amendment proposal, answer any questions you may have, and listen to your feedback. The Human Resources department has initiated the required meet and confer process with the City's collective bargaining units and are hopeful of completing this process by the end of March so that a formal recommendation can be presented by the City Manager to the City Council in April for consideration of the Charter Amendment Committee. The Charter Amendment Committee will hear the proposed Charter Amendment recommendation at three separate meetings before deciding on whether to place an item on the ballot for voters to consider in November. Final Charter Amendment Committee action is needed by August 6, 2024, to meet the County's deadlines.

Our teams will work with your respective Department Heads to bring an item to you during a scheduled Commission meeting in February so we can continue to receive input while we are concurrently engaged in the required meet and confer process with the City's collective bargaining units and meet all required deadlines to consider a potential Charter amendment.

Sincerely,

Mayor Rex Richardson

City Manager Tom Modica

ATTACHMENT C

Civil Service		Budget	FTE		Notes
	FY 05	$ 2,082,552	22.0		*231 General Fund positions reduced citywide*
	FY 06	$ 2,136,165	22.0		
	FY 07	$ 2,247,466	23.0		*71.71 positions reduced city in General Fund / 1 position added in CS*
	FY 08	$ 1,565,023	25.0		*57 positions added in General Fund / 2 positions added in CS*
	FY 09	$ 1,718,745	16.0		*118 positions reduced in General Fund / 10% to all elected and appointed reductions*
	FY 10	$ 1,731,256	16.0		
	FY 11	$ 1,653,289	16.0		*Measure GG Nov 2010 put before voters*
	FY 12	$ 2,140,775	14.2		*Additional $17 million shortfall / 168 positions reduced in General Fund*
	FY 13	$ 2,054,625	14.0		**General Fund** / **GP FTE** / **Total FTE**
	FY 14	$ 2,005,846	14.0		$ 441,534,914 / 2487.76 / 5096
	FY 15	$ 2,174,093	14.0		
	FY 16	$ 2,427,489	16.7		
	FY 17	$ 2,649,249	16.7		
	FY 18	$ 2,904,443	17.7		
	FY 19	$ 2,864,732	17.7		
	FY 20	$ 3,094,635	18.7		
	FY 21	$ 2,996,399	18.0		
	FY 22	$ 3,350,703	18.0		
	FY 23	$ 3,715,371	21.0		
	FY 24	$ 3,895,471	21.0		$ 498,012,117 / 2849 / 6074
10 Year Growth		90%	50%		13% / 15% / 19%

April Walker

From: Tom Modica
Sent: Friday, February 9, 2024 8:44 AM
To: Christina Winting
Cc: Rex Richardson; Joe Ambrosini
Subject: Follow Up from Last Week's Meeting and Budget Histories
Attachments: Civil Service Budget History.xlsx

Christina,

Thank you again for the opportunity to talk to the staff directly, we thought it was a good conversation. Here are some follow up items from that meeting to clarify some of what was discussed that we didn't have immediate answers to.

1. **Confirm date of Measure GG:**

   Measure GG was presented to the voters in November 2010

2. **Did reductions occur as retaliation for not approving Measure GG?**

   No, the budget documents do not show that. The major reductions to Civil Service happened in October 2008 in the FY 09 budget. The staffing for Civil Service was reduced from 25 positions to 16. Measure GG did not happen until 2 years later in November 2010. There was a small reduction the following year of 1.81 FTE, but that was a year of another $17 million budget deficit and all departments took reductions, and the General Fund shrank by 168 positions.

3. **What was the cause of the FY 09 reductions?**

   This budget message explains it well. City departments had undergone over $90 million in reductions and cut 520 positions over the prior 4 fiscal years, nearly 10% of the workforce. But during those four years, elected and appointed offices (including Civil Service) did not take any reductions. In the FY 09 Budget, as we were facing an additional $17 million shortfall and employees were being required to take 40 hour furloughs, the Mayor proposed that all electeds and appointed do their share to reduce their budgets, and take a 10% reduction to save $2.5 million. The Council supported that recommendation. Civil Service budget was treated the same as the other appointed offices and cut the positions. Measure GG was proposed 2 year later.

4. **Civil Service Budget since the reductions in 2008 and how it compares**

   Attached is the Civil Service budget for the past 15 years, from the Adopted Budget books and FTE. Since the reduction of the positions in 2008, over the past 10 years the Civil Service budget has grown 90% and 50% increase in staffing. Comparatively over that same time, the General Fund has grown 13% and a 15% increasing in staffing. The Civil Service budget has grown at a rate nearly 4 times that of the General Fund, and a 3 fold increase in staffing comparatively, showing the commitment we have made over the years to increase Civil Service relative to other departments. Civil Service is actually at our about historical levels today. Civil Service had 22 staff at the beginning of the 2000s, went to 25 one year, then experienced reductions like other departments. You are at 21 positions today. As you know, we have supported increases in the past, even in

very difficult budget years. In FY 23, when we added three positions, that was still a year in deficit and this was one of the only structural adds made in the entire City to try to address hiring needs. However, as you know, the Management Partners study back in 2008 showed a much smaller vacancy rate than today and the problems have become even more acute over the past several years even with the staffing increases, which is why I believe the consolidation is needed.

5. **Addressing perceived conflict between departments and Civil Service staff**

   One area that was brought up is that Civil Service staff feel that department staff are assuming the ballot measure will pass, and thus not working well with the staff. I committed to addressing this perception. In our Department head meeting this week, I kept Department Heads behind to explain how the meeting went, what was being perceived, and my direction that we continue to work well together with mutual respect. I was clear in what I expect and there was agreement. While departments and Civil Service staff may disagree from time to time, it should always be cordial and professional. And I reminded everyone that under the proposal, if it passes, the staff will continue to work for the City and we will continue to have a merit and Civil Service system.

6. **Direction to Departments to improve hiring for their portion of hiring and creating accountability**

   In the meeting I also made a commitment to hold departments accountable for their part of the hiring practice. This year, we have new City Manager Management Appraisal Goals. Department heads will be evaluated on how well they know of their current vacancies and have systems in place to track them, as well as creating accountability systems for speeding hiring and onboarding for vacant positions. Those have been shared with department directors and are being incorporated into their performance evaluations and I expect them to do the same with their managers.

Hope this helps.

Tom Modica
City Manager

April Walker

From: Tom Modica
Sent: Thursday, February 15, 2024 6:16 AM
To: Christina Winting
Cc: Kevin Riper
Subject: RE: Budget

Christina, I asked Budget to back and check out this anomaly that you brought to my attention yesterday

Budget has confirmed that the budgeted FTEs in FY 08 was 25. This is what is reflected bottom line in the budget book FTE summaries, the spreadsheet analysis provided earlier, and also matches the system. The wrinkle, however, as you pointed out, is that the detail list of classifications in the budget book in the Civil Service chapter and Civil Service's spreadsheet does NOT match the system. Budget believes this is an error in the budget book production, that was corrected the following year in FY 09. Budget created a table to show the FTE difference below.

Hope this helps.

			System and Bottom Line in Budget Book *(This is what is correct)*	**What's listed in the detail classification list in Budget Book and Civil Service spreadsheet** Error	***Difference***	
Departmen	Job Class	Job Class Description	FTEs 2008	FTEs 2008		FTEs 2009
CS	A82NN	EMPL SVCS OFCR-CV SV	1.00	1.00	-	1.00
CS	A88NN	EXEC DIR-CIVIL SVC	1.00	1.00	-	1.00
CS	A89NN	DEP DIR-CIVIL SVC	1.00	1.00	-	1.00
CS	A97NN	RECRUITMENT OFCR-CS	1.00	1.00	-	-
CS	AD6NN	ADMIN OFCR-CIVIL SVC	-	-	-	-
CS	D04BN	CLERK TYPIST II	-	-	-	-
CS	D04CN	CLERK TYPIST III	2.00	2.00	-	-
CS	D04DN	CLERK TYPIST IV	2.00	2.00	-	1.00
CS	D80AN	ADMIN AIDE I	2.00	2.00	-	1.00
CS	D80BN	ADMIN AIDE II	1.00	1.00	-	1.00
CS	D93AN	PERSNNL ASST (CONF) I	1.00	4.00	*3.00*	1.00
CS	D93BN	PERSNNL ASST (CONF) II	1.00	1.00	-	1.00
CS	D94NN	EXECUTIVE ASSISTANT	1.00	1.00	-	1.00
CS	E48AN	PERS ANALYST I-CONF	5.00	5.00	-	1.00
CS	E48BN	PERS ANALYST II-CONF	2.00	5.00	*3.00*	2.00
CS	E48CN	PERS ANALYST III-CONF	4.00	2.00	*(2.00)*	4.00
CS	EC3CN	ADMIN ANALYST III-CF	-	-	-	-
CS	L60NN	SPECIAL PROJ OFCR	-	-	-	-
CS	P14NN	MEMBERS-BDS/COMMSNS	-	-	-	-
CS	T65AN	ADMIN ANALYST I-NC	-	-	-	-
CS	TC0A1		-	-	-	-
			25.00	29.00	*4.00*	16.00

From: Christina Winting <Christina.Winting@longbeach.gov>
Sent: Wednesday, February 14, 2024 7:49 AM
To: Tom Modica <Tom.Modica@longbeach.gov>
Subject: RE: Budget

Thanks, Tom, for asking budget to look at the document. I know we thought it was unusual when we saw it. We also took our information from budget reports.

Thank you,
Christina

From: Tom Modica <Tom.Modica@longbeach.gov>
Sent: Wednesday, February 14, 2024 5:29 AM
To: Christina Winting <Christina.Winting@longbeach.gov>
Subject: Re: Budget

And here is the FY 08 one as well that shows the specific positions in the Adopted budget.

https://longbeach.gov/globalassets/finance/media-library/documents/city-budget-and-finances/budget/budget-documents/fy-08-adopted-budget-webpage/11

Tom Modica
City Manager

From: Tom Modica <Tom.Modica@longbeach.gov>
Sent: Wednesday, February 14, 2024 5:24:00 AM
To: Christina Winting <Christina.Winting@longbeach.gov>
Subject: Re: Budget

I can ask budget to take a look. The analysis I sent you came from the publically published budget books. Not sure where that discrepancy would come from. Here is the source document for the 25 (page 3).

https://longbeach.gov/globalassets/finance/media-library/documents/city-budget-and-finances/budget/budget-documents/fy-09-adopted-budget-webpage/19-civil-service-

Tom Modica
City Manager

From: Christina Winting <Christina.Winting@longbeach.gov>
Sent: Tuesday, February 13, 2024 11:46:16 PM
To: Tom Modica <Tom.Modica@longbeach.gov>
Subject: Budget

Tom,

My staff put this spreadsheet together when we were asking for positions for FY23, they were updating it given our recent discussion.

We noticed an interesting discrepancy that you may be able to shed light on. In 2008 the total number of positions should be 29, not 25. My staff counted the actual positions that were budgeted when putting together the spreadsheet and did not just capture the total number from the reports. In reviewing their source document cited it seems that the number changes from 29 to 25.

I wanted to share this with you and see if there was an explanation as to why the number went from 29 to 25. All other summary numbers are correct for corresponding years. I have attached the spreadsheet for your review.

Thank you and I look forward to hearing your thoughts on the total FTE's for FY08.

Christina Pizarro Winting
Executive Director
Pronouns: She, Her, Hers

Civil Service Department
411 W Ocean Blvd., 4th Floor| Long Beach, CA 90802
Office: 562.570.6059 | Fax: 562.570.5293

ATTACHMENT D

The Human Resources (HR) Department has had trouble in obtaining access to the Applicant Tracking System which is critical to the hiring and recruitment process. Several attempts, both verbal and written, have been made to the Civil Service (CS) Department to request NEOGOV Administrator access for the Human Resources Talent Acquisition (TA) team, however to date HR still does not have full Administrator access to the system. There have been issues surrounding updating the benefits tab for management and unclassified recruitments and HR has not had access to make the changes. Issues have been raised to CS, to be addressed and are still pending because it is very challenging to get responses from that team. HR was also going through a trial with the Attract Module offered by NEOGOV for use in the unclassified service. It was a challenge getting started because, although Civil Service declined to use the module, at the time, wanted to be included in the implementation sessions with NEOGOV and had limited availability.

Early 2023, CS notified the TA team that they had been granted NeoGov Administrator Access, however on February 16, 2023, the NEOGOV account manager confirmed they still did not have the same, full Administrator access. This access can only be granted by the department's Employment Services Officer or Executive Director.

Below is a timeline of written requests.

- Discussed NEOGOV Administrator access for HR at CS/HR monthly meeting on 07/14/2022.
- Discussed NEOGOV Administrator access for HR at CS/HR monthly meeting on 09/08/2022.
- HR sent a follow-up email to CS regarding access on 10/24/2022.
- CS granted ad-hoc reports to teams' access on 10/26/2022.
- HR sent a follow-up email to CS regarding access on 11/21/2022.
    - CS responded on 11/22/2022 stating they were working on creating roles for access and would follow-up the following afternoon.
- In December 2022, HR tried to initiate a pilot trial with the ATTRACT Module in NEOGOV, however could not do so without Administrator access to the system.
- On 12/21/2022, HR sent an email to CS following up on access due to the hold placed on the ATTRACT trial.
- HR Sent follow up 01/11/2023 regarding connecting and access.
- CS emailed on 01/11/2023 stating administrator access has been granted.
- On 02/16/2023, the City's NeoGov admin representative confirmed HR TA has not been granted true system administrator access, but modified administrator access to obtain analytics and reports.
- Discussed NEOGOV Administrator access for HR at CS/HR monthly leadership meeting on 04/11/2023.

- Discussed NEOGOV Administrator access for HR at CS/HR monthly leadership meeting on 06/08/2023.
- June 2023 the City Manager specifically requested Christina Winting, Executive Director of Civil Service provide NEOGOV Administrator access for the HR TA team.
- City Manager offered to have Technology and Innovation, as the City's technology experts and administrator of most systems, take over the administration of the system. TID and Civil Service have met for months and have not reached any agreement that provides full administrative access for HR and City Management to perform.
- On 2/16/24, the City Manager again reiterated a specific request to Civil Service Executive Director to grant access, and requested this be done before the next Commission meeting on February 22, 2024.
- On 2/17/24 Civil Service responded that they had provided access, but now believe that this is a new request to provide access to the classified and unclassified systems and would need to review.
- On 2/17/24 the City Manager responded in great detail showing that the request had always been for full system Access, that this was not a new request, and providing dates and times that full system access was discussed between HR and Civil Service teams, as well as security methods to ensure that sensitive Civil Service data would not be accessed or would be addressed through disciplinary action. The City Manager again reiterated the request to resolve this issue and be granted full access prior to the next Commission meeting to show the Commission this would be solved.

The lack of full Administrator access to the City's applicant tracking system continues to present obstacles and barriers that impact Human Resources and City Manager operations. One of the biggest challenges that HR is faced with is the inability to access data and reports that would shed light on critical items such as:

- Total time to hire for all positions throughout the City.
- Status of current vacancies
- Tracking of positions and where they are in the hiring process.
- How long positions have not had an active eligible list.
- Number of position requisitions that were closed and reopened due to the start of a new fiscal year.
- Data for the Classified Service which makes up 60% of positions.
- And overall, the inability to develop and create personalized reports.

ATTACHMENT D

It is critical for the Human Resources Talent Acquisition team to have full access to capitalize on all the resources and tools that the system has to offer that will aid in the effectiveness and efficiency of recruitment and hiring processes.

ATTACHMENT E

Following the May 2023 citywide Management Retreat, departments had the opportunity to provide feedback related to hiring concerns as expressed during the retreat's Hiring Update and Question and Answer sessions. This data was intended to inform the upcoming study on Civil Service by Baker Tilly, and provide real examples of the challenges in the current system. The timeline for the input spans from June 2023 to the date of this memo issuance (receipt date/date range is noted for each department). While some of these concerns have since been resolved or are being worked on now, it was intended as an illustration of the challenges departments are experiencing.

You will see that the "voice" comes from the departments themselves which is why you'll see varying perspectives and outlooks for each department's narrative.

EXTENSION OF LISTS

Many positions are opened for a test only once every two years. Additionally, lists that are open for six months or a year are often extended. Last year, we reviewed Civil Service agendas to determine how much this was occurring. Since January 2023, Civil Service has taken action to extend prior eligibility lists, rather than expire them and open new lists to get new names. From January 2023 to July 2023, they have extended 98 classifications for an additional six months. Of those lists, 78% have fewer than 10 names (with many having fewer than 3 names and some with only one name). 44% of those lists were created in 2021 and 2020, meaning no one was able to apply for those lists for more than two years. Lists that are closed for over two years keep getting extended, and have less than 10 names on them for departments to select the best candidates who meet our technical requirements and fit for our organizational values which do not represent a fully-functioning and equitable merit system to hire new employees.

Some examples of classifications during this time period that had less than 10 names and had not had a recent test include key positions like: microbiologist; building maintenance engineer; carpenter; GIS technician; senior librarian; senior accountant; x-ray technician; vet tech; digital services specialist; software developer; capital project coordinator; combination building inspector; electrical engineer; electrician; motor sweeper operator; water treatment operator; aquatics supervisor; environmental health specialist; lateral police officer; civil engineer; gardener; tree trimmer.

Below are the specific months reviewed:

- February 2023: 29 classifications extended for 6 months, 20 of which have 10 or fewer candidates. 12 of these are more than 1.5 years old prior to the extension.

- April 2023: 21 classifications extended for another 6 months, 16 of which have 10 or less candidates. 7 of these are more than 1.5 years old prior to the extension.

- May 2023: 22 classifications extended for another 6 months, 22 of which have 10 or fewer candidates. 12 of these are more than 1.5 years old prior to the extension.

- June 2023: 26 classifications extended for another 6 months, 19 have 10 or fewer classifications. 12 of these are more than 1.5 years old prior to the extension.

In total, 98 classifications extended for an additional 6 months, with 78 percent of those lists having fewer than 10 names (and many with fewer than 3 names). 43 of those lists, or 44 percent of the classifications, were created more than one and a half years before the 6-month extension was granted.

The feedback below from Police, Fire, Community Development, Health and Human Services, Police and Public Works departments were all received following the February 14, 2024 Civil Service Commission meeting.

POLICE

Sworn Recruitments

Police Recruit - On April 29, 2021, the Police Department (PD) reached out to Christina Winting, Civil Service Executive Director, about the timeline for a new Police Recruit list. The available list was two years old. PD had seen an unprecedented number of retirements in 2020 and was anticipating significant retirements in 2021 and 2022. PD was informed by Caprice McDonald, Employment Services Officer, that Civil Service would not open another recruitment until it had polled the applicants on the two-year-old list to determine their interest. Polling a list of applicants entails sending a mass email via the NeoGov system to applicants asking if they are still interested. It is a standard list of questions with responses requested within a week or two. The act of sending the poll would take at most 30 minutes from start to end of task; according to former Civil Service employees who have conducted this task during their tenure with Civil Service.

- It took Civil Service staff nearly five months to conduct a poll that should have taken two weeks. After which, they acknowledged that the Police Department was correct, and a new recruitment was needed.
- The Police Recruit bulletin was approved by the Civil Service Commission on November 19, 2021, 204 days after the PD requested the recruitment be opened.

In January 2023, the Police Department convened a multi-department Recruitment and Retention Taskforce (RRT) to address its critical staffing needs. The Civil Service and Human Resources Departments were invited to participate in monthly RRT meetings to generate and implement ideas to increase and expedite recruitment and retention. The need to recruit enough applicants to fill for back-to-back police academies was discussed at every meeting.

- During the monthly recruitment priority meeting with Civil Service staff on October 10, 2023, the Police Department inquired about the exam plan for the Police Recruit recruitment for Police Academy class scheduled to begin in August 2024; specifically, when the bulletin was to be posted. Civil Service Employment Services

Officer, Caprice McDonald, replied opening the recruitment would be a “Hard No” without explanation to her decision, despite multiple conversations and consensus from Civil Service staff, including Christina Winting at the RRT meetings held previously. Christina Winting reached out to PD after the meeting and indicated that she did not agree with Caprice’s position to not initiate the recruitment and she would get back to PD about the request.

- On December 1, 2023, Civil Service staff informed the Police Department that they would not present the Police Recruit bulletin to the Civil Service Commission unless the Police Department provided a memo indicating that we understood that Civil Service could not guarantee sufficient candidates for Academy class scheduled for fall 2024. The memo was an unusual request and not part of the process for any other department when requesting a recruitment. After active and repeated entreaty by the Police Department, Civil Service staff agreed to take the request to the Civil Service Commission on January 3,2024.
- The Police Department did not receive its first list of eligible candidates until February 5, 2024 leaving the department shortened timeframe to conduct pre-employment process for Police Recruit that on average takes six months.
- As of February 12, 2024, Civil Service staff had not yet requested the PELLETB test series from POST (Commission on Peace Officer Standards and Training) nor scheduled testing dates for the 70 Police Recruit applicants that had elected to take the PELLETB exam to qualify as a Police Recruit.
- Feedback from current applicants that are being actively engaged by Police Department Recruiters has included delayed communications upon application relating to testing information, delayed provision of vouchers for the NTN exam (to allow for no cost testing) and no information on PELLETB testing.

Police Sergeant & Lieutenant - On December 22, 2022, the Police Department informed Christina Winting that the number of candidates on available Sergeant and Lieutenant promotional lists were insufficient to fill the Department’s needs and new promotional processes would be needed well before those lists expired. Sergeant and Lieutenant are critical first- and second-line supervisory ranks vital to ensuring proper span of control, policy guidance, and for addressing community concerns. The vacancy rates in these ranks are over 17 and 20 percent, respectively with additional vacancies in the next 3 months.

- The Sergeant Promotional List expired on August 3, 2023. As of the last Civil Service Commission meeting on February 12, 2024, 420 days after the initial request, a new promotional recruitment has yet to be approve.
- Lieutenant promotional list expires on March 15, 2024. No candidates eligible to be promoted remain. Although the Police Department, has requested a timeline for a new promotional process at monthly meetings with Civil Service staff, no timeline has been provided.

- In acknowledgement of the time commitment needed to run these promotional processes, the Police Department has offered to fund the services of CPS-HR, a consulting firm previously used by Civil Service to facilitate the promotional processes. That offer of additional support has been rebuffed on multiple occasions.

Professional Recruitments

Administrative Analyst I-III - The Police Department has historically experienced challenges with recruitment for administrative series classifications, specifically Administrative Analyst (AA). The Department is at a disadvantage from the onset of the recruitment as typically 1/3 of the eligible candidates indicates, in their application, that they are not interested in working with the Police Department (based on information provided by Civil Service). This disadvantage is further illustrated in the most recent AA recruitment cycle of 2023. During this recruitment cycle the Police Department invited all 88 applicants to interview for its 9 vacancies; only 20 respondents expressed interest. The Police Department interviewed and made multiple offers. In the end, the Department was only successful in hiring four total candidates, two external and two who were already PD employees. The remaining AA vacancies went unfilled for over two years.

Looking for creative avenues to recruit for its AA vacancies, the Police Department requested a dedicated recruitment for crime analysis, a skill set specific to public safety. After initial support for the dedicated recruitment, Civil Service rescinded its support leaving the Police Department no avenue to fill critical vacancies for over two years.

Accounting Clerk - On November 11, 2021, the Police Department informed Civil Service staff of the need for a new recruitment for Accounting Clerk and was advised no new recruitment was planned. The eligible list, established in 2019, was continuously extended by Civil Service staff despite frequent requests from departments, including the Police Department, that candidates on the list were not interested in available positions and the list was stale.

In early October 2022, the Police Department requested a provisional recruitment for Accounting Clerk. Civil Service staff responded that provisional appointments were not an option because they were in the process of initiating a recruitment for Accounting Clerk. The Police Department followed up on January 6, 2023 regarding the status of the Accounting Clerk recruitment and was informed that the bulletin would be provided in a week. The draft bulletin was not provided until March 10, 2023 and a new eligible list was not established until July 5, 2023; 601 days after the initial request for a new recruitment.

Additional Concerns

- **Requisitions:** Civil Service requires the Police Department to cancel requisitions that have old lists tied to them, even though the requisition has not been filled due to the list being exhausted.

- **Priorities:** Civil Service will not work on priority sworn promotional recruitments simultaneously.
- **Communication:** Staff is non-responsive unless a Civil Service manager is included in the communication. Caprice McDonald does not respond to emails in a timely manner unless the Director is included in the email.

FIRE

The Long Beach Fire Department profoundly values public service to our Long Beach residents, neighbors and visitors. As a department, we are proud of our employees who have chosen a career in public service, especially those who are deeply committed to providing emergency medical and fire safety services to ALL Long Beach community members. Our employees chose a career involving non-traditional work schedules, handling 911 calls, and carrying out stressful, technical, and high-risk duties while working 12- and 24-hour shifts.

Our Ambulance Operators and fire sworn personnel enter high-stress situations related to health emergencies, and even life-and-death scenarios to serve the community. In a dynamic city of nearly 500,000 residents, it's critical that "shovel-ready" solutions that meet the unique hiring needs of the department are available. As an overarching statement, we have been disappointed by the Civil Service Department's lack of understanding of the Fire Department's public emergency mission, role, and duties as employees of the City. The Fire Department has observed that the Civil Service prioritizes abiding by outdated policies and rules instead of finding flexible, adaptable, and modern ways to quickly onboard qualified candidates for our front-line 911 response workforce. Specific examples are provided below.

<u>Ambulance Operator Hiring, including timeline:</u>

Beginning in August of 2022, the Fire Department started closing out a soon-expiring Ambulance Operator Civil Service list. At this time, the Fire Department informs the Civil Service of a shortage of Ambulance Operator and the critical need to run another recruitment. The Fire Department sent four emails during the first week of September, 9/27/2022, 10/19/2022, and 10/26/2022, notifying the Civil Service of a new recruitment needed. Civil Service responded on 11/1/2022 that they need to review dispositions submitted by Fire in August of 2022 to confirm they are valid and then can move forward with the recruitment. **Between November 2022 and February 2023**, multiple emails were exchanged with Civil Service. During this time, Civil Service communicated they needed to take a variety of steps, such as polling and soliciting interest from candidates who have already been dispositioned as not hire-able by the Long Beach Fire Department. When the Fire Department asked if the LBFD staff can contact the interested candidates on the soon-expiring list, the Civil Service communicated the poll is anonymous, and there is no way to connect with these candidates. The solution offered by the Civil Service Department was to contact all 80 candidates on the list and re-invite

the candidates to conduct interviews. While this back and forth continues, the LBFD Ambulance Operator staffing level reaches a critical low.

In April 2023, a high-profile the Ambulance Operator vehicle crash occurs with the employees citing exhaustion and lack of sleep as a reason. Shortly after that, the Fire Department receives a bulletin from Civil Service with a note to urgently review so it can be released. **On May 10, 2023**, nine months after the Fire Department requested an initial recruitment, Civil Service provided an Ambulance Operator list and candidates were hired.

- August 2022: Department working with CS on dispositions
- August 24, 2022: Department confirms a shortage of AOs and needs to run another recruitment
- First week of September 2022: Fire Operations writes to CS confirming AO shortage (AC Hosea)
- September 27, 2022: Department writes to check in to see if CS has what they need to run new recruitment
- October 19, 2022: Department writes to check in again, no response
- October 26, 2022: Department writes to check in again, no response
- November 1, 2022: CS writes back that analysts are now assigned to review if dispositions are sufficient to move forward with new recruitment
- November 11, 2022: Department follows up asking if analysts have what they need from dispositions to start new recruitment
- November 11, 2022: CS responds asking how candidates were notified of interview (was not in NeoGov)
- November 14, 2022: Department confirms that spreadsheet containing this information of how candidates were invited to interview was sent to CS on 8/10/22
- December 1, 2022: Department follow up asking if this is sufficient or if they have any updates
- December 2, 2022: CS responds they are polling remaining candidates to see if they are still interested in the position
- December 13, 2022: Department requests update to on the poll
- December 15, 2022: CS states there are still interested candidates on the list and Fire must again offer an interview to the existing list. List still set to expire 3/29/23 and any requisition will be referred that list. New recruitment will begin after 3/29/23.
- January 3, 2023: Department requested results of the poll (who are the 18 interested candidates)
- January 30, 2023: Department requests results of the poll (who are the 18 interested candidates)
- February 2, 2023: CS states the poll is anonymous and all candidates on the list need to

be offered another interview (Fire subsequently does so – of approximately 80 candidates, 6 complete interview and 2 accepted job offers)

- **Of note, April 2, 2023 AO vehicle crash occurs, lots of media posting about lack of staffing
- April 4, 2023: Department receives new draft bulletin for AO from CS for urgent review
- May 10, 2023: first round of new eligible list goes to CS (thankfully, list is rolled out as available)

Fire Recruit Recruitment and Banding

The Civil Service Department has worked with the Fire Department on all historic recruitments for Fire Recruit. While recruiting and hiring fire personnel in past decades has yielded an overabundance of candidates, the hiring landscape for California firefighters has significantly shifted. All large agencies within the State of California are experiencing staffing shortages, and departments are competing with each other to hire candidates within the fastest timeframe possible.

It is unfortunate and disappointing that the Civil Service Department does not understand the severity of the employee shortage and hiring challenges faced on Statewide. Facing unprecedented challenges requires flexibility and creativity. While Fire Department management has continuously expressed the importance of quickly receiving new lists for its upcoming Fire Recruit Academies, the Civil Service Department is consistent in steering the process to extending existing lists that may be a year to several years old or moving to lower bands of the list.

This approach ignores that while these candidates may appear as hire-able due to being on a list, many receive job offers from neighboring agencies with much faster hiring and onboarding processes.

The Fire Department knows this to be true because candidates decline City of Long Beach job offers when offering positions for Fire Recruit, indicating other agencies have hired them and are already in the Fire Recruit process. Offering solutions of extending stale lists or hiring from a lower band, which is composed of candidates who initiated the application process over a year prior does not allow the Fire Department to be a competitive employer to onboard fire recruits that have the dynamic skills and experience to handle the complex demands found within the City of Long Beach.

Please note that this summary highlights the most critical issues the Department has experienced with the most critical impact to public facing community services. The Fire Department has also experienced other challenges such as long durations of vacancies due to lists not being available to conduct hiring.

DEVELOPMENT SERVICES (now COMMUNITY DEVELOPMENT)

The Development Services Department, now the Community Development Department, has experienced several challenges with Civil Service and the current recruitment process. These include (but are not limited to):

- Lack of transparency;
- Lengthy processing time;
- Extending lists instead of expiring them;
- Delays in opening lists;
- Inaccurate timeframes;
- Lack of communication and follow-up; and,
- Retention issues caused by staff leaving feeling overworked with no additional staff support and a perception of now change in sight.

The Development Services Department has unique classifications that are not used widely across all departments. The focus of our comments will be on the specialized classifications, but we have also experience similar challenges to other departments with regards to Citywide classifications such as Administrative Analyst, Assistant Administrative Analyst, Clerk Typist, etc.

One of the most difficult challenges with the Civil Service process is **lack of transparency**. When Civil Service is working on something, there is very little information about what is happening or why processing times take so long. It often takes a stern email or a conversation from our Director to get specific answers. The data that is tracked on requisitions is also not accurate because departments are often told to re-submit requisitions that have been open for long periods of time. This means that the dates on the requisitions look shorter than they are. We have had vacancies that have had 3 requisitions before they are filled, but when data is pulled, it only shows the most recent requisition. This lack of transparency creates a false narrative about what is going on in Civil Service. Previously, a tracker was utilized which showed all recruitments and who they were assigned to so you could see the status of each bulletin, but there is no such data these days so departments are kept in the dark about what is happening with their bulletins and recruitments.

Compounding the obscurity of the process, the **length of time to get an eligible list** is shockingly slow. It took one year to get a permit center supervisor list, nine months to get a Permit Tech list, and it took 10 months to get a new planner list. These timeframes are just to get a list to the department from time of request, it does not include the time to run a recruitment and go through onboarding for these positions. Our Permit Technician list highlights the severity of the problem. The Permit Technician bulletin was posted on August 19, 2022. The bulletin stated that all applications received by September 2, 2022, would be invited to test on Test #01. The Department did not receive the results of Test #01 until January 18, 2023, five months after screening.

Every month, the Civil Service sends upcoming expiring lists to impacted departments and asks for recommendations to extend or expire. Despite our constant request to expire lists, **Civil Service extends lists instead of expiring them**. For example, we requested the Permit Technician list expire, yet it was extended for six months without very much information on why. When we asked for the Combination Building Inspector list to expire, it was extended and changed to run as open and continuous. There have been several other instances when the department requested expiration of lists and Civil Service extended the list instead. We are rarely given context for why this occurs.

In addition to not expiring lists, Civil Service often **delays opening new lists** when we need them. We were recently denied a provisional planner request in April 2023 because a new list was going to begin recruitment in May 2023. By the end of May 2023, no progress was made on the list. After reaching out for the status, the bulletin was posted from June 23, 2023, to July 21, 2023. The list was finally certified to the Department on September 27, 2023, to begin the Department recruitment process. The Department could have hired provisional, but Civil Service did not allow that as it would show that there is no list available. Rather than go to the Civil Service Commission with our request, we were told our list would be expedited, but even still, there were delays. The Department also requested a Permit Center Supervisor list in April 2022, but the bulletin process did not begin until January 2023. We were never told why it took nine months to begin. These delays are just to get a bulletin to the Civil Service Commission and do not include the application period, screening period and the generation of a list; this is simply getting the bulletin to commission which includes lengthy and costly delays.

When the Department requests timeframes, we use the information provided by Civil Service to set expectations with hiring managers and plan for the workload during times of vacancies. Unfortunately, Civil Service provides **inaccurate timelines** creating additional burden on the Department. For instance, when the Planner list was delayed in opening, the Department requested a provisional hire in April 2023 until the list came out. We were told that the Planner list was set to begin in May 2023, so we should just wait. We were excited that the Planner bulletin would begin so quickly. However, May 2023 came and went and nothing happened. On June 1, 2023, the Department asked Civil Service for an update on the bulletin and in return, were then given 24 hours to provide feedback on a bulletin to expedite the process that took Civil Service over one month to begin. The extended timeframes for Civil Service and extremely condensed timeframes (as short as 24 hours) for the Department are not helpful or conducive to fostering a collaborative partnership.

There has been a total **lack of communication and follow-up** from Civil Service. In fact, the Department had to start having monthly meetings to get updates on our recruitments. Several emails have gone unanswered or responded to with minimal information. During our most recent Combination Building Inspector recruitment, we worked with our Civil Service Analyst as early as April 2022 to begin asking for a new list. A draft bulletin was created in April 2022, but our Civil Service Analyst was not given permission to start the recruitment. We were not told why or what the delay was. On May 20, 2022, the Civil

Service Analyst shared the bulletin with a Civil Service manager and asked to start the recruitment. But we never heard back on that request. Then, a new Civil Service Analyst was assigned to our Department and a priority meeting was held in June 2022 to discuss the urgency of a Combination Building Inspector list and 11 vacancies. The Department was told to expect the bulletin on the Civil Service Commission agenda on July 6, 2022, but that did not happen. Then, and then on July 20, 2022. After two Civil Service Commission meeting with agendas not including the Combination Building Inspector bulletin, we were assured it would go on August 3, 2022, but again, it was not added, the. The Department asked why it wasn't there and was told it would go on the next agenda. The bulletin was finally on the August 17, 2022., agenda. At no point was the Department notified that the Combination Building Inspector bulletin was omitted from the three agendas (July 6, July 20 and August 3). The Department discovered this upon proactively reviewing the agendas. The lack of communication and follow-up created more work and false expectations with hiring managers and staff hoping to apply for promotional opportunities.

Finally, there have been **retention challenges** related to many vacancies not being filled. Staff who have left for other employment have shared that part of the reason they took another position was they didn't feel like they had enough staff support to do their jobs. Many of our staff are carrying the weight of all the vacancies by doing the job of multiple positions out of necessity. Our Code Enforcement team was operating with a 36 percent vacancy rate. The vacancy rate has come down to 26.5 percent as of January 2024, but is still high and impacting our operations. Our planners were operating with a 34.2 percent vacancy rate. The vacancy rate has come down from to 24.4 percent as of January 2024, but is still high and impacting our operations. Our Building Inspectors were operating with 33 percent vacancy rate. The vacancy rate has come down to 31 percent as of January 2024, but is still high and impacting our operations. The Department cannot continue to have staff cover these vacancy levels and expect to retain talented employees. Something must be done.

To narrow down on three specific recruitments, below are our three recent recruitments that have had significant challenges.

<u>Planner</u>

The Planner list expired November 2022. When the list expired, we already had two open requisitions. Over the subsequent few months, were five additional vacancies, occurred, including at least two that complained they could no longer cover their daily duties while covering the work left by vacant positions during a time when expectations had elevated due to the State of Emergency on homelessness. This left a total of seven planner vacancies within the Bureau out of 19 budgeted Planners at that time, leaving a huge gap in the City's ability to process development project requests including related to housing and affordable housing needed.

Given the urgency and the need for planning review including related to the state of emergency, five months later, in April 2023, the Department requested a provisional hire while waiting for the list but were denied by Civil Service saying the Planner list would be starting up in May 2023. However, by June 1, 2023, no action had been taken by Civil Service, so the Department's Administrative Officer reached out to follow up and was given the draft bulletin that same day with a 24 hour window to provide feedback. The Subject Matter Experts (SMEs) scrambled to provide feedback by Friday June 2, 2023, and were told that changes made would delay the recruitment resulting in many of the changes not being incorporated into the bulletin. After reviewing the bulletin, the union had questions which were sent by Friday June 9, 2023. The Department was not notified of the questions until Tuesday June 13, 2023, and again the SME's had to scramble to hold an emergency meeting on June 13, 2023, to discuss the questions and provide feedback. The Department had less than a few hours to gather and provide feedback.

As a result of scrambling to provide the requested information, the SMEs did not realize the bulletin was structured in a way that required Modern Hire interviews by SMEs to develop a qualified list. Requests to waive that step were denied and Civil Service promised to help find raters to eliminate some of the burden on the Department's SMEs. Unfortunately, no external raters were located by Civil Service. The Planning Management team recruited a small amount of help through the Harbor Department, but ultimately the understaffed Planning team ended up having to review nearly all of the approximately 120 applicants on Modern Hire before a list could be produced. Once the eligible list was produced, the same planning management team had to screen applicants on paper, and conduct the interview processes, taking an enormous amount of time. Despite that, Planning staff received a qualified list in mid-September 2023, and began scheduling interviews a week later, with interviews taking place from October 2023 to the first week of December 2023. Functionally, this resulted in offers going out in late October 2023, and with the six-to-eight weeks of process before a staff member can be onboarded, new planners began to join the team in December 2023. This led to a 13 month gap between when the previous list had been expired and when the first new planner was onboarded despite this being the fastest possible turnaround time for the steps within Planning's control.

Permit Technician

On November 9, 2021, the Department requested the expiration of an exhausted Permit Technician list. On November 12, 2021, the Department was told the list would instead be extended by six months despite exhausting the list by inviting everyone on the list to interview and having many candidates declined job offers and interviews. From November 2021 to March 2022, the Department insisted we expire the list and start a fresh list but received little to no response from Civil Service. The extension was pushed onto the Department and there was nothing we could do.

In April 2022, the Department finally began the bulletin review process for a new Permit Technician list. A draft bulletin was sent to Caprice McDonald for review in May 2022 with

a goal of having the bulletin reviewed and sent to SMEs and unions before getting on the Civil Service Commission agenda by end of June 2022.

Delays in the Civil Service process, which were not disclosed to the Department, caused the bulletin not to get approved by Civil Service until August 2022. The bulletin was eventually posted on August 19, 2022, to begin collecting applications.

Test #01, which included applicants from August 19 to September 2, 2022, was not certified by Civil Service Commission until January 18, 2023, five months after the bulletin went live. Of the 65 candidates that applied the Department received an eligible list of six candidates on January 20, 2023, and invited all candidates to an interview.

Test #02 was then certified on February 15, 2023. Of the 38 applications received, only six names were sent to the Department despite there being seven vacancies. All candidates were invited to interview.

Test #03 was sent to the Department in April 2023. Of the 32 candidates that applied only four were sent to the Department. All candidates were invited to interview.

Test #04 went to the Civil Service Commission on June 7, 2023. Of the 36 candidates that applied only four names were sent to the Department. All candidates were invited to interview.

Test #05 went to the Civil Service Commission on August 2, 2023. Of the 33 candidates that applied only three names were sent to the Department. All candidates were invited to interview.

Test #06 went to the Civil Service Commission on August 16, 2023. Of the 21 candidates that applied only eight names were sent to the Department. All candidates were invited to interview.

Test #07 went the Civil Service Commission on September 27, 2023. Of the 21 applied that applied only five names were sent to the Department. All candidates were invited to interview.

The delays in getting the Permit Technician list have since been addressed by Civil Service by having an open and continuous list (which they originally were against and said they would not support). Having an open and continuous list has been helpful, however there remain questions around why so many applicants are being screened out.

Permit Center Supervisor

The Department has one Permit Center Supervisor position. The previous supervisor declared their intent to retire in April 2022 with a retirement date of June 4, 2022. The Department immediately began making plans to prepare for the transition. On April 27, 2022, a requisition for Permit Center Supervisor was submitted noting that the current

employee in the position would be retiring in June 2022. The intention was to have a list of names soon after the retirement. Unfortunately, the Department did not receive a list of eligible candidates until April 6, 2023, nearly one year after the requisition was submitted. Below is a summary of what actions were taken to move this recruitment forward.

On May 30, 2022, the requisition DV22-056 reached step 11 of the process and Caprice McDonald indicated on the notes that the current eligible list expired in April 2022 and a new list would be required and would be assigning this recruitment to one of the Analysts in Civil Service. There was then no action on this requisition until September 19, 2022, when the Civil Service Analyst mentioned in Caprice's comments "approved" the requisition and sent it to CS-Recruitment Survey, which was not discussed with the Department nor was the Department made aware of the next steps.

On October 12, 2022, the requisition reached final approval by Civil Service exam support and was ready to begin recruitment. However, no movement occurred during the months of October and November 2022. On December 5, 2022, the Department Director met with the Civil Service Director and requested a status of various recruitments including the Permit Center Supervisor. No ETA was provided, but the Department was assured Civil Service would look into it.

On January 18, 2023, the personnel analyst in Civil Service reached out for the SMEs' contact information to begin the bulletin review process. On February 14, 2023, the bulletin went before the Civil Service Commission to begin the recruitment (10 months after the list expired). It was posted online from February 17, 2023 – March 17, 2023. The approval of exam results went to Civil Service Commission on March 29, 2023, and the final names were sent to the Department on April 6, 2023. There was a total of four names on this eligible list.

The Department ran its recruitment, selected a top candidate and began the onboarding process. The new Permit Center Supervisor started July 17, 2023.

Throughout the Permit Center Supervisor recruitment process, there were long gaps where the Department was not made aware of the status of the recruitment and no updates were given as to why it was not moving forward until the directors met. Despite having two months of advance notice of a retirement occurring in June 2022, the Department was not able to replace that position until 13 months later.

In summary, our Department uses highly specialized classifications that do not seem to be a priority for Civil Service. The specialized Department-specific classifications seem to create unnecessary delays and do not get the attention they require. The needs of specialized classifications have not been served well by the current Civil Service process.

HEALTH AND HUMAN SERVICES

Section 27 states: Eligible lists derived from open-competitive examinations shall generally expire one year from their established effective dates.

- Currently of all available lists, 54% are over 1 year old. 12% are over 2 years old.
- The minimum number of names certified shall be four plus the number of vacancies
- AA - There are approximately 55 active requisitions within the City, with approximately 41 names on the list, inclusive of 5 transfer names.

Operating departments shall send a notice of selection interview in writing or make personal contact, and shall provide job candidates a minimum of five days notice to respond. Candidates in the higher score bands must be offered an interview before selecting from lower bands

Administrative Analyst Exams History

These examples reflect the evolving landscape and challenges faced in the administration of the AA exam.

CS rules state: the minimum number of names certified shall be four plus the number of vacancies.

At present, there are approximately 55 active requisitions, with approximately 41 names on the list, inclusive of 5 transfer names. Initially when the list was released in May, 2023 (with approximately 84 names and 64 vacancies), departments were informed of a forthcoming new exam would take place in January. This was reiterated at the January 2024 meeting (see below screenshot), however, recent written communication (02/13/24) indicates a change in plans, stating that “there are no plans to run a new recruitment.” See below for this communication.

- The Department of Health and Human Services (HHS) has repeatedly drawn from the list, resulting in its exhaustion. Presently, there are four critical vacancies, all centered around finance.
- Provisional appointments pose a considerable risk due to the challenging nature of this exam, potentially resulting in departments losing their candidates and investing valuable time in training.

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First AA Exam Under New Leadership

When new leadership assumed responsibility, an appraisal interview was reintroduced to the process. User departments expressed concerns about the delay caused by these interviews, prompting assurances from CS leadership that they would receive support from neighboring agencies for the rating process. However, CS faced difficulties in finding raters, leading to an approximately nine-month delay until departments assisted in appraising the interviews. Subsequently, departments were asked to reciprocate the favor to neighboring agencies that had supported civil service.

Subsequent AA Exams

Despite departmental requests, CS refused to remove banding from the classification, insisting that 50% of departments favored it. Contrary to this claim, Administrative Officers consistently voiced their opposition to banding. The management retreat further highlighted dissatisfaction with the banding system. Banding in this classification hinders the selection of candidates with specific qualifications required for narrow positions within the city.
Numerous candidates reported receiving multiple emails containing corrections on instructions. Additionally, during an appraisal interview by an internal candidate, on April 28, 2023, a technical issue arose where questions were set for only 30 seconds instead of the allotted 3 minutes. After the candidate notified Caprice, the issue was resolved, but it underscored the many challenges encountered during the exam process.

Difficultly when higher grade experience is required

Recruiting for positions above Grade I presents significant challenges for Departments. For example, while the Minimum Qualifications (MQs) for the Administrative Analyst (AA) classification outline basic requirements, such as computer proficiency, they often fall short of the specialized skills needed for higher grade levels, such as Grade III. Despite being advised to use selective certification, this approach is effective only if implemented before the examination process begins. Once the exam is underway or a candidate list is available, there is no mechanism to identify qualified candidates for higher grade levels, leaving departments to sift through the entire list and do so band by band.

Compounding this issue, limitations imposed by Civil Service prevent polling of candidate lists or exhausting them without offering interviews to all candidates, regardless of whether they meet the specific skill requirements. This practice leads to inefficiencies and delays in the recruitment process. Again, making it necessary for departments to sift through the entire list and do so band by band. Suggestions to revise interview protocols have gone unanswered by Civil Service, further complicating matters.

In summary, the current recruitment process for higher grade levels lacks flexibility and efficiency, hindering departments' ability to identify and hire candidates with the requisite skills in a timely manner.

Prior Leadership Initiative

Under previous leadership, there was a concerted effort to review and update the Civil Service (CS) Rules and Regulations. Administrative Officers convened monthly meetings over the course of approximately a year, each lasting two hours (based on memory). These sessions focused on thoroughly editing and revising the CS Rules and Regulations to align with departmental needs and alleviate obstacles in the recruitment process.

The Health and Human Services (HHS) Administrative Officer conveyed this initiative to, at the time, the new CS Director, expressing a desire to move it forward. However, despite her assurance that CS was making changes, none have come to fruition. been forthcoming for years.

Misc.

While Civil Service (CS) may suspect departments of favoring their preferred candidates, it's worth noting instances where CS itself has hired individuals who were not at the top of candidate lists. For example, CS hired an Administrative Aid through a promotional exam who was ranked at the bottom of a list containing approximately 32 candidates. HHS months later hired the next ranked available candidate who was #4 on the list.

Furthermore, CS posted a Personnel Placement Analyst (PPA) transfer/promotion position despite the existence of an active PPA list. This decision caused frustration among departments, including Health and Human Services (HHS), as many had hired candidates from the existing list. Hiring external candidates from scratch requires significant time and resources for training. It's speculated that CS retracted the posting due to departmental vocal concerns about losing their newly trained PPAs to CS.

PUBLIC WORKS

The BME position became vacant 6/8/2019 when a PW employee was promoted.

Requisition PW20-037 was submitted on 11/18/2019 after the start of the fiscal year (had there been an active list this would have been submitted sooner) and approved the same month by the City Managers office. Civil Service approved in April 2020 nearly 5 months

after submittal. However a list was never provided and the req ultimately cancelled due to the practise of cancelling all requisitions that are not filled in a certain timeframe (hence the reason for submitting the requisition after the start of the fiscal year).

As no BME list was produced, on 11/11/21 PW submitted another req to fill the vacancy (PW22-025) which was approved by Civil Service on 2/15/22.

An eligible list of 2 individuals was produced on 12/14/2022 and both were invited to interview less than 2 weeks later over the holidays on December 27, 2022. The candidate was onboarded on March 13, 2023, 3 years and 9 months after the position became vacant and 3 years after the initial requisition approval.

The long-term vacancy meant that routine maintenance on City facilities fell behind which leads to premature system failures, occupant complaints, and larger more expensive capital projects. The team continues to catch up from the years long backlog.

One a bit more recent and impactful is the Maintenance Assistant:

Maintenance assistants are an entry level high turnover position, so we routinely have vacancies. The previous list was established in December 2021 and was exhausted about a year later which was shortly after adding 5 new MA positions for the new slurry seal team on 10-1-2022 as part of the FY 23 budget. This totaled to 34 budgeted FTE's in the Department performing a variety of semi-skilled duties including maintaining our streets (potholes, crack seal and slurry seal), medians, sidewalks, facilities, urban forest, traffic signals, signage, and streetlights. They also pick-up trash, debris and perform other clean up duties. With the high turnover rate of the position and an exhausted list, the vacancies quickly grew to 9 (26%) by August 2, 2023 when we received the list. Over the spring PW did its own recruitment to fill the gaps with non-career employees to continue delivering core services and worked on coaching to prepare them for the civil service list which took away from other duties. The team has been diligently hiring since the list was established and is now down to 2 vacancies in the department despite adding an additional 14 MA FTE's as part of the FY24 budget.

Other relevant stats:

- Traffic Engineering Associate list was created on 9/17/2020 and was expired on 3/9/2023. A vacancy was created in the department on 3/11/2023 and nearly 1 year later we have no list to hire from.
- There has not been a Mechanical Supervisor list since 9/6/2018. However, the vacancy was recently created when an employee was promoted on 7/29/2023. Nonetheless we are not able to fill this critical vacancy without a current list.
- 42 classified positions are vacant due to no list or an exhausted list. This is 45% of the total vacancies.
- 20 different classifications have vacancies without an active list.

- The good news is that despite the challenges, the Department's classified vacancy rate is 18%. If we were to get the necessary lists, we could achieve a 10% vacancy rate which is where I would love to be for a sustainable operation.

The following departments submittals were received from June through August 2023 and outlines their respective hiring challenges as it relates to the civil service process. These departments include: Airport, Harbor, Financial Management, Human Resources, Library Services, Parks, Recreation and Marine, and Technology and Innovation departments.

AIRPORT

The challenges we have incurred with Civil Service relates to three issues:

1. **Renewal of Outdated Lists**. There have been continued and multiple requests to expire and issue a new exam for three different Hiring Lists. Civil Service continued to extend without verifying and checking in with Airport staff. Consequently, the length of time for a generation of new list is unacceptably long, creating undue operational burdens to a high-traffic and renowned municipal airport.

2. **Inconsistent Communication**. Unclear and inconsistent direction from Civil Service on what is required by Departments to keep processes moving forward. Our Department has had repeated cycles of once information is provided as requested on a specific process, there is a long period, sometimes weeks for a response from Civil Service, and when there is a response, new and additional information on the same subject is requested. After several cycles, then there is a new person assigned to manage our request and the process begins again. This is an extremely frustrating experience, wasting considerable time.

3. **Lengthy Processing time.** Our Department has been working to establish a new classification request(s) or/a strategy, that has taken considerable time. This process is even more an issue when both Civil Service and Human Resources Department's interaction and approval is required.

For over six years, our Department has been working on a classification adjustment that better aligns with the needs of the Department; the process is still not complete and hinged upon Civil Service separate process to be in place prior to HR's ability to move it forward. The high staff turnover within Civil Service also caused multiple starts and stops of the process.

Based on the above issues over the years, the delay in or challenges with these processes resulted in loss of experienced and reliable staff throughout our Department. We now have a loss of efficiency and an increasing distrust in the City's ability to recruit and retain talented employees.

FINANCIAL MANAGEMENT

The Financial Management Department's greatest concern with the current civil service recruitment process is the frequent extension of eligibility lists in contradiction to our expressed desire not to extend, after our own interviewing proves those lists have been exhausted. For example, against our repeated opposition, the Fleet Services Supervisor list was extended to three years.

The Civil Service Department surveys us via email about whether to extend an eligibility list, but all too often after we've said, "Please don't," Civil Service extends the list, anyway. After extending, Civil Service often explains to us, "We checked with some of the applicants still on that eligibility list, and they say they are still interested in City employment. So, we extended." To which FM feels, "Well, of course an applicant who hasn't yet found a job is going to say they're still interested in City employment." An obvious best practice in modern-day recruitment is that City departments, not job applicants themselves, decide whether an eligibility list has been exhausted and a new recruitment begun.

FM's second-biggest concern with the current civil service recruitment process is the absence of continuous recruitments. Again, Fleet Services is a prime example. An eligibility list for Equipment Mechanic often takes more than a year to establish. As a result, new mechanics graduating from trade schools throughout the year are usually able to apply only for the lower-paid, lower-qualification Garage Service Attendant position, and then hope that a higher-paid, higher-qualification Equipment Mechanic recruitment begins soon thereafter. If there were a continuous recruitment for Equipment Mechanic, then these well-qualified candidates could apply straight away for the position they are most qualified for. This would undoubtedly increase the pool of applicants for Equipment Mechanic openings, in what is a highly competitive labor market for this profession.

HARBOR

Our Civil Service system is currently strained by antiquated and bureaucratic processes which create systemic challenges in our ability to hire, promote, and retain top talent. Operational challenges include increased overtime, turnover, increased reliance on consultants, loss of intuitional knowledge, and service delays.

The Port is comprised of approximately 72% classified service positions and currently has 68 classified vacancies- making us a highly vested customer. From 2019 to present, it has taken on average 362 calendar days to fill classified positions within the Port. A key contributor to delays is the lack of timeliness in advertising positions, lengthy supplemental screening questions, and high utilization of list extension resulting in aged and unviable candidate pools.

A few examples of challenges the Port has faced with our civil service system, which include:

- Timeliness: The Port has been waiting 836+ business days for a Plumber Supervisor list. Requisition HD 20-020 was opened January 6, 2020. On March 23, 2022, the Port participated in a subject-matter-expert (SME) panel to update the job bulletin. On June 28, 2022, the Port followed-up with Civil Service. A kick-off meeting for the recruitment was scheduled for the week of August 29, 2022. This did not occur. Thereafter, staff was advised a survey would be sent to SMEs the week of October 3, 2022. This did not occur. Staff was then advised the SME survey would be sent the week of November 2, 2022. This did not occur. To date, no bulletin has been posted, or a list established.

On March 22, 2022, requisition HD 22-038 was opened for Harbor Maintenance Supervisor. On June 28, 2022, Civil Service staff assured the Port this recruitment would be prioritized and conducted ASAP. Despite multiple check-ins to remind Civil Service this recruitment remains a priority, there is still no list to date.

The challenge is not isolated, as the Port experienced similar delays with Gardner, Office Systems Analyst, Traffic Painter, Senior Equipment Operator-Crane, Senior Equipment Operator-Backhoe, and many other classifications that are critical to Port operations.

- Barriers to Candidates: Civil Engineer (K11NN-22) was advertised as a continuous job bulletin from 2018 to present. In September 2022, Port staff identified the job bulletin was advertised with a lower salary range ($1,688.46 - $2,297.04 Biweekly) than the General City Salary Resolution ($3,658.32 - $4,497.88 Biweekly). This likely impacted the ability to attract top talent.

Port Risk Assistant (N64AN-23) was advertised on Friday, May 26, 2023, as Classified – Full-Time, Provisional instead of Classified - Full-Time, Permanent, and at a lower salary range ($1,948.00 - $2,255.68 Biweekly) than the General City Salary Resolution ($1,948.00 - $3,067.20 Biweekly) for over 48-hours.

Applicants for Administrative Analyst I-IV (EA8AN-23) were required to answer 38 supplemental questions (majority open-ended) to submit their applications. Applicants were directed not to cut and paste their resume, and had to provide responses to receive credit for their experience. Submission of their resume and application outlining professional experience was not enough. This overreliance on supplemental questions can deter applicants when compared to other public sector application processes.

Communication: In concept, a single point of contact can be service oriented when the assigned party is responsive, has knowledge, and delegated authority to make decisions and provide guidance. However, this is not the current experience. There is a lack of proactive communication eroding confidence and trust in the Civil Service process, and is difficult to support and justify to hiring managers.

We are clearly at an inflection point as it pertains to the current Civil Service process/governance – which is frankly, unacceptable.

The Port welcomes and can be counted on to partner in any stride to innovate, evolve, and streamline practices to increase efficiency and remain competitive in today's job market.

HUMAN RESOURCES

The Department of Human Resources has experienced delays with two simple reversions from classified staff members who were appointed to management acting positions while a recruitment was completed for a vacancy and another manager returned from an extended medical leave. The Civil Service Department requested that requisitions be created, the requests be on the Civil Service agenda, and that the employees in the acting positions requested in writing their reversion back to the prior positions. The whole process of reversion is lengthy and cumbersome. The original positions were kept vacant, so staff would have positions to return to. The process has the potential for creating unnecessary legal challenges as the employees in the acting position must write their desire to be reverted to their positions. What would happen if the employee (s) decide they do not want to be reverted? Is then home department then required or obligated to keep the employees in a management position?

The Department has also experienced severe shortcomings with the quality of the Personnel Analyst classification list and the ranking. The ranking favors those candidates that know how to take tests but do not have the expertise or applicable experience. In the past, some of the candidates on "A Band" were bus drivers or small real estate owners who hired their own staff members and although that is personnel experience, it's not applicable to an agency our size with close to 6,000 employees. Because of the time frame it takes to get the list, then having to interview Band A, the Department lose precious time. By the time the Department can reach out to Band B or C, those candidates already found other jobs or placements. Civil Service should amend its processes to generate a qualifying list and then let the customer departments determine who the top candidates for their positions are.

The Department's part-time non-career staff have been impacted by the erratic and inappropriate use of the virtual interviews (Talentwise). We had non-career staff members who receive 5-10 emails prior to taking the test which confuses the end user and then the system freezes and doesn't not allow the staff member to complete the virtual interviews.

LIBRARY

- The classification of Library Assistant was finalized for FY 18. No list was created until one year later, when a bulletin was opened in October 2019. When candidates applied, Civil Service informed LBPL that we needed to create a testing protocol. Library management complied, but the test was never implemented. When the pandemic began in March 2020, there was still no certified list, so Civil Service

certified every single applicant even though many of them were unqualified. Then, because of the hundreds of candidates on the list, Civil Service refused to expire it, despite LBPL's multiple requests to do so. As of March 30, 2023, the Library Assistant list still has 84 candidates and Civil Service will not expire it. This list is 4 years old and the 84 candidates remaining are not viable.

- The General Librarian eligibility list was certified in 2020 and needed to expire, as we had many internal candidates who had received their MLS degrees during the pandemic and were now eligible, and we did not want to lose them to neighboring Library systems. On November 29, 2022, we requested in writing that the list be expired, and our AO explained why in a Teams meeting to two Civil Service staff. On December 12, 2022, the list was extended 2 months. On December 14, 2022, I reached out to Christina Winting who explained that her staff was not aware that a new list was to be used as a retention tool. On February 28, 2023, our AO again wrote to the same Civil Service staff member requesting an expiration. The list was extended one more month to March 25, 2023. At this point, realizing we were not on track to fill our vacancies for our upcoming 6-day service model, I spoke with HR about running a provisional recruitment. Only at this point was the Civil Service bulletin posted, and we subsequently received an eligible list. After the bulletin had closed, we realized that Civil Service had not advertised it to the websites we had requested, as their staff had specifically promised in a meeting with our AO on January 11, 2023. Therefore, the current list is still not the best pool of candidates, as it was not advertised to recent MLS graduates.

- The Visual Arts Specialist position was added to Library Services as part of the FY23 budget; there is still no eligible list.

- When we first requested that the Senior Librarian eligibility list be expired, a Civil Service manager told us that our candidates were not properly dispositioned. We dispositioned them as instructed, yet Civil Service still extended the list and did not run a new recruitment for months. Library Clerk is similar; it was not expired when we requested, despite our following exact instructions, and the list was 3 years old before it expired.

- For every Civil Service recruitment, we are told to contact candidates multiple times through Neogov email as well as phone, otherwise the candidates are not considered to be "unresponsive." This is a complete waste of time, adding weeks to the recruitment process as we are forced to chase candidates who are clearly uninterested.

- Because of the problems with the Senior Librarian, General Librarian, Library Clerk, and Library Assistant list, Library Services was unable to fill its vacancies, and was forced to close three libraries in 2022. As we could not fill vacancies with an old list of unqualified and uninterested candidates, we began to rely heavily on Non-Career positions. The Civil Service Commission asked me to present on the

reasons why library branches had closed at the May 10, 2023 Commission meeting.

The regional pool of candidates for library-related positions is large, and LBPL rarely changes its bulletins or qualifications. Most positions are relatively simple recruitments. Candidates are attracted to LBPL because of the work we do, for they can receive more pay and better benefits at Orange County Public Library, Los Angeles County Public Library, and Los Angeles Public Library. Dismantling Civil Service would enable LBPL to recruit continuously and quickly to fill its vacancies and operate at full capacity.

PARKS, RECREATION AND MARINE

Maintenance Assistant

A myriad of challenges exist to the approach for this recruitment, and the impact is such that we end up maintaining vacancies for much longer than is necessary, and miss out on the opportunity to offer full time employment to viable candidates.

- Frequency of Recruitments
  - Bulletins are run approximately every 2 or so years, due to the large candidate pool each recruitment garners, and the multiple extensions applied to these lists.
  - Eligibility lists are populated by people looking for jobs at the time they apply. Old lists typically have disengaged candidates, but CS acknowledges only the quantity of the list, not the viability.
  - No Shows to interview panels are pervasive given the age of the list. Invitations to complete virtual interviews for candidates on aged lists also have an extremely low response rate.
  - Internal NC Maintenance Assistants are regularly denied the opportunity to compete for and secure full-time positions given the timing of the recruitments.
  - Requests to Civil Service to expire the list, typically accompanied with explanations of our experiences- go unheeded, and lists get extended repeatedly.

- Polling and Candidate Selection for Interviews
  - Per CS, departments cannot poll eligibility lists themselves to gauge candidate interest in a position. Current direction from CS is: Any contact we make with a candidate on the list must include an invitation to interview for a position. We cannot simply check for interest or availability.
  - Eligibility lists with upwards of 600+ applicants, which is typical for Maintenance Assistant, cause a series of logistical problems for hiring managers. Blindly inviting candidates for interviews without regard to their interest or qualifications makes it challenging to fill a position.
  - PRM has some Maintenance Assistant positions that have very different working conditions than what is listed on the bulletins (Ex: Animal Care

Services). Being able to poll for interest would be immensely helpful to weed out uninterested candidates, but we have been specifically disallowed to do so. Only CS can poll a list.

- Exhaustion of lists
  - CS requires that every candidate be contacted for interview before they are willing to exhaust an eligibility list. The eligibility list for Maintenance Assistant has a low barrier to entry, and there is no process to ensure that candidates meet the requirements for all grade levels in a classification.
    - If PRM has a requisition for a Maintenance Assistant III, being required to invite candidates with minimal qualifications to interview for the position (and then be disqualified through the interview process) is unnecessarily cumbersome and draws out the process significantly, leaving vacant positions empty for longer than is necessary.
    - Conversely, inviting candidates who meet qualifications on paper but without gauging their interest typically results in the aforementioned panel interviews with a series of no-shows. Currently, no procedure exists to periodically poll the list for interest or availability and cull those names of applicants who no longer wish to be considered. See attachment for more specific details and an example.

Animal Control Officer

This position is exclusive to Parks, Recreation and Marine, and is a key component in supporting the City's Compassion Saves model. Following the submission of a requisition to backfill a vacancy created in June of 2019, the first time PRM had the opportunity to review an eligibility list from a new recruitment was October of 2021. As of June 2023, PRM still has not been able to fill all of the resulting vacancies. While we recognize the impact that the pandemic had on shifting priorities for a time, leaving the position(s) empty for such a long time has had a problematic impact on our ability to provide service to both the animal population in the shelter as well as the contract cities our shelter services.

- A new requisition to fill a vacancy was submitted June 26, 2019 and approved on July 9 of the same year. No action was taken by CS on initiating a recruitment until March 5, 2020, at which point PRM was advised that the Union had questions regarding the bulletin.
- On March 24, 2020, CS advised PRM that the recruitment would not move forward without updating the classification specification, which was last updated in 1974- a matter concerning in and of itself.
- The first meeting to address the update of the class spec took place on July 1, 2020. The process for updating the class spec, as guided by CS, was not completed until August, 2021, at which point a bulletin was posted. By this time, the original requisition had expired, another had been submitted, and an additional vacancy was created by another departure in the classification.

- The eligible list stemming from the June 2019 vacancy was furnished in October, 2021, at which point, 5 vacancies existed.
- In late December 2021, 5 selections were ultimately made, one being an internal promotion by 1 grade level, making it necessary to backfill that position. In January 2022, a new requisition was submitted to address that vacancy, and by March, 2022 PRM took steps to interview remaining candidates on the list. Not all who remained were re- interviewed, given either lack of response to interview invitations or previous performance on interviews in which they were not selected. After re-interviewing previous candidates, PRM found that none of them met the needs of the Department and thus advised that a new recruitment would be necessary (April, 2022).
- To justify the decline of the remaining candidates, in May 2022, PRM furnished detailed explanations from the subject matter experts in the bureau on why the candidates were unsuitable and reiterated the need for a new recruitment. CS pushed back, citing a series of minor reasons that our explanations were insufficient, discarding the wishes of the department and the knowledge of the subject matter experts required to work with any of the selected candidates. PRM requested a meeting, which after a series of check ins back and forth, ultimately transpired in November 2022.
- In the November meeting, which included CS staff and leadership, as well as PRM staff and leadership, CS came to understand the nature of the rationale behind not selecting the remaining candidates from the eligibility list. It was ultimately agreed upon by the two departments that the initial recruitment process was insufficient to screen for the qualifications PRM determined was lacking in the remaining candidates. Regardless, CS would not take steps to proactively expire the list, instead letting the list live until its planed expiration date of January 12, 2023. The informal reason provided by CS was that they were hoping to avoid having to explain to the Civil Service Commission that the recruitment done by CS was insufficient.

Please note that while we have more examples we can share, this is a representation of some of our most challenging recruitments we have worked through in recent years. Although we regularly hold ‘priority meetings’ to assist them in determining which of our vacancies have turned into staffing emergencies and as such, should move up to the top of our priority list, the fact is that the current approach to operations by CS results in extraordinarily long wait times for eligibility lists. Long term, this results in a Department that has never been in a position to approach being ‘fully staffed’.

TECHNOLOGY AND INNOVATION

Administrative Analyst Recruitment and Timeline

The recruitment for the Administrative Analyst I-IV classification was open on January 6, 2023, with a closing date of February 10, 2023. In addition to providing proof through the application/resume portion and providing proof of degree/certification, applicants also had to answer thirty-eight supplemental questions. Supplemental questions that were poorly

worded and confusing, particularly to those that work outside of the City. Additionally, Question 2 indicated that questions 2 – 13 were required, but question 3, 5, 6, 8, 10, 12 were not marked as required. While this can be seen as a slight oversight, it also allows the candidate to accidentally miss answering one of those questions and submit their application without warning that they missed a question. It can also lead to later having their application rejected for not responding to the question.

Question 14, while it did not indicate anywhere in the question, or indicated by an asterisk that it was required, it did state "**Incomplete responses WILL NOT receive credit**". If that is the case, then the question should have been marked as required.

Questions 15 – 32 were questions related to experience the candidates have in various aspects that an Analyst might be hired. As an Administrative Officer, I understand that this can be used as a tool for selective certification and/or a way to screen candidates that have the experience that a candidate is looking for, however, 15 questions with no explanation as to whether this would determine their rank status on the evaluation is a barrier to many candidates thinking that they might have to have experience in ALL or MOST of those categories in order to qualify. That kind of thinking will have candidates choosing not to apply instead of answering some/all the questions. These questions have no bearing on the determination of whether they meet the minimum qualifications of the classification, but there is nothing to indicate such other than "the following questions relate to typical duties or specialized areas of expertise, performed by **some positions.**"

Additionally, there are formatting issues and inconsistencies throughout the bulletin and supplemental questions. As the first exposure that some of the candidates have to the City, it does not portray the City in a good light.

The remaining of this is informed by the experience of candidates that did make it through the process and onto the eligible list. The process throughout was marred with delays, communications without communicating the relevant information and frustration from the candidates.

As mentioned above, the application period for the recruitment closed on February 10, 2023. The first communication from Civil Service was on Saturday, February 25, 2023 notifying candidates that due to the large number of applications received, applications were still being reviewed with an anticipated status at the end of the week (approximately March 3, 2023). Over a week later, on Thursday, March 9, 2023, candidates were again told that applications were still being reviewed and again told that they should receive status by the end of next week (approximately March 17, 2023). Candidates did not hear again from Civil Service until Thursday, March 30, 2023. Candidates had to wait 7 weeks to hear whether they even met the Minimum Qualifications of the classification. The wait time though wasn't the worst part of it, it was the "promise" of having results by the end of the week on two separate occasions only to continue waiting.

Once candidates were notified that they met the MQ's, the same email (dated 3/30/2023) indicated that an exam would take place online and "available during the business hours 8AM-4:30PM period, Monday, April 10, 2023" with the promise that more information would be forthcoming. On Monday, April 3, 2023, another email was sent to candidates with the same information provided in the previous email about the test, followed by "**PLEASE CONTINUE TO CHECK YOUR EMAIL DAILY, AS MORE PERTITENT INFORMATION WILL BE PROVIDED TO YOU!"**. No further information regarding the exam was provided to candidates before the date of the test.

As of Thursday, April 6, 2023, candidates still did not have any information about the exam, how long it will take, etc. For our external candidates, many probably currently employed, do not have any way of gauging how long it might take for this examination. How were they to notify their employer of the time off that they needed? How were they to plan/prepare for this examination with zero information? Even internal candidates were wondering what the process was, the timeframe it was going to take. Our department was able to accommodate the employees, but other departments may not (depending on the job the candidate was performing) and not knowing how long it was going to take, candidates could not block their schedule from meetings, etc. unless they blocked an entire day. As AO, I reached out to CS and asked if/when additional information might be sent to candidates. No response was received, however the candidates received two more emails that did not provide relevant information regarding the test.

An "Exam Process – Security Agreement" email was sent on Friday, April 7, 2023 in which the candidates (by NOT replying to the email sent) certify that they will not share or discuss the examination, that if they reveal any parts of the examination they may be disqualified and if they do not agree to the terms laid out in the email they could withdraw from the process. Another email on Saturday, April 8, 2023 (at 9:46PM – outside of regular/normal business hours) was sent to candidates notifying them of the current departments and vacancies for the classification. The email looked more like an internal email than something that would go out to candidates participating in the exam process.

On Monday, April 10, 2023, the day of the test, at 7:59am (the candidates only know that the test is available from 8am – 4:30pm at this point) candidates finally receive additional information about the test they are supposed to take. The first thing candidates are informed of is that the Google Chrome browser is required to take the exam (this is information that could have gone out prior to the exam to allow those candidates that might not have Google Chrome already on their computers, to download it and save some time and possible technical issues). Candidates are then informed in bullet four (4) under "TAKING THE TEST" that the test will last 2 hours and 30 minutes. Later in bullet eight (8) states "YOU WILL NEED AT LEAST 3 HOURS TO READ THE INSTRUCTIONS AND TAKE THE EXAM."

The login instructions were fairly straightforward, however, returning test takers (those that had previously taken the AA exam and/or taken other exams through the National

Testing Network) had difficulty registering and logging in causing panic and stress trying to reach Civil Service in order to have their passwords reset. One candidate was not able to get their password reset until later in the afternoon and then had the stress of trying to complete the test by the 4:30pm deadline imposed.

Most candidates (our understanding is that there were three special admins that took the test on a day other than April 10) took the test on April 10, 2023 and did not hear from CS until April 21, 2023. It was a status update letting candidates know that the scoring of the written exam was still in progress (This was an online, multiple-choice only test that should have been scored and reviewed within a couple of days. Why did it take so long?) Candidates were also informed that if they received a passing score they will be invited to participate in the appraisal interview including a writing exercise scheduled for Friday, April 28, 2023 beginning 9am through 5pm. Essentially giving a week's notice of the pending (but only possible if they passed) upcoming appraisal interview and writing exercise.

The next communication from CS came on April 25, 2023 notifying candidates that the scores were still being tabulated and a final notice will be sent out that evening. Notice did not come that evening, but the following day, April 26, 2023 at 3:21pm. Candidates that passed were again informed that they would receive an email invitation to the appraisal exam by 9am, April 28, 2023 and that the link will expire promptly at 5pm. As with the written exam (multiple choice test mentioned above) no information as to the length of time the candidates will need to set aside for this portion of the exam. And truly only two (2) days' notice that they were officially moving on to the appraisal interview and writing exercise.

The day of the appraisal interview and written examination, two separate emails were received. The first at 12:18am (again outside of regular business hours. And the links were live at that time, providing a potential advantage to candidates that checked their email at that time or any time prior to the stated 9am start time.) Candidates were instructed that they should “allow approximately three (3) hours total to register, read instructions and complete both exams.”

According to the instructions on the writing exercise, candidates had one (1) hour to complete and submit the writing exercise. The instructions were a bit confusing as well. In one sentence candidates are told the accuracy, opinion or technical expertise is not evaluated, but in the next sentence told that they are being evaluated on not just what they wrote but how well they wrote it. In hearing from candidates, they indicated they did not know when the timing of their written exercise started. Did it start when they read the prompt or from the time they started typing the response? There was no timer on the screen to indicate time left. According to the instructions, the writing exercise required all candidates to answer and submit. If candidates took longer than 1 hour and then submitted their exercise would it have disqualified them? Would they even be able to submit if they went over the hour time? One candidate was so worried about time, because they didn’t start a timer when they opened the exercise that they spent some

time trying to figure out how much time they might have left. Time that might have been better spent on the writing exercise. As it turned out, at the end, once the candidate submitted, they found out that they only had just under five (5) minutes left to complete the exercise.

For the appraisal interview, a link to the interview was sent via the original email. And a second link was sent at 10:39am. A couple of candidates reported confusion as to possibly having to do a third "exam" that day. It wasn't until they logged in to the Modern Hire platform that they realized they had already registered/submitted for the exam. In an examination process that has already been riddled with stress and confusion this was just another stressor to the candidates.

One candidate reported that they had to rearrange some pre-scheduled travel arrangements because they did not know how much time to allow for the appraisal interview and writing exercise and did not know if they would have reliable internet access. Upon receiving the email, they could have kept their original travel plans and completed the process in the morning but had no way of knowing that since information was not forthcoming about what to expect.

The candidates have now completed their portion of the Administrative Analyst testing process and wait to find if they have made the eligible list.

Meanwhile, on the department side, there is scrambling from CS to get raters to review the Appraisal Interviews and Writing Exercises that were submitted by candidates. If we can step back a bit, on February 21, 2023, CS sent an email requesting volunteers to assist with the rating of the interviews and exercise. The anticipated date to review video submissions was April 3, 2023 through April 5, 2023 based on a recruitment plan that was supposedly sent to Departments but a thorough review of emails did not find this timeline/exam plan and neither did the other AO's that were reached out to about it. Instead of rating candidates during the timeframe, another email was sent asking for raters and availability for May 1, 2023 through May 3, 2023.

On Monday, May 1 at approximately 8:30am, some of the raters that volunteered were sent a calendar invite for 1:00pm, to start the rating/review process. There was no communication prior to the date about what to expect or the times that were expected of the raters to participate in the reviews. The calendar invite indicated, please let me know if you are unable to participate before the 1:00pm start time. At 9:22am, CS was reaching out to see who would be able to participate in the afternoon. Afterwards, it was discovered that those that needed to go through the CS rater training were the ones invited to the 1:00pm meeting.

Those that had previously gone through the CS rater training were sent calendar invites for an all day (8am – 4:30pm) Tuesday meeting at 1:29AM on Tuesday morning. There was no notice, no calendar invitation even the day before. In fact, when the rater request was sent out, we were asked to provide out availability (morning, afternoon, all

day). When I responded to the notice, Tuesday May 2, 2023 was not a day that I gave as being available. And yet, here was a calendar invite for the entire day. Recognizing the urgency to review these interviews and writing exercises, I cleared my calendar for the day to assist. After serving the entire day rating and reviewing candidates, the ask was that we return the next day (Wednesday) to continue reviewing. After clearing my calendar for one day, I could not possibly set more time aside last minute to help CS. This is in addition to having my AA III assist for two days of rating/reviewing.

During the briefing, prior to being separated into breakout rooms to review the interviews together, we were informed that there 93 candidates to be reviewed. With the time requested to review, that is approximately 31 candidate reviews per day. Which is a reasonable per day number of interviews had this been planned and organized. However, this was not, and therefore the pressure was placed on the raters to complete the tasks assigned to CS. Due to the assistance of the departments, CS was able to meet their deadline of completing all of the interviews by Wednesday, May 3, 2023 so that it could be placed on the Wednesday, May 10, 2023 Civil Service Commission agenda.

The eligible list of candidates was presented to Civil Service Commission on May 10, 2023 and was approved with minimal comment/question from the Commissioners. However, as part of the discussion, CS did tout that this was a successful recruitment and provided greater opportunities for the candidates to go through the process on their own timeline and schedule. As evidenced above, this was anything but a successful recruitment. There are 87 candidates for over 40 vacancies throughout the City. And even the best of recruitments does not have 100% acceptance of all eligible candidates on the list. These 40+ vacancies throughout the city are the current vacancies not taking into consideration additional positions that might be approved through the FY24 budget process, retirements that often come at the end of the year and promotions/resignations to other positions. This eligible list will only be sufficient for approximately 6 months before departments are again begging for CS to run another recruitment.

Candidates were notified on May 10, 2023 if they passed and made the eligible list. If they did pass, they were notified of their score and banding level. In the three (3) weeks since the list was made available to departments, at least nine (9) Modern Hire notices have gone out to candidates on the list from various departments and numerous emails soliciting interest/interviews. After going through the ordeal of testing just to get on the eligible list, these candidates now are being actively sought after for over 40 vacancies in the departments. They are weary and tired and they aren't even guaranteed to get a position.

<u>Office Services Assistant</u>

This is a rough timeline for the Office Services Assistant recruitment. TID reached out to CS in June 2021 for a timeline on the recruitment for Office Services Assistant, and asking

if there would not be a recruitment soon, if TID could proceed with a provisional recruitment. This position serves our Office Services team and is a critical position for the department and City ensuring our reprographics and mail room are operational. CS indicated that since it was a critical position, they would prioritize it. The timeline is as follows:

June 2021

- 6/8 – TID reaches out to CS staff indicating a critical need for an OSA recruitment. If one was not immediately forthcoming, could TID request a provisional recruitment.
- 6/30 – CS asked for a priority meeting to discuss.

July 2021

- 7/14 – TID indicated that a priority meeting would not be necessary, again requesting a provisional

August 2021

- 8/3 – CS stated that if this was a critical position, they would prioritize it and provide a timeline shortly.
- 8/17 – TID followed up with CS, asking for a timeline.
- 8/17 – CS responded that recruitment was assigned to another CS staff and update would be forthcoming.

November 2021

- 11/9 – CS reached out to TID asking for a priority list of recruitments.
- 11/9 – TID responded that OSA was #3 behind BSS and SSS (both in progress). Indicating that in August we gave the same priority list.

December 2021

- 12/3 – CS reached out to TID asking for SME's to start the recruitment process of reviewing the job classification and bulletin
- 12/3 – TID provided CS the names of the SME's and forwarded the documents to the SME's to complete.
- 12/8 – SME responded to CS and provided completed forms.

February 2022

- 2/8 – TID asked CS for a timeline on recruitment.
- 2/15 – TID followed up with CS again asking for timeline on recruitment.
- 2/22 – TID followed up with CS again asking for timeline on recruitment.

March 2022

- 3/1 – TID followed up with CS again asking for timeline on recruitment.
- 3/1 – CS responded stating working with HR and CS management.
- 3/15 – TID followed up with CS asking for status.
- 3/21 – TID followed up with CS asking for status.

- 3/21 – CS responded they do not have a formal timeline but did have questions for HR regarding the class spec and were working with them on that.
- 3/25 – CS reported that class spec and bulletin sent to IAM for review.

April 2022
- 4/1 – TID asked CS for status.
- 4/1 – CS responded bulletin still with IAM.
- 4/12 – TI asked CS for status.
- 4/27 – CS reported that ALBE (not IAM) approved bulletin and they were able to proceed with closeout and move forward.
    - Not sure when CS realized the posting was sent to the wrong union, or when it was sent to ALBE to review. However, it was sent to ALBE and able to move forward without meet & confer.

May 2022
- 5/10 – TID reached out to CS asking when the OSA bulletin would be on the Civil Service Commission agenda since it wasn't on the 5/11/2022 agenda as anticipated.
- 5/11 – CS responded that the closeout was with CS management and will put it on CSC agenda as soon as they get permission to do so.
- 5/11 – TID management reached out to CS management asking if there was anything that TID could do to assist to move the recruitment along.
- 5/11 – CS management responded to TID management that they were meeting with CS staff to go over process to place on CSC agenda.
- 5/13 – CS sent closeout notice to ALBE.
- 5/27 – Recruitment for Office Services Assistant Opened.

June 2022
- 6/10 – Office Services Assistant Recruitment Closed.

August 2022
- 8/19 – TID reached out to CS asking for status.

October 2022
- 10/6 - TID followed up with CS with status notifying them that we now had 2 vacancies, about to have a 3rd and this is crippling the division.

November 2022
- 11/3 – CS notified TID that OSA was on the CSC agenda for next week.
- 11/9 – CSC approved exam/eligible list.
- 11/14 – CS placed eligible list on requisition for departments to start recruiting.

December 2022
- 12/6 – TID sent notices to those on eligible list for Modern Hire.

January 2023

- 1/31 – Interviews scheduled for the top 5 candidates that completed the Modern Hire Interview.

February 2023

- 2/11 – Candidate hired.

It took 18 months to get an eligible list from CS for a position that was deemed critical for the department. Due to the length of time to receive an eligible list, there were changes within the division that required TID to reprioritize their internal recruitment plan for these positions. When TID first asked for the CS recruitment there was one vacancy. During those 18 months though, we had a second vacancy and the Office Services Supervisor that oversaw both Mail Room and Reprographics also retired. Due to these vacancies, TID conducted the recruitment for the OSA III, which serves as the Mail Room supervisor to have that person in place. Next TID conducted an Office Services Supervisor – Provisional Recruitment (there is only 1 OSS in the City, so CS approved a provisional recruitment for this position). That recruitment was just completed. Now that the supervising positions are in place, TID will start the recruitments for the vacant OSA II positions in Reprographics.

<u>Business Systems Specialist Selective/Targeted Recruitments</u>

This document provides a timeline and events surrounding the Business Systems Specialist (BSS) classification recruitment. The Business Systems Specialist classification is the most widely used classification in the Technology and Innovation Department (TID). It ranges from grade I through grade VII (though grade VII has only been utilized once in TID). The duties of the classification vary from Database Analyst to Project Manager to Geographic Information Systems Administrator and everything in between. From entry level positions to highly technical and supervisory positions. The Business Systems Specialist classification was approved in July 2000 and is extremely dated and overly broad.

Previously the BSS classification was an open and continuous recruitment that was open from February 9, 2018 through December 31, 2020. This open and continuous recruitment netted more than 400 applicants. While perhaps not the best course of action for recruiting, based on the large number of vacant positions, the department needed to be able to continue to recruit for positions as they became open. Civil Service (CS) was concerned with the number of applicants that were applying but not being selected and/or notified of available positions. In collaboration with CS, it was agreed to close the BSS recruitment in December of 2020, to start evaluating the large list of candidates on the eligible list.

In April 2021, TID and CS held a recruitment strategy meeting. TID was seeking guidance on how to recruit for positions with specialized skill set requirements due to the need to support very specific technology systems. TID presented strategies to CS including

conducting targeted recruitments for the specific vacant positions rather than accumulating lists of candidates for the entire classification in general. TID was informed that there are 400+ names on the BSS list that are all eligible for hire and that TID should be able to find someone to hire for the vacant positions. TID, as the subject matter experts in determining the needed skillset and functions to be performed, explained that those on the list did not match with the skillsets needed. TID has a significant need for higher grade BSS levels (grades IV – VI) and the names on the eligible list were only vetted based on the minimum qualifications of a grade I. The TID Personnel Team and the varying hiring managers had combed through the BSS list multiple times. The candidates on the eligible list did not fit the current needs of our department due to a lack of skillset and experience matching the job duties and skillsets of these vacant positions. CS did provide the possible solution of conducting six (6) selective certification recruitments in the BSS classification.

With this information, TID immediately started working with the hiring managers to determine priorities for positions that could be presented to the Civil Service Commission to request a selective certification. The first selective certification request for a Cloud Engineer was sent to CS on May 10, 2021 and approved by the Commission on May 26, 2021. The Commission requested that CS staff survey candidates currently on the eligible list to verify if any of them had the desirable skills/abilities that TID was requesting in the selective certification. Three (3) meetings were held with CS staff to further discuss the specialized skills and the candidates were surveyed in July 2021.

On August 10, 2021 the first candidates from the survey of the existing list were screened and sent to TID for review. Upon review by the hiring bureau manager, none of the candidates were qualified for the position and a meeting was set up for the next day with TID Personnel staff along with CS Staff to discuss the screening process and next steps. TID provided to CS the dispositions of the candidates indicating that none of them were qualified and CS was going to open the selective certification.

In the meantime, TID continued to send requests for selective certification to CS for review and approval by the Civil Service Commission. In total, after the initial selective certification approved on May 26, 2021, TID submitted an additional eight (8) selective certification requests to CS, with an additional six (6) requisitions identified as requiring selective certification but pending the documentation for CS review and Commission approval between May and December 2021. The eight (8) selective certifications were approved by Civil Service Commission during their September 15 and 29, 2021 meetings, October 13 and 31, 2021 meetings and December 8, 2021 meetings. The December 8, 2021 meeting three (3) selective certification requests were approved.

The next meeting between TID and CS occurred on September 28, 2021 to review the proposed job bulletin and desirable qualifications for the initial selective certification, Cloud Engineer. During that meeting it was explained that the bulletin will indicate that it is a BSS recruitment with a working title in parenthesis. This type of job posting would mirror the classification specification including each grade level and will include a small

section for desirable qualifications that will distinguish it from a general BSS recruitment. While TID was hoping for a more specialized bulletin for recruiting purposes, the above was agreed to, in order to move the recruitment forward.

The draft bulletin for Cloud Engineer was received by TID on October 5, 2021, which was reviewed by TID subject matter expert and hiring manager for this position. The SME evaluated it for a few days because it was not what they nor TID was expecting. The hope was to have something more tailored to the position to effectively communicate the opportunity of the position to attract potential candidates with the specific skillset to apply. Instead it looked like the traditional BSS job bulletin but with a line or two with specific skills/abilities that were buried in the bulletin. Although the bulletin did not meet the expectations of TID, it did have the working title and desirable qualifications. Approval by TID of the bulletin was sent to CS on October 15, 2021.

Some changes occurred in CS and a new analyst, was assigned to TID. On October 19, 2021 TID staff met with the new analyst to discuss the BSS bulletin. During the transition, the analyst was informed that there was not much going on with BSS or TID since TID was working on revamping the classification. While somewhat true, it was explained to the analyst that there were quite a few selective certifications in process that needed to be processed. Initially we were told that she would fit them in with her other recruitments. However, after going over the timeline with her, she understood the urgency to move these recruitments.

On October 28, 2021 the draft bulletin was sent to HR for final review. Upon approval it was sent to the union for review. The first selective certification was processed through the union without issue or complaint. They agreed to allow it to move forward with the understanding that a meet and confer would be scheduled within 90 days to discuss the classification specification and updating it.

Once the initial bulletin was approved by TID, the new analyst was quick to produce the other selective certification bulletins to TID to review. Between October 19 and November 3, CS drafted and produced five (5) selective certification bulletins for review by TID. For some reason, only three (3) bulletins were sent to the union for review. Those bulletins however, were not approved by the union and they requested to meet and confer over the request for selective certification.

Meet and Confers with IAM took place on Monday, December 13, 2021 and on Thursday, January 27, 2022. Members of the IAM were concerned about the selective certification process, how it would affect current employees already in the classification in the event of a layoff and how it would affect morale of the current employees not being promoted into these positions. The meet and confers were quite contentious. Ultimately, to appease the union and to move the recruitments forward CS agreed to conduct these recruitments as targeted recruitments, removing the selective certification and any of the protections that come with that designation. This was the original idea proposed by TID back in April 2021. The unions agreed to this plan.

On February 4, 2022 CS sent the closeout letter to IAM for the three (3) bulletins that they had previously received and on February 10, 2022 to ensure the union was given a chance to review the targeted recruitment bulletins, all eight (8) were sent to the union for review and approval. The same day the union responded with no further concerns and approved the bulletins.

The eight (8) targeted recruitments opened on Friday, February 16, 2021 and an anticipated close date of March 16, 2021 with the understanding that any of the recruitments could be extended based on number of qualified applicants.

Once the targeted recruitments were live, TID started having questions about how candidates would be screened and attached to their various lists. On February 23, 2022, TID sent an email to CS asking specifically if candidates needed to apply to each targeted recruitment they were interested in or just one and then based on their qualifications they would be attached to the various requisitions. The response was essentially all eligible candidates will be referred to the requisition.

Civil Service staff presented names to the Commission for these targeted recruitments during their March 16, 2022 Commission meeting. On March 22, 2022 TID reached out to CS and asked how the names would be attached the requisitions as TID was eager to review candidates and start the interviewing/hiring process for these positions.

There was quite a bit of internal discussion among CS staff not being able to certify names to the list. Ultimately it was decided that because they were designated as selective certification, the names could not be attached to the requisition. TID told CS staff that we will remove the Selective Certification notations and designation from the requisitions to assist in moving this process forward. On March 23, 2022 all notations of selective certification were removed from the requisitions and names were attached. (In full transparency, the selective certification was removed from the one requisition that was actually a selective certification, but recruitment and selection was being finalized and determined not to be an issue).

On March 31, 2022 TID analysts met with CS analysts to discuss some of the issues and discrepancies that were coming up with the names being attached to the requisition and how to identify those candidates that applied for specific recruitments.

During the meeting it was discovered that there should have been 32 candidates certified to the single selective certification requisition (Cloud Engineer) but only 17 were attached. CS was unable to access her notes in the system so the discrepancy in numbers could not be explained. Reasonable explanation would be that the 15 candidates not certified to the requisition were not qualified for the position. However, this cannot be confirmed. In addition, those 17 (or even possibly 32) candidates do not have an identifier so TID nor CS are able to ascertain which candidates applied for Cloud Engineer on other requisitions. Additionally, it was discovered that two (2) candidates did

apply for Cloud Engineer and ultimately hired by the Water Department but were never certified to any of TID's requisitions.

When names were initially certified to the list, CS used the naming convention above, to readily identify those candidates that met the requirements of the specific targeted recruitment. Sometime between March 31, 2022 and April 11, 2022 the coding that the CS analyst initially utilized was changed to an "A-G" system. TID staff were no longer able to identify the targeted recruitment to the candidate. On March 14, 2022, TID management reached out to CS management to get the new coding structure to identify qualified candidates. To which TID was provided the following spreadsheet signifying the A-G designation. However, none of this was communicated to TID prior and it wasn't until after we reached out that we received the information. Also, TID was instructed to review all candidates since it's for the same classification and not about the selective recruitment working title.

It has been over 2 years since this process started, and this is still ongoing. Of the requisitions that were initially sent as selective certifications, currently five of the requisitions have completed the full process. The initial Cloud Engineer position was originally requested on May 10, 2021 and the position was filled June 6, 2022. The other requisitions have taken even longer than a year to fill.

The remaining are still pending as we are struggling to find candidates with the qualifications/skills that are needed to fulfill these positions. We continue to look at the candidates that are certified to the list, few as they may be at times, in hopes of finding someone that fits with the skills and abilities that we need. There are other positions/vacancies that TID has wanted to send for targeted recruitment but based on the process to get it through Civil Service and the fact that the bulletins are minimally different, TID has been hesitant to submit additional requests.

In addition, the department has contracted with an agency to do a classification study in order to bring the classification up to industry standards and truly demonstrate the various aspects of the work that is done by each of the positions in hopes to be able recruit and screen in the talent that is needed to fill our positions. This will be a long process as we look at all of our BSS positions, work and coordinate with HR, CS, CM and ultimately the approval of the Civil Service Commission for these newly proposed classifications.

ATTACHMENT F

CANDIDATE EXPERIENCE WITH ADMINISTRATIVE ANALYST RECRUITMENT

Specific user feedback from three different candidates who took the Administrative Analyst exam, outlining their challenges navigating the test is below. All are very well qualified applicants, and none of them qualified for the A band, and one specifically left the City due to the experience with the testing process. The candidate who left the City was able to apply with an out of state local/municipal agency, interview, and received a job offer sooner than the Civil Service process of application to notice of band placement.

Candidate #1

Date	Status	Notes
1/6/2023	AA Application Opens	
2/4/23	Candidate submits application	• 38 questions and additional submittal requirements took ~3-4 hours to complete • Typical job applications (resume, cover letter, 3-4 supplemental questions) take 45 min-1 hour on average
2/10/23	AA Application Closes	
2/25/23	CS notifies application still under review via email	• Told to anticipate status update by end of week (whether change in status or review still in progress) • Status update was not provided by end of week, but 12 days later (3/9/23)
3/9/23	CS notifies application still under review via email	• Told to anticipate status update by end of week (whether change in status or review still in progress) • Status update was not provided by end of week, but 21 days later (3/30/23)
3/30/23	CS notifies application met minimum qualifications	• 10 days' notice to and reasonably allows for applicants to accommodate schedule to take exam. However, 14+ would be preferable given the schedule request standard acros notice. • Notes that if Candidate does not receive additional communication by 4/3/23 to contact Civil Service
4/3/23	CS sends follow up notice for exam	•
4/7/23	CS sends additional notice for exam	• Notice includes estimated time to complete exam. This information should be provided in the initial exam notification to allow applicants to adequately plan. • Candidate told more information will be received by EOD. More information not received until late next day (4/8/23 8:25 pm)
4/8/23	CS sends exam instructions in multiple emails on same thread	• All information should be consolidated into one communication.

4/10/23	Candidate takes exam	• Questions include outdated Excel functions, subjective grammar questions, and other skills that are no longer relevant to being a successful administrative analyst (spellcheck, etc.). • Questions increase in complexity through the exam leading applicant to rush at the end. Putting complex questions up front will allow applicants to adequately pace themselves through exam.
4/21/23	CS notifies that exam scoring still in progress	• 11 days post exam – no confirmation that exam was received without issue. • Multiple choice exams should not take 11+ days to score. This could and should be automated to reduce application processing time and lift for CS staff. • Email does note that qualified individuals will take exam on 4/28/23 and provides time frame and required resources.
4/25/23 12:24 pm	CS notifies that exam scoring is still in progress	• Told to expect status update by EOD • Candidate does not hear back by EOD
4/26/23 9:58 am	Candidate emails CS asking for update since none received.	• No response received from CS
4/26/23 3:20 pm	CS notifies Candidate of qualification for next exam	• <48 hours prior to start of exam • Candidate replies noting that she may be unable to take exam next day (prior commitment leading to possibly <4 hours to take exam within deadline) • CS replies that Candidate may or may not have opportunity to take exam starting at midnight of 4/28 ○ It is unrealistic to expect applicants to complete the requirements at midnight as an alternative with little notice that this is an option. This process may make multiple applicants drop out of the process if they are unable to take the exam in daytime business hours due to shift work, etc. It would be best to provide a timeframe that allows shift workers and daytime workers to complete the exam (ie a 18-24 hour window). • Candidate followed instructions to contact CS with questions ○ No one answered the telephone during business hours. No one followed up with callback when

		contact info provided in voicemail to CS.
4/27/23 3:37 pm	CS notifies that exam quality check being conducted	• Candidate yet to receive notice if qualified for writing exercise and interview with <24 hours before these requirements. • Email informs that exam may or may not be available earlier.
4/28/23 6:26 am	CS sends invitation for required activities	
4/28/23	Candidate completes writing exercise and recorded interview	
5/10/23	CS notifies Candidate of qualification and list band	

Time Lapsed from Initial Application Deadline to Notification of List Acceptance: 90 days

Candidate #2

The feedback below is candid and frank from a candidate who took a role with another agency due largely in part to their experience with the testing process. After waiting 7 months for the exam to be created, then an additional several months to go through the process, this employee applied to another agency, performed the civil service testing quickly, participated in an interview and got a job offer, all while waiting to hear whether they would qualify for a position in Long Beach. We feel that their concerns should be communicated through this memo as they communicated it to us.

Regarding the AA exam, the example of Question 23 shows how outdated the exam is in asking about Excel shortcuts – Excel implemented the ability to simply click on two separate workbooks to link cells years ago. Regarding Question 68 – the ability to reverse engineer an org chart has nothing to do with the questions about grammar in a way that reinforc usage of "whom" and "whomever" is not a fai universities have moved away from grammar testing in this way because it is explicitly designed to disenfranchise communities of color.

Outside of these examples, I've been frustrat initial application, there were over 40 different questions asking about applicant ability to use word processors or research on the internet. Realistically, these skills are already tested and utilized throughout the entire application process. The initial application asks redundant questions that seem explicitly designed to persuade potential applicants not to apply.

Additionally, my last frustration has been with the administration of the process. Applicants were given less than 48 hours notice that they had passed the written exam and that they had to clear their schedules for the essay and online interview. These portions of the evaluation were held on a Friday from 9am-5pm. My frustration is that

giving such little notice puts an artificial barrier to entry when certain applicants have to find last minute child or family care. This example is emblematic of the entire process; there was a feeling that instead of creating an equitable environment where applicants could demonstrate their abilities, the Civil Service team had created a process where if we didn't drop everything to jump through what be disqualified.

Candidate#3

Summary

Today is the 129th day of being in the Administrative Analyst Civil Service process. On Day 89, I learned I had tested into the Administrative Analyst List C Band. Day 91 to 129 have been the waiting period to receive emails of vacancies, scheduling interviews, and waiting for a response.

Here are my thoughts on how the AA examination process is not aligned to meet the needs of applicants nor the vacancies through its banding process.

Application Process

The Administrative Analyst Role asks for eit relevant paid/paid/professionwaiIthe xopneer iyeenacre'sorw required professional experience. I submitted a resume and answers to thirty-eight supplemental questions.

I opened and closed the application several times before I finally set down to complete it. I have completed shorter applications for equally as demanding responsibilities with higher salaries. There is no reason why this application should be this long. I understand that there needs to be a balance reflected in the different generation represented in the workforce, but I would rather submit a sample of my work that speaks for itself than to type details of work that are needed skills i

Supplemental Questions	Redundancies
1. Statement confirming applicant understanding instructions and incomplete applications will not be eligible.	Makes sense.
2. Restates qualifications from job posting and asks to "descri and job title(s) you held that qualifies you for the position of ADMINISTRATIVE ANALYST". *This note was included and incorporated into most question prompts:* **Do not cut and paste your resume. Your response must be complete to receive credit for this**	I submitted my resume why does there need to be a retelling of my experience when they can call references and ask questions or review my resume. ***Question to Civil Service: What is the purpose of submitting a resume?***

experience.	
3. Indicate the total amount of experience you have of the required professional experience.	It is in Answer #2 and can be found in resume with some quick math.
4. Give an example of your highest level of research and/or analytical work in an employment setting.	There is a perception that only paid work is eligible. For anyone with a mast done a thesis, it would not count because the applicant was not paid.
5. Describe your paid, professional work experience performing research and/or analytical duties.	Note it is similarity to Question #4. Only apparent distinction is to note administrative role (i.e. lead, assist, or support).
6. COMPUTER LITERACY (posted verbatim) "Your exp required computer proficiency in the use of personal computers including the use of the Internet, spreadsheet, database and word processing software. The following questions will derive more information about your computer proficiency. Indicate your proficiency with the computer application listed below. Indicate your proficiency using the Internet. None – No experience or training with the computer application. Limited – no experience, but observed others using the computer application. Intermediate – some training and experience and could complete projects with minimal supervision or additional training of the computer application. Advanced – sufficient training and experience with the computer application and cou	Outdated, every Millennial would be advanced. Questions need to be more reflective of the work. Questions to Civil Service: How is the application process adapting to the Millennial, Gen Z, and younger generations? Why is there no rubric giving specific examples that would help applicants standardized the level rather than giving us option to put value in our skills?

7. COMPUTER LITERACY – " I n t e r n Examples Please provide examples of the research you have performed and/or the work product you have generated w o r k i n g w i t h t h e I r	Outdated, needs to be revised to ask specific questions relevant to AA responsibilities.
8. COMPUTER LITERACY – Proficiency level in creating/using spreadsheets.	Should give specific examples or a rubric of what is considered advanced rather than a blanket s t a t e m e n t : " s u f f i c i e n t t h e c o m p u t e r a p p l i c a t i
9. COMPUTER LITERACY – Spread Sheet Examples	Question to Civil Service: Could a sample be attached rather than a description of the work?
10. COMPUTER LITERACY – Proficiency level in creating/using databases.	Should give specific examples or a rubric of what is considered advanced rather than a blanket s t a t e m e n t : " s u f f i c i e n t t h e c o m p u t e r a p p l i c a t i The same rubric was used throughout the COMPUTER LITERACY section. This does not speak to the skills needed to be proficient in each section.
11. COMPUTER LITERACY – Database Examples	Question to Civil Service: Could a sample be attached rather than a description of the work?
12. COMPUTER LITERACY – Proficiency level in using word processing applications.	Outdated, every Millennial would be advanced. Questions need to be more reflective of the work. Example below of thought process of proficiency level: Do I know how to use mail merge? It is a relatively simple skill, but if I know how to use it now would that put me in advanced. It is also a skill that can be learned on the job, but if I do not have the knowledge at the time of application would that put me at a lower level. I cannot say because the Supplemental Question gives me leeway to give value to my skills thus, I may be ranking myself higher or lower than others with no foundation to compare. Also is mail merge

	even relevant to an Administrative Analyst role.
13. COMPUTER LITERACY – Word Processing Examples	Outdated. I will be honest and pause as I mention that at this point of the application, I question whether my work experience would be taken seriously with these inept questions. It made me wonder if I was valuing this opportunity more than they were valuing me. But alas, I carried on as again this is a natural next step.
The rest of the questions consisted of asking me about typical duties and specialized areas of expertise.	
Risk Management Labor Compliance Budget/Revenue Analysis and Forecasting Financing and Investment Grant Management Capital Improvement Projects/Programs Contract Administration Data Analysis/Crime Analysis Special Tax District Administration Debt Management Lease Management Program Administration and Management Project Administration and Management Water Dept Specific – Degrees specific to field Water Dept Specific – Water Conservation or Water Resources	**There's only space to describe but no areas to distinguish whether I am interested in transitioning to this field.** *Separate note: I was asked if I would be open to any Positions in the Police Department. I said no, yet still received emails related to vacancies.* ***Questions to Civil Service: Are my responses being looked at? Or just going through the process without regard to specific filters.***

Examination Process

The initial qualify exam had information on local government jargon, identifying informal networks, grammar, and Excel command keys without the ability to use any application to cross reference. It made me wonder if this was a way to gauge our skills or to filter out individuals not currently working in a government setting. Everything on the exam could be learned if given the proper training. There were also more questions on grammar than there was of finance which would have been more reflective of the current vacancy needs. It made me second guess whether it was the correct role from me. Is this exam a reflection of what my day to day would be like? As a first generation professional and English leaner, it reminded me that the system is not meant for people like me, and this exam validated

this thought. I use Microsoft Word, my judgement, and honestly google if I ever need a refresher of when to use WHO versus WHOM. I do not appreciate it being on an exam.

After passing the initial exam, I was invited for the appraisal exam that was a mixture of recorded videos and written responses. The questions for the recordings were repeated questions from the application process. This made me question whether any of my material was being reviewed and how notes were shared amongst staff within Civil Service and others doing grading. The written responses had questions relating to WHAT IF scenarios that reflected the power dynamic and interpretation of the Administrative Analyst role. It gave complex scenario that if it were not for my prior City experience, I would have been unsure of how to draft my response. It did not give a rubric to how we would be graded and what the weight would be for structure versus actual response.

Please reference the communication timeline I outlined to capture the gaps of communication and unreasonable turnaround time to be prepared for an exam with very little explanation of process or time need to account for within current responsibilities be it work or personal time commitments.

AA Timeline Outlined

1/6/23: AA Application Opens.

2/10/23: AA Application Closes.

2/5/23: Candidate applies.

2/25/23 at 1:55AM: 1st email from the Civil Service. Apps under review.

3/9/23 at 10:09AM: 2nd email from Civil Service. Apps still under review. Email receiving the status of your application by t

3/30/23 at 8:10PM: 3rd email from Civil Servi
that based on the information you submitted, you are minimally qualified to participate in the examination process."

4/3/23 at 2:20PM: 4th email from Civil Service. Save the date for testing on April 10. Minimal details aside from being available throughout business hours.

4/7/23 at 4:15PM: 5th email from Civil Service. Additional detail of blocking out 3 hours for testing. Email stated: "More information before the end of today."

4/7/23 at 5:40PM: 6th email from Civil Service. Exam Process Security Agreement.

4/8/23 at 11:25PM: 7th email from Civil Service. Instruction Guide for Exam.

4/9/23 at 12:14AM: 8th email from Civil Service. Protest Policy for Exam.

4/9/23 at 12:24AM: 9th email from Civil Service. Information on scope, number of items, and length of test.

4/9/23 at 12:45AM: 10th email from Civil Service. Information on current vacancies.

ATTACHMENT F

4/21/23 at 8:06AM: 11th email from Civil Service. Written exam scoring in progress. Save the date for April 28. Email states, "If you receive an email invitation providing access to the appr

4/25/23 at 3:24PM: 12th email from Civil Ser tabulated."

4/26/23 at 6:20PM: 13th email from Civil Service. Received a "qualifying s examination on April 28.

4/27/23 at 6:37PM: 14th email from Civil Serv staff is currently performing a quality check on the test that you are scheduled to take. If completed early, the test link may be distributed to ALL test takers before 9AM, and/or as early as MIDNIGHT. If so, an email will be sent out in advance alerting you that the link is coming. Also, be advised that the test expiration time will reaming the same and expire promptly, April 28, 2023."

4/27/23 at 7:04PM: 15th email from Civil Service. Update and Correction – Time added that link will expire on 5PM, April 28, 2023.

4/28/23 at 3:17AM: 16th email from Civil Service. Received instructions for appraisal interview and writing exercise.

5/10/23 at 6:31PM: 17th email from Civil Service: Receive score and band placement.

5/12/23: Received 1st email from Department with listed vacancy and next steps.

CITY OF LONG BEACH

ATTACHMENT 3

Department Concerns Regarding Hiring Process

CITY OF LONG BEACH

Memorandum

Date: February 7, 2024

To: Mayor and Members of the City Council

From: Thomas B. Modica, City Manager

Subject: **Department Concerns Regarding Citywide Hiring Practices**

Following the May 2023 citywide Management Retreat, the City Manager advised CM Department Heads that he would be happy to receive feedback related to hiring concerns as expressed during the retreat's sessions. From approximately June through August 2023, Department Heads submitted the feedback as outline in this memorandum.

Concerns range throughout Civil Services processes – from test content to timeliness of qualifying lists. Since the feedback herein was received, there are concerns that have been resolved but it's clear that issues pers vacancy rate.

AIRPORT

The challenges we have incurred with Civil Service relates to three issues:

1. **Renewal of Outdated Lists**. There have been continued and multiple requests to expire and issue a new exam for three different Hiring Lists. Civil Service continued to extend without verifying and checking in with Airport staff. Consequently, the length of time for a generation of new list is unacceptably long, creating undue operational burdens to a high-traffic and renowned municipal airport.

2. **Inconsistent Communication**. Unclear and inconsistent direction from Civil Service on what is required by Departments to keep processes moving forward. Our Department has had repeated cycles of once information is provided as requested on a specific process, there is a long period, sometimes weeks for a response from Civil Service, and when there is a response, new and additional information on the same subject is requested. After several cycles, then there is a new person assigned to manage our request and the process begins again. This is an extremely frustrating experience, wasting considerable time.

3. **Lengthy Processing time.** Our Department has been working to establish a new classification request(s) or/a strategy, that has taken considerable time. This process is even more an issue when both Civil Servic interaction and approval is required.

For over six years, our Department has been working on a classification adjustment that better aligns with the needs of the Department; the process is still not complete and

hinged upon Civil Service separate process to be in place prior to HR's ability forward. The high staff turnover within Civil Service also caused multiple starts and stops of the process.
Based on the above issues over the years, the delay in or challenges with these processes resulted in loss of experienced and reliable staff throughout our Department. We now have a loss of efficiency and an increasing distrust in the City's ability to recruit and retain talented employees.

FINANCIAL MANAGEMENT

The Financial Management Department's greatest concern with the current civil service recruitment process is the frequent extension of eligibility lists in contradiction to our expressed desire not to extend, after our own interviewing proves those lists have been exhausted. For example, against our repeated opposition, the Fleet Services Supervisor list was extended to three years.

The Civil Service Department surveys us via email about whether to extend an eligibility list, but all too often after we've said, "F anyway. After extending, Civil Service often expl the applicants still on that eligibility list, and they say they are still interested in City employment. So, we extend. To which FM feels, "Well, of course an applicant who hasn't yet found a job is going to say they' An obvious best practice in modern-day recruitment is that City departments, not job applicants themselves, decide whether an eligibility list has been exhausted and a new recruitment begun.

FM's second-biggest concern with the current civil service recruitment process is the absence of continuous recruitments. Again, Fleet Services is a prime example. An eligibility list for Equipment Mechanic often takes more than a year to establish. As a result, new mechanics graduating from trade schools throughout the year are usually able to apply only for the lower-paid, lower-qualification Garage Service Attendant position, and then hope that a higher-paid, higher-qualification Equipment Mechanic recruitment begins soon thereafter. If there were a continuous recruitment for Equipment Mechanic, then these well-qualified candidates could apply straight away for the position they are most qualified for. This would undoubtedly increase the pool of applicants for Equipment Mechanic openings, in what is a highly competitive labor market for this profession.

TECHNOLOGY AND INNOVATION

Administrative Analyst Recruitment and Timeline

The recruitment for the Administrative Analyst I-IV classification was open on January 6, 2023, with a closing date of February 10, 2023. In addition to providing proof through the application/resume portion and providing proof of degree/certification, applicants also had to answer thirty-eight supplemental questions. Supplemental questions that were poorly

worded and confusing, particularly to those that work outside of the City. Additionally, Question 2 indicated that questions 2 – 13 were required, but question 3, 5, 6, 8, 10, 12 were not marked as required. While this can be seen as a slight oversight, it also allows the candidate to accidentally miss answering one of those questions and submit their application without warning that they missed a question. It can also lead to later having their application rejected for not responding to the question.

Question 14, while it did not indicate anywhere in the question, or indicated by an asterisk that it was required, stated "**Incomplete responses WILL NOT receive credit**". If that is the case, then the question should have been marked as required.

Questions 15 – 32 were questions related to experience the candidates have in various aspects that an Analyst might be hired. As an Administrative Officer, I understand that this can be used as a tool for selective certification and/or a way to screen candidates that have the experience that a candidate is looking for, however, 15 questions with no explanation as to whether this would determine their rank status on the evaluation is a barrier to many candidates thinking that they might have to have experience in ALL or MOST of those categories in order to qualify. That kind of thinking will have candidates choosing not to apply instead of answering some/all the questions. These questions have no bearing on the determination of whether they meet the minimum qualifications of the classification, but there is nothing to indicate relate to typical duties or specialized areas of expertise, performed by **some positions.**"

Additionally, there are formatting issues and inconsistencies throughout the bulletin and supplemental questions. As the first exposure that some of the candidates have to the City, it does not portray the City in a good light.

The remaining of this is informed by the experience of candidates that did make it through the process and onto the eligible list. The process throughout was marred with delays, communications without communicating the relevant information and frustration from the candidates.

As mentioned above, the application period for the recruitment closed on February 10, 2023. The first communication from Civil Service was on Saturday, February 25, 2023 notifying candidates that due to the large number of applications received, applications were still being reviewed with an anticipated status at the end of the week (approximately March 3, 2023). Over a week later, on Thursday, March 9, 2023, candidates were again told that applications were still being reviewed and again told that they should receive status by the end of next week (approximately March 17, 2023). Candidates did not hear again from Civil Service until Thursday, March 30, 2023. Candidates had to wait 7 weeks to hear whether they even met the Minimum Qualifications of the classification. The wait time though wasn't the worst part of it, it was of the week on two separate occasions only to continue waiting.

Once candidates were notified that they met the MQ's, the same indicated that an exam would take place onlin 8AM-4:30PM period, Monday, April 10, 2023" wit would be forthcoming. On Monday, April 3, 2023, another email was sent to candidates with the same information provided in the previous email about the test, followed by "**PLEASE CONTINUE TO CHECK YOUR EMAIL DAILY, AS MORE PERTITENT INFORMATION WILL BE PROVIDED TO YOU!"**. No further information regarding the exam was provided to candidates before the date of the test.

As of Thursday, April 6, 2023, candidates still did not have any information about the exam, how long it will take, etc. For our external candidates, many probably currently employed, do not have any way of gauging how long it might take for this examination. How were they to notify their employer of the time off that they needed? How were they to plan/prepare for this examination with zero information? Even internal candidates were wondering what the process was, the timeframe it was going to take. Our department was able to accommodate the employees, but other departments may not (depending on the job the candidate was performing) and not knowing how long it was going to take, candidates could not block their schedule from meetings, etc. unless they blocked an entire day. As AO, I reached out to CS and asked if/when additional information might be sent to candidates. No response was received, however the candidates received two more emails that did not provide relevant information regarding the test.

An "Exam – Procedure Security Agreement" email was sent o the candidates (by NOT replying to the email sent) certify that they will not share or discuss the examination, that if they reveal any parts of the examination they may be disqualified and if they do not agree to the terms laid out in the email they could withdraw from the process. Another email on Saturday, April 8, 2023 (at 9:46PM – outside of regular/normal business hours) was sent to candidates notifying them of the current departments and vacancies for the classification. The email looked more like an internal email than something that would go out to candidates participating in the exam process.

On Monday, April 10, 2023, the day of the test, at 7:59am (the candidates only know that the test is available from 8am – 4:30pm at this point) candidates finally receive additional information about the test they are supposed to take. The first thing candidates are informed of is that the Google Chrome browser is required to take the exam (this is information that could have gone out prior to the exam to allow those candidates that might not have Google Chrome already on their computers, to download it and save some time and possible technical issues). Candidates are then informed in bullet four (4) under "TAKING THE TEST" that the test Later in bullet eight at 2 h (8) states "YOU WILL HAVE 3 HOURS TO READ THE INSTRUCTIONS AND TAKE THE EXAM."

The login instructions were fairly straightforward, however, returning test takers (those that had previously taken the AA exam and/or taken other exams through the National

Testing Network) had difficulty registering and logging in causing panic and stress trying to reach Civil Service in order to have their passwords reset. One candidate was not able to get their password reset until later in the afternoon and then had the stress of trying to complete the test by the 4:30pm deadline imposed.

Most candidates (our understanding is that there were three special admins that took the test on a day other than April 10) took the test on April 10, 2023 and did not hear from CS until April 21, 2023. It was a status update letting candidates know that the scoring of the written exam was still in progress (This was an online, multiple-choice only test that should have been scored and reviewed within a couple of days. Why did it take so long?) Candidates were also informed that if they received a passing score they will be invited to participate in the appraisal interview including a writing exercise scheduled for Friday, April 28, 2023 beginning 9am through 5pm. Essentially giving a week's notice of the pending (but only possible if they passed) upcoming appraisal interview and writing exercise.

The next communication from CS came on April 25, 2023 notifying candidates that the scores were still being tabulated and a final notice will be sent out that evening. Notice did not come that evening, but the following day, April 26, 2023 at 3:21pm. Candidates that passed were again informed that they would receive an email invitation to the appraisal exam by 9am, April 28, 2023 and that the link will expire promptly at 5pm. As with the written exam (multiple choice test mentioned above) no information as to the length of time the candidates will need to set aside for this portion of the exam. And truly only two (2) days' notice that they were officially moving on to the appraisal interview and writing exercise.

The day of the appraisal interview and written examination, two separate emails were received. The first at 12:18am (again outside of regular business hours. And the links were live at that time, providing a potential advantage to candidates that checked their email at that time or any time prior to the stated 9am start time.) Candidates were instructed that they should "allow approximat instructions and complete both exams."
According to the instructions on the writing exercise, candidates had one (1) hour to complete and submit the writing exercise. The instructions were a bit confusing as well. In one sentence candidates are told the accuracy, opinion or technical expertise is not evaluated, but in the next sentence told that they are being evaluated on not just what they wrote but how well they wrote it. In hearing from candidates, they indicated they did not know when the timing of their written exercise started. Did it start when they read the prompt or from the time they started typing the response? There was no timer on the screen to indicate time left. According to the instructions, the writing exercise required all candidates to answer and submit. If candidates took longer than 1 hour and then submitted their exercise would it have disqualified them? Would they even be able to submit if they went over the hour time? One candidate was so worried about time, because they indicated when they opened the exercise that they spent some time trying to figure out how much time they might have left. Time that might have been

better spent on the writing exercise. As it turned out, at the end, once the candidate submitted, they found out that they only had just under five (5) minutes left to complete the exercise.

For the appraisal interview, a link to the interview was sent via the original email. And a second link was sent at 10:39am. A couple of candidates reported confusion as to possibly having to ddl ta wtahsinr'dt "uenxtaimh" tthheayt ldoagyg Hire platform that they realized they had already registered/submitted for the exam. In an examination process that has already been riddled with stress and confusion this was just another stressor to the candidates.

One candidate reported that they had to rearrange some pre-scheduled travel arrangements because they did not know how much time to allow for the appraisal interview and writing exercise and did not know if they would have reliable internet access. Upon receiving the email, they could have kept their original travel plans and completed the process in the morning but had no way of knowing that since information was not forthcoming about what to expect.

The candidates have now completed their portion of the Administrative Analyst testing process and wait to find if they have made the eligible list.

Meanwhile, on the department side, there is scrambling from CS to get raters to review the Appraisal Interviews and Writing Exercises that were submitted by candidates. If we can step back a bit, on February 21, 2023, CS sent an email requesting volunteers to assist with the rating of the interviews and exercise. The anticipated date to review video submissions was April 3, 2023 through April 5, 2023 based on a recruitment plan that was supposedly sent to Departments but a thorough review of emails did not find this timeline/exam plan and neither did the other it. Instead of rating candidates during the timeframe, another email was sent asking for raters and availability for May 1, 2023 through May 3, 2023.

On Monday, May 1 at approximately 8:30am, some of the raters that volunteered were sent a calendar invite for 1:00pm, to start the rating/review process. There was no communication prior to the date about what to expect or the times that were expected of the raters to participate in the reviews. The calendar invite indicated, please let me know if you are unable to participate before the 1:00pm start time. At 9:22am, CS was reaching out to see who would be able to participate in the afternoon. Afterwards, it was discovered that those that needed to go through the CS rater training were the ones invited to the 1:00pm meeting.

Those that had previously gone through the CS rater training were sent calendar invites for an all day (8am – 4:30pm) Tuesday meeting at 1:29AM on Tuesday morning. There was no notice, no calendar invitation even the day before. In fact, when the rater request was sent out, we were asked to provide out availability (morning, afternoon, all day). When I responded to the notice, Tuesday May 2, 2023 was not a day that I gave

as being available. And yet, here was a calendar invite for the entire day. Recognizing the urgency to review these interviews and writing exercises, I cleared my calendar for the day to assist. After serving the entire day rating and reviewing candidates, the ask was that we return the next day (Wednesday) to continue reviewing. After clearing my calendar for one day, I could not possibly set more time aside last minute to help CS. This is in addition to having my AA III assist for two days of rating/reviewing.

During the briefing, prior to being separated into breakout rooms to review the interviews together, we were informed that there 93 candidates to be reviewed. With the time requested to review, that is approximately 31 candidate reviews per day. Which is a reasonable per day number of interviews had this been planned and organized. However, this was not, and therefore the pressure was placed on the raters to complete the tasks assigned to CS. Due to the assistance of the departments, CS was able to meet their deadline of completing all of the interviews by Wednesday, May 3, 2023 so that it could be placed on the Wednesday, May 10, 2023 Civil Service Commission agenda.

The eligible list of candidates was presented to Civil Service Commission on May 10, 2023 and was approved with minimal comment/question from the Commissioners. However, as part of the discussion, CS did tout that this was a successful recruitment and provided greater opportunities for the candidates to go through the process on their own timeline and schedule. As evidenced above, this was anything but a successful recruitment. There are 87 candidates for over 40 vacancies throughout the City. And even the best of recruitments does not have 100% acceptance of all eligible candidates on the list. These 40+ vacancies throughout the city are the current vacancies not taking into consideration additional positions that might be approved through the FY24 budget process, retirements that often come at the end of the year and promotions/resignations to other positions. This eligible list will only be sufficient for approximately 6 months before departments are again begging for CS to run another recruitment.

Candidates were notified on May 10, 2023 if they passed and made the eligible list. If they did pass, they were notified of their score and banding level. In the three (3) weeks since the list was made available to departments, at least nine (9) Modern Hire notices have gone out to candidates on the list from various departments and numerous emails soliciting interest/interviews. After going through the ordeal of testing just to get on the eligible list, these candidates now are being actively sought after for over 40 vacancies in the departments. They are weary and tired and they ar position.

<u>Office Services Assistant</u>

This is a rough timeline for the Office Services Assistant recruitment. TID reached out to CS in June 2021 for a timeline on the recruitment for Office Services Assistant, and asking if there would not be a recruitment soon, if TID could proceed with a provisional

recruitment. This position serves our Office Services team and is a critical position for the department and City ensuring our reprographics and mail room are operational. CS indicated that since it was a critical position, they would prioritize it. The timeline is as follows:

June 2021

- 6/8 – TID reaches out to CS staff indicating a critical need for an OSA recruitment. If one was not immediately forthcoming, could TID request a provisional recruitment.
- 6/30 – CS asked for a priority meeting to discuss.

July 2021

- 7/14 – TID indicated that a priority meeting would not be necessary, again requesting a provisional

August 2021

- 8/3 – CS stated that if this was a critical position, they would prioritize it and provide a timeline shortly.
- 8/17 – TID followed up with CS, asking for a timeline.
- 8/17 – CS responded that recruitment was assigned to another CS staff and update would be forthcoming.

November 2021

- 11/9 – CS reached out to TID asking for a priority list of recruitments.
- 11/9 – TID responded that OSA was #3 behind BSS and SSS (both in progress). Indicating that in August we gave the same priority list.

December 2021

- 12/3 – CS reached out to TID asking process of SME's reviewing the job classification and bulletin
- 12/3 – TID provided CS the names of the SME's the SME's to complete.
- 12/8 – SME responded to CS and provided completed forms.

February 2022

- 2/8 – TID asked CS for a timeline on recruitment.
- 2/15 – TID followed up with CS again asking for timeline on recruitment.
- 2/22 – TID followed up with CS again asking for timeline on recruitment.

March 2022

- 3/1 – TID followed up with CS again asking for timeline on recruitment.
- 3/1 – CS responded stating working with HR and CS management.
- 3/15 – TID followed up with CS asking for status.
- 3/21 – TID followed up with CS asking for status.

- 3/21 – CS responded they do not have a formal timeline but did have questions for HR regarding the class spec and were working with them on that.
- 3/25 – CS reported that class spec and bulletin sent to IAM for review.

April 2022
- 4/1 – TID asked CS for status.
- 4/1 – CS responded bulletin still with IAM.
- 4/12 – TI asked CS for status.
- 4/27 – CS reported that ALBE (not IAM) approved bulletin and they were able to proceed with closeout and move forward.
    - Not sure when CS realized the posting was sent to the wrong union, or when it was sent to ALBE to review. However, it was sent to ALBE and able to move forward without meet & confer.

May 2022
- 5/10 – TID reached out to CS asking when the OSA bulletin would be on the Civil Service Commission agenda since it wasn't on
- 5/11 – CS responded that the closeout was with CS management and will put it on CSC agenda as soon as they get permission to do so.
- 5/11 – TID management reached out to CS management asking if there was anything that TID could do to assist to move the recruitment along.
- 5/11 – CS management responded to TID management that they were meeting with CS staff to go over process to place on CSC agenda.
- 5/13 – CS sent closeout notice to ALBE.
- 5/27 – Recruitment for Office Services Assistant Opened.

June 2022
- 6/10 – Office Services Assistant Recruitment Closed.

August 2022
- 8/19 – TID reached out to CS asking for status.

October 2022
- 10/6 - TID followed up with CS with status notifying them that we now had 2 vacancies, about to have a 3rd and this is crippling the division.

November 2022
- 11/3 – CS notified TID that OSA was on the CSC agenda for next week.
- 11/9 – CSC approved exam/eligible list.
- 11/14 – CS placed eligible list on requisition for departments to start recruiting.

December 2022
- 12/6 – TID sent notices to those on eligible list for Modern Hire.

January 2023

- 1/31 – Interviews scheduled for the top 5 candidates that completed the Modern Hire Interview.

February 2023

- 2/11 – Candidate hired.

It took 18 months to get an eligible list from CS for a position that was deemed critical for the department. Due to the length of time to receive an eligible list, there were changes within the division that required TID to reprioritize their internal recruitment plan for these positions. When TID first asked for the CS recruitment there was one vacancy. During those 18 months though, we had a second vacancy and the Office Services Supervisor that oversaw both Mail Room and Reprographics also retired. Due to these vacancies, TID conducted the recruitment for the OSA III, which serves as the Mail Room supervisor to have that person in place. Next TID conducted an Office Services Supervisor – Provisional Recruitment (there is only 1 OSS in the City, so CS approved a provisional recruitment for this position). That recruitment was just completed. Now that the supervising positions are in place, TID will start the recruitments for the vacant OSA II positions in Reprographics.

<u>Business Systems Specialist Selective/Targeted Recruitments</u>

This document provides a timeline and events surrounding the Business Systems Specialist (BSS) classification recruitment. The Business Systems Specialist classification is the most widely used classification in the Technology and Innovation Department (TID). It ranges from grade I through grade VII (though grade VII has only been utilized once in TID). The duties of the classification vary from Database Analyst to Project Manager to Geographic Information Systems Administrator and everything in between. From entry level positions to highly technical and supervisory positions. The Business Systems Specialist classification was approved in July 2000 and is extremely dated and overly broad.

Previously the BSS classification was an open and continuous recruitment that was open from February 9, 2018 through December 31, 2020. This open and continuous recruitment netted more than 400 applicants. While perhaps not the best course of action for recruiting, based on the large number of vacant positions, the department needed to be able to continue to recruit for positions as they became open. Civil Service (CS) was concerned with the number of applicants that were applying but not being selected and/or notified of available positions. In collaboration with CS, it was agreed to close the BSS recruitment in December of 2020, to start evaluating the large list of candidates on the eligible list.

In April 2021, TID and CS held a recruitment strategy meeting. TID was seeking guidance on how to recruit for positions with specialized skill set requirements due to the need to support very specific technology systems. TID presented strategies to CS including

conducting targeted recruitments for the specific vacant positions rather than accumulating lists of candidates for the entire classification in general. TID was informed that there are 400+ names on the BSS list that are all eligible for hire and that TID should be able to find someone to hire for the vacant positions. TID, as the subject matter experts in determining the needed skillset and functions to be performed, explained that those on the list did not match with the skillsets needed. TID has a significant need for higher grade BSS levels (grades IV – VI) and the names on the eligible list were only vetted based on the minimum qualifications of a grade I. The TID Personnel Team and the varying hiring managers had combed through the BSS list multiple times. The candidates on the eligible list did not fit the current needs of our department due to a lack of skillset and experience matching the job duties and skillsets of these vacant positions. CS did provide the possible solution of conducting six (6) selective certification recruitments in the BSS classification.

With this information, TID immediately started working with the hiring managers to determine priorities for positions that could be presented to the Civil Service Commission to request a selective certification. The first selective certification request for a Cloud Engineer was sent to CS on May 10, 2021 and approved by the Commission on May 26, 2021. The Commission requested that CS staff survey candidates currently on the eligible list to verify if any of them had the desirable skills/abilities that TID was requesting in the selective certification. Three (3) meetings were held with CS staff to further discuss the specialized skills and the candidates were surveyed in July 2021.

On August 10, 2021 the first candidates from the survey of the existing list were screened and sent to TID for review. Upon review by the hiring bureau manager, none of the candidates were qualified for the position and a meeting was set up for the next day with TID Personnel staff along with CS Staff to discuss the screening process and next steps. TID provided to CS the dispositions of the candidates indicating that none of them were qualified and CS was going to open the selective certification.

In the meantime, TID continued to send requests for selective certification to CS for review and approval by the Civil Service Commission. In total, after the initial selective certification approved on May 26, 2021, TID submitted an additional eight (8) selective certification requests to CS, with an additional six (6) requisitions identified as requiring selective certification but pending the documentation for CS review and Commission approval between May and December 2021. The eight (8) selective certifications were approved by Civil Service Commission during their September 15 and 29, 2021 meetings, October 13 and 31, 2021 meetings and December 8, 2021 meetings. The December 8, 2021 meeting three (3) selective certification requests were approved.

The next meeting between TID and CS occurred on September 28, 2021 to review the proposed job bulletin and desirable qualifications for the initial selective certification, Cloud Engineer. During that meeting it was explained that the bulletin will indicate that it is a BSS recruitment with a working title in parenthesis. This type of job posting would mirror the classification specification including each grade level and will include a small

section for desirable qualifications that will distinguish it from a general BSS recruitment. While TID was hoping for a more specialized bulletin for recruiting purposes, the above was agreed to, in order to move the recruitment forward.

The draft bulletin for Cloud Engineer was received by TID on October 5, 2021, which was reviewed by TID subject matter expert and hiring manager for this position. The SME evaluated it for a few days because it was not what they nor TID was expecting. The hope was to have something more tailored to the position to effectively communicate the opportunity of the position to attract potential candidates with the specific skillset to apply. Instead it looked like the traditional BSS job bulletin but with a line or two with specific skills/abilities that were buried in the bulletin. Although the bulletin did not meet the expectations of TID, it did have the working title and desirable qualifications. Approval by TID of the bulletin was sent to CS on October 15, 2021.

Some changes occurred in CS and a new analyst, was assigned to TID. On October 19, 2021 TID staff met with the new analyst to discuss the BSS bulletin. During the transition, the analyst was informed that there was not much going on with BSS or TID since TID was working on revamping the classification. While somewhat true, it was explained to the analyst that there were quite a few selective certifications in process that needed to be processed. Initially we were told that she would fit them in with her other recruitments. However, after going over the timeline with her, she understood the urgency to move these recruitments.

On October 28, 2021 the draft bulletin was sent to HR for final review. Upon approval it was sent to the union for review. The first selective certification was processed through the union without issue or complaint. They agreed to allow it to move forward with the understanding that a meet and confer would be scheduled within 90 days to discuss the classification specification and updating it.

Once the initial bulletin was approved by TID, the new analyst was quick to produce the other selective certification bulletins to TID to review. Between October 19 and November 3, CS drafted and produced five (5) selective certification bulletins for review by TID. For some reason, only three (3) bulletins were sent to the union for review. Those bulletins however, were not approved by the union and they requested to meet and confer over the request for selective certification.

Meet and Confers with IAM took place on Monday, December 13, 2021 and on Thursday, January 27, 2022. Members of the IAM were concerned about the selective certification process, how it would affect current employees already in the classification in the event of a layoff and how it would affect morale of the current employees not being promoted into these positions. The meet and confers were quite contentious. Ultimately, to appease the union and to move the recruitments forward CS agreed to conduct these recruitments as targeted recruitments, removing the selective certification and any of the protections that come with that designation. This was the original idea proposed by TID back in April 2021. The unions agreed to this plan.

On February 4, 2022 CS sent the closeout letter to IAM for the three (3) bulletins that they had previously received and on February 10, 2022 to ensure the union was given a chance to review the targeted recruitment bulletins, all eight (8) were sent to the union for review and approval. The same day the union responded with no further concerns and approved the bulletins.

The eight (8) targeted recruitments opened on Friday, February 16, 2021 and an anticipated close date of March 16, 2021 with the understanding that any of the recruitments could be extended based on number of qualified applicants.

Once the targeted recruitments were live, TID started having questions about how candidates would be screened and attached to their various lists. On February 23, 2022, TID sent an email to CS asking specifically if candidates needed to apply to each targeted recruitment they were interested in or just one and then based on their qualifications they would be attached to the various requisitions. The response was essentially all eligible candidates will be referred to the requisition.

Civil Service staff presented names to the Commission for these targeted recruitments during their March 16, 2022 Commission meeting. On March 22, 2022 TID reached out to CS and asked how the names would be attached the requisitions as TID was eager to review candidates and start the interviewing/hiring process for these positions.

There was quite a bit of internal discussion among CS staff not being able to certify names to the list. Ultimately it was decided that because they were designated as selective certification, the names could not be attached to the requisition. TID told CS staff that we will remove the Selective Certification notations and designation from the requisitions to assist in moving this process forward. On March 23, 2022 all notations of selective certification were removed from the requisitions and names were attached. (In full transparency, the selective certification was removed from the one requisition that was actually a selective certification, but recruitment and selection was being finalized and determined not to be an issue).

On March 31, 2022 TID analysts met with CS analysts to discuss some of the issues and discrepancies that were coming up with the names being attached to the requisition and how to identify those candidates that applied for specific recruitments.

During the meeting it was discovered that there should have been 32 candidates certified to the single selective certification requisition (Cloud Engineer) but only 17 were attached. CS was unable to access her notes in the system so the discrepancy in numbers could not be explained. Reasonable explanation would be that the 15 candidates not certified to the requisition were not qualified for the position. However, this cannot be confirmed. In addition, those 17 (or even possibly 32) candidates do not have an identifier so TID nor CS are able to ascertain which candidates applied for Cloud Engineer on other requisitions. Additionally, it was discovered that two (2) candidates did

apply for Cloud Engineer and ultimately hired by the Water Department but were never certified to any of TID's requisitions.

When names were initially certified to the list, CS used the naming convention above, to readily identify those candidates that met the requirements of the specific targeted recruitment. Sometime between March 31, 2022 and April 11, 2022 the coding that the CS analyst initially utilized "A-G" was changed to [illegible] TID staff were no longer able to identify the targeted recruitment to the candidate. On March 14, 2022, TID management reached out to CS management to get the new coding structure to identify qualified candidates. To which TID was provided the following spreadsheet signifying the A-G designation. However, none of this was communicate [illegible] until after we reached out that we received the information. Also, TID was instructed to review all candidates since it's for the same [illegible] recruitment working title.

It has been over 2 years since this process started, and this is still ongoing. Of the requisitions that were initially sent as selective certifications, currently five of the requisitions have completed the full process. The initial Cloud Engineer position was originally requested on May 10, 2021 and the position was filled June 6, 2022. The other requisitions have taken even longer than a year to fill.

The remaining are still pending as we are struggling to find candidates with the qualifications/skills that are needed to fulfill these positions. We continue to look at the candidates that are certified to the list, few as they may be at times, in hopes of finding someone that fits with the skills and abilities that we need. There are other positions/vacancies that TID has wanted to send for targeted recruitment but based on the process to get it through Civil Service and the fact that the bulletins are minimally different, TID has been hesitant to submit additional requests.

In addition, the department has contracted with an agency to do a classification study in order to bring the classification up to industry standards and truly demonstrate the various aspects of the work that is done by each of the positions in hopes to be able recruit and screen in the talent that is needed to fill our positions. This will be a long process as we look at all of our BSS positions, work and coordinate with HR, CS, CM and ultimately the approval of the Civil Service Commission for these newly proposed classifications.

MANAGEMENT ASSISTANT (MA) EXPERIENCE WITH ADMINISTRATIVE ANALYST RECRUITMENT

Management Analyst #1

Date	Status	Notes
1/6/2023	AA Application Opens	
2/4/23	MA submits application	• 38 questions and additional submittal requirements took ~3-4 hours to complete

		• Typical job applications (resume, cover letter, 3-4 supplemental questions) take SAT 45 min-1 hour on average
2/10/23	AA Application Closes	
2/25/23	CS notifies application still under review via email	• Told to anticipate status update by end of week (whether change in status or review still in progress) • Status update was not provided by end of week, but 12 days later (3/9/23)
3/9/23	CS notifies application still under review via email	• Told to anticipate status update by end of week (whether change in status or review still in progress) • Status update was not provided by end of week, but 21 days later (3/30/23)
3/30/23	CS notifies application met minimum qualifications	• 10 days' notice to and reasonably allows for applicants to accommodate schedule to take exam. However, 14+ would be preferable given the schedule request standard acros notice. • Notes that if MA does not receive additional communication by 4/3/23 to contact Civil Service
4/3/23	CS sends follow up notice for exam	•
4/7/23	CS sends additional notice for exam	• Notice includes estimated time to complete exam. This information should be provided in the initial exam notification to allow applicants to adequately plan. • MA told more information will be received by EOD. More information not received until late next day (4/8/23 8:25 pm)
4/8/23	CS sends exam instructions in multiple emails on same thread	• All information should be consolidated into one communication.
4/10/23	MA takes exam	• Questions include outdated Excel functions, subjective grammar questions, and other skills that are no longer relevant to being a successful administrative analyst (spellcheck, etc.). • Questions increase in complexity through the exam leading applicant to rush at the end. Putting complex questions up front will allow applicants to adequately pace themselves through exam.
4/21/23	CS notifies that exam scoring still in progress	• 11 days post exam – no confirmation that exam was received without issue.

		• Multiple choice exams should not take 11+ days to score. This could and should be automated to reduce application processing time and lift for CS staff. • Email does note that qualified individuals will take exam on 4/28/23 and provides time frame and required resources.
4/25/23 12:24 pm	CS notifies that exam scoring is still in progress	• Told to expect status update by EOD • MA does not hear back by EOD
4/26/23 9:58 am	MA emails CS (Beverly Bartlow) asking for update since none received.	• No response received from CS
4/26/23 3:20 pm	CS notifies MA of qualification for next exam	• <48 hours prior to start of exam • MA replies noting that she may be unable to take exam next day (prior commitment leading to possibly <4 hours to take exam within deadline) • CS replies that SAT may or may not have opportunity to take exam starting at midnight of 4/28 ○ It is unrealistic to expect applicants to complete the requirements at midnight as an alternative with little notice that this is an option. This process may make multiple applicants drop out of the process if they are unable to take the exam in daytime business hours due to shift work, etc. It would be best to provide a timeframe that allows shift workers and daytime workers to complete the exam (ie a 18-24 hour window). • MA followed instructions to contact CS with questions ○ No one answered the telephone during business hours. No one followed up with callback when contact info provided in voicemail to CS.
4/27/23 3:37 pm	CS notifies that exam quality check being conducted	• MA yet to receive notice if qualified for writing exercise and interview with <24 hours before these requirements. • Email informs that exam may or may not be available earlier.
4/28/23 6:26 am	CS sends invitation for required activities	
4/28/23	MA completes writing exercise and recorded interview	

5/10/23	CS notifies MA of qualification and list band	

Time Lapsed from Initial Application Deadline to Notification of List Acceptance: 90 days

Recommendations:

- When providing timelines and setting expectations, follow through. Otherwise, applicants lose trust in the process and the organization.
- Band qualified list members by skill area from initial 38-question screening to help departments sort through candidates.
    - i.e. technology, data analysis, communications, program implementation, project management, etc.
- Update the multiple-choice exam so that questions are up-to-date and relevant to the skills required.
- Automate processes such as email notification for status updates and scoring of multiple-choice exams to reduce the application processing time.
- Consolidate the 38-question screener to shorten the application time. The applicanted recruiting many peers from their graduate program and was unable to given the lack of information on recruitment timelines and application length.

<u>Management Analyst #2</u>

The feedback below is candid and frank from a Management Analyst who, upon the conclusion of the MA program, took a role with another agency. We feel that their concerns should be communicated through this memo as they communicated it to us.
Regarding the AA exam, the example of Question 23 shows how outdated the exam is in asking about Excel shortcuts – Excel implemented the ability to simply click on two separate workbooks to link cells years ago. Regarding Question 68 – the ability to reverse engineer an org chart has nothing to do with th questions about grammar in a way that reinforc usage of "whom" and "whomever" is not a fai universities have moved away from grammar testing in this way because it is explicitly designed to disenfranchise communities of color.

Outside of these examples, I've been frustrat initial application, there were over 40 different questions asking about applicant ability to use word processors or research on the internet. Realistically, these skills are already tested and utilized throughout the entire application process. The initial application asks redundant questions that seem explicitly designed to persuade potential applicants not to apply.

Additionally, my last frustration has been with the administration of the process. Applicants were given less than 48 hours notice that they had passed the written exam and that they had to clear their schedules for the essay and online interview. These

portions of the evaluation were held on a Friday from 9am-5pm. My frustration is that giving such little notice puts an artificial barrier to entry when certain applicants have to find last minute child or family care. This example is emblematic of the entire process; there was a feeling that instead of creating an equitable environment where applicants could demonstrate their abilities, the Civil Service team had created a process where if we didn't drop everything to jump through what be disqualified.

Time Lapsed from Initial Application Deadline to Notification of List Acceptance: 90 days

Management Analyst #3

Summary

Today is the 129th day of being in the Administrative Analyst Civil Service process. On Day 89, I learned I had tested into the Administrative Analyst List C Band. Day 91 to 129 have been the waiting period to receive emails of vacancies, scheduling interviews, and waiting for a response.

As a Management Assistant, I have 17 days until my program officially ends and although I have interviewed for two AA position I have yet to hear back. If it were not for the alternative option that MAs have of being a Program Specialist for a year, I would have a gap in service that would impact my benefits, service years, career trajectory, and finances.

Here are my thoughts on how the AA examination process is not aligned to meet the needs of applicants nor the vacancies through its banding process.

Application Process

The Administrative Analyst Role asks for eit relevant paid/paid/professional experience or required professional experience. I submitted a resume and answers to thirty-eight supplemental questions.

I opened and closed the application several times before I finally set down to complete it. I have completed shorter applications for equally as demanding responsibilities with higher salaries. There is no reason why this application should be this long. I understand that there needs to be a balance reflected in the different generation represented in the workforce, but I would rather submit a sample of my work that speaks for itself than to type details of work that are needed skills i

Supplemental Questions	Redundancies
1. Statement confirming applicant understanding instructions and incomplete applications will not be eligible.	Makes sense.
2. Restates qualifications from job posting and asks to "descri and job title(s) you held that qualifies you for the position of ADMINISTRATIVE ANALYST". *This note was included and incorporated into most question prompts:* **Do not cut and paste your resume. Your response must be complete to receive credit for this experience.**	I submitted my resume why does there need to be a retelling of my experience when they can call references and ask questions or review my resume. ***Question to Civil Service: What is the purpose of submitting a resume?***
3. Indicate the total amount of experience you have of the required professional experience.	It is in Answer #2 and can be found in resume with some quick math.
4. Give an example of your highest level of research and/or analytical work in an employment setting.	There is a perception that only paid work is eligible. For anyone with a mast done a thesis, it would not count because the applicant was not paid.
5. Describe your paid, professional work experience performing research and/or analytical duties.	Note it is similarity to Question #4. Only apparent distinction is to note administrative role (i.e. lead, assist, or support).
6. COMPUTER LITERACY (posted verbatim) "Your exp required computer proficiency in the use of personal computers including the use of the Internet, spreadsheet, database and word processing software. The following questions will derive more information about your computer proficiency. Indicate your proficiency with the computer application listed below. Indicate your proficiency using the Internet. None – No experience or training with the computer application. Limited – no experience, but observed others using the computer application. Intermediate – some training and	Outdated, every Millennial would be advanced. Questions need to be more reflective of the work. Questions to Civil Service: How is the application process adapting to the Millennial, Gen Z, and younger generations? Why is there no rubric giving specific examples that would help applicants standardized the level rather than giving us option to put value in our skills?

experience and could complete projects with minimal supervision or additional training of the computer application. Advanced – sufficient training and experience with the computer application and cou	
7. COMPUTER LITERACY – " Intern Examples Please provide examples of the research you have performed and/or the work product you have generated working with the Ir	Outdated, needs to be revised to ask specific questions relevant to AA responsibilities.
8. COMPUTER LITERACY – Proficiency level in creating/using spreadsheets.	Should give specific examples or a rubric of what is considered advanced rather than a blanket statement: "sufficient the computer applicati
9. COMPUTER LITERACY – Spread Sheet Examples	Question to Civil Service: Could a sample be attached rather than a description of the work?
10. COMPUTER LITERACY – Proficiency level in creating/using databases.	Should give specific examples or a rubric of what is considered advanced rather than a blanket statement: "sufficient the computer applicati The same rubric was used throughout the COMPUTER LITERACY section. This does not speak to the skills needed to be proficient in each section.
11. COMPUTER LITERACY – Database Examples	Question to Civil Service: Could a sample be attached rather than a description of the work?
12. COMPUTER LITERACY – Proficiency level in using word processing applications.	Outdated, every Millennial would be advanced. Questions need to be more reflective of the work. Example below of thought process of proficiency level: Do I know how to use mail merge? It is a relatively simple skill, but if I know how to use it

	now would that put me in advanced. It is also a skill that can be learned on the job, but if I do not have the knowledge at the time of application would that put me at a lower level. I cannot say because the Supplemental Question gives me leeway to give value to my skills thus, I may be ranking myself higher or lower than others with no foundation to compare. Also is mail merge even relevant to an Administrative Analyst role.
13. COMPUTER LITERACY – Word Processing Examples	Outdated. I will be honest and pause as I mention that at this point of the application, I question whether my work experience would be taken seriously with these inept questions. It made me wonder if I was valuing this opportunity more than they were valuing me. But alas, I carried on as again this is a natural next step for MAs.
The rest of the questions consisted of asking me about typical duties and specialized areas of expertise.	
Risk Management Labor Compliance Budget/Revenue Analysis and Forecasting Financing and Investment Grant Management Capital Improvement Projects/Programs Contract Administration Data Analysis/Crime Analysis Special Tax District Administration Debt Management Lease Management Program Administration and Management Project Administration and Management Water Dept Specific – Degrees specific to field Water Dept Specific – Water Conservation or Water Resources	**There's only space to describe but no areas to distinguish whether I am interested in transitioning to this field.** *Separate note: I was asked if I would be open to any Positions in the Police Department. I said no, yet still received emails related to vacancies.* ***Questions to Civil Service: Are my responses being looked at? Or just going through the process without regard to specific filters.***

Examination Process

The initial qualify exam had information on local government jargon, identifying informal networks, grammar, and Excel command keys without the ability to use any application to cross reference. It made me wonder if this was a way to gauge our skills or to filter out

individuals not currently working in a government setting. Everything on the exam could be learned if given the proper training. There were also more questions on grammar than there was of finance which would have been more reflective of the current vacancy needs. It made me second guess whether it was the correct role from me. Is this exam a reflection of what my day to day would be like? As a first generation professional and English leaner, it reminded me that the system is not mean for people like me, and this exam validated this thought. I use Microsoft word, my judgement, and honestly google if I ever need a refresher of when to use WHO versus WHOM. I do not appreciate it being on an exam.

After passing the initial exam, I was invited for the appraisal exam that was a mixture of recorded videos and written responses. The questions for the recordings were repeated questions from the application process. This made me question whether any of my material was being reviewed and how notes were shared amongst staff within Civil Service and others doing grading. The written responses had questions relating to WHAT IF scenarios that reflected the power dynamic and interpretation of the Administrative Analyst role. It gave complex scenario that if it were not for my MA year, I would have been unsure of how to draft my response. It did not give a rubric to how we would be graded and what the weight would be for structure versus actual response.

Please reference the communication timeline I outlined to capture the gaps of communication and unreasonable turnaround time to be prepared for an exam with very little explanation of process or time need to account for within current responsibilities be it work or personal time commitments.

AA Timeline Outlined

1/6/23: AA Application Opens.

2/10/23: AA Application Closes.

2/5/23: BSV applies.

2/25/23 at 1:55AM: 1st email from the Civil Service. Apps under review.

3/9/23 at 10:09AM: 2nd email from Civil Servi
receiving the status of your application by t

3/30/23 at 8:10PM: 3rd email from Civil Service. Received status:
that based on the information you submitted, you are minimally qualified to participate in
the examination process."

4/3/23 at 2:20PM: 4th email from Civil Service. Save the date for testing on April 10. Minimal details aside from being available throughout business hours.

4/7/23 at 4:15PM: 5th email from Civil Service. Additional detail of blocking out 3 hours
for testing. Email stated: "More information
befor e the end of today."

4/7/23 at 5:40PM: 6th email from Civil Service. Exam Process Security Agreement.

4/8/23 at 11:25PM: 7th email from Civil Service. Instruction Guide for Exam.

4/9/23 at 12:14AM: 8th email from Civil Service. Protest Policy for Exam.

4/9/23 at 12:24AM: 9th email from Civil Service. Information on scope, number of items, and length of test.

4/9/23 at 12:45AM: 10th email from Civil Service. Information on current vacancies.

4/21/23 at 8:06AM: 11th email from Civil Service. Written exam scoring in progress. Save the date for April 28. Email states, "...IF you email invitation providing access to the appr

4/25/23 at 3:24PM: 12th email from Civil Service. Email states, tabulated."

4/26/23 at 6:20PM: 13th email from Civil Serv examination on April 28.

4/27/23 at 6:37PM: 14th email from Civil Serv advised that staff is currently performing a quality check on the test that you are scheduled to take. If completed early, the test link may be distributed to ALL test takers before 9AM, and/or as early as MIDNIGHT. If so, an email will be sent out in advance alerting you that the link is coming. Also, be advised that the test expiration time will reaming the same and expire promptly, April 28, 2023."

4/27/23 at 7:04PM: 15th email from Civil Service. Update and Correction – Time added that link will expire on 5PM, April 28, 2023.

4/28/23 at 3:17AM: 16th email from Civil Service. Received instructions for appraisal interview and writing exercise.

5/10/23 at 6:31PM: 17th email from Civil Service: Receive score and band placement.

5/12/23: Received 1st email from Department with listed vacancy and next steps.

HUMAN RESOURCES

The Department of Human Resources has experienced delays with two simple reversions from classified staff members who were appointed to management acting positions while a recruitment was completed for a vacancy and another manager returned from an extended medical leave. The Civil Service Department requested that requisitions be created, the requests be on the Civil Service agenda, and that the employees in the acting positions requested in writing their reversion back to the prior positions. The whole process of reversion is lengthy and cumbersome. The original positions were kept vacant, so staff would have positions to return to. The process has the potential for creating unnecessary legal challenges as the employees in the acting position must write their desire to be reverted to their positions. What would happen if the employee (s) decide they do not want to be reverted? Is then home department then required or obligated to keep the employees in a management position?

The Department has also experience severe shortcomings with the quality of the Personnel Analyst classification list and the ranking. The ranking favors those candidates

that know how to take tests but do not have the expertise or applicable experience. In the past, some of the candidates on "A Band" were who hired their own staff members and although applicable to an agency our size with close to 6,000 employees. Because of the time frame it takes to get the list, then having to interview Band A, the Department lose precious time. By the time the Department can reach out to Band B or C, those candidates already found other jobs or placements. Civil Service should amend its processes to generate a qualifying list and then let the customer departments determine who the top candidates for their positions are.

The Department's non-career staff have been impacted by the erratic and inappropriate use of the virtual interviews (Talentwise). We had non-career staff members who receive 5-10 emails prior to taking the test which confuses the end user and then the system freezes and doesn't not allow the virtual interviews.

LIBRARY

- The classification of Library Assistant was finalized for FY 18. No list was created until one year later, when a bulletin was opened in October 2019. When candidates applied, Civil Service informed LBPL that we needed to create a testing protocol. Library management complied, but the test was never implemented. When the pandemic began in March 2020, there was still no certified list, so Civil Service certified every single applicant even though many of them were unqualified. Then, because of the hundreds of candidates on the list, Civil Service refused to expire it, despite LBPL's multiple requests to do Assistant list still has 84 candidates and Civil Service will not expire it. This list is 4 years old and the 84 candidates remaining are not viable.

- The General Librarian eligibility list was certified in 2020 and needed to expire, as we had many internal candidates who had received their MLS degrees during the pandemic and were now eligible, and we did not want to lose them to neighboring Library systems. On November 29, 2022, we requested in writing that the list be expired, and our AO explained why in a Teams meeting to two Civil Service staff. On December 12, 2022, the list was extended 2 months. On December 14, 2022, I reached out to Christina Winting who explained that her staff was not aware that a new list was to be used as a retention tool. On February 28, 2023, our AO again wrote to the same Civil Service staff member requesting an expiration. The list was extended one more month to March 25, 2023. At this point, realizing we were not on track to fill our vacancies for our upcoming 6-day service model, I spoke with HR about running a provisional recruitment. Only at this point was the Civil Service bulletin posted, and we subsequently received an eligible list. After the bulletin had closed, we realized that Civil Service had not advertised it to the websites we had requested, as their staff had specifically promised in a meeting with our AO on January 11, 2023. Therefore, the current list is still not the best pool

of candidates, as it was not advertised to recent MLS graduates.

- The Visual Arts Specialist position was added to Library Services as part of the FY23 budget; there is still no eligible list.

- When we first requested that the Senior Librarian eligibility list be expired, a Civil Service manager told us that our candidates were not properly dispositioned. We dispositioned them as instructed, yet Civil Service still extended the list and did not run a new recruitment for months. Library Clerk is similar; it was not expired when we requested, despite our following exact instructions, and the list was 3 years old before it expired.

- For every Civil Service recruitment, we are told to contact candidates multiple times through Neogov email as well as phone, otherwise the candidates are not considered to be "contacted." This is a complete waste of time, adding weeks to the recruitment process as we are forced to chase candidates who are clearly uninterested.

- Because of the problems with the Senior Librarian, General Librarian, Library Clerk, and Library Assistant list, Library Services was unable to fill its vacancies, and was forced to close three libraries in 2022. As we could not fill vacancies with an old list of unqualified and uninterested candidates, we began to rely heavily on Non-Career positions. The Civil Service Commission asked me to present on the reasons why library branches had closed at the May 10, 2023 Commission meeting.

The regional pool of candidates for library-related positions is large, and LBPL rarely changes its bulletins or qualifications. Most positions are relatively simple recruitments. Candidates are attracted to LBPL because of the work we do, for they can receive more pay and better benefits at Orange County Public Library, Los Angeles County Public Library, and Los Angeles Public Library. Dismantling Civil Service would enable LBPL to recruit continuously and quickly to fill its vacancies and operate at full capacity.

DEVELOPMENT SERVICES (now COMMUNITY DEVELOPMENT)

Development Services has experienced several challenges with Civil Service and the current recruitment process. These include (but are not limited to):

- Lack of transparency
- Lengthy processing time
- Extending lists instead of expiring them.
- Delays in opening lists
- Inaccurate timeframes
- Lack of communication and follow-up

- Retention Issues caused by staff leaving feeling overworked with no additional staff support.

The Development Services Department has unique classifications that are not used widely across all departments. The focus of our comments will be on the specialized classifications, but we have also experience similar challenges to other departments when it comes to Citywide classifications such as Administrative Analyst, Assistant Administrative Analyst, Clerk Typist, etc.

One of the most difficult challenges with the Civil Service process is **lack of transparency**. When Civil Service is working on something, there is very little information about what is happening or why processing times take so long. It often takes a stern email or a conversation from our director to get specific answers. The data that is tracked on requisitions is also not accurate because departments are often told to re-submit requisitions that have been open for long periods of time. This means that the dates on the requisitions look shorter than they are. We have had vacancies that have had 3 requisitions before they are filled, but when data is pulled, it only shows the most recent requisition. This lack of transparency creates a false narrative about what is going on in Civil Service. There used to be a tracker that showed all recruitments and who they were assigned to so you could see the status of each bulletin, but there is no such data these days so Departments are kept in the dark about what is happening with their bulletins and recruitments.

Compounding the obscurity of the process, the **length of time to get an eligible list** is shockingly slow. It took 1 year to get a permit center supervisor list, 9 months to get a Permit Tech list, and will likely take 10 months to get a new planner list (if we go by the expected timetable). These timeframes are just to get a list to the department from time of request, it does not include the time to run a recruitment and go through onboarding for these positions. Our Permit Technician list highlights the severity of the problem. The Permit Tech bulletin was posted on August 19, 2022. On the bulletin it listed that all applications received by September 2, 2022, would be invited to test on Test #01. The Department did not receive the results of test #01 until January 18, 2023, 5 months after screening.

Every month, the Civil Service Department sends upcoming expiring lists to impacted departments and asks for recommendations to extend or expire. Despite our constant request to expire lists, **civil service extends lists instead of expiring them**. For example, we requested the Permit Tech list expire, yet it was extended for 6 months without very much information on why. When we asked for the Combination Building Inspector list to expire, it was extended and changed to run as open and continuous. There have been several other instances when the department requested expiration of lists and civil service extended the list instead. We are rarely given context for why this occurs.

In addition to not expiring lists, Civil Service often **delays opening new lists** when we need them. We were recently denied a provisional planner request in April 2023 because a new list was going to begin recruitment in May 2023. By the end of May, no progress was made on the list. The timeframe we now have is that a list will be ready by sometime in September. We could have hired provisional, but Civil Service did not allow that as it would show that there is no list available. Rather than go to commission with our request, we were told our list would be expedited, but even still, there were delays. We also requested a Permit Center Supervisor list in April 2022, but the bulletin process did not begin until January 2023. We were never told why it took this long to begin. These delays are just to get a bulletin to the Civil Service Commission. This does not include application period and screening period and the generation of a list, simply getting the bulletin to commission include lengthy and costly delays.

When the department asks for timeframes, we use those timelines to set expectations with hiring managers and plan for the workload during times of vacancies. Unfortunately, Civil Service provides **inaccurate timelines** which creates additional burden on Departments. For instance, when the Planner list was delayed in opening, we requested a provisional hire in April 2023 while the list came out. We were told that the planning list was set to begin in May so we should just wait. We were excited that the planner bulletin would begin so quickly. However, then May came and went and nothing happened. On June 1, 2023, we reached out to ask for an updated and were then given only 24 hours to provide feedback on a bulletin to expedite the process that took them over a month to begin from when they told us. These extended timeframes for civil service and extremely condensed timeframes (as short as 24 hours) for the Department are not helpful and not conducive to a collaborative partnership.

There has been a total **lack of communication and follow-up** from Civil Service. In fact, we had to start having monthly meetings just to get updates on our recruitments. Several emails have gone unanswered or responded to with minimal information. During our most recent Combination Building Inspector recruitment, we worked with our Analyst as early as April 2022 to begin asking for a new list. A draft bulletin was created in April 2022 but the civil service analyst was not given permission to start the recruitment. We were not told why or what the delay was. On May 20, 2022, the civil service analyst shared the bulletin with a Civil Service manager and asked to start the recruitment. But we never heard back on that request. Then, a new analyst was assigned to Development Services and a priority meeting was held in June 2022 to discuss the urgency of a Combination Building Inspector list and 11 vacancies. The Department was told to expect the bulletin on the Civil Service Commission agenda on July 6, 2022, but that did not happen. Then on July 20, 2022, but again, nothing. Then we were assured it would go on August 3, 2022, and when it didn't get added to the Augu
out asking why it wasn't there and were told
placed on the agenda on August 17, 2022. No one told us it did not get on the agenda, the Department discovered this when we reviewed the agenda and did not find it on there. The lack of communication and follow-up created more work and false expectations with hiring managers and staff hoping to apply for promotional opportunities.

Lastly, there has been **retention challenges** related to so many vacancies not being filled. Staff who have left for other employment have shared that part of the reason they took another position was they didn't feel li the staff support to do their jobs. Many of our staff are carrying the weight of all the vacancies by doing the job of multiple positions out of necessity. Our Code Enforcement team is operating with a 36% vacancy rate. Our planners are currently operating with a 28% vacancy rate. And our Building Inspectors are operating with 33% va staff cover these vacancy levels and expect to retain talented employees. Something must be done.

To narrow down on 3 specific recruitments, below are our 3 most recent recruitments that have had significant challenges.

<u>Planner</u>

The Planner list expired November 2022. When the list expired, we already had 2 open requisitions. Since November 2022 there have been 5 additional vacancies, for a total of 7 that the Department now needs to fill.

5 months later, in April 2023, the Department requested a provisional hire while we wait for the list but were denied by Civil Service saying the Planner list would be starting up in May 2023. However, by June 1, 2023, no action had been taken by civil service, so the Administrative Officer reached out to follow up and was given the draft bulletin that same day with a 24-hour window to provide feedback. The SME's scrambled to provide this feedback by Friday June 2, 2023, only to be told if we make changes, it would delay the recruitment so many of the changes were not incorporated into the bulletin. The union ended up with questions which were sent by Friday June 9, 2023. We were not notified until Tuesday June 13, 2023 and we again had meeting that day to discuss the questions and provide feedback. We had less than a few hours to gather and provide feedback.

As of June 1, 2023, we still do not have a Planner list posted. We are being told they are trying to get the list to Civil Service Commi get a list is September 2023. Despite our efforts both to hire a provisional and move quickly on this recruitment, Civil Service has not been able to provide us a list and is now expecting to have a list by September of 2023 (10 months after the previous list expired).

<u>Permit Technician</u>

On November 9, 2021, the Development Services Department requested the expiration of an exhausted Permit Tech list. On November 12, 2021, we were told the list would instead be extended by 6 months despite exhausting the list by inviting everyone on the list to interview and many candidates declined job offers and interviews. From November 2021 through March 2022, the department insisted we expire the list and start a fresh list

but received little to no response from Civil Service. The extension was pushed on us and there was nothing we could do.

In April 2022, we finally began the bulletin review process for a new Permit Tech list. A draft bulletin was sent to Caprice McDonald for review in May 2022. The goal was to have the bulletin reviewed and sent to SMEs and unions before getting on the Civil Service agenda by end of June 2022.

Delays in the Civil Service process, which were not disclosed to the department, caused the bulletin not to get approved by Civil Service until August 2022. The bulletin was eventually posted on August 19, 2022, to begin collecting applications.

Unfortunately, Test #01, which included applicants from August 19, 2022 through September 2, 2023, was not certified by Civil Service Commission until January 18, 2023, 5 months after the bulletin went live. 65 candidates applied; the department received an eligible list of 6 candidates.

Test #02 was then received in February 2023. 38 applications were received, only 6 names were sent to the department despite there being 7 vacancies.

Test #03 was sent to the Department in April 2023. 32 candidates applied, and 4 were sent to the Department.

Test #04 went to commission on June 7, 2023, 36 applied, and 4 names were sent to the Department.

The delays in getting the Permit Tech list have since been addressed by Civil Service by having an open and continuous list (which they originally were against and said they would not support). Having an open and continuous list has been helpful, however there remain questions around why so many applicants are being screened out.

<u>Permit Center Supervisor</u>

The Development Services Department has 1 Permit Center Supervisor position. The previous supervisor declared their intent to retire in April 2022 with a retirement date of June 4, 2022. The Department immediately began making plans to prepare for the transition. On April 27, 2022, a requisition for Permit Center Supervisor was submitted noting that the current employee in the position would be retiring in June 2022. The intention was to have a list of names soon after the retirement.

Unfortunately, we did not receive a list of eligible candidates until April 6, 2023, nearly a year after the requisition was submitted. Below is a summary of what actions were taken to move this recruitment forward.

On May 30, 2022, the requisition DV22-056 reached step 11 of the process and Caprice McDonald indicated on the notes that the current eligible list expired in April 2022 and a new list would be required and would be assigning this recruitment to one of the Analysts in Civil Service. There was then no action on this requisition until September 19, 2022 when the analyst mentioned in Caprice's comme to CS-Recruitment Survey, which was not discussed with the Department nor were we made aware of the next steps.

On October 12, 2022, the requisition reached final approval by Civil Service exam support and was ready to begin recruitment. However, no movement occurred during the months of October and November. On December 5, 2022, the director of Development Services met with the Director of Civil Service and asked about the status of various recruitments including the Permit Center Supervisor. No ETA was given but we were assured they would look into it.

On January 18, 2023, the personnel analyst in Civil Service reached out for the subject matter experts' contact information to begin 2023, the bulletin went before the commission to begin the recruitment (10 months after the list expired). It was posted online from February 17, 2023 – March 17, 2023. The approval of exam results went to Commission on March 29, 2023, and the final names were sent to the department on April 6, 2023. There was a total of 4 names on this eligible list.

The department ran its recruitment and selected a top candidate and began the onboarding process. The start date for the new permit center supervisor is July 17, 2023.

Throughout the Permit Center Supervisor recruitment process, there were long gaps where the department was not made aware of the status of the recruitment and no updates were given as to why it was not moving forward until the directors met. Despite having 2 months of advance notice of a retirement occurring in June 2022, we were not able to replace that position until 13 months later.

In summary, our department uses highly specialized classifications that do not seem to be a priority for Civil Service. The specialized department-specific classifications seem to create unnecessary delays and do not get the attention they need. The needs of specialized classifications have not been served well by the current Civil Service Process.

PARKS, RECREATION AND MARINE

Maintenance Assistant

A myriad of challenges exist to the approach for this recruitment, and the impact is such that we end up maintaining vacancies for much longer than is necessary, and miss out on the opportunity to offer full time employment to viable candidates.

- Frequency of Recruitments
  - Bulletins are run approximately every 2 or so years, due to the large candidate pool each recruitment garners, and the multiple extensions applied to these lists.
  - Eligibility lists are populated by people looking for jobs at the time they apply. Old lists typically have disengaged candidates, but CS acknowledges only the quantity of the list, not the viability.
  - No Shows to interview panels are pervasive given the age of the list. Invitations to complete virtual interviews for candidates on aged lists also have an extremely low response rate.
  - Internal NC Maintenance Assistants are regularly denied the opportunity to compete for and secure full-time positions given the timing of the recruitments.
  - Requests to Civil Service to expire the list, typically accompanied with explanations of our experiences- go unheeded, and lists get extended repeatedly.

- Polling and Candidate Selection for Interviews
  - Per CS, departments cannot poll eligibility lists themselves to gauge candidate interest in a position. Current direction from CS is: Any contact we make with a candidate on the list must include an invitation to interview for a position. We cannot simply check for interest or availability.
  - Eligibility lists with upwards of 600+ applicants, which is typical for Maintenance Assistant, cause a series of logistical problems for hiring managers. Blindly inviting candidates for interviews without regard to their interest or qualifications makes it challenging to fill a position.
  - PRM has some Maintenance Assistant positions that have very different working conditions than what is listed on the bulletins (Ex: Animal Care Services). Being able to poll for interest would be immensely helpful to weed out uninterested candidates, but we have been specifically disallowed to do so. Only CS can poll a list.

- Exhaustion of lists
  - CS requires that every candidate be contacted for interview before they are willing to exhaust an eligibility list. The eligibility list for Maintenance Assistant has a low barrier to entry, and there is no process to ensure that candidates meet the requirements for all grade levels in a classification.
    - If PRM has a requisition for a Maintenance Assistant III, being required to invite candidates with minimal qualifications to interview for the position (and then be disqualified through the interview process) is unnecessarily cumbersome and draws out the process significantly, leaving vacant positions empty for longer than is necessary.
    - Conversely, inviting candidates who meet qualifications on paper but without gauging their interest typically results in the aforementioned panel interviews with a series of no-shows. Currently, no procedure

exists to periodically poll the list for interest or availability and cull those names of applicants who no longer wish to be considered. See attachment for more specific details and an example.

Animal Control Officer

This position is exclusive to Parks, Recreation and Marine, and is a key component in supporting the City's Compassion Saves model. to backfill a vacancy created in June of 2019, the first time PRM had the opportunity to review an eligibility list from a new recruitment was October of 2021. As of June 2023, PRM still has not been able to fill all of the resulting vacancies. While we recognize the impact that the pandemic had on shifting priorities for a time, leaving the position(s) empty for such a long time has had a problematic impact on our ability to provide service to both the animal population in the shelter as well as the contract cities our shelter services.

- A new requisition to fill a vacancy was submitted June 26, 2019 and approved on July 9 of the same year. No action was taken by CS on initiating a recruitment until March 5, 2020, at which point PRM was advised that the Union had questions regarding the bulletin.
- On March 24, 2020, CS advised PRM that the recruitment would not move forward without updating the classification specification, which was last updated in 1974- a matter concerning in and of itself.
- The first meeting to address the update of the class spec took place on July 1, 2020. The process for updating the class spec, as guided by CS, was not completed until August, 2021, at which point a bulletin was posted. By this time, the original requisition had expired, another had been submitted, and an additional vacancy was created by another departure in the classification.
- The eligible list stemming from the June 2019 vacancy was furnished in October, 2021, at which point, 5 vacancies existed.
- In late December 2021, 5 selections were ultimately made, one being an internal promotion by 1 grade level, making it necessary to backfill that position. In January 2022, a new requisition was submitted to address that vacancy, and by March, 2022 PRM took steps to interview remaining candidates on the list. Not all who remained were re- interviewed, given either lack of response to interview invitations or previous performance on interviews in which they were not selected. After re-interviewing previous candidates, PRM found that none of them met the needs of the Department and thus advised that a new recruitment would be necessary (April, 2022).
- To justify the decline of the remaining candidates, in May 2022, PRM furnished detailed explanations from the subject matter experts in the bureau on why the candidates were unsuitable and reiterated the need for a new recruitment. CS pushed back, citing a series of minor reasons that our explanations were insufficient, discarding the wishes of the department and the knowledge of the subject matter experts required to work with any of the selected candidates. PRM requested a meeting, which after a series of check ins back and forth, ultimately transpired in November 2022.

- In the November meeting, which included CS staff and leadership, as well as PRM staff and leadership, CS came to understand the nature of the rationale behind not selecting the remaining candidates from the eligibility list. It was ultimately agreed upon by the two departments that the initial recruitment process was insufficient to screen for the qualifications PRM determined was lacking in the remaining candidates. Regardless, CS would not take steps to proactively expire the list, instead letting the list live until its planed expiration date of January 12, 2023. The informal reason provided by CS was that they were hoping to avoid having to explain to the Civil Service Commission that the recruitment done by CS was insufficient.

Please note that while we have more examples we can share, this is a representation of some of our most challenging recruitments we have worked through in recent years. Although we regularly hold 'priority meetings' vacancies have turned into staffing emergencies and as such, should move up to the top of our priority list, the fact is that the current approach to operations by CS results in extraordinarily long wait times for eligibility lists. Long term, this results in a Department that has never been in a position to approach

HARBOR

Our Civil Service system is currently strained by antiquated and bureaucratic processes which create systemic challenges in our ability to hire, promote, and retain top talent. Operational challenges include increased overtime, turnover, increased reliance on consultants, loss of intuitional knowledge, and service delays.

The Port is comprised of approximately 72% classified service positions and currently has 68 classified vacancies- making us a highly vested customer. From 2019 to present, it has taken on average 362 calendar days to fill classified positions within the Port. A key contributor to delays is the lack of timeliness in advertising positions, lengthy supplemental screening questions, and high utilization of list extension resulting in aged and unviable candidate pools.

A few examples of challenges the Port has faced with our civil service system, which include:

- Timeliness: The Port has been waiting 836+ business days for a Plumber Supervisor list. Requisition HD 20-020 was opened January 6, 2020. On March 23, 2022, the Port participated in a subject-matter-expert (SME) panel to update the job bulletin. On June 28, 2022, the Port followed-up with Civil Service. A kick-off meeting for the recruitment was scheduled for the week of August 29, 2022. This did not occur. Thereafter, staff was advised a survey would be sent to SMEs the week of October 3, 2022. This did not occur. Staff was then advised the SME survey would be sent the week of November 2, 2022. This did not occur. To date, no bulletin has been posted, or a list established.

On March 22, 2022, requisition HD 22-038 was opened for Harbor Maintenance Supervisor. On June 28, 2022, Civil Service staff assured the Port this recruitment would be prioritized and conducted ASAP. Despite multiple check-ins to remind Civil Service this recruitment remains a priority, there is still no list to date.

The challenge is not isolated, as the Port experienced similar delays with Gardner, Office Systems Analyst, Traffic Painter, Senior Equipment Operator-Crane, Senior Equipment Operator-Backhoe, and many other classifications that are critical to Port operations.

- Barriers to Candidates: Civil Engineer (K11NN-22) was advertised as a continuous job bulletin from 2018 to present. In September 2022, Port staff identified the job bulletin was advertised with a lower salary range ($1,688.46 - $2,297.04 Biweekly) than the General City Salary Resolution ($3,658.32 - $4,497.88 Biweekly). This likely impacted the ability to attract top talent.

Port Risk Assistant (N64AN-23) was advertised on Friday, May 26, 2023, as Classified – Full-Time, Provisional instead of Classified - Full-Time, Permanent, and at a lower salary range ($1,948.00 - $2,255.68 Biweekly) than the General City Salary Resolution ($1,948.00 - $3,067.20 Biweekly) for over 48-hours.

Applicants for Administrative Analyst I-IV (EA8AN-23) were required to answer 38 supplemental questions (majority open-ended) to submit their applications. Applicants were directed not to cut and paste their resume, and had to provide responses to receive credit for their experience. Submission of their resume and application outlining professional experience was not enough. This overreliance on supplemental questions can deter applicants when compared to other public sector application processes.

Communication: In concept, a single point of contact can be service oriented when the assigned party is responsive, has knowledge, and delegated authority to make decisions and provide guidance. However, this is not the current experience. There is a lack of proactive communication eroding confidence and trust in the Civil Service process, and is difficult to support and justify to hiring managers.

We are clearly at an inflection point as it pertains to the current Civil Service process/governance – which is frankly, unacceptable.

The Port welcomes and can be counted on to partner in any stride to innovate, evolve, and streamline practices to increase efficiency and remain competitive in today's job market.

If you have any questions, please contact April Walker, Assistant City Manager, at (562) 570-6916 or April.Walker@longbeach.gov.

cc: TBD

CITY OF LONG BEACH

ATTACHMENT 4

Response to Civil Service Letter of Concern

CITY OF LONG BEACH

Memorandum

Date: March 5, 2024

To: Mayor and Members of the City Council

From: Thomas B. Modica, City Manager

Subject: **Response to Civil Service Letter of Concern (dated March 1, 2024)**

On March 1, 2024, Erik Frost Hollins, President of the Civil Service Commission, issued a Letter of Concern (Attachment) regarding the proposed Charter Amendment for Civil Service reform. As is the City's practice when we receive communications from our Commissions, I am forwarding on their letter to the City Council.

In reviewing the concerns outlined in the letter, City staff have responses as outlined below. These will be provided to the Civil Service Commission prior to their meeting tomorrow.

Civil Service Commission Concerns: Preferences

- New preferences will weaken/eliminate existi
- City Manager/Human Resources will universall

City Response

Currently under the Charter, veterans receive ten (10) preference points and disabled veterans receive fifteen (15) points. The new preferences proposed under this Charter amendment would allow applicants to get up to a maximum of ten (10) preference points if they qualify for two of the preference categories: local residency, local educational institution, tenured Non-Career City employee, and participant in an approved internship/apprenticeship program. If the applicant is a qualified veteran or disabled veteran these new points will count in addition to the veteran or disabled veteran preference points already established. This means that there could be a scenario where an applicant happens to be a disabled veteran who resides in Long Beach and attended a Long Beach higher educational institution and receives 25 preference points, virtually assuring them to be ranked in the top band for the specific position they are applying. A non-disabled veteran earning the maximum new preference points could achieve a total of 20 preference points, making it highly likely that they score at the top of applicants. Additionally, the proposal carefully ensures that in no case will new preference points be higher than an applicant's veteran's preference points that can be used veteran can earn under the proposal is ten (10), equal to (and not greater) than existing veteran's preference points. This proposal ens taken away but rather strengthened by the possibility of adding new preference categories for which a veteran can qualify for in many instances.

The City Manager and City Department Heads have never portrayed a desire to universally eliminate all banding. Management recognizes that banding can be an appropriate and effective strategy, however, there is recognition that the overall timeline and practicality for Civil Service to produce good eligibility lists with qualified candidates is lacking. Concerns in the

past surrounding banding have been about how the bands have been created, the size of applicant pools where banding has been applied that significantly limits the ability to look at large groups of similarly qualified candidates at the same time, and what criteria, testing and standards have been used for banding. Many lists are extended several times (in some cases 2+ years) even when departments have assessed all candidates and requested Civil Service to expire the list. Additionally, there are many instances of departments having to wait several months (or in some cases over a year) to get an original list established. The current hiring process for classified positions creates barriers for qualified candidates. These practices frustrate City departments that are looking to make timely hires and who recognize that highly qualified candidates are not going to wait that long to get a City job. Under this proposal, the City aims to streamline efficiencies in the hiring process by unifying hiring to one central department, reduce the bureaucracy of having administrative duties go before a Commission that cause unnecessary time to be added to the hiring process, and apply modern recruitment and selection practices aimed to be more user friendly to applicants and hiring departments. The obvious need is to recruit and select candidates better than the way we are today, and by establishing the correct structure to and ensuring that the system is performing optimally, the practice of banding will not be as much of a hinderance as it is today. Banding will still need to occur to implement the new preference categories. The goal with banding will be to deploy the new preferences to help create large categories of qualified candidates. We see the practice of continuing banding as a beneficial trade off and workable solution provided that the banding creates large groups of qualified applicants to choose from. Hiring departments will have a greater chance of selecting candidates that live locally in the community, have obtained higher education in the surrounding area, served the City as a Non-Career employee, and have significant internship/apprenticeship experience. This will help alleviate many of the concerns departments presently have with banding. There will still be a practice (as is the case today) of some recruitments being “non-competitive,” but we envision that being used more frequently than today. Also, we believe that the efficiencies that would result in general from this proposal will help to create new lists on a more regular basis which provides even greater opportunities to both potential applicants and hiring departments. Being more efficient with the recruitment process allows more time to be allocated to this approach to banding and ensures that preference points are correctly granted to applicants. Overall, we view this as a “win-win” for both candidates and the hiring department all while maintaining fundamental merit system principles.

Civil Service Commission Concerns: Disciplinary and Industrial Retirement Appeals

- Appeals will take place under full City Mana
- Successor Commission will need to rely on s expert guidance, investigatory information,
- Due process will not be properly provided fo

City Response

Employee protections for the permanent Classified Service are critical and the proposed amendment carefully preserves an independent appeals process that ensures due process rights are maintained. The process for employee disciplinary and industrial retirement appeals will ensure that appeals are continued to be heard by an independent commission that will

make final decisions on all appeal matters brought forth just as it is today. Any permanent Classified employee who is suspended, dismissed, or demoted for disciplinary reasons pursuant to Section 40 of the Civil Service Rules and Regulations is entitled to an appeal under Section 1103 of the City Charter and/or the Civil Service Rules and Regulations. The Commission hears evidence and testimony from both the employee and the City designated representative. The Commission has a right to investigate anything related to the appeal, as well as issue subpoenas and hear witness testimony. None of these powers would change because of the proposed amendment. After the hearing, the Commission may, at its discretion, either sustain, reduce, or deny the charges, which are final unless either side petitions their case to the Superior Court. The proposal maintains these very important functions and empowers the Commission to focus on the most significant duties related to disciplinary appeal hearings.

Under the proposal, the Commission will continue to receive important information related to employee appeals in a way that maintains integrity in the process. The Civil Service Executive Director and Civil Service staff’s current r appeals process is administrative in nature, and not in an advisory capacity. The Executive Director and staff do not provide expert guidance related to disciplinary appeals, nor do they weigh into the merits of the case or provide testimony that would influence the Commission’s d another. Their primary administrative functions include:

- Receiving the official appeal filed by the e
- Ensuring both the employee/employee’s repre noticing related to the disciplinary appeal
- Scheduling the appeal hearing, including r hearing.
- Entering any evidence into the record that e
- Ensuring both the employee and City receive decision.
- Maintaining records related to the appeal pr

The Executive Director and staff do not take any actions in the appeals process other than performing the various administrative duties listed above. The role of providing expert guidance and legal advice is done by the City Attorney, an independently elected office separate from the City Manager or Human Resources that assigns an attorney specifically to the Commission. The proposed amendment maintains this structure, with Human Resources staff performing the administrative duties of the disciplinary appeals process and the City Attorney providing counsel and expert guidance to the Commission, just as it is today. Human Resources staff will be required to ensure all disciplinary appeal administrative tasks are performed in accordance with established Civil Service Rules and Regulations which clearly lay out the various requirements at each step of the process. This will follow similar structures for other City commissions, such as the Planning Commission, Recreation Commission, Cultural Heritage Commission, and the Board of Examiners, Appeals, and Condemnation (BEAC). There are several examples of Commissions in the current Charter that have appeals authority and

function independently, without the need for independent staff to the Commission. The Planning Commission regularly hears appeals of projects that are decided by the department. The Planning Commission hears from the appellant and the applicant, and then makes an independent decision. The BEAC hears appeals of code enforcement citations. The issues involved are very important to the impacted property owner, are often technical and complex. The BEAC follows the law and follows the facts, and the City Attorney assists them in that factfinding mission. Staff implements the decisions of the respective Commissions even if there is a disagreement. There has never been a case where the Planning Commission or the BEAC rules and the City staff ignore their directives. If this were to happen, the independent and elected City Attorney would intervene and require the decision to be upheld. The Recreation Commission also hears appeals. Having dedicated staff reporting to a Commission is the exception rather than the rule, and those bodies function well utilizing their independent appeals authority while working with City staff. The City Attorney's continue to staff the Commission during appeals and ensure both the law and the Charter are being upheld.

The industrial disability retirement process has several check and balance processes built in from the moment a safety employee files for this option. The various stages of the process include direct engagement from the requesting employee, their legal representative, the City Attorney's Office, the Worker's Compensation D of California via the CalPERS Industrial Disability Retirement group.

Civil Service Commission Concerns: Complaints Related to the Hiring Process

- The Commission will be powerless and ineffec
- The Commission will not have the power to r process.
- Potential investigations will not be "indepe
- Employees will not have true recourse or ri discrimination, and retaliation.

City Response

The proposed amendment ensures that a proper level of checks and balances remain in place to ensure integrity in the civil service process. Civil Service Rules and Regulations will continue to be in place and must be adhered to just as it is today. Any potential rule changes or deviations from the rules would require the City Council to adopt the rule change, which could only occur after meet and confer with the affected labor organizations is completed. The Commission would maintain its power and authority to create rules and make changes related to employee disciplinary appeals, subject to approval by the City Council and following the meet and confer process.

Additionally, many of the current Commission tasks are considered routine and administrative in nature, and nearly every other public agency across the state has delegated these duties to professional and technical staff within their Human Resources Department to administer following established Civil Service Rules and Regulations. These tasks include:

- Extensions of referral hours
- Review of provisionary appointments
- Extensions of probationary periods
- Maintaining eligibility lists
- Establishing classifications
- Reversions to Classified positions

The proposed amendment ensures the Commission can continue to serve as an appeal body for any issues and complaints in the hiring process. Applicants can continue to appeal to the Commission each step of the hiring process should they feel there are issues, and the Commission is empowered to resolve those complaints in whatever manner prescribed by the Commission just as it is today. The specific language in the proposed amendment that establishes that power is: "Receive hiring appeals of the Classified service…" and includes the ability t

- Applications (late submission of application on the application submitted)
- Exam components (written exams, writing skil processes)
- Layoff (calculation of seniority)
- Disability Retirements

Employee appeals of these items would follow the current process as it is today. Under the present system, applicants/employees first attempt to resolve any issues with Civil Service staff. Often, issues get resolved at the staff level and never make their way to the Commission level. That process under the proposal would reflect that current practice, with applicants/employees working with Human Resources staff to first resolve their issues. If a satisfactory resolution cannot be made at the staff level it would go before the Commission in an open session meeting for final determination just as it is today. The current process of the Administrative Law Judge first ruling on industrial disability retirements and then moving to the Commission for final approval would remain in place. Just as it is today, harassment, discrimination, and retaliation will be strictly prohibited against employees for exercising these appeal rights.

The proposed amendment establishes a structure for independent investigations like other investigations across the City. Under the proposal, the City Council can order an investigation if it believes the Charter provisions related to the Civil Service system and/or the Civil Service Rules and Regulations are not being followed. The independently elected City Attorney plays a key role in these types of investigations, including selecting the outside entity that would conduct such investigations. The City Attorney is the lead department receiving the investigative report and disseminates it to proper City staff as needed, and the City Council will receive a report on any investigatory findings. This ensures appropriate safeguards around the

integrity of the investigation and that any issues will be fully investigated by an independent source. Additionally, under the proposal the City has committed to engaging in routine audits utilizing outside firms to ensure the merit system is functioning as it should, and that the City is complying with the established Civil Services Rules and Regulations. The results of these audits will be publicly available and reported Commission and City Council to ensure transparency in the City'

City Attorney Review of Response

The independent and elected City Attorney has reviewed the entirety of this response and has agreed that this accurately represents their role and independent authority to ensure appeals and investigations will be conducted appropriately.

ATTACHMENT

CC: DAWN MCINTOSH, CITY ATTORNEY
DOUGLAS P. HAUBERT, CITY PROSECUTOR
LAURA L. DOUD, CITY AUDITOR
APRIL WALKER, ASSISTANT CITY MANAGER
TERESA CHANDLER, DEPUTY CITY MANAGER
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DEPARTMENT HEADS
MARIO CORDERO, CHIEF EXECUTIVE OFFICER, PORT OF LONG BEACH
CHRIS GARNER, GENERAL MANAGER, UTILITIES DEPARTMENT
CHRISTINA WINTING, EXECUTIVE DIRECTOR, CIVIL SERVICE

ATTACHMENT

LONG BEACH CIVIL SERVICE COMMISSION

Memorandum

Date: March 1, 2024

To: Mayor Richardson, City Manager Modica, City Councilmembers, City Attorney, City Prosecutor, City Auditor, City Clerk, Harbor Commission, Utility Commission, Charter Amendment Committee, and Employee Representatives

From: Erik Frost Hollins, President

Subject: **LETTER OF CONCERN: Proposed Charter Amendment**

On Wednesday, February 28, 2024, the Civil Service Commission met in open session and unanimously directed that our initial concerns regarding the proposed charter amendment be documented in this letter. The basis of these concerns is the redlined charter language provided to the Civil Service Commission on Wednesday, February 14, 2024. While little time was given to evaluate the full effects of this proposed amendment, we did hold public meetings in the intervening two weeks to hear presentations and gather responses from management and staff. We will meet again in public session on February, March 6, 2024, to provide further opportunity for discussion and allow development of additional response to the proposed amendment.

Please see below three initial areas of concern regarding preferences, disciplinary and industrial retirement appeals, and complaints related to the hiring process.

Preferences

Amendment language claims to add local residency, local higher education attendance, internal hire, and internship/apprenticeship preferences to existing veteran, disabled veteran, and surviving spouse preferences.

In reality, this amendment would render all new preferences meaningless, and weaken if not eliminate the value of the existing veteran-related preferences.

Reasoning: Preferences are implemented in the charter through the assignment of points, presuming that those with higher points will be considered for employment first. The city manager and several department heads under direction from the city manager have openly and publicly stated hostility toward Civil Service ranked consideration or "banding" requirements, ranked consideration and banding being the literal and logical extension of a fair and transparent point

system. Under this amendment, the city manager or his surrogates in Human Resources would have the power to eliminate ranked consideration and banding from the hire process as a universal exception, allowing managers to choose at will whom to consider and hire from the entire list in every search – eliminating any benefit of a fair and transparent point system.

Disciplinary and industrial retirement appeals

Amendment language claims to maintain independent authority for disciplinary and industrial retirement appeals investigations and decisions through the newly formed Civil Service Employee Rights and Appeals Commission.

In reality, this amendment ensures that these appeals will take place under full city manager control.

Reasoning: All independent staff, including the executive director, have been eliminated in this proposal, depriving the commission of any independent information and advice. The successor commission would need to rely on investigatory information, expert guidance, and process support from an entity under the general authority of the city manager, such as Human Resources, or another appointing authority with possible vested interests. The city manager is the listed complainant on a majority of employee appeals, is in fact the individual whose decision is being appealed, and it would defy all due process to allow a person under control of the city manager to take part in any hearings and deliberations as an advisor.

Complaints related to the hiring process

Amendment language claims to maintain independent authority to receive and resolve complaints relative to the hiring process through the newly formed Civil Service Employee Rights and Appeals Commission.

In reality, this amendment renders the successor commission powerless and ineffectual in taking any step to correct abuses.

Reasoning: Powers related to recommending changes to rules and regulations, setting employee classifications, and maintaining eligibility lists are removed from the successor commission and delegated to Human Resources, which serves under the authority of the city manager. Human Resources has also stated its intent to assume all authority over non-career hour extensions, provisional appointments, and extensions of probationary periods. Powers related to investigations are all delegated to the city manager via referral from the City Council. These are titled "independent" but in fact the city manager would be given authority to oversee any investigation into his own practices and those of his departments.

As stated previously, the successor commission would have no staff. Further, no language in this charter amendment suggests that the commission has any ability to direct any entity or individual to "resolve" anything. The only oversight mechanism given to the successor commission is an annual report on hiring.

Conclusion

As presented in the redlined language provided to the Civil Service Commission on Wednesday, February 14, 2024, this proposed charter amendment gives vast unchecked power to the city manager either directly or through his authority over Human Resources. Further, any functions remaining to the Civil Service Employee Rights and Appeals Commission are corrupted or falsely stated. With no power of information gathering, no ability to seek independent advice, and no agency to act independently, the Civil Service Employee Rights and Appeals Commission will serve as nothing more than a fig leaf. The false illusion of a merit system with independent oversight could lead employees to assume recourse is available where none exists, putting themselves at risk for discrimination, harassment, and retaliation for exercising their perceived employee rights.

On behalf of the Civil Service Commission,

ERIK FROST HOLLINS
President

CC: Department Heads

CITY OF LONG BEACH

ATTACHMENT 5

Implementation of Proposed Charter Amendment Preferences

CITY OF LONG BEACH

Memorandum

Date: April 16, 2024

To: Thomas B. Modica, City Manager

From: Joe Ambrosini, Director of Human Resources

For: Mayor and Members of the City Council

Subject: **Implementation of Proposed Charter Amendment Preferences**

The City of Long Beach (City) is confronting a significant organizational hurdle with its outdated recruitment and hiring procedures, adversely affecting its workforce and community. Despite increased funding and persistent efforts to enhance efficiency, progress in expediting the recruitment timeline remains limited. In response, a proposed charter amendment aims to modernize these processes, aligning them more closely with industry standards observed by most other agencies. The proposed charter amendment will be presented at the May 7, 2024, City Council meeting as well as three additional meetings held over the summer before a final decision is made whether to place it on the November ballot. A pivotal aspect of this initiative involves the integration of new preferences to attract top talent swiftly and efficiently. Prioritizing Long Beach residents, local graduates, current City employees, and individuals with relevant internship or apprenticeship experience, these preferences will be deployed primarily using the banding process, ensuring an equitable and effective recruitment framework. This strategic approach will maintain or even enhance the effectiveness of banding in most cases, cultivating a robust and diverse workforce better equipped to meet the evolving needs of the community. There have been some questions on how preferences would be applied in the proposed model, and this memo helps address those questions.

Background

The recruitment process is a pivotal stage for any organization, ensuring the acquisition of qualified individuals to fill vacant positions. It serves as the cornerstone for building a skilled and diverse workforce, essential for the effective functioning and growth of the organization. In Long Beach, a divided hiring system governs approximately 60 percent of its workforce through classified positions, regulated by the Civil Service Rules and Regulations. Classified positions within the City are defined by specific criteria regarding qualifications, duties, and responsibilities, often requiring applicants to undergo a competitive examination process to determine eligibility for employment. The remaining workforce is considered to be unclassified and not governed by Civil Service Rules and Regulations. As the City endeavors to refine its recruitment process to align with industry standards and community needs, it becomes imperative to examine the current procedures. This assessment unveils the following breakdown of the current classified recruitment process:

1. **Completion of Screening Application:** Job applicants fill out the screening application (i.e., job application) for their desired position.

2. **Screening by City Staff**: City staff screen the applicant to determine if they meet the minimum qualifications for the position.

3. **Invitation to Employment Exam Process:** If the applicant meets the minimum qualifications, they are invited to participate in the classified employment exam process.

4. **Placement on Eligibility List:** After successfully passing the classified employment exam process, the applicant is placed on an eligibility list.

5. **Utilization of Veteran's Points**: At this stage, qualifying veterans may receive preference points. Under the current system, veterans' points are only beneficial when banded lists are utilized, moving the candidate upward in the established bands. If banding is not used and a veteran qualifies for preference points, there is no impact.

6. **Potential Eligibility for New Hiring Preferences**: Under the proposed amendment, candidates may become eligible to receive the newly proposed hiring preferences, such as preference for Long Beach residents, local graduates, current City employees, or those with relevant internship or apprenticeship experience. These hiring preferences will be in addition to the existing veterans point preference.

7. **Application of Preferences:** It is important to note that current preferences are not applied until after an applicant has completed the screening and successfully passed the employment exam process.

8. **Ineligibility Due to Lack of Qualifications:** An applicant who does not meet the minimum qualifications for the job they are applying for, or an applicant who does not pass the exam process, cannot become eligible for the job due to hiring preferences.

Banding

Banding is a widely used method in civil service recruitment processes across the nation to establish cutoff scores. A banded eligible list in the civil service employment testing process means candidates who have taken the exam are grouped into "bands" based on their scores. Each band represents a range of scores, and candidates within the same band are considered equal in terms of qualifications. This system allows for a degree of flexibility in hiring. Instead of strictly adhering to a rank order based solely on test scores, hiring managers may have the option to choose from candidates within a particular band. Banded eligible lists provide a balance between merit-based selection and flexibility in hiring, which allows the organization to make hiring decisions based on the needs of the position and qualifications of the candidate. However, it is important to note that banding may or may not be utilized in certain situations, such as:

1. When the applicant pool is limited, an unranked or non-banded list may be appropriate as all candidates are considered equal.

2. For professions requiring specific licenses or certifications, such as nursing or engineering, candidates have already undergone rigorous testing, rendering banding unnecessary.

3. In roles like public safety, where additional training is provided post-hiring, banding may be omitted as the selection process is pass or fail.

4. Positions requiring specific skills or qualifications, such as technology roles, where banding may not be necessary to determine eligibility.

Under the proposed amendment, the City intends to utilize banding for most classified recruitments in order to award the preferences that are proposed in the Charter and only deviate in circumstances such as the ones described above.

Prior Concerns Regarding Banding and Proposed Improvements

In the past, concerns have emerged regarding the utilization of banding within the Civil Service framework, particularly its application when alternative routes could be more appropriate. This has led to questions about the fairness and efficiency of the selection process, as banding and testing processes may not always align with the specific needs of each recruitment endeavor. However, through a proposed charter amendment, the City aims to rejuvenate the banding process by introducing localized hiring preferences, encompassing Long Beach residents, local graduates, and current City employees, alongside individuals with pertinent internship or apprenticeship experience. By reimagining the examination and banding procedures in light of the new preference categories, the City can embark on a transformative journey aimed at addressing concerns while propelling its recruitment process into the modern era. This revamp signifies a departure from utilizing only traditional practices and marks a shift towards a more dynamic and responsive system. By embracing innovation, the City opens doors to a plethora of possibilities, allowing for the integration of cutting-edge assessment techniques that accurately gauge the diverse talents and capabilities of potential candidates.

Unfortunately, the current system overlooks both internal non-career employees who demonstrate excellence but may struggle with standardized tests and recent graduates from local institutions, lacking experience in civil service-type exams. Under the existing framework, individuals in these categories often become lost in the shuffle of a large list. If they do not perform well on tests, they can end up at lower bands, making it less likely for departments to reach them. This results in a loss of valuable talent and hampers the recruitment process. The proposed banding process addresses these issues by providing a more tailored approach to recruitment. By incorporating localized hiring preferences and refining criteria, the proposed process ensures that qualified candidates, regardless of testing performance, receive proper consideration. This modernization effort is not just about adopting new methods; it is about fundamentally changing the way recruitment is approached. It is about recognizing that traditional methods may not fully capture the breadth of skills and experiences that candidates bring to the table. Instead, it is an opportunity to explore novel approaches that better align with the evolving needs of both the City and its workforce.

Proposed Preferences

The proposed amendment revitalizes our classified recruitment process by introducing localized preferences, showcasing our dedication to community engagement and empowering local talent. This enhancement not only bolsters the existing banding system but also ensures its ongoing relevance and effectiveness. By integrating localized preferences with banding, our aim is to create a more inclusive and representative hiring process that addresses our community's diverse needs. This approach emphasizes our commitment to equity and impartiality in candidate selection, while also providing opportunities for residents to thrive within their own city. It signifies a significant advancement toward building a workforce that authentically reflects and serves our community.

In line with this initiative, successful candidates meeting specified criteria for localized preferences will earn five additional points, in addition to other credits. These criteria may include factors such as residency in Long Beach, graduation from local educational institutions, or completion of relevant internship programs. Furthermore, candidates who meet two or more criteria could earn a maximum of ten additional points, allowing for a more comprehensive assessment of their qualifications and ties to the community. The proposed localized hiring preferences encompass the following:

- **Residency:** At the time of the application, the candidate resides within the jurisdictional boundaries of the City.

- **Higher Education**: Where the job description requires or considers a degree, the candidate graduated or otherwise received a degree from an institution of higher education, including those institutions within the California Community Colleges, the California State University, and the University of California systems or independent or private colleges and universities, with on-site campuses located within a ten-mile radius of the jurisdictional boundaries of the City.

- **Internal candidate**: at the time of application, the candidate is employed in a non-career capacity with the City and has completed at least 1,500 hours of service with the City within the two years preceding the date of the job announcement; and/or

- **Internship or Apprenticeship:** the candidate participated in an internship or apprenticeship program(s) relevant to the position for which the candidate is seeking employment and has completed at least 1,000 hours of internship or apprenticeship within the two years preceding the date of the job announcement.

The proposed localized hiring preferences, akin to the existing veteran’s preference, will be accessible to qualifying candidates in most Civil Service examinations, barring promotional examinations unless prohibited by law or funding sources. Qualified veterans will receive an added benefit by combining these preference points with their existing veteran points. The City will enhance the use of banding to amplify the impact of these preferences and envisions the practice of banding to be used in most classified recruitments. Additionally, if the applicant is a qualified veteran or disabled veteran, these new points from localized preferences will supplement existing veteran or disabled veteran preference points. This strengthens veterans'

preference points rather than removing them. These preferences can potentially elevate a candidate's classification band, thereby improving their chances of securing employment with the City.

Examples of Application of New Preferences

1. A Long Beach resident who recently graduated from CSULB is applying to become an Assistant Administrative Analyst. They are determined to meet the minimum qualifications for the position and pass the employment exam process. At this point, they are placed on the eligibility list and five preferences points are awarded for being a Long Beach resident, and five additional preference points are awarded for graduating from a Long Beach educational institution for a total of ten localized preference points.

2. A veteran and Long Beach resident graduates from CSUDH and applies to become an Administrative Analyst. The applicant passes the screening for minimum qualifications and successfully passes the employment exam and is initially placed on the eligibility list. The candidate receives ten preference points for being a veteran, five points for being a Long Beach resident, and five points for graduating from an eligible educational institution for a total of 20 preference points.

3. A recent CSULB graduate and veteran applying to become an Assistant Administrative Analyst is screened and determined to meet the minimum qualifications of the job classification but does not pass the employment exam process. In this case, preference points are not applied because the applicant was not successful in the exam process.

This innovative strategy reaffirms our commitment to supporting local talent while ensuring transparency and fairness throughout the recruitment process. By providing incentives for candidates with strong community connections, we strengthen our workforce and foster a deeper sense of belonging among residents. This includes non-career employees who may not excel in standardized tests but have proven themselves as valuable contributors through their dedication and exemplary performance. Despite any limitations in testing, their commitment to excellence and their status as local residents makes them prime candidates for consideration. Non-career employees would now be given the recognition they deserve, further enriching our recruitment process and reflecting our dedication to inclusivity.

The proposed amendment invigorates our classified recruitment process by introducing localized preferences, reflecting our dedication to fostering community engagement and empowering local talent. This update not only enhances the existing banding system but also ensures its continued relevance and effectiveness. It represents an evolution rather than mere preservation of banding. By seamlessly integrating localized hiring preferences into the existing framework, we enrich it, revitalizing our hiring process with a renewed purpose and community-driven focus. This forward-thinking approach guarantees that our classified workforce not only maintains integrity but also mirrors the diverse vibrancy of our City.

If you have any questions, please contact Joe Ambrosini, Director of Human Resources, at Joe.Ambrosini@longbeach.gov or at (562) 570-6140.

cc: DAWN MCINTOSH, CITY ATTORNEY
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LAURA L. DOUD, CITY AUDITOR
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KEVIN LEE, CHIEF PUBLIC AFFAIRS OFFICER
MONIQUE DE LA GARZA, CITY CLERK
DEPARTMENT HEADS

CITY OF LONG BEACH

ATTACHMENT 6

Update on Charter Amendment Meet and Confer

CITY OF LONG BEACH

Memorandum

Date: March 29, 2024

To: Mayor and Members of the City Council

From: Thomas B. Modica, City Manager

Subject: **Update on Charter Amendment Meet and Confer**

On March 22, 2024, City staff concluded the meet and confer negotiation process for all employee organizations regarding the Civil Service Charter Amendment process. Completion of this step facilitates the recommendation to the City Council for the proposed Charter Amendment change and referral to the Charter Amendment Committee, which will occur on May 7, 2024.

During the meet and confer negotiation process, the City agreed to a number of items via Letter of Agreement (LOA) to conclude the meet and confer negotiation process and address issues and concerns raised by our labor partners. Notable terms included are as follows:

- If the Charter Amendment is approved by the voters, the City and employee organizations shall meet and confer regarding the reasonable foreseeable impacts of the Charter Amendment after November 2024 and there shall be no changes to the current civil service system until after the meet and confer process regarding impacts is exhausted.

- Employees in the Civil Service Department in November 2024 may opt not to work in the Human Resources Department at the time of implementation. Represented non-management employees shall be allowed to transfer to another City Department without loss of pay, seniority, or benefits.

- The newly-constituted Civil Service Employee Rights and Appeals Commission (Commission) shall continue to have jurisdiction to hear and determine employee appeals or challenges to alleged violations of rules and regulations regarding the hiring practice, including allegations of discriminatory practices.

- Classified employees represented by the Firefighters Association shall have their disciplinary appeals heard by a hearing officer. Classified employees represented by the Police Officers Association or Lifeguard Association shall have the option to have their disciplinary appeals heard by a hearing officer. In all instances, the hearing officer's decision shall be final relative to an employee's obligation to exhaust administrative remedies.

- A standardized process should the City wish to transition a classification to the Unclassified Service: The Human Resources Department shall submit requests to change classified positions into unclassified positions to the Commission for initial determination. Either Party can appeal the Commission's determination to the City Council. The City shall meet and confer with IAM before submitting a request to change

a position from classified to unclassified. In addition, the City will meet and confer with IAM regarding whether newly created classifications are classified or unclassified.

- The City will meet and confer with IAM before presenting recommendations to the Council regarding any amendment to the Civil Service Rules and Regulations.

- The appeals of determinations under the following Civil Service Rules and Regulations remain under the jurisdiction of the Commission:

    - Section 3. Categories of Employment
    - Section 14. Credit for Seniority
    - Section 20. Protest of Examinations
    - Section 41. Probationary Periods
    - Section 49. Extension of Appointments Provisional and Non-Career
    - Section 50. Allegations of Improper Certification or Non-Receipt of Interview
    - Section 51. Employee Evaluations
    - Section 61. Duties of Classification
    - Section 62. Duties of Employee
    - Section 63. Temporary Reassignments
    - Section 65. Division of Classification
    - Section 66. Consolidation of Classifications
    - Section 67. Permanent Assignments
    - Section 68. Transfer from Classified to Unclassified
    - Section 69. Transfer from Unclassified to Classified

- The Human Resources Department shall administer Civil Service Rules and Regulations Sections 92-100, but any action, issue, topic, or change falling under or covered by these Sections shall first be submitted to the Commission for determination before being implemented. Either Party can appeal the Commission's determination to the City Council. Rules 92-100 describe the process for any potential reduction in force, order of layoff, noticing, seniority, and the objection/appeal procedures for layoff decisions.

- Should the City Council direct the City Manager to conduct independent investigations concerning the enforcement of this Article, it shall retain an outside independent investigator who shall be retained by the City Attorney's Office. Once the investigation has been completed, the information will be reported back to the City Council for final determination.

- The Commission will be assisted by a designated staff member within the independently elected City Attorney's Office who shall be assigned the following duties: track and monitor requests for appeals of discipline and IDRs (Industrial Disability Retirement); send cases out to OAH (Office of Administrative Hearings); coordinate/schedule appeal hearings; schedule court reporter; order transcripts from court reporter when needed; take oaths at hearings; log exhibits received during hearings and maintain custody of them prepare final judgements and minutes for Commission; schedule Commission

meetings/prepare agenda; and coordinate investigation of complaints initiated by the Commission.

- Agreement that the Civil Service system is intended to provide the City with the best workforce based on merit and that each candidate for employment is selected on the basis of their qualifications and shall be in compliance with the City's administrative regulation regarding the employment of family and relatives.

As required by law, the City Council will host two public hearings on this topic on June 11, 2024, and July 16, 2024, at which time the Council may take public comment on the proposed Charter Amendment. The last day that City Council can adopt a resolution to add Charter amendments to the November 2024 ballot is August 6, 2024.

Completing this meet and confer process required both City staff and each labor group to work under a tight timeline in order to meet state-imposed deadlines for charter amendments. Within these constraints, City staff maximized the schedule to the fullest extent possible to allow for the maximum amount of time to meet and address concerns. City staff would like to thank all labor partners for their collaboration and cooperation in concluding this meet and confer process.

cc: Dawn McIntosh, City Attorney
Douglas P. Haubert, City Prosecutor
Laura L. Doud, City Auditor
April Walker, Assistant City Manager
Teresa Chandler, Deputy City Manager
Meredith Reynolds, Deputy City Manager
Grace Yoon, Deputy City Manager
Tyler Bonanno-Curley, Deputy City Manager
Kevin Lee, Chief Public Affairs Officer
Monique de la Garza, City Clerk
Department Heads

CITY OF LONG BEACH

ATTACHMENT 7

Civil Service Proposed Charter Amendment – Polling Results

CITY OF LONG BEACH

Memorandum

Date: March 1, 2024

From: Thomas B. Modica, City Manager

For: Mayor and Members of the City Council

Subject: **Civil Service Proposed Charter Amendment - Polling Results**

In anticipation of the November 2024 election, the City sought to survey voters and gauge support for a proposed City Charter Amendment for Civil Service Reform that may be placed on the ballot. Performing this type of survey is a standard practice for public agencies while they are in the research stage of whether to invest time and resources to place items before voters for consideration. To do so, the City of Long Beach (City) contracted with FM3 Research, a policy-oriented opinion research firm based in California, to perform a survey of likely voters in Long Beach.

Data was collected through telephone and online interviews October 21 through October 29, 2023. Interviews were conducted in both English and Spanish. In total, FM3 surveyed 909 likely voters in Long Beach. Survey respondents were presented with a mock ballot summary and potential provisions of the potential measure and asked to vote. Voters were also presented with pro and con arguments about each measure and were then asked to vote a second time.

Charter Amendment – City Hiring System Modernization / Civil Service Reform

The voter's polled were advised of the following as it relates to the proposed Charter Amendment for City Hiring System Modernization:

- Reduce the time it takes to fill vacant positions, including firefighters/paramedics, police officers, sanitation workers and other city employees.
- Creates a single, unified city department to improve efficiencies, service quality, responsiveness and reduce unnecessary bureaucracy.
- Maintain an independent board of community members who rule on personnel-related actions and hear employee appeals for disciplinary actions, such as suspensions and dismissals.
- Maintain merit-based hiring and establish a preference system to encourage the hiring of Long Beach residents and workers who have attended local schools and universities.
- Consolidate all hiring to a single City department.

The results of the polling determined:

- The vast majority of Long Beach voters favor this proposal, including one-third who say they would vote "definitely yes" to approve if the election were held at the time of survey.
- The potential measure received strong support from a broad cross-section of Long Beach voters (Attachment).

- Voters strongly favor provisions to speed up hiring of essential workers, ensure merit-based hiring and promote efficient hiring employment practices.
- A majority "strongly" favors a faster disciplinary appeal process and eight in ten back local hiring preferences.
- Most also support implementing preferences to hire existing part-time or temporary city workers.
- Voters express high levels of support for hiring City interns and those who have attended local schools.
- Six in ten are "much more likely" to vote in favor after learning how the current hiring process prevents the City from filling key positions.
- Seven in ten are likely to vote in favor to consolidate hiring to a single department, but four in ten are less likely when it is claimed the measure weakens worker protections.
    - The proposed Charter Amendment would at minimum maintain all of the current worker protections that currently exist.
- After more information, more than seven in ten Long Beach voters continue to favor this Charter Amendment measure to improve the City's process.

Summary of Findings

A solid majority of Long Beach voters support amending the City Charter to modernize the City's hiring system by consolidating all hiring to a single City department, with 71 percent of those surveyed initially indicating that they would vote yes to approve the Charter Amendment. This proposed measure receives strong support from a broad cross-section of Long Beach voters, who strongly favor provisions to speed up the hiring of essential workers and implementing preferences for local hires and existing City employees. After hearing statements for and against this proposed measure, more than seven in ten Long Beach voters continue to favor this Charter Amendment measure. Finally, the proposed measure had majority support in all nine Council Districts.

If you have any questions, please contact Andrew Chang, Assistant to the City Manager, at (562) 570-6724 or at andrew.chang@longbeach.gov.

ATTACHMENT

CC:

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KEVIN LEE, CHIEF PUBLIC AFFAIRS OFFICER
MONIQUE DE LA GARZA, CITY CLERK
DEPARTMENT HEADS

CITY OF LONG BEACH

City of Long Beach
Charter Amendments Issues Survey

Summary of Findings from a Survey of Long Beach
Likely November 2024 Voters Conducted October 21-29, 2023

FM3 RESEARCH | FAIRBANK, MASLIN, MAULLIN, METZ & ASSOCIATES

220-6903

Survey Specifics and Methodology

Dates	October 21-29, 2023
Survey Type	Dual-mode Voter Survey
Research Population	Long Beach Likely November 2024 Voters
Total Interviews	909
Margin of Sampling Error	(Full Sample) ±3.5% at the 95% Confidence Level (Half Sample) ±4.9% at the 95% Confidence Level
Contact Methods	 Telephone Calls  Email Invitations  Text Invitations
Data Collection Modes	 Telephone Interviews  Online Interviews
Languages	English & Spanish

(Note: Not All Results Will Sum to 100% Due to Rounding)

Summary of City of Long Beach Hiring Modernization Charter Amendment Measure

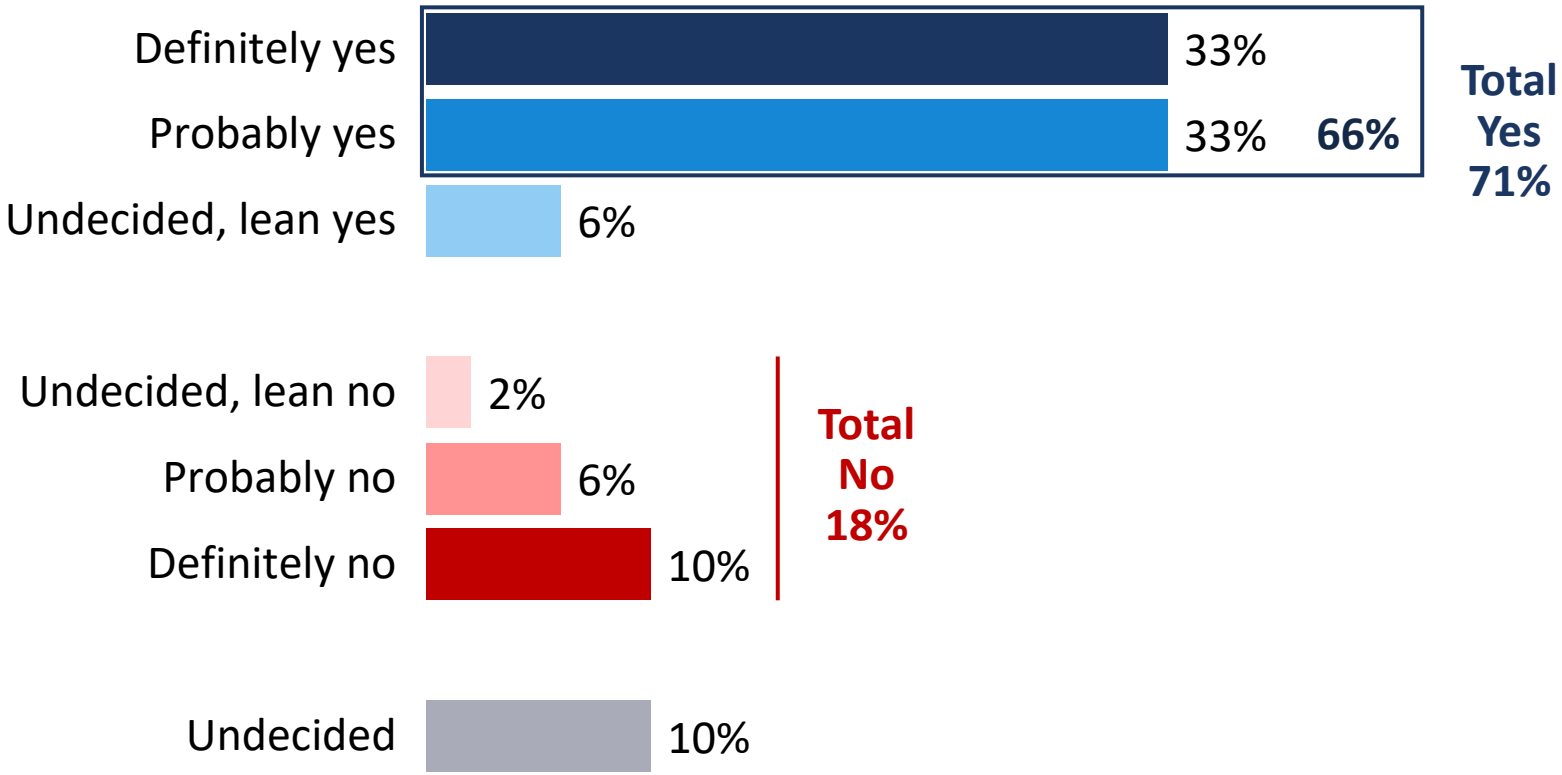
The Long Beach Charter Amendment would modernize the City's hiring system to:

- Reduce the time it takes to fill vacant positions, including firefighters/paramedics, police officers, sanitation workers and other city employees.
- Creates a single, unified city department to improve efficiencies, service quality, responsiveness and reduce unnecessary bureaucracy.
- Maintain an independent board of community members who rule on personnel-related actions and hear employee appeals for disciplinary actions, such as suspensions and dismissals.
- Maintain merit-based hiring and establish a preference system to encourage the hiring of Long Beach residents and workers who have attended local schools and universities.
- Consolidate all hiring to a single City department.

Q3. If there were an election today, do you think you would vote "yes" in favor of this Long Beach Charter Amendment measure or "no" to oppose it?

The vast majority of Long Beach voters favor this proposal, including a third who say they would vote "definitely yes" to approve if the election were held today.

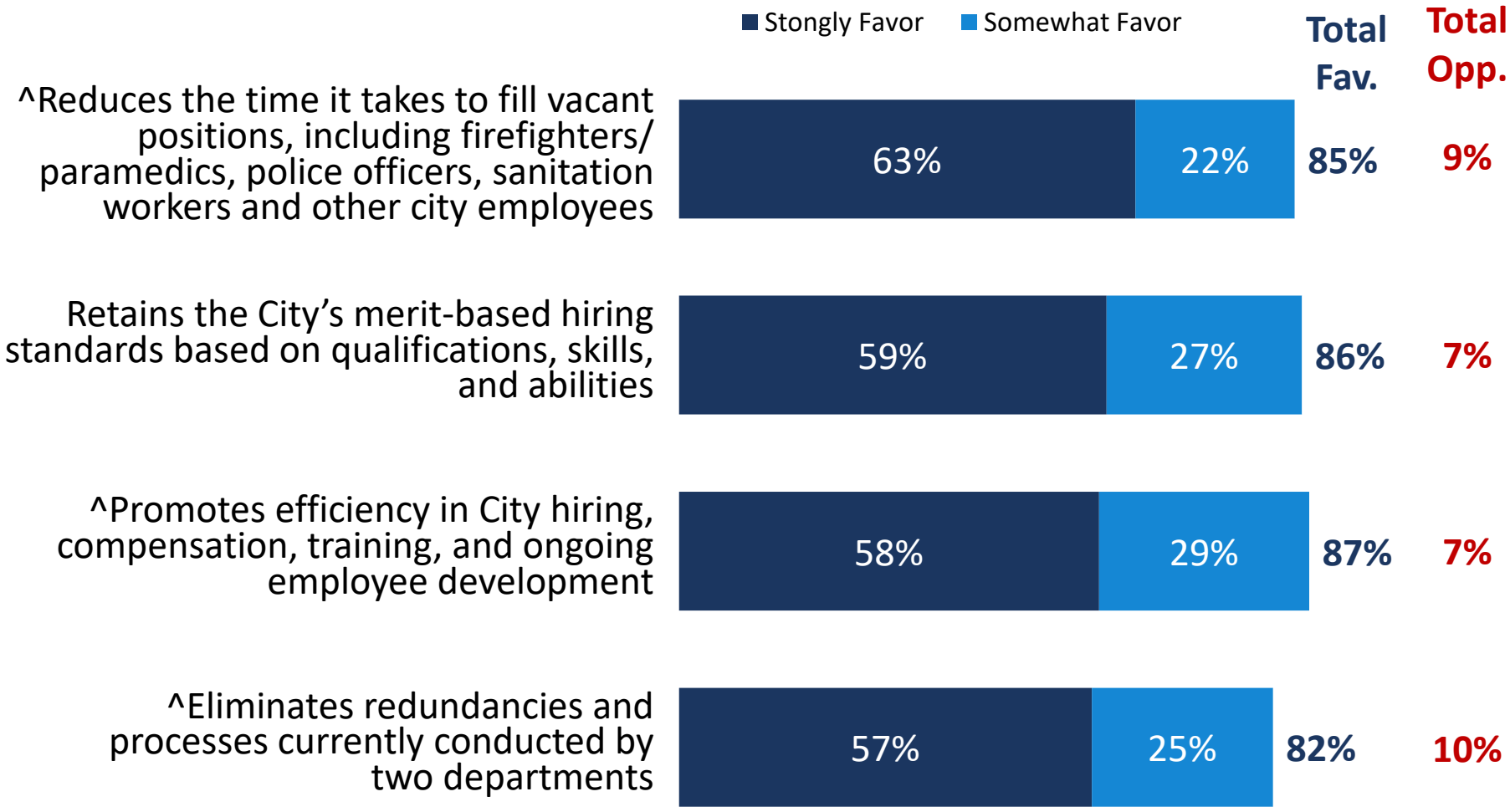
Hiring Modernization Charter Amendment



Q3. If there were an election today, do you think you would vote "yes" in favor of this Long Beach Charter Amendment measure or "no" to oppose it?

Voters strongly favor provisions to speed up the hiring of essential workers, ensure merit-based hiring and promote efficient hiring employment practices.

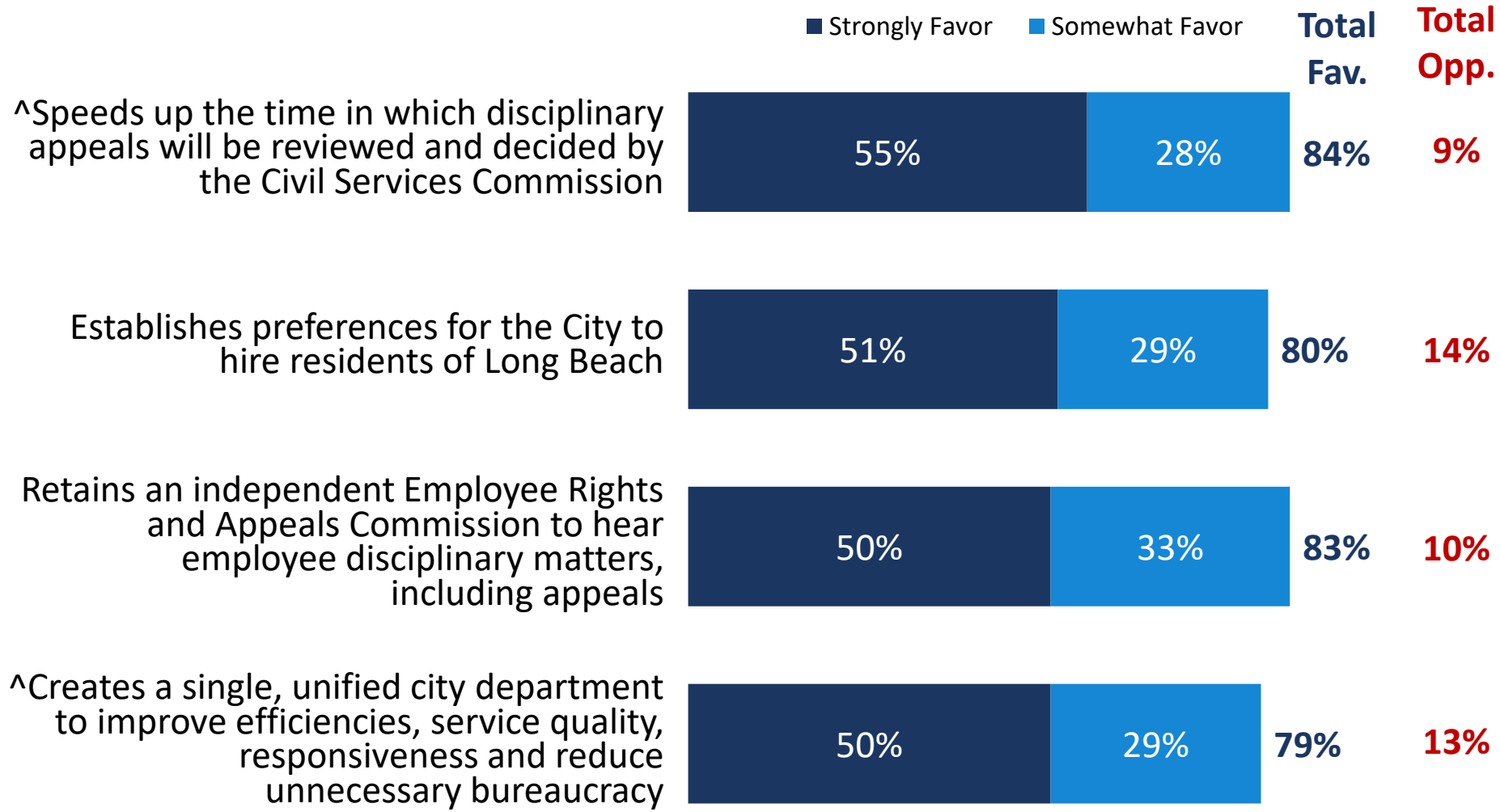
Hiring Modernization Charter Amendment



Q4. I am now going to mention different features, elements and provisions of this Charter Amendment measure to modernize the City's hiring system. Please tell me whether you are in favor or oppose that aspect of this proposal. ^Not Part of Split Sample

A majority “strongly” favors a faster disciplinary appeals system and eight in ten back local hiring preferences.

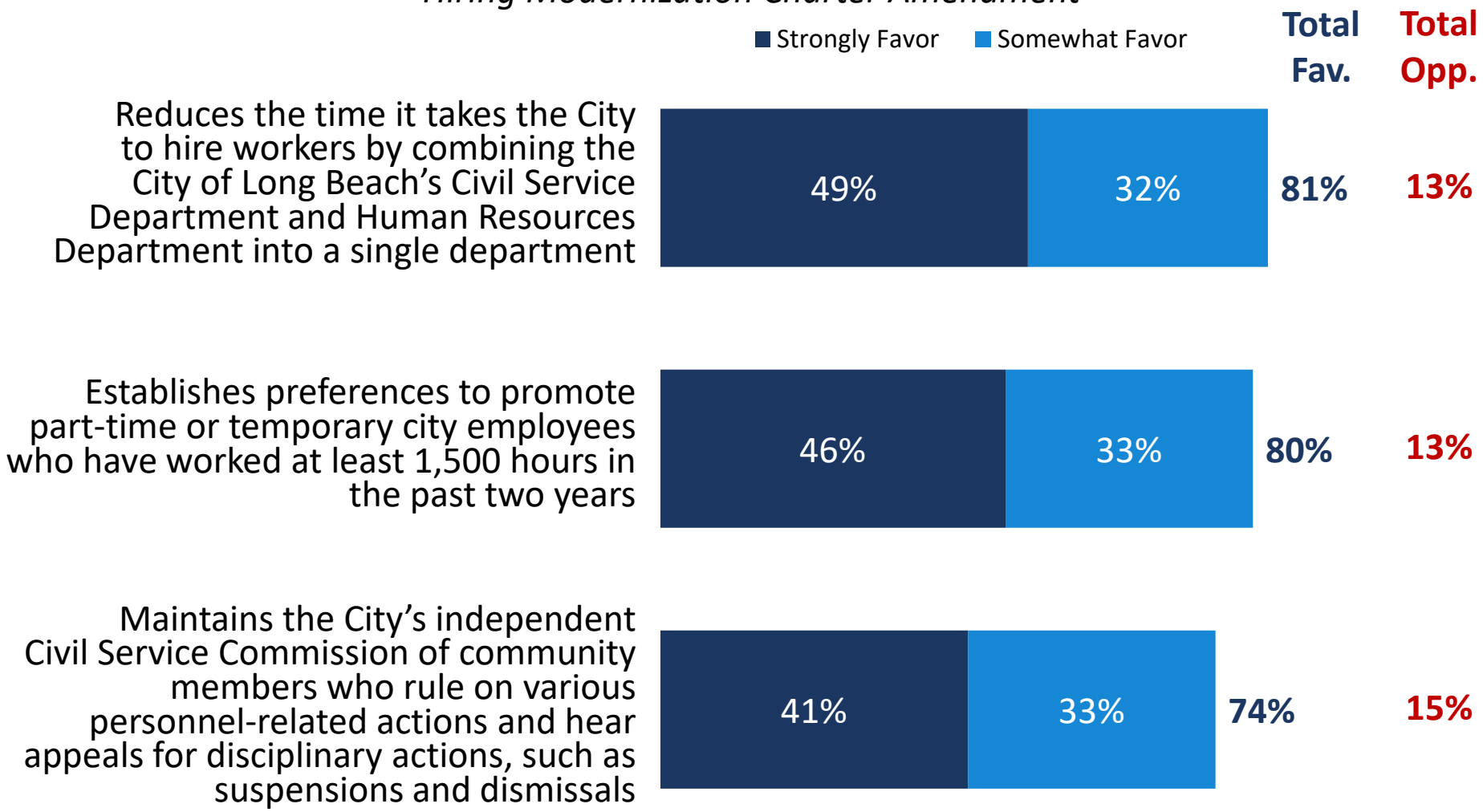
Hiring Modernization Charter Amendment



Q4. I am now going to mention different features, elements and provisions of this Charter Amendment measure to modernize the City’s hiring system. Please tell me whether you are in favor or oppose that aspect of this proposal. ^Not Part of Split Sample

Most voters also support implementing preferences to hire existing part-time or temporary city workers.

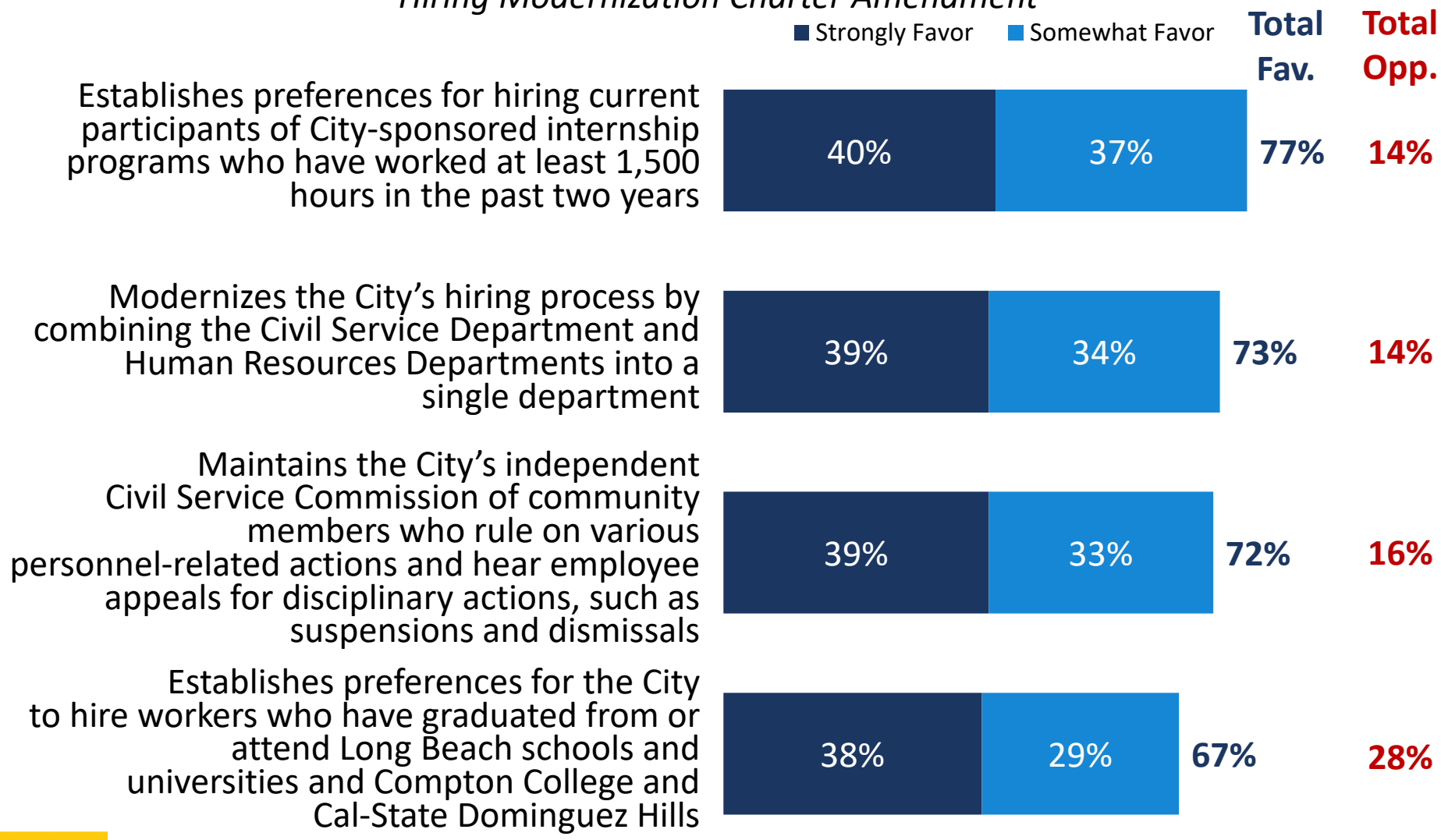
Hiring Modernization Charter Amendment



Q4. I am now going to mention different features, elements and provisions of this Charter Amendment measure to modernize the City's hiring system. Please tell me whether you are in favor or oppose that aspect of this proposal. Split Sample

Voters express high levels of support for hiring city interns and those who have attended local schools.

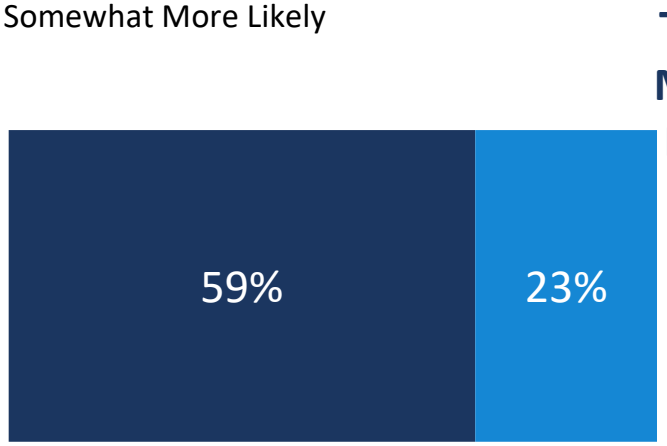
Hiring Modernization Charter Amendment



Q4. I am now going to mention different features, elements and provisions of this Charter Amendment measure to modernize the City's hiring system. Please tell me whether you are in favor or oppose that aspect of this proposal. Split Sample

Six in ten are "much more likely" to vote in favor after learning how the current hiring process prevents the city from filling key positions.

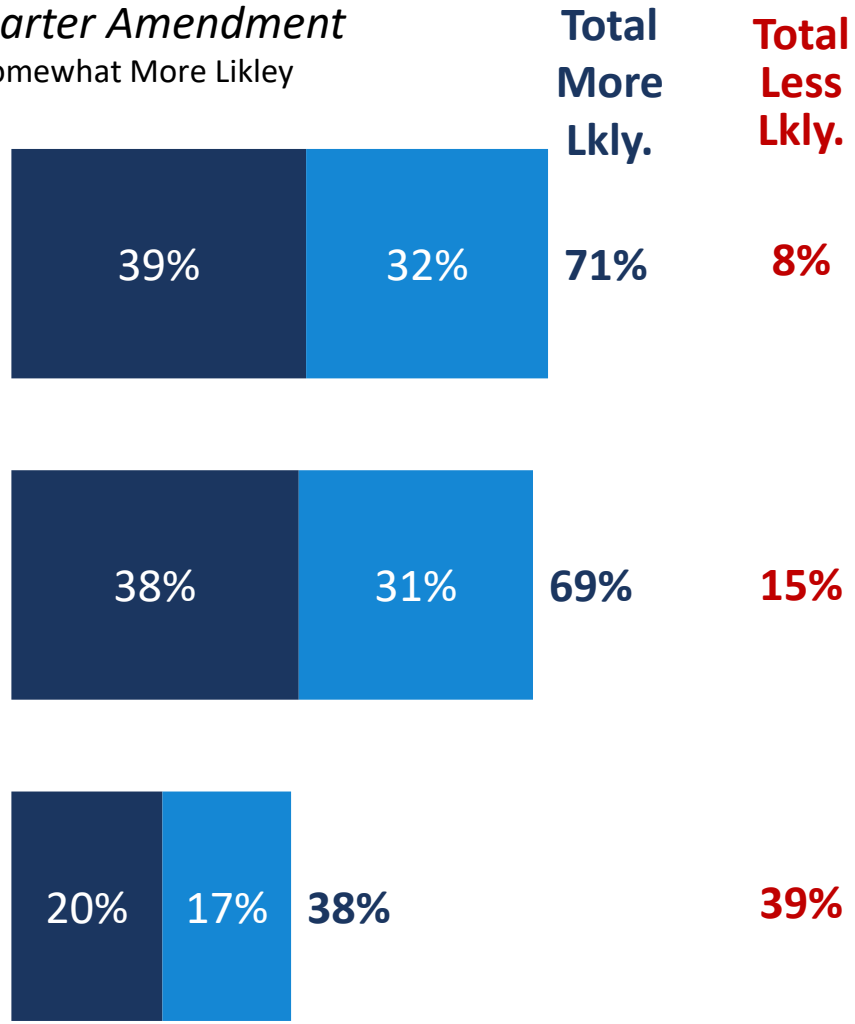
Hiring Modernization Charter Amendment



*Q5. I am going to read you several statements from supporters and opponents of this Charter Amendment measure. Please tell me whether it makes you more likely or less likely to support it. If it has no effect on your thinking either way, you can tell me that too. *Split Sample*

Seven in ten are likely to vote in favor to consolidate hiring to a single city department, but four in ten are less likely when it is claimed the measure weakens worker protections.

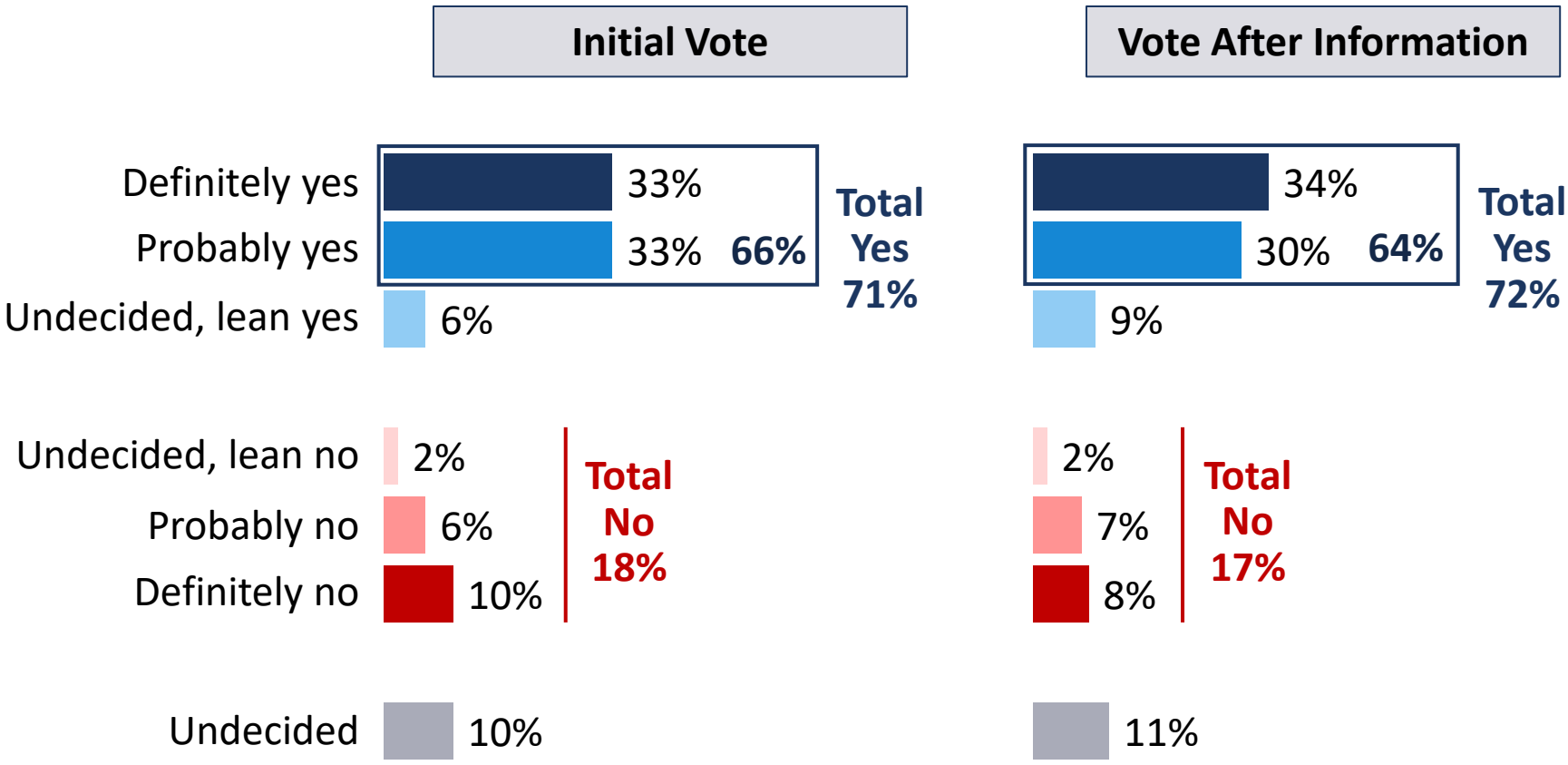
Hiring Modernization Charter Amendment



*Q5. I am going to read you several statements from supporters and opponents of this Charter Amendment measure. Please tell me whether it makes you more likely or less likely to support it. If it has no effect on your thinking either way, you can tell me that too. *Split Sample*

After more information, more than seven in ten Long Beach voters continue to favor this Charter Amendment measure to improve the city's process.

Hiring Modernization Charter Amendment



Q3. If there were an election today, do you think you would vote "yes" in favor of this Long Beach Charter Amendment measure or "no" to oppose it?
Q6. Having heard more about this City Charter Amendment to modernize the City's hiring practices, if the election were held today, would you vote "yes" in favor of this measure or "no" to oppose it?

For more information, contact:

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CITY OF LONG BEACH

ATTACHMENT 8

Response to City Council Questions Regarding Proposed Charter Amendment

CITY OF LONG BEACH

Memorandum

Date: May 31, 2024

To: Thomas B. Modica, City Manager

From: Joe Ambrosini, Director of Human Resources

For: Mayor and Members of the City Council

Subject: **Response to City Council Questions Regarding Civil Service Proposed Charter Amendment**

On May 7, 2024, the Mayor and City Council approved an item to convene the Charter Amendment Committee of the City Council on June 11, 2024, to discuss placing an amendment of City Charter Article XI (Civil Service Department) before the voters to combine Civil Service and Human Resources Departments into one unified hiring department to manage all employee recruitment, hiring, and classified employee certifications; establish an independent Civil Service Employee Rights and Appeals Commission to resolve complaints regarding Civil Service rules, to adjudicate classified employee disciplinary appeal; and to implement classified hiring preferences for Long Beach residents, students from local colleges and universities, current employees, and certain internships and apprenticeships.

The Mayor and City Council provided their initial feedback on the proposal and requested more information on the details of the proposal and the process of getting the proposal to City Council. City staff have outlined the responses for each question below and look forward to discussing further at the June 11, 2024 meeting.

Question #1: Provide an overview of the proposal initially brought to the meet and confer process and the final proposal following meet and confer.

During the meet and confer negotiation process, the City made three adjustments to the Charter Amendment redline initially presented to all impacted labor groups. Those changes are as follows:

- Section 300: City Clerk and Police Oversight added as Departments that do not fall under the City Manager's purview.
- Section 1101(b)(2): inclusion of the ability for all public safety employees (FFA, POA and LGA) to opt to have their disciplinary cases heard by a hearing officer and that the hearing officer's decision is considered final in terms of employee's obligation to exhaust administrative remedies. Under existing state law members of FFA already have the right for their disciplinary appeal to be heard by an independent hearing Officer. Under current practice, the Civil Service Commission reviews and either affirms or rejects the decision of the hearing officer. This proposed amendment would allow members of the POA and LGA the choice to have their disciplinary appeal heard by either a hearing officer or the Civil Service Rights and Appeals Commission, thereby strengthening employee rights and placing all public safety employees under a similar disciplinary appeal structure.

- Section 1105: inclusion of exemption of Tidelands funded positions from the local preferences as required by state law.

During the meet and confer negotiation process, the City agreed to a number of items via Letter of Agreement (LOA) with IAM, AEE and ACE to conclude the meet and confer negotiation process and address issues and concerns raised by our labor partners. All terms in the LOAs will be applicable to all labor groups. Notable terms included are as follows:

- If the Charter Amendment is approved by the voters, the City and employee organizations shall meet and confer regarding the reasonably foreseeable impacts of the Charter Amendment after November 2024 and there shall be no changes to the current civil service system until after the meet and confer process regarding impacts is exhausted.
- Employees represented by IAM and ACE in the Civil Service Department in November 2024 may opt not to work in the Human Resources Department at the time of implementation. Employees shall be allowed to transfer to another City Department without loss of pay, seniority, or benefits.
- The newly-constituted Civil Service Employee Rights and Appeals Commission ("Commission") shall continue to have jurisdiction to hear and determine employee appeals or challenges to alleged violations of rules and regulations regarding the hiring practice, including allegations of discriminatory practices.
- A standardized process should the City wish to transition a classification to the Unclassified Service: The Human Resources Department shall submit requests to change classified positions into unclassified positions to the Commission for initial determination. Either Party can appeal the Commission's determination to the City Council. The City shall meet and confer with IAM before submitting a request to change a position from classified to unclassified. In addition, the City will meet and confer with IAM regarding whether newly created classifications are classified or unclassified.
- The City will meet and confer with IAM before presenting recommendations to the Council regarding any amendment to the Civil Service Rules and Regulations.
- The appeals of determinations under the following Civil Service Rules and Regulations remain under the jurisdiction of the Commission:
    - Section 3. Categories of Employment
    - Section 14. Credit for Seniority
    - Section 20. Protest of Examinations
    - Section 41. Probationary Periods
    - Section 49. Extension of Appointments Provisional and Non-Career
    - Section 50. Allegations of Improper Certification or Non-Receipt of Interview
    - Section 51. Employee Evaluations
    - Section 61. Duties of Classification

  - Section 62. Duties of Employee
  - Section 63. Temporary Reassignments
  - Section 65. Division of Classification
  - Section 66. Consolidation of Classifications
  - Section 67. Permanent Assignments
  - Section 68. Transfer from Classified to Unclassified
  - Section 69. Transfer from Unclassified to Classified

- The HR Department shall administer Civil Service Rules and Regulations Sections 92-100 but any action, issue, topic, or change falling under or covered by these Sections shall first be submitted to the Commission for determination before being implemented. Either Party can appeal the Commission's determination to the City Council.
- Should the City Council direct the City Manager to conduct independent investigations concerning the enforcement of this Article, it shall retain an outside independent investigator who shall be retained by the City Attorney's Office. Once the investigation has been completed, the information will be reported back to the City Council for final determination.
- The Commission will be assisted by a designated staff member within the independently elected City Attorney's Office who shall be assigned the following duties: track and monitor requests for appeals of discipline and IDRs (Industrial Disability Retirement); send cases out to OAH (Office of Administrative Hearings); coordinate/schedule appeal hearings; schedule court reporter; order transcripts from court reporter when needed; take oaths at hearings; log exhibits received during hearings and maintain custody of them prepare final judgements and minutes for Commission; schedule Commission meetings/prepare agenda; and coordinate investigation of complaints initiated by the Commission.
- Agreement that the Civil Service system is intended to provide the City with the best workforce based on merit and that each candidate for employment is selected on the basis of their qualifications and shall be in compliance with the City's administrative regulation regarding the employment of family and relatives.

<u>Question #2:</u> How will equitable and inclusive hiring practices be maintained as a result of this Charter amendment?

The proposed charter amendment to merge City hiring into one unified department creates the opportunity to add more equitable, inclusive hiring and personnel practices in line with the City's Racial Equity and Reconciliation plan. A few examples of improved hiring practices include removing barriers to qualified applicants through more prompt hiring practices, the opportunity to require more diverse hiring panels, expedited timelines for classified employee disciplinary appeals, and integrated practices covering the entire spectrum of employee-related issues including hiring, compensation, orientation, and ongoing development. The proposed charter amendment also provides the opportunity to improve the City testing process for candidates who may not be able to take exams that are only available annually on a specific date and time,

thus making the testing process more accessible. Classified positions and most Unclassified positions are appointed following an open competitive recruitment process. Applicants must qualify for the position and complete the examination process in order to be certified on an eligibility list. Once on an eligibility list, the candidate is eligible to be hired by the City, ensuring all candidates will be treated equally in the process. In rare circumstances, the City may "directly appoint" an Unclassified position without conducting an open competitive recruitment process if it is determined that the timeline for a formal recruitment may severely impact department operations. Direct appointments are typically for management positions or highly specialized roles within the City. Departments must request approval prior to making a direct appointment through the Human Resources Director and the City Manager.

To promote transparency and public access to key demographic data on our City employees, the City of Long Beach Employee Demographics Portal is available on the City's Equal Employment Opportunity web page. The portal provides detailed insights into Age, Gender, Race, and Salary, allowing users to generate tailored reports by adjusting various filters. As a point-in-time snapshot, this dataset reflects the current records in the City's HR systems and is updated quarterly. More information about the City's Equal Employment Opportunity Plan and available resources can be found on the Equal Employment Opportunity web page.

Question #3: Provide additional details on how merit-based hiring will be maintained as a result of this Charter amendment.

The City will continue to make certain that safeguards remain in place to ensure the merit system and Civil Service Rules and Regulations are upheld, including:

- Employees and applicants continuing to have the ability to appeal each step of the hiring process to the Civil Service Employee Rights and Appeals Commission for final determination.
- The City Council maintaining the powers and duties to adopt and amend Civil Service Rules and Regulations only after the City completes the meet and confer process with each affected labor group.
- The City Council having the ability to direct the City Manager to conduct independent investigations concerning the enforcement of these provisions in the City Charter.
- Maintenance of employee rights and protections pertaining to the workplace that are already established in federal/state laws as well as City of Long Beach Administrative Regulations, including laws prohibiting discrimination or retaliation based on protected class, the City's Equal Employment Opportunity process, City Nepotism policy (AR32-1), and employee union representation.
- Regular engagement between the City and third party, independent outside consulting firms to conduct routine compliance audits of the recruitment and selection process to ensure merit-based rules and principles are being followed.
- Several rules will remain under the jurisdiction of the Commission and/or require the Commission to approve certain actions, with appeal rights being given to the City Council for final determination.

Question #4: Which cities have changed from a two-department hiring system and how have they improved hiring?

The cities of Long Beach and San Diego are the only two cities in California that have both a Human Resources Department and a Civil Service Department that function and operate independently from one another. New cities and public agencies incorporating throughout the years chose not to adopt this bifurcated hiring structure and instead opted for structures similar to what is being proposed in this Charter amendment. The classified hiring process in the City of San Diego takes an average of nine months, and the unclassified hiring process takes an average of eight months, according to a recent study from the City of San Diego Office of the City Auditor. San Diego and Long Beach share similar challenges and issues with a bifurcated hiring system and have both sought to make foundational improvements to the hiring structure. Although the City of Oakland and the City/County of San Francisco do not operate with dual hiring systems like Long Beach and San Diego, both have engaged in significant efforts to improve their hiring processes. Following a grand jury report detailing lengthy hiring timelines, San Francisco began an effort in 2022 known as the Government Operations Recovery Initiative that aimed to reform many steps, including the application, interview, and hiring process. Recent reports indicate that San Francisco lowered their time to hire from 255 days to 150 days. The City of Oakland is conducting a similar review of their processes and exploring ways to lower their time to hire.

Question #5: Is the City of San Diego considering changing their two-department hiring system?

The City of San Diego has substantially reviewed their hiring process and continues to evaluate the need for structure change of the two-department hiring system. In 2022, the City of San Diego considered a similar Charter amendment to consolidate hiring into one department, but City leaders ultimately decided against that proposal after several city employee unions failed to support the proposal. According to news articles and publications, the City appears to be considering again a formal change to this structure. The Mayor of San Diego and councilmembers have recently renewed their efforts to centralize hiring from the independent Personnel Department in September 2023, following an independent audit that found major delays in the city hiring process taking nearly 300 days on average to fill an opening, resulting in the San Diego Civil Service Commission voting to terminate the Personnel Director. The City of San Diego operates under a mayor and council form of government with most of the jobs going through the classified service in the Personnel Department.

Question #6: How will this Charter amendment help address hiring challenges when many other public agencies are faced with the same issues and already have the proposed structure in place?

Hiring is an ongoing challenge in public sector agencies across the state, and given the current hiring crisis many organizations are now beginning to address with new and creative solutions. The City of Long Beach is an outlier due to our bifurcated hiring structure, adding an extra barrier to hiring practices that other organizations are better prepared to deal with due to their hiring structures. The proposed charter amendment to change the City's hiring structure is a

necessary step in the right direction for the City of Long Beach to be competitive with other organizations in attracting, developing, and retaining top diverse talent. Staff recognize that simply changing the proposed structure alone will not solve all the City's hiring challenges but will serve as a crucial step to having Long Beach being on equal footing with all other agencies in the competition for top talent. This proposal is part of a holistic approach to examining all areas where improvements can be made to hire faster and reduce the large vacancy rate across the City organization. Staff will continue to look at other ways to speed up hiring, further reduce bureaucracy, establish rules and protocols that are modernized and serve the needs of the current job market, and focus on providing sufficient pay and benefits to employees. Additionally, the City will differentiate itself from other agencies with the innovative addition of local hiring preferences within the classified recruitment process in the proposed charter amendment will create a more localized and community-centered approach, enhancing efforts to attract residents to City jobs. The City is committed to cultivating a pipeline of local talent that prioritizes opportunities for our residents through innovative, merit-based pathways to fulfilling careers in their local government. Under this proposal, candidates who pass the assessment shall be granted, in addition to all other credits, a credit of five additional points if the candidate meets one of the following criteria for localized preferences, up to a maximum of ten additional points if the candidate meets two or more of the localized preferences. Many applicants and potential applicants have displayed their desire to work for the City but are often discouraged or prevented from being considered in a timely manner due to the lengthy, cumbersome hiring processes. This proposal will reduce many barriers and provide a more inviting recruitment process that meets the needs of current job seekers.

<u>Question #7:</u> How will modernization of the hiring process work and who will oversee those changes?

The City has already taken several steps to modernize the hiring process, primarily led by the Human Resources Department. City Management has always recognized that hiring challenges are due to a multitude of factors and departments have critical roles in the hiring process, including Human Resources, Finance, City Manager, the hiring departments, as well as Civil Service. Numerous process improvement and organizational improvement efforts have taken place to address the issues under the jurisdiction of the City Manager. The requisition approval process required before a position can be recruited for previously took, on average, one to three months for full approval, requiring review and approval from multiple departments, but has been optimized to take no more than 6 to 13 business days for budgeted positions and no more than 6 to 16 business days for unbudgeted positions and is currently being implemented. The Human Resources Department has established a one-stop onboarding experience for candidates at the Occupational Health Services Clinic and adopted new changes to post-offer drug screening and medical examination processes to align with best practices and continue streamlining the onboarding process, resulting in up to 66 percent of City positions no longer requiring pre-employment physicals or drug testing. The newly established Talent Acquisition Division within the Department of Human Resources has successfully improved the average timeline for unclassified recruitments form seven months to 70 business days, exceeding the average municipal agency recruitment timeline.

Unifying all citywide hiring to one central department (Human Resources) will be a key step to further modernizing the City's hiring structure. If the amendment is approved the Human

Resources Department will lead efforts to focus further on modernization of civil service rules and processes to ensure they meet the needs of the current job market, allocate personnel and resources in an effective and efficient manner, and reduce barriers that make it difficult for applicants to get a City job. A unified hiring department will allow for the integration of practices covering the entire spectrum of employee-related issues, including hiring, compensation, orientation, and ongoing development. The consolidation of City hiring technology systems would significantly reduce duplication and enhance operational efficiency. Unifying hiring will provide the opportunity for City staff to add and enhance equitable, inclusive hiring practices, further reducing barriers to entry for qualified candidates. The Civil Service Employee Rights and Appeals Commission will have greater capacity to hear and review disciplinary appeals filed by classified City employees under the proposed charter amendment. The proposed charter amendment will have a significant local job impact aiming to rectify decades of inefficiency in the City's hiring processes, particularly the current 22 percent citywide vacancy rate, enhancing staffing levels across departments and bolstering the City's capacity to deliver services to residents. The inclusion of local hiring preferences, for candidates who pass the required examination, will promote opportunities for qualified residents, local students, non-career City staff, and qualifying internship and apprenticeship program candidates, cultivating a robust pipeline of local talent. The City will continue to maintain safeguards in place to ensure the merit system and Civil Service Rules and Regulations are upheld.

Question #8: How much money has been spent studying ways to improve the current hiring process?

The City has engaged in multiple consultant led studies to seek improvements to the current hiring system as listed below:

- The 2007-2008 Management Partners study cost $185,231.93
- The 2017-2018 FUSE Fellow Study cost $150,000.00
- The 2022 Human Resources process improvement study cost $89,800.00
- The City has allocated $200,000.00 for the Civil Service Department since 2019 to study and implement improvements to their hiring practices, which is near completion.

Assuming the funds allocated to Civil Service are expended, the total approximate investment in outside consultant studies to review and provide improvements to the hiring process is $625,000 to date.

Question #9: What is the cost to change the current hiring system through a charter amendment?

The cost to include this amendment as a ballot measure is $1.1 million and has already been allocated in the City's budget. Implementation of the proposed Charter amendment is not expected to generate new costs and will be absorbed by existing budget. To ensure a seamless organizational transition to the new structure, the City has allocated $250,000 to utilize an outside municipal consultant to help with all aspects of the potential charter amendment including the transition of staff, implementation of change management, ensuring the

consolidated Human Resources Department is effectively structured, and other related activities. Even if the proposed amendment is not approved by the voters, staff believe that a reasonable level of investment would be required to maintain and improve the current hiring system. The Civil Service Department has recently requested ten additional full-time employees, for a total of $1,424,495 (an approximate 37 percent increase to the FY 24 adopted budget) through the FY 25 budget process to make improvements to the current system. If the amendment is approved, staff believe the financial investment would be smaller as the benefits and efficiencies of consolidating the hiring functions to one department, streamlining administrative processes, the reduction of bureaucratic steps, and creation of new hiring preferences would dramatically improve the hiring system.

If you have any questions, please contact Joe Ambrosini, Director of Human Resources, at Joe.Ambrosini@longbeach.gov or (562) 570-6140.

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