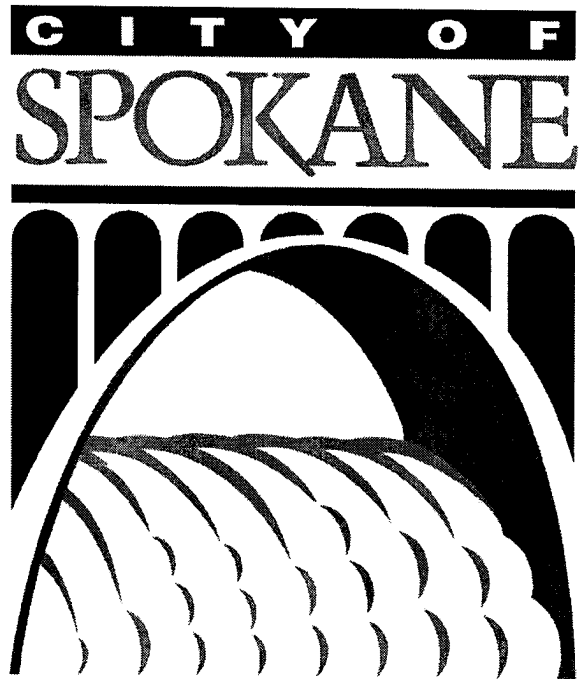


CIVIL SERVICE COMMISSION



**ANNUAL REPORT
2010**

**CITY OF SPOKANE
CIVIL SERVICE COMMISSION**

MISSION:

To provide an efficient, effective, merit-based system of employment ensuring that the most qualified applicants are equitably selected and retained.

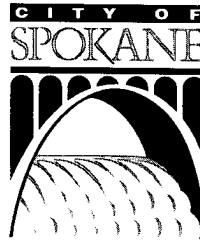
VISION:

Our well-trained, competent, and professional team will utilize best practices, cost-effective technology, and innovation to provide a merit-based employment system that is recognized for excellence in public service.

VALUES:

**Teamwork
Excellence
Service
Transparency
Equal Opportunity
Merit Principles**

Adopted November 16, 2010



CIVIL SERVICE COMMISSION
808 W. SPOKANE FALLS BLVD.
SPOKANE, WASHINGTON 99201-3315
(509) 625-6160

March 15, 2011

Enclosed is your copy of the 2010 Civil Service Annual Report. On behalf of the Civil Service Commission and Staff, I encourage you to review the information that is included. Each year this report is compiled to update you on staff activity. It will also help you to better understand the role of Civil Service in the hiring and advancement of City of Spokane employees.

Included in the report are statistics related to:

1. Classification Actions
2. Positions Filled
3. Exempt Positions
4. Examinations
5. Requisitions
6. Progress
7. Employee Turnover
8. Appeals and Complaints
9. City Staffing Patterns

The Civil Service staff works to support City Charter-mandated functions as well as the Mission, Vision, and Values Statements adopted by the Civil Service Commission. Together, we assure the Citizens of Spokane that the most qualified applicants are equitably selected and retained.

Your input is important to us and we welcome the opportunity to discuss suggestions, recommendations and questions you may have.

Thank you for your support.

Very Sincerely,

Mary Doran
Chair

The Spokane Civil Service Commission is an independent body created by the City Charter to administer that portion of the Charter pertaining to Civil Service. By Mandate of the Citizens of Spokane, the Commission is specifically charged with the responsibility of developing and maintaining a classification plan, a comprehensive recruitment program, and practical selection standards for all classified positions in the city government. It is also responsible for providing procedural rules for administration of classified employment and for resolving any differences which may arise as a result of these rules or the Charter.

The Civil Service Commission consists of five members: two selected by the City Council, two selected by the City employee groups, and one selected by the other members. The Commission conducts public meetings on the third Tuesday of each month.

Present and previous Commissioners and their terms of office since the 1960 amendment to the City Charter and creation of the present independent Commission and form of Civil Service, are as follows:

Mary Doran – Chair.....	April 2003 – Present	(Term ends Dec. 31, 2014)
Elected Chair: Jan. 2010		
Cheryl Beckett – Vice-Chair.....	Dec. 2007 – Present	(Term ends Dec. 31, 2012)
Elected Vice-Chair: Jan. 2010		
Carol Lawton	June 2000 – Present	(Term ends Dec. 31, 2010)
Ronald Stanley.....	Aug. 2007 – Present	(Term ends Dec. 31, 2010)
Phyllis Gabel	Aug. 2008 – Present	(Term ends Dec. 31, 2012)

Thomas F. Meagher.....	Jan. 1961 - Nov. 1967
Peter Piper.....	Jan. 1961 - Mar. 1963
Dr. Robert Southcombe	Jan. 1961 - Mar. 1964
George E. Robey	Jan. 1961 - Mar. 1967
Verne D. Warren.....	Jan. 1961 - Dec. 1964
Robert M. Hardy.....	Sep. 1963 - Apr. 1965
William S. J. May	Apr. 1964 - Dec. 1970
Arthur M. Hansen.....	Jan. 1965 - Aug. 1984
John Edgar	Apr. 1965 - Dec. 1965
James E. Borg	Jan. 1966 - Mar. 1972
Jerome C. Kopet.....	Nov. 1967 - Nov. 1978
C. Grover Wilson	Dec. 1968 - Nov. 1978
Howard A. Anderson.....	Jan. 1971 - Dec. 1986
Elmer L. Bierly	Apr. 1972 - Jan. 1973
Richard A. Moser	Feb. 1973 - Jan. 1985
Frances N. Scott.....	Jan. 1979 - Dec. 1991
Seaton M. Daly, Jr.	Feb. 1979 - Dec. 1986
Howard A. King.....	Sep. 1984 - Feb. 1986
O'Neil Vinson	Jan. 1985 - Nov. 1996
James E. Bates.....	Apr. 1986 - Sep. 1988
Paul P. Nolan	Jan. 1987 - Oct. 1987
Delphine Faison.....	Apr. 1987 - Jan. 1992
Douglas Amsbury	Oct. 1987 - Dec. 2002
Barry E. Ryan.....	Oct. 1988 - Mar. 1993
John M. Maurice	Dec. 1991 - Dec. 2007
Kate Quinn.....	Jan. 1992 - Apr. 2000
John Krall.....	Apr. 1993 - Apr. 1995
James L. Kirschbaum	Jan. 1995 - Sep. 2001
Ivan Bush.....	July 1997 - Dec. 2000
Gerald Saling	July 2001 - Dec. 2007
Robert Van Leuven.....	Mar. 2002 - Dec. 2006

- Civil Service administrative staff consists of:
- 1 - Chief Examiner and Secretary
 - 4 - Professional employees
 - 3 - Clerical employees

CLASSIFICATION

In accordance with the City Charter, the Spokane Civil Service Commission is charged with the responsibility to classify all positions of the City with the exception of elective, appointive, and seasonal positions. Selection to such classified positions must be in conformance with Civil Service Commission Rules and Charter provisions.

As an organization ages and develops, the need for an equitable classification plan becomes imperative. Position classification looks at the position itself, not the individual employee currently doing the job. This approach helps provide position comparisons within the organization, determines the skills, knowledge and abilities needed, determines which job has a higher level of responsibilities, and indicates various relationships among different levels of work.

The information developed through the classification process is used by the Commission in its recruiting and selection procedures, by City Management in developing equitable pay plans, and by employees in preparing for promotion and career planning.

The following information will provide the Commission and other interested individuals of the work done by the Civil Service staff in the area of classification during the year 2010.

New Classifications adopted	7
Classifications deleted	1
Classifications reviewed and revised.....	116
Positions surveyed in depth	18
Classifications at year end	315
Classified positions filled at year end.....	1874

The Civil Service staff is systematically reviewing the Classification Plan with an objective of accomplishing a total review every two years.

For comparison purposes, and to depict the trend over the past ten years, the following charts are presented:

CLASSIFICATION ACTIONS

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Classifications Beginning of Year	308	313	315	311	317	317	312	314	303	309
Classifications Added	7	3	3	7	3	4	4	5	6	7
Classifications Deleted	2	1	7	1	3	9	2	16	0	1
Classifications Specs Reviewed & Revised	156	156	146	192	158	176	179	105	85	116
Total at Year End	313	315	311	317	317	312	314	303	309	315

Classification (continued)

POSITIONS FILLED

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Classified positions filled at year end	1897	1877	1898	1842	1773	1778	1804	1872	1849	1874
Exempt Positions Filled Year End	101	96	96	97	97	95	96	104	115	118
Total Classified and Exempt City positions	1998	1973	1994	1939	1870	1873	1900	1976	1964	1992
Percent of Exempt to Total	5.1%	4.9%	4.8%	5.0%	5.2%	5.1%	5.1%	5.2%	5.9%	5.9%

See Appendix "A" for graphs of staffing patterns.

EXEMPT POSITIONS

The number of exempt positions indicated above is 118, including elected officials. Those exempt positions, excluding library personnel, are as follows:

	2004	2005	2006	2007	2008	2009	2010
Mayor/Council	17	13	14	15	15	15	27
Division Directors	4	4	5	5	5	3	3
Department Heads	30	31	28	28	28	31	29
Assistant Department Heads/Deputies	6	12	8	8	8	10	8
Legal Office	22	20	22	21	25	27	24
Uniformed Exempt	3	3	3	4	4	4	4
Solid Waste Facilities	1	1	1	1	2	2	2
Regional Transportation Council	13	12	13	13	16	15	13
Municipal Court						7	7
EMS	1	1	1	1	1	1	1
TOTALS	97	97	95	96	104	115	118

See Appendix "A" for graphs of staffing patterns.

RECRUITING

The Spokane Civil Service Commission is responsible for establishing and maintaining eligibility standards for all classified positions in the City work force and for recruiting qualified applicants to fill those positions.

Fulfillment of the recruiting responsibility is accomplished through the use of locally distributed job opportunity announcements, the Internet, classified advertisements in newspapers, personal contact, and distribution of recruiting announcements to various local organizations concerned with assisting minorities, women, and the disadvantaged. Civil Service attends several job fairs during the year, complete with application forms, business cards and a display board for City recognition. This personal citizen contact in the field is critical to the understanding of employment opportunities. To find applicants for highly technical and professional positions, we often advertise in regional and national trade journals and publications.

EXAMINATIONS

Under the City Charter, the Civil Service Commission has the duty of providing for open, free, and competitive examinations to test the relative fitness of applicants for all classified positions. Of growing importance today is the concept of openness in government. It is reflected both in legislation and in the interest shown by private citizens in the way their government operates. Congress has expressed its concern that selection in the career service be based upon objective and equitable standards reflecting merit at all levels of government: Local, State, and Federal. The City of Spokane is subject to audit by a variety of Federal and State compliance agencies to assure adherence to such standards.

Cooperation with other departments is essential in determining the elements of the job to be tested for and in making an assessment of the important duties and the problem areas which may have an impact on those duties. We, from our experience, can be of assistance to departments in indentifying possible areas of concern. The departments, from their knowledge, may assist us in locating sources of reference materials upon which to base examinations whether the examination is of a written, oral, training & experience evaluation, or performance nature. Finally, the departments are of assistance in evaluating the selection instrument which is ultimately developed and are of assistance, many times, in its administration. To a large extent, their cooperation is attributable to the individual department's awareness of the needs fulfilled and benefits derived from a good examination process. This cooperation also adds an accountability element to the process in the area of test validity, which is critical.

The following chart indicates the type and number of actions in the selection process during the past 10 years.

Year	Reqs. Rec'd	Exams Annc'd	Apps Rec'd	Exams Admin	Number Passed	New Hires	Promoted	Rehired	Transferred
2001	329	84	3094	567	2138	102	109	0	28
2002	301	62	2088	473	1660	90	126	0	27
2003	302	63	4032	512	2808	133	128	1	24
2004	210	55	1989	243	1452	70	96	0	17
2005	383	89	1777	301	1366	68	148	24	26
2006	342	84	2110	352	1294	122	144	8	25
2007	361	85	3346	384	2177	146	151	1	26
2008	374	84	2443	407	1604	151	173	1	30
2009	290	71	4923	605	3168	75	129	4	14
2010	267	62	2913	178	1813	93	155	2	13

REQUISITIONS

The following chart indicates actions in the requisition process. In the spring of 2010, the many time-consuming steps in the requisition process to fill positions were reviewed by stakeholders. As a result, many steps were removed, reducing the time it takes for a requisition to reach our office.

Our purpose and focus is to monitor the efficiency and effectiveness of Civil Service staff and the immediate document turnaround time. The table below shows that on average our handling of these documents is less than 3 days, with the vast majority of requisitions certified on the day received. However, some requisitions are received unexpectedly, when no eligible list is in effect, significantly increasing the average turnaround time.

Year	Req's Rec'd	Open	Promo	Average days from initiation to receipt	Average days from receipt to certification	Average days from certification to completion
2003	302	143	157	14.2	1.5	15.4
2004	210	62	148	19.9	0.9	11.6
2005	383	112	271	16.1	2.6	19.2
2006	342	143	199	19.9	3.1	21.4
2007	361	177	184	15.9	3.4	24.2
2008	374	162	212	21.7	4.1	19.1
2009	290	121	169	15.6	2.9	17.0
2010	267	89	171	9.3	2.2*	11.5

* 80% of requisitions certified within 24 hours of receipt.

PROGRESS

Civil Service has been very pro-active in the technology needed to enhance Customer Service. We began the on-line application and submission process in the first quarter of 2006, and the majority of applications are now received through this system. The system was significantly upgraded in 2009, further enhancing the efficiency and effectiveness of the process. During 2010, additional features were implemented which allow e-mail correspondence with applicants for exam scheduling, etc. As a result mailing costs were reduced by over 58% from 2009.

Information regarding the Civil Service system continues to be available on the City Website. This includes:

- Classifications currently open for application, and choice of online or downloadable application form
- Civil Service informational/recruiting video
- Fire Training Video
- New Mission, Vision and Values Statements adopted during 2010
- Civil Service Rules
- Most frequently asked questions
- General Information for Applicants including Equal Employment Opportunity statement
- Civil Service Commission information, including names and terms of Commissioners.
- Civil Service Budget and Business Plan documents

Several years ago, the Commission mandated that staff look at the Performance Appraisal Review (PAR) program as it pertains to promotional examinations, and take the necessary steps to enhance merit in the ailing systems. However, Civil Service staff is not a party to collective bargaining and we can only attempt to spur the parties into taking action. Due to a focus on city budget issues during 2010, and a several month vacancy in the Human Resources Director position, the issue wasn't pursued aggressively. However, our staff continues to be interested in working toward a solution to this problem.

TURNOVER

Employment turnover rates for an organization can indicate the degree of health or efficiency of that organization. They may also be used in replacement planning. High turnover may usually, but not always, indicate a problem, such as morale, compensation, or working conditions.

The turnover rate in the City has been relatively low. Over the past 10 years the average rate has been about 5.6%.

Below are the turnover statistics for the past 10 years.

Year	Retire	Death	Laid-Off	Fail Probation	Discharge	Resign	Total	Rate
2001	57	2	2	3	1	31	96	4.8%
2002	54	2	2	5	1	35	99	5.1%
2003	46	2	35*	6	2	31	122	6.1%
2004	81	3	46**	10	8	23	171	8.8%
2005	46	3	7	3	2	26	87	4.6%
2006	53	2	1	11	2	41	110	5.8%
2007	52	3	6	6	0	40	107	5.6%
2008	46	4	14	17	2	17	100	5.3%
2009	74	3	9	10	3	9	108	5.8%
2010	38	2	12	10	0	11	73	3.9%

* The laid-off figures for 2003 include Arena/Entertainment Facilities employees laid off due to the change in ownership. Excluding this figure, turnover rate would be 4.9%.

**The laid-off figures for 2004 encompass the outcome of "Priorities of Government." This program was developed to address the serious budgetary problems of our City. All laid-off employees who desired to return to City employment were returned to work by 2007.

APPEALS AND COMPLAINTS

It is the responsibility of the Spokane Civil Service Commission to investigate and pass upon any and all matters relating to the conditions of Civil Service employment with the City of Spokane. The Commission is also responsible for investigation and determination of any claim by employees, on eligibility lists or in classified positions, who feel that they have been deprived of, or separated from, a position to which they are entitled under the provisions of the City Charter and the Rules of the Commission.

The Commission must also hear claims and complaints against certain types of administrative actions which are non-disciplinary in nature.

	DISCIPLINARY ACTIONS				COMPLAINTS/APPEALS RECEIVED BY CIVIL SERVICE COMMISSION			
	Dischg	Suspend	Demoted	Total	Filed	W/drawn	Upheld	Denied
2001	1	9	0	10	4	2	0	1 (1 pending)
2002	1	10	0	11	4	3	0	1
2003	2	8	0	10	4	3	0	1
2004	3	10	1	14	3	1	2	0
2005	2	16	1	19	8	4	0	4
2006	2	8	2	12	4	1	1	2
2007	0	9	2	11	1	0	0	0 (1 pending)
2008	2	10	1	15	1	0	0	1 (1 pending)
2009	3	8	1	12	4	0	1	2 (1 pending)
2010	0	10	1	11	4	0	0	5

APPENDIX “A”
CITY STAFFING PATTERNS

The following graphs illustrate the staffing patterns discussed in this report.

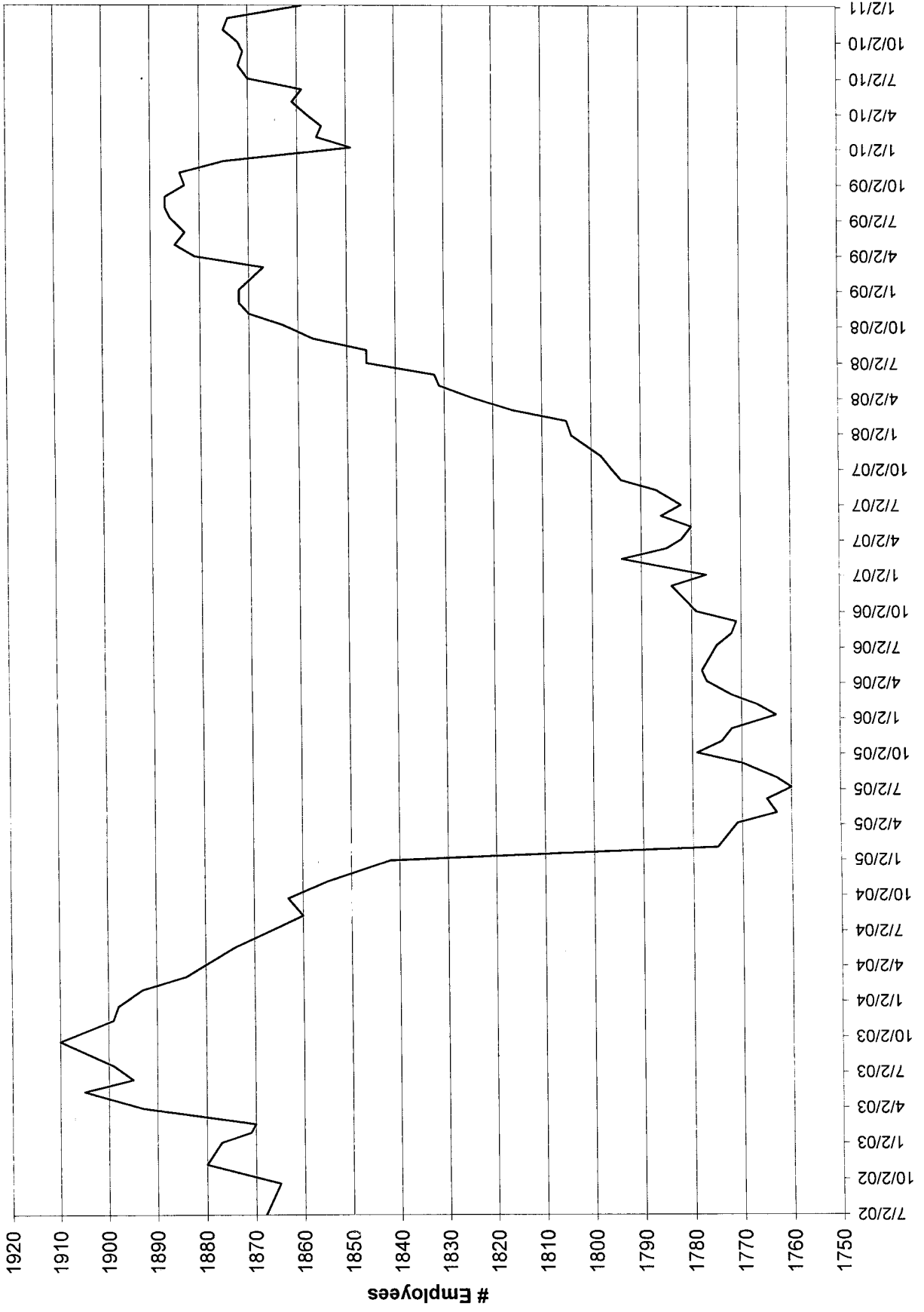
The first graph illustrates the history of Civil Service classified employment over the past several years.

The second graph illustrates the history of exempt (appointive) employment, including elected officials, over the past several years.

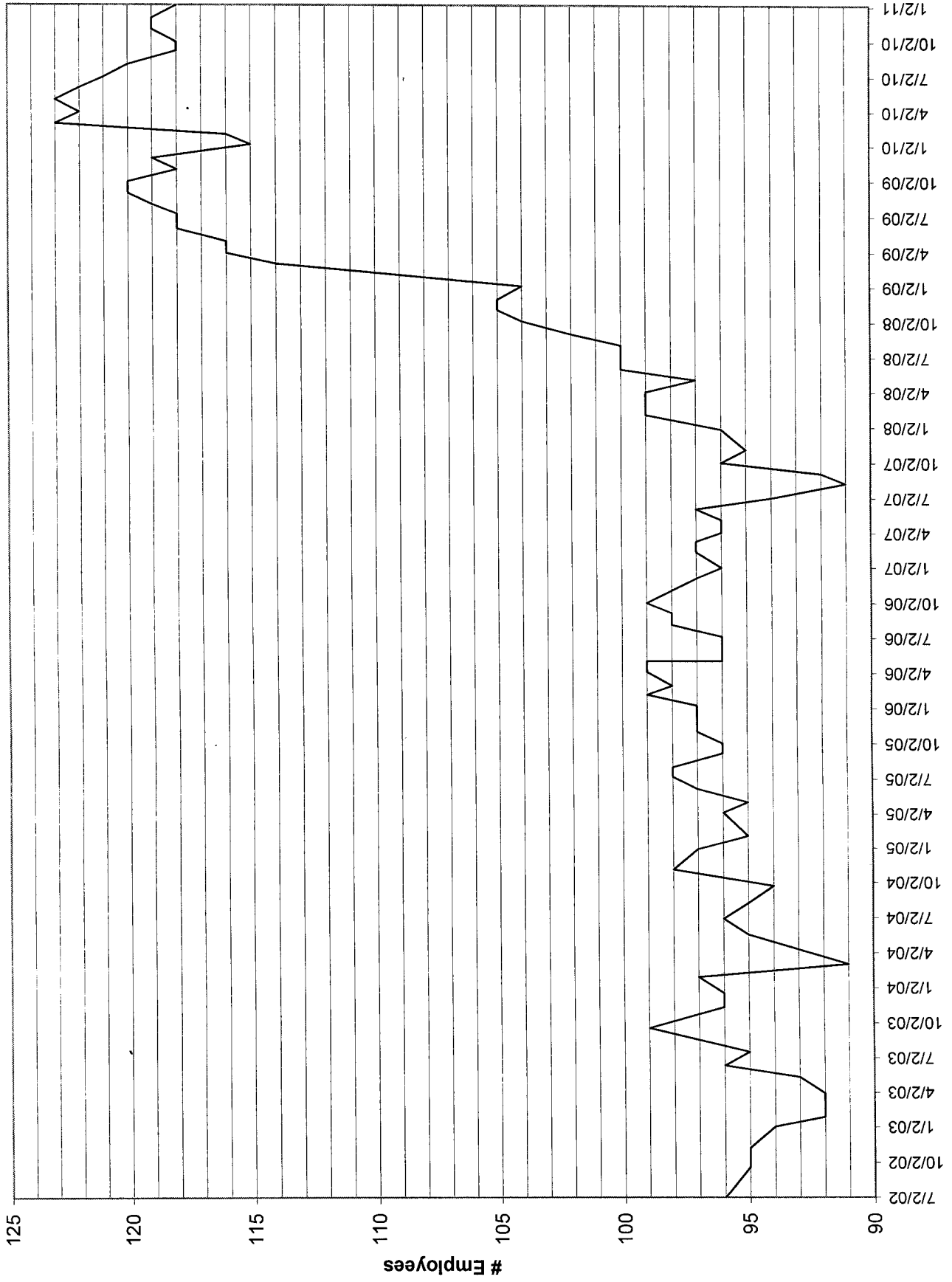
The final five graphs indicate the usage patterns of Temporary/Seasonal employees over the past several years. The number of hours worked by seasonal employees has been converted into full-time equivalent positions for the purpose of clarity. The actual number of seasonal employees remaining in active status at the end of 2010 was 330.

While Civil Service does not play a role in the hiring and termination of Temporary/Seasonal employees, our staff does monitor usage patterns and hours worked by such employees in an attempt to ensure positions are properly classified. Civil Service staff determines the proper classification for, and classifies, positions that are not of a temporary or seasonal nature.

Classified Employees
As of January 4, 2011



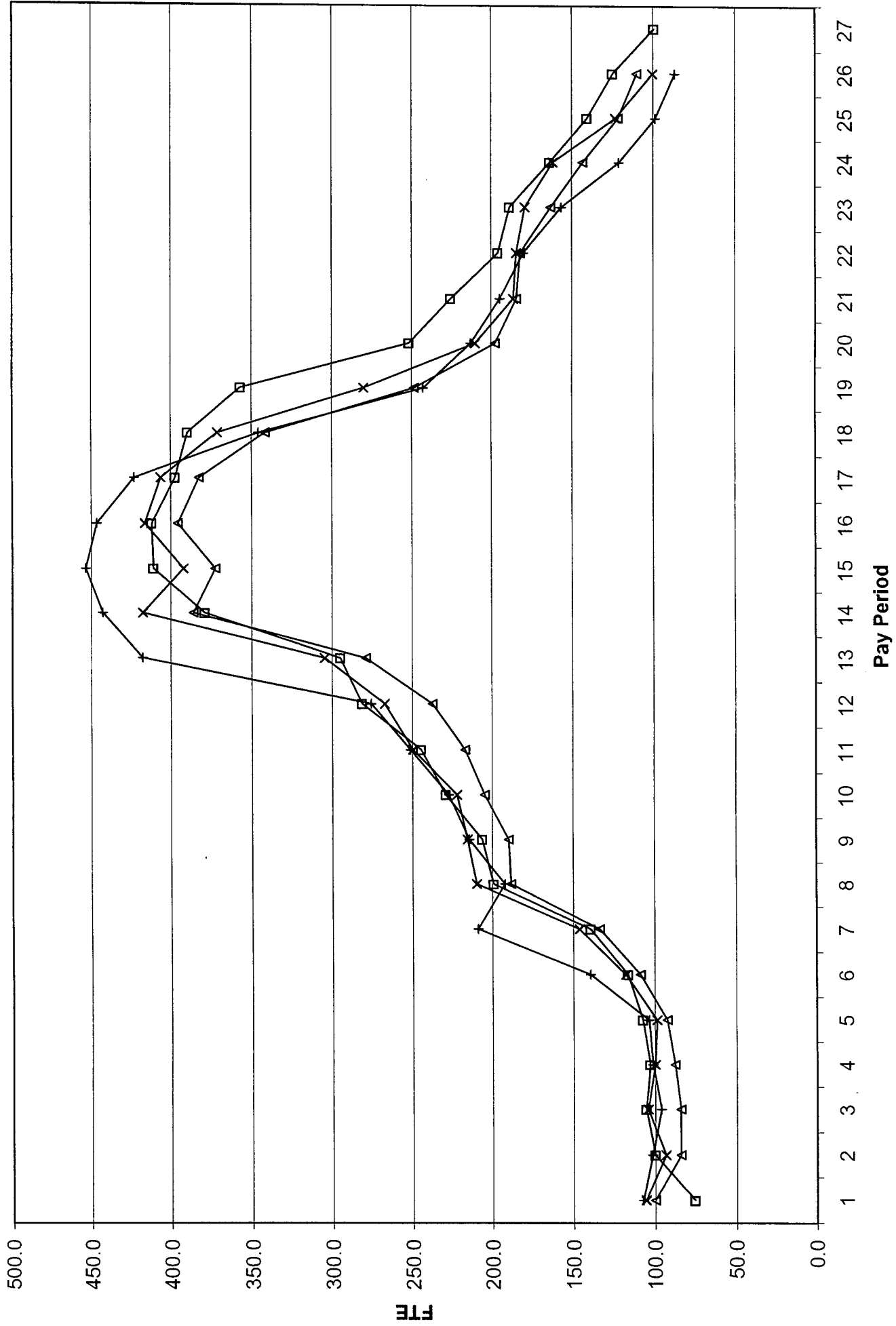
Exempt Employees



As of January 4, 2011

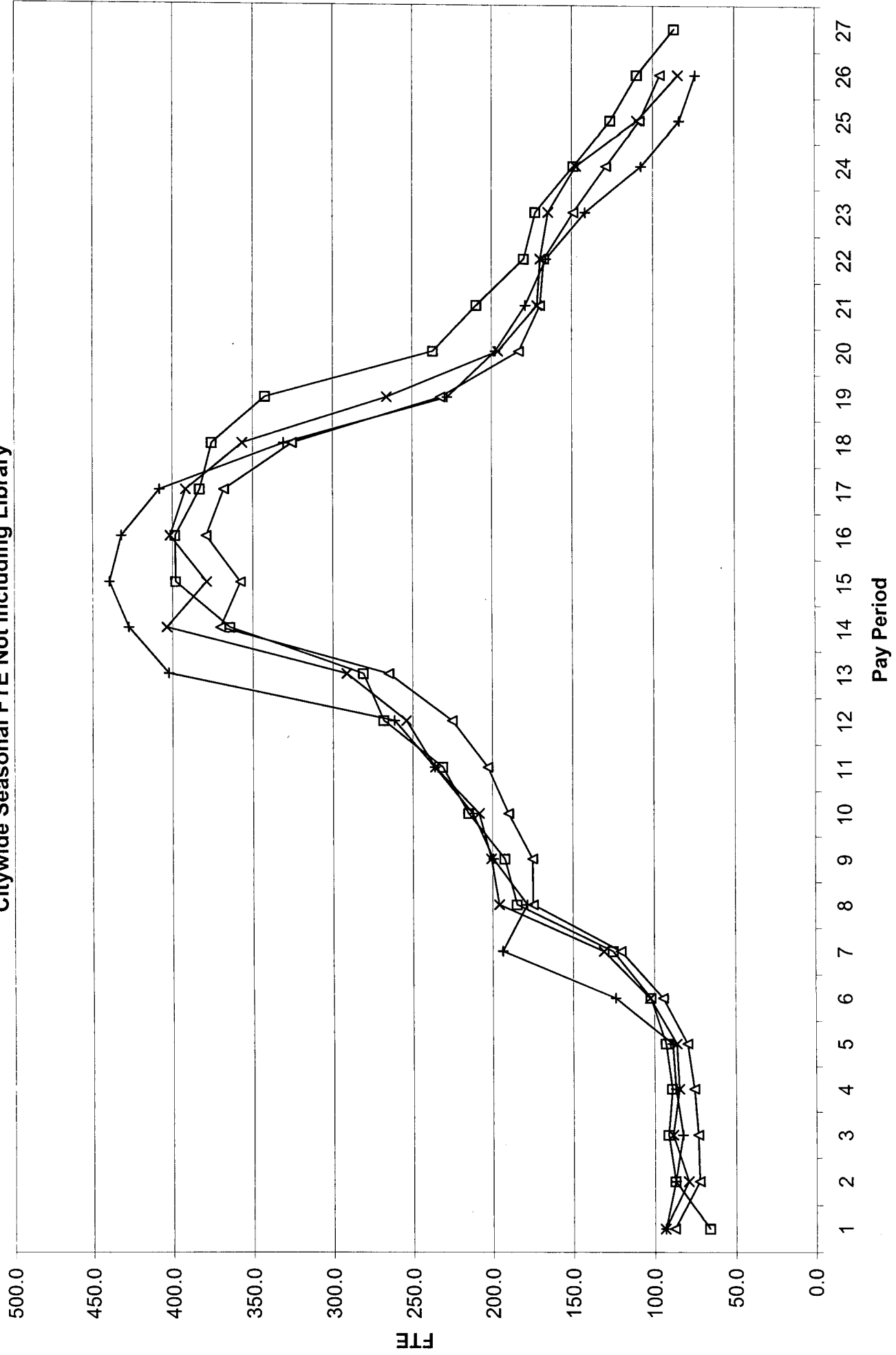
Date

Citywide Seasonal Full Time Equivalent



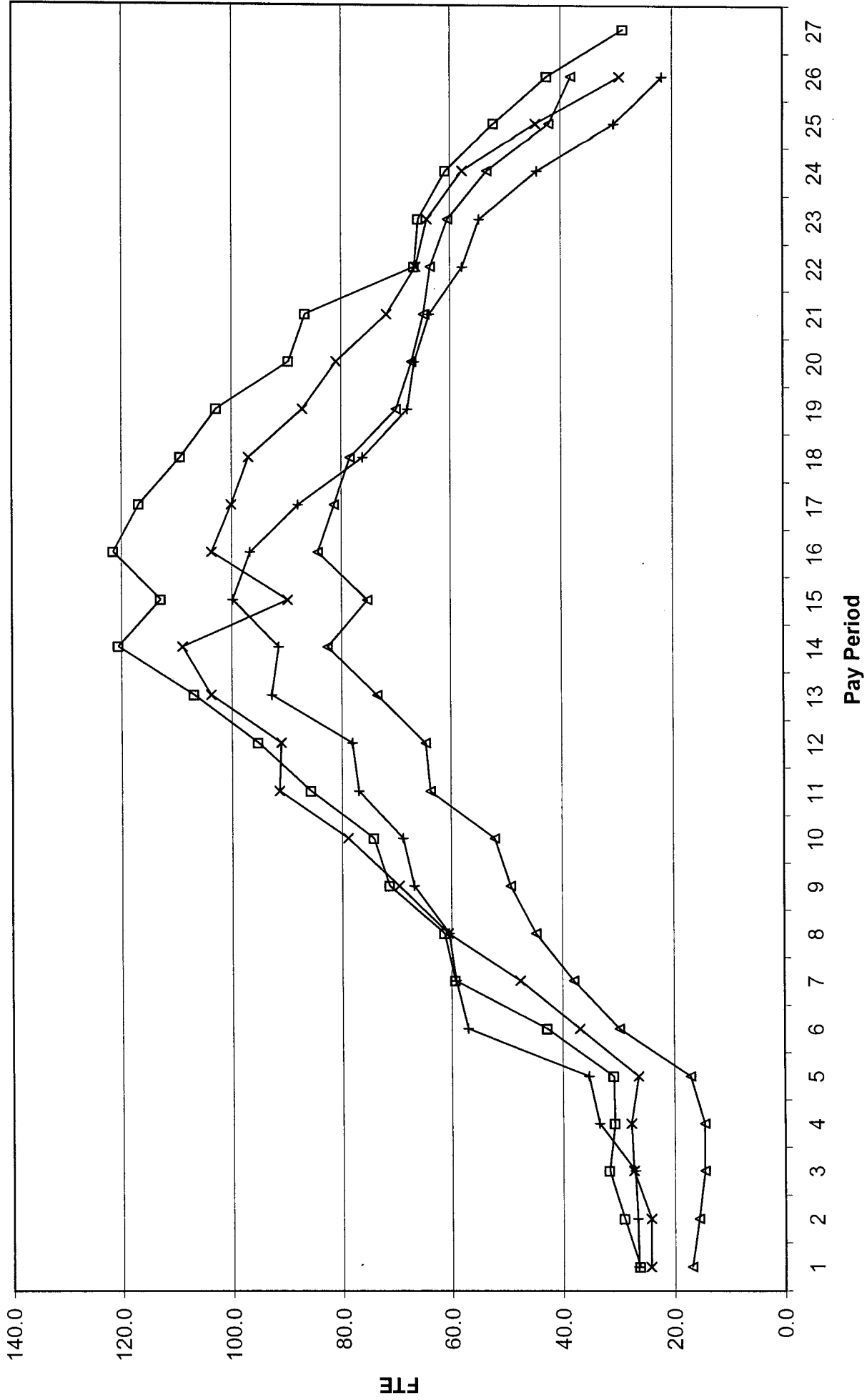
Legend:
-▲- 2005
-x- 2007
-□- 2009
-+- 2010

Citywide Seasonal FTE Not Including Library



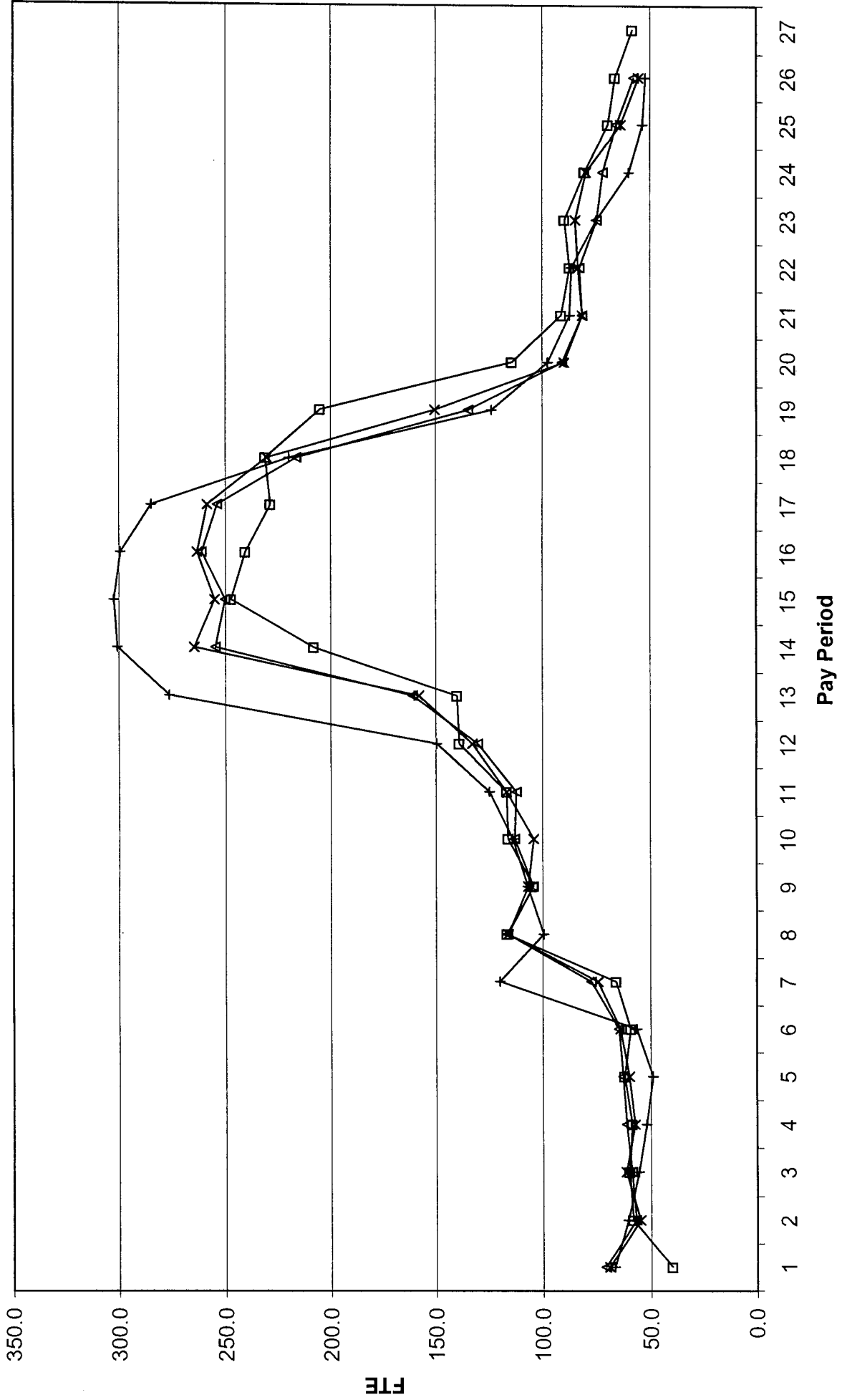
△ 2005 × 2007 □ 2009 + 2010

Citywide Seasonal FTE Not Including Parks, Golf, Library



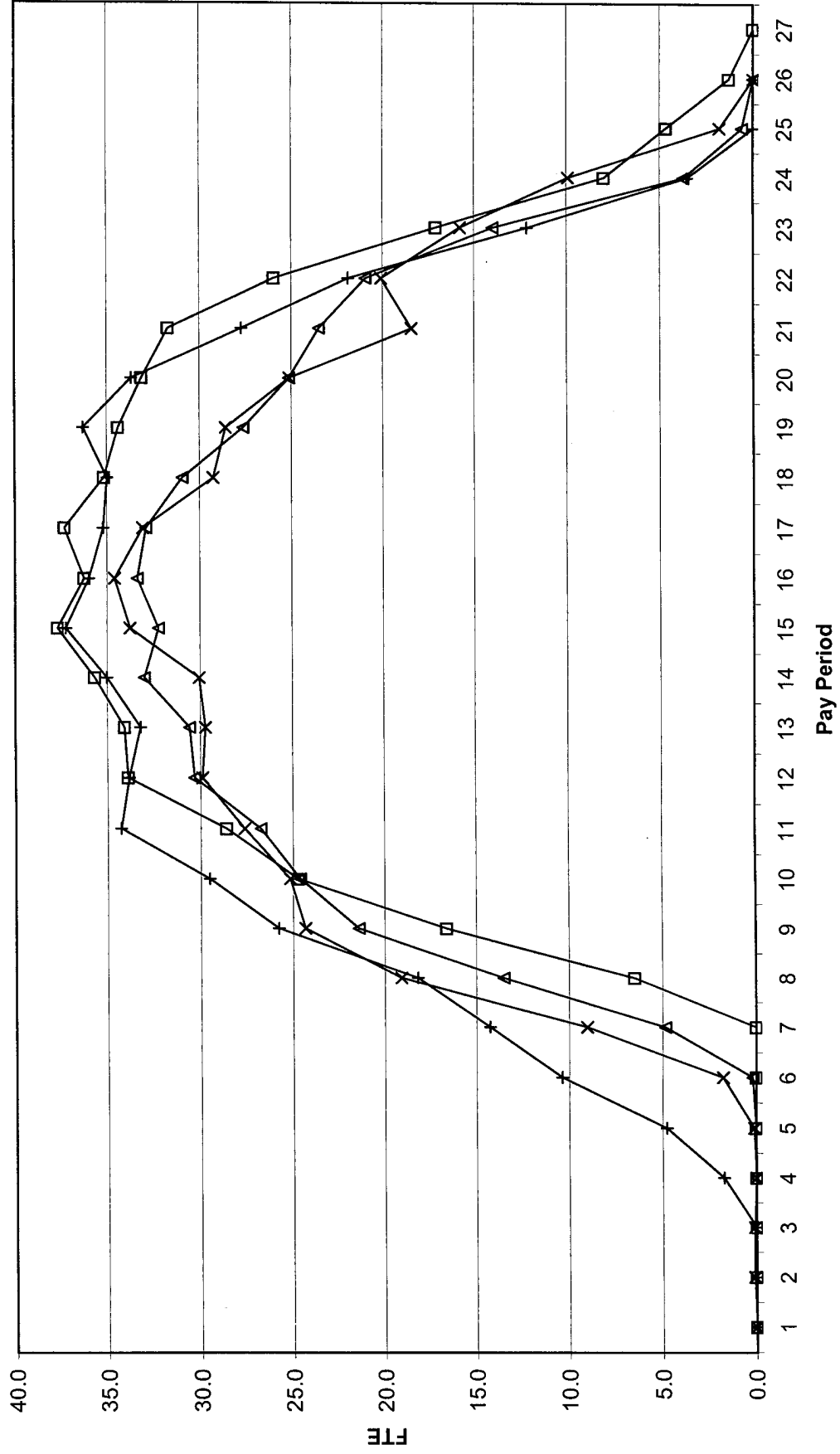
▲ 2005 × 2007 ■ 2009 + 2010

**Parks and Recreation Seasonal FTE
(Not including Golf or Urban Forestry)**



▲—2005 ×—2007 ■—2009 +—2010

Golf Seasonal FTE



Legend:
△ 2005
× 2007
□ 2009
+ 2010