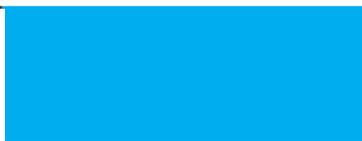




4TH Edition

2015 Civil Service Annual Report



CONNECT. CULTIVATE. EMPOWER.



City of Cincinnati
Civil Service Commission

Annual Report
2015

CIVIL SERVICE COMMISSION

James Robinson, Chair
Robert Braddock, Vice Chair
Peter M. McLinden, Commissioner
Georgetta Kelly, Civil Service Secretary/Chief Examiner

COMMISSION STAFF

Olind, Nancy, WFM Division Manager
Ross, Bruce, Senior HR Analyst, Team Lead
Adotey, Doris, HR Analyst
Burks, Erica, HR Analyst
Ekhaton, Nosakhare, HR Analyst
Luthanen, Amy, HR Analyst
Adrienne Russ, HR Analyst
Jones, Wyn, Clerk Typist 3 (Recorder)

Letter from the Secretary/Chief-Examiner

It is with great pleasure that we present the 4th Edition of the City of Cincinnati's Civil Service Annual Report. The Civil Service Commission's 2015 Annual Report highlights workforce management activities over the previous year. This report includes a snapshot of the City of Cincinnati's workforce as of December 31, 2015. The goals and mission of the Civil Service Commission are detailed in this report, along with various workforce demographics, trends and statistics.

We continue to actively work to modernize the City's Civil Service rules and procedures, at the same time, maintaining flexibility and integrity in public employment. The Civil Service Commission has made great strides in accomplishing its mission during the 2015 year by focusing on:

- Improved service delivery activities through participation in on-going audits, the use of reporting and data analytic; and workforce development.
- Improved hiring process by reducing time-to-fill rates and continuing to introduce best-in-class testing methods.
- Expanded transparency and accountability by ensuring that test challenges are completely and thoroughly presented to the Civil Service Commission.
- Technology enhancements through the on-boarding of BoardDocs Meeting Management System to provide employees, the public and interested members with on-going 24/7 access to Civil Service information.

Though, progress continues, opportunities still remain to create a "OneHR" approach across the City's decentralized HR system as indicated in a most recent audit. Over the coming year, under the direction of the City Manager, it is our goal to further evaluate the Human Resources structure to ensure the proper alignment of resources to accomplish the work.

We wish to also take this opportunity to thank the men and women of the City of Cincinnati for their hard work and dedication to provide safer streets, a growing economy, thriving and healthy neighborhoods, innovation, and fiscal sustainability.

We recognize that the City's success is dependent upon the talent, skills, and commitment of its employees.

Respectfully submitted,

Georgetta Kelly

Director of Human Resources

Human Resources Director/Secretary, Civil Service Commission

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CIVIL SERVICE REFORM

Over the past four years, the Civil Service administrative office has continued its efforts to transition to a progressive 21st Century HR Model with the overarching goal of aligning technology with people and process to enhance operational efficiency and effectiveness while ensuring the right talent and skills are hired for today and tomorrow's government.

AUTHORITY AND PURPOSE

The Civil Service Commission is charged with oversight of human resources activities associated with the City of Cincinnati's classified service. These activities include recruitment, selection, appointment, employment, dismissal, discipline, promotions, reclassifications, investigations, demotions, and appeals.

It is the goal of the Civil Service Commission to provide human resources services and programs that enable the City to attract, sustain, and grow a diverse workforce. Please take a moment to review the Annual Report to learn about the activities within our workforce and departments.

CIVIL SERVICE AT-A-GLANCE

The Civil Service Commission is established by Article V of the Charter of the City of Cincinnati. The Civil Service Commission consists of three members of recognized character and ability who serve for a term of six years. Two of the members are appointed by the Mayor and the remaining member is appointed by the Board of Education for the Cincinnati Public School District. The Commission exercises all other powers and performs all other duties with respect to the civil service of the City, City School District, and City Health District with respect to the services under their jurisdiction.

The City Manager appoints the Secretary of the Civil Service Commission, who acts as the personnel officer of the City government and must be a person experienced in personnel work. The incumbent acts as the Chief-Examiner and superintends the examinations subject to the direction of the Commission.



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

- Unclassified service positions include department and division heads, deputies or assistants to department heads, and professional housing and economic development positions
- Classified service positions include all other positions not named above

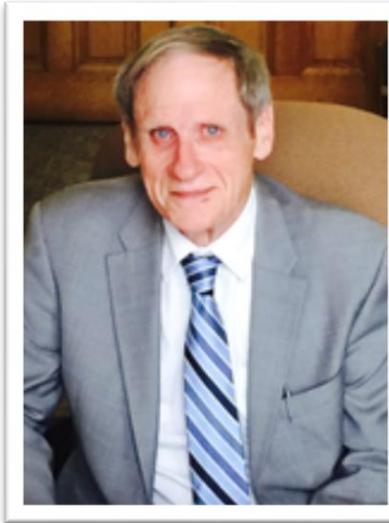
Member Name	Appointed By	Term Expiration
James Robinson, Chair	Mayor	December 13, 2018
Robert Braddock, Vice Chair	Board of Education	December 31, 2015
Peter M. McLinden	Mayor	December 31, 2021

The Civil Service Commission enacts Rules which regulates the human resources program. The Civil Service Rules set standards for recruiting and hiring, promotion, compensation, performance management, and conditions of employment. Through the Civil Service Rules and accompanying policies and procedures, the Civil Service administers a comprehensive merit-based Human Resources program.

MEET THE CIVIL SERVICE COMMISSIONERS

The functions detailed in this report are in addition to the many other activities of the Civil Service staff. Other activities include attending meetings, conducting research, developing reports, managing correspondence, communicating and interpreting Civil Service Rules, and responding to a variety of inquiries from the public.

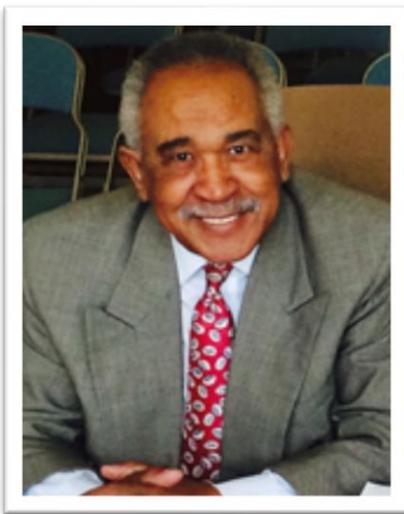




Mr. James B. Robinson serves as the Chairperson of the Civil Service Commission and has been a member of the Commission since 2006. Mr. Robinson and his family have lived in Cincinnati since moving here in 1974. Before that, he served as a Peace Corps volunteer in India and as a Federal Agency employee in Washington D.C.

Mr. Robinson grew up in Kansas, and went to Harvard College and the University of Pennsylvania Law School. He practiced law with a Cincinnati firm for 30 years, the last ten as managing partner of the firm. In 2005 he established a new office where he continues to practice labor and employment law, and also mediates and arbitrates disputes as a neutral party.

He is admitted to practice in Ohio and Kentucky and the federal courts in Ohio and Kentucky, and the U.S. Supreme Court. Mr. Robinson was appointed by the Mayor.



Mr. Robert Braddock is a life-long resident of Cincinnati. He graduated from the University of Cincinnati with a Bachelor of Arts degree and received his Juris Doctorate from Salmon P. Chase School of Law. He has practiced law for 15 years, specializing in personal injury cases with the firm of Morgan, White, Braddock and Brown. He was elected to the Cincinnati Board of Education in 1972 and, thereafter, for five successive terms until 1992. During that time, he was elected President of the Board on more than one occasion. He has been a member of the Cincinnati Recreation Commission, Kappa Alpha Psi fraternity, and the Rotary club. Mr. Braddock was appointed by the Board of Education.



Peter M. McLinden is serving his first term on the Civil Service Commission. Mr. McLinden serves as the Executive Secretary-Treasurer of the Cincinnati AFL-CIO Labor Council. In this role, Mr. McLinden's responsibilities include serving as the chief financial officer of the Council, supervising office staff and operations, conducting Executive Board and Delegate meetings, managing Council service/political programs, serving as the primary liaison with affiliated labor, community and government organizations, and maintaining all Council fiduciary reports and records.

Mr. McLinden also serves with the following organizations: Greater Cincinnati Occupational Health Foundation (Board Chairperson), Cincinnati Labor Agency for Social Services (President), United Way of Greater Cincinnati (Executive Committee member and Board of Directors), and Cincinnati Union Co-op Initiative (Board member). In addition, Mr. McLinden is also a member of the Leadership Cincinnati-Class 39. From 1998 to July 2015, Mr. McLinden worked as an Assistant/Associate General Counsel (1998-2006) and as the Cincinnati Regional Director (2006-2015) for Ohio Council 8, AFSCME, AFL-CIO.

Mr. McLinden is a graduate of John Carroll University (B.A., 1992) and University of Akron (J.D., M.P.A., 1997), and currently resides in Turtlecreek Township, with his wife Miranda, and their three children: Mary (age 8), Earin (age 6) and Rory (age 2).

MEETINGS

The Civil Service Commission is required to administer and enforce the State Civil Service Laws and its own rules which sustain the State Civil Service Laws. As an administrative body, it is responsible for the legal advertising of all entrance and promotional civil service examinations; the conduct and grading of these examinations, the determination of rules and regulations governing examination conduct and other matters covered in the State Civil Service Laws; the classification of all positions; and the review of such human resources transactions as transfers, reinstatements, emergency and exceptional appointments for conformity with law. In addition, it has the appellate function of hearing appeals from certain suspensions, dismissals, and demotions.

The Civil Service Commission convenes on the second and fourth Thursday of each month for public comments and to take action on Civil Service items. During the 2015 year, the Commission held 23 public meetings and one special meeting in accordance with the provisions outlined in the Ohio Open Meetings Act. Twelve (12) disciplinary appeal requests were submitted to the Civil Service Commission. Two (2) hearings were closed/ruled upon, six (6) were withdrawn/dismissed, and five (5) are in progress.

ABOUT HUMAN RESOURCES

Under the direction of the Civil Service Commission the Human Resources Department, in cooperation with its partners, promotes, grows, hires, and sustains a diverse workforce that is skilled, valued, recognized, and engaged in building tomorrow's government today.



Mission Statement

The Human Resources Department, in collaboration with its partners, promotes, grows, hires, and sustains a diverse workforce that is skilled, valued, recognized, and engaged in building tomorrow's government today.

Goal 1: To foster, encourage, and support a culture of inclusion, appreciation, and respect.

Goal 2: To design and integrate a shared services framework that improves the quality and consistency of HR services across the City and region.

Goal 3: To enhance operational efficiency and effectiveness through the use of technology and process-reengineering strategies.

Goal 4: To promote employee value and service excellence through recognition, connection, and shared decision-making.

Goal 5: To attract, select, and on-board diverse talent with the right skills to meet the needs of today and tomorrow's government.

Goal 6: To establish and champion an environment of continuous learning through individual, group, and organizational driven professional development plans.



ORGANIZATION CHART

The Human Resources Department is comprised of three Divisions: Workforce Management, Employee Services, and Shared Services:

DIVISION OF WORKFORCE MANAGEMENT

The mission of the Division of Workforce Management is to recruit, acquire, and leverage a culturally diverse talent pool with the skills to meet the service delivery needs of our citizens today and tomorrow.

The Division of Workforce Management's functional areas consist of: civil service activities including recruitment, assessment and selection, classification and compensation, employee on-boarding, promotions, transfers, demotions, lay-offs, appeals, performance management, and corrective actions.

DIVISION OF EMPLOYEE SERVICES

The mission of the Division of Employee Services is to cultivate talent by fostering an environment of employee education, engagement, and empowerment while maintaining legal compliance to ensure an efficient and effective workforce.

The Division of Employee Services' functional areas consist of: Labor and Employee Relations, Equal Employment Opportunity, the American with Disabilities Act (ADA), any other employment law related areas along with organizational effectiveness, and workforce development

DIVISION OF SHARED SERVICES

The mission of the Division of Shared Services is to develop strategic partnerships and maximize technology to create innovative solutions and enhance operational efficiency and effectiveness while ensuring system alignment across the agency.

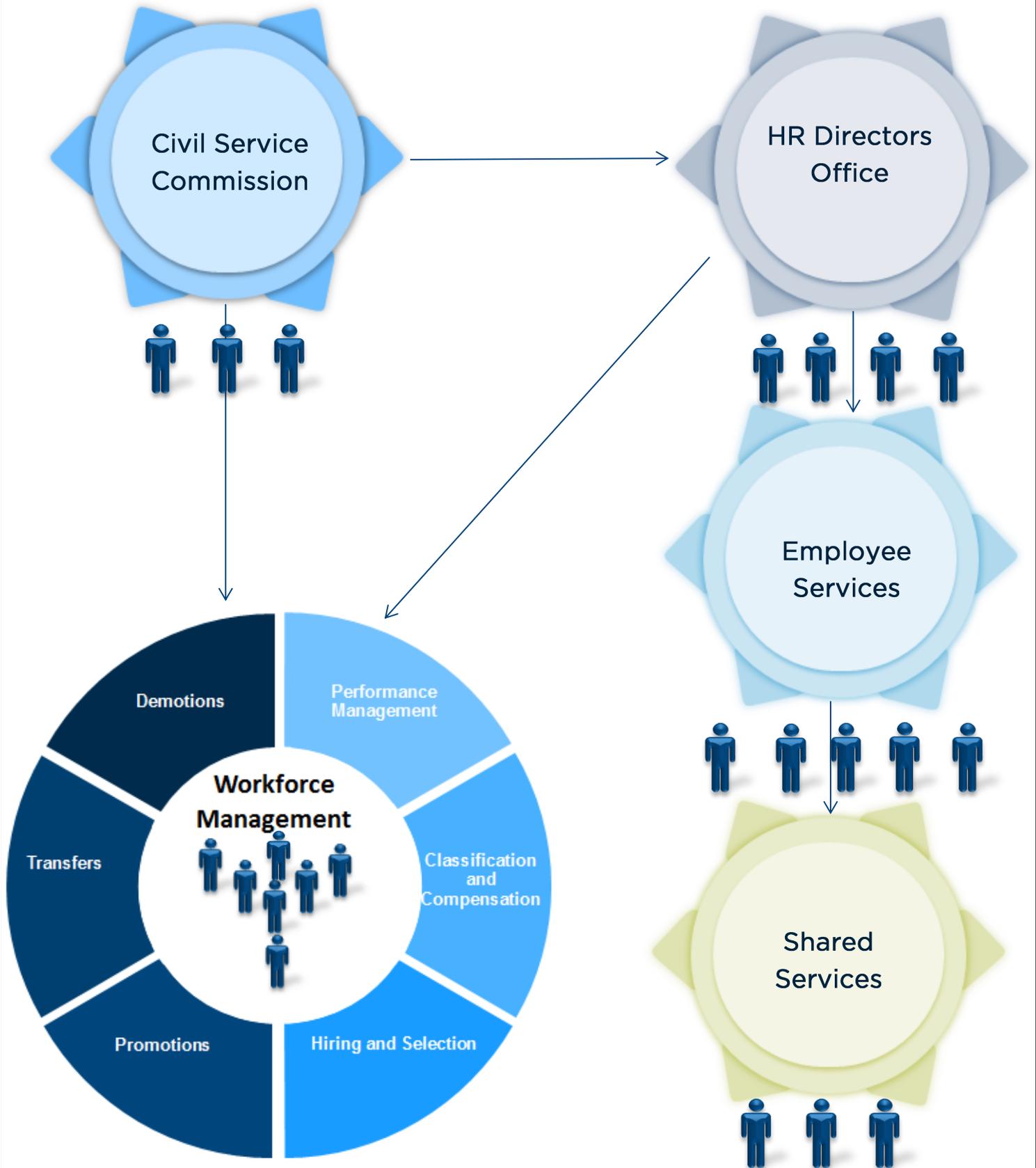
The Division of Shared Services' functional areas consist of: policy design and management, human resources information systems, website design, reporting analytics, budget development/monitoring, marketing/advertisement, compliance and auditing, and strategic partnerships.

EMPLOYEE TRANSITIONS

- Doris Adotey was appointed as a Human Resources Analyst with the Workforce Management Division.
- Bruce Ross was promoted as a Team Lead, Senior Human Resource Analyst.
- Darrell Ludlow, Senior Human Resources Analyst transferred to the Department of Sewers to serve as Senior Administrative Specialist.
- Ornita Brown transferred to the Recreation Department to serve as an Administrative Specialist.

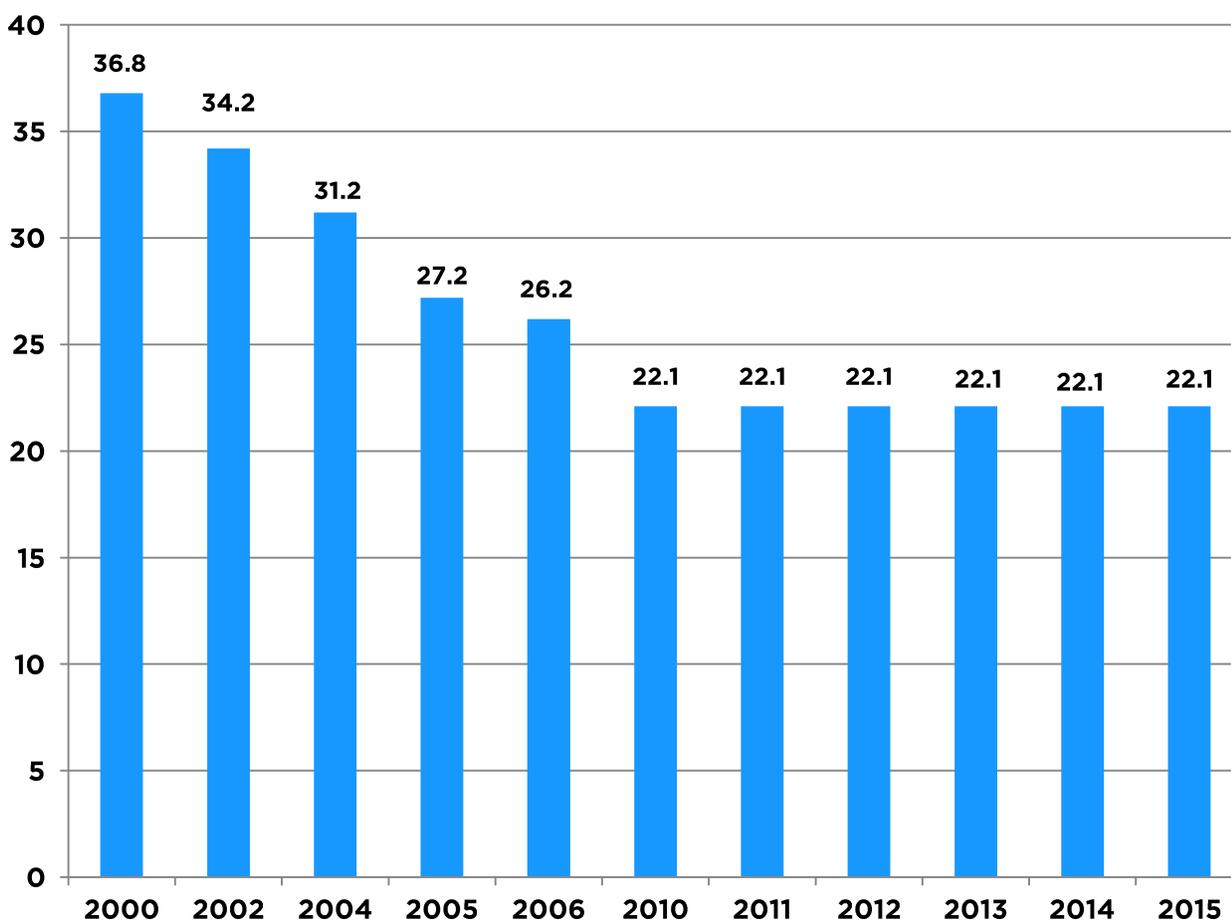


ORGANIZATIONAL STRUCTURE



HUMAN RESOURCES STAFFING

Since 2000, the HR FTE allocation has decreased by 59% as identified in the below diagram. These numbers are inclusive of the FTE allocation for the three (3) Civil Service Commissioners; bringing the current operational allocation to 19.10 FTE's with a staffing ratio of approximately 1:261 full-time employees. Industry standards suggest 1:100 and best-in-class ratios are 1:50. This, basically, indicates that the human resources department is below market standards by at least 20 FTE's. The chart below provides staffing levels of the HR Department over the last fifteen (15) years.

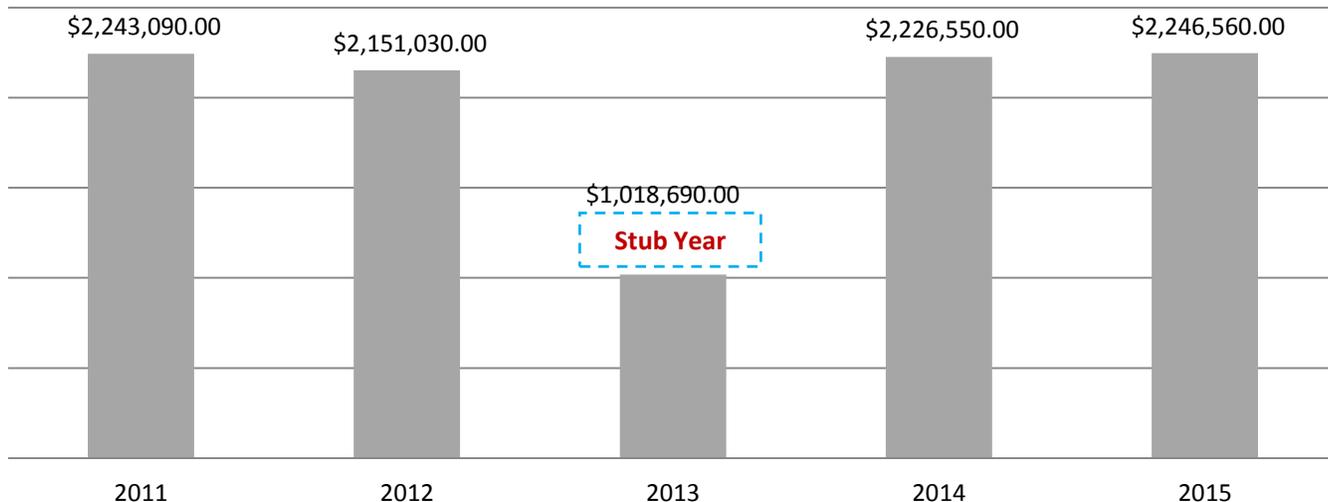


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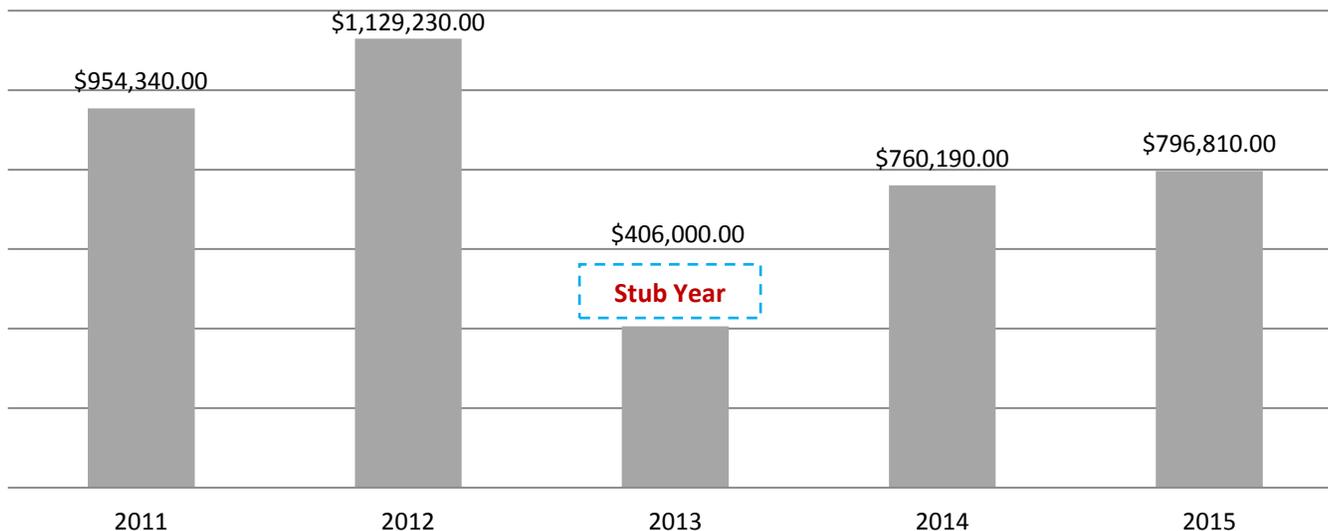
HUMAN RESOURCES OPERATIONAL BUDGET

The Human Resources Department’s budget remained constant over the last several years with only minor fluctuations.



Please note: The stub year consist of six (6) months rather than twelve (12) months.

CIVIL SERVICE OPERATIONAL BUDGET



Please note: The stub year consist of six (6) months rather than twelve (12) months.



ACTIVITY OVERVIEW



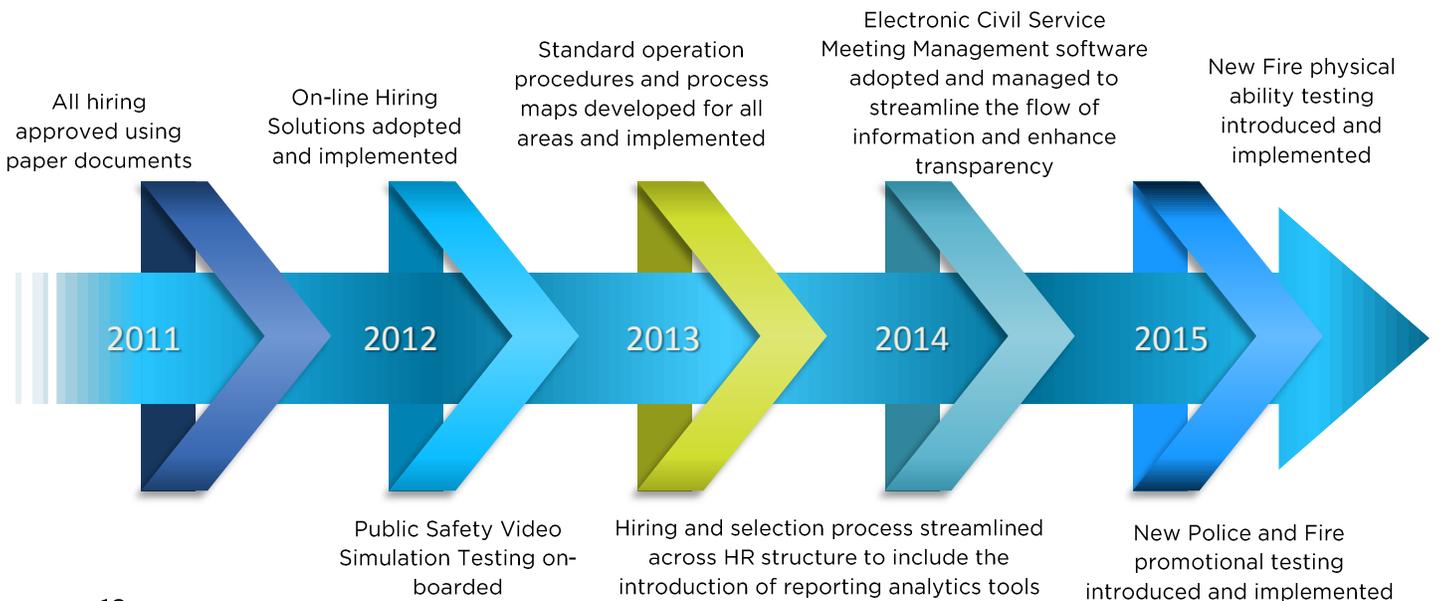
17,281
Candidates who completed applications for open and promotional opportunities.



1:261
Central HR Staffing Ratio to Employee Population



Industry standards suggest 1:100 and best-in-class ratios are 1:50



2015 KEY CIVIL SERVICE ACTIVITIES

KEY POLICY CHANGES AND UPDATES

As of June 13, 2014, revisions to Administrative Regulation 44 (“AR 44”) were made to clarify residency requirements for City Directors. AR 44 had not been revised since January, 2000, prior to the conclusion of the lengthy state-wide litigation related to home rule residency requirements. These revisions ensure that the City’s residency requirements comply with state law (Ohio Revised Code Section 733.68, attached).

In addition to the City Manager and Assistant City Manager, under the revised AR 44, the Directors and Heads of Departments, as designated in the Administrative Code, who are required to reside in the City of Cincinnati, are as follows: Directors of Law, Police, Transportation & Engineering, Public Services, Finance, Sewers, Trade & Development, and Planning & Buildings.

HUMAN RESOURCES LIAISON (HRL) ROLE ENHANCEMENT

HUMAN RESOURCE LIAISON INCLUSION

In an effort to continue to move towards a more collaborative and strategic HR model that includes the City’s field staff (HRLs), in 2015 HRLs were involved in testing processes. For example, HRLs assisted in the administration of the physical ability portion on the Fire Recruit process. Commission staff received unprecedented support from across all City agencies. HRLs came together to support the Fire Recruit process as special examiners, proctors, and interview panelists. City Administration was instrumental in securing support and setting an expectation of collaboration and support for the City’s key hiring initiatives.

HRL MEETING ENHANCEMENTS

Monthly HRL meetings were continued in 2015 as a method to maintain and enhance communication and collaboration between central HR and its field representatives. Throughout the year a variety of subjects were covered. These included process updates such as requisition processing, Civil Service requirements, personnel transaction methods, and updates on policy and law. Various topics are covered throughout the year to include E-Verify and employment eligibility, FMLA, the process of filling a vacancy, background checks, and the drug-screening process, etc. These meetings ensure all HR professionals across all departments are abreast of new changes and developments in HR policies and practices, and offers necessary trainings to ensure consistency in all HR practices city wide.

HRL I-9 TRAINING AND STORAGE PROCESS

The HR department conducted trainings to ensure all HR professionals across the City are educated on federal guidelines related to employment eligibility and established a centralized electronic storage process in adherence with DHS guidelines. A comprehensive Standard Operating Procedure (SOP) to include the inter-connection with the E-Verify process was provided to support correct application of this federally-mandated compliance duty.

HRL CSC ATTENDANCE

To ensure accountability and understanding of Civil Service guidelines and processes, departmental HRL's attended Commission meetings in 2015. This allows department representatives personal access to Commission actions and promotes an understanding of the connection between the Civil Service process and personnel transactions. HRLs were available to provide additional details on Commission requests and notices and to advance towards a unified HR collective.

HRL AND DEPARTMENTAL TRAINING

The HR Department conducted one-on-one and group informational sessions to educate City employees on test development processes, including explanations on item analysis and adverse impact analysis. The job evaluation process was documented in a detailed SOP with supporting handouts and evaluation tools. Employees were invited to participate as never before. Employees continued to serve as subject matter experts, which assists the Commission staff in its goals of providing relevant testing instruments that comply with federal Uniform Guidelines on Employee Selection.

The HR Department also conducted numerous training sessions to educate City employees on various aspects of the City of Cincinnati's Civil Service Rules. The sessions were well-received and a waiting list was created for employees to attend booked sessions. The subject matter was specifically tailored as educational sessions on Civil Service Rules and the assertion that the Human Resources Department would evaluate processes to ensure compliance and adherence. Closed sessions were scheduled for union leaders to review particular rules that intersect with labor agreements. The next phase of this training will expand on the foundation set and incorporate interactive engagement sessions and social media infusion.



TESTING AND RECRUITMENT EFFORTS

DEPARTMENT OF JUSTICE COLLABORATION CONTINUATION

The City has been a party to a Consent Decree with the Department of Justice (DOJ) since 1981. The purpose of the Consent Decree was to ensure that the hiring, promotion, assignment, or other employment policies did not disadvantage protected groups. The principles of ensuring that protected groups are not disadvantaged are valuable and applicable Citywide. However, the Consent Decree was issued regarding the specific recruitment and hiring practices of the Cincinnati Police Department (CPD).

In compliance with the Consent Decree, the City provides the DOJ with bi-annual reports on the race and sex of applicants and promoted employees. Additionally, the City entered into an agreement with Ergometrics to conduct a criterion study to evaluate the success of candidates on the job in relation to testing performance.

The criterion study was initiated in accordance with the City's collaborative efforts with the Department of Justice to take proactive steps to ensure public safety testing for Police Recruits is producing qualified candidates that are successful in job performance. This is a phase of test validation that compares actual job performance to identify potential correlation between job success and test scores.

The concept is that a test can predict the success of job performance. If a candidate scores well, it is predictable that they will perform well on the job. The test used in Cincinnati is the FrontLine National test. It has been tested and validated in other cities and is considered a gold standard for testing the needed skills and dimensions of a public safety officer, while not having an adverse impact on traditionally protected groups. The criterion testing components were conducted over 2015 and the preliminary report is under review.

This is yet another way the City is incorporating strategies to recruit, test, select, and hire in a fair but effective manner.

CONTINUED PARTNERSHIP WITH TEST DEVELOPMENT EXPERTS TO DEVELOP ADDITIONAL EXAMS

The City has continued its partnership with Ergometrics and has expanded to include the development of specialized exams for additional positions, specifically in the water utilities area. The focus of the development was to identify positions with immediate vacancies that may require an overhaul of the exam process due to dated job analysis data — ripe for re-evaluation. This partnership is on-going into 2016 and will result in establishing test items applicable to numerous classifications, as they are based on knowledge, skills, and abilities that span a range of positions.

There will be 13 test instruments completed as part of this agreement. The expected result is enhanced validation and a reduction in time-to-fill rates.

EXAM SECURITY

The Commission staff was particularly sensitive to national concerns related to testing and selection of law enforcement personnel. Therefore, under the direction of the City Administration, staff took additional steps to ensure a fair testing process, untainted by historical over-inclusion on inside experts. Commission staff utilized a “double-blind” process to develop tests. Internal resources were not provided access to final test instruments and the resource and reference material was utilized based on incumbent survey responses. This eliminated the perception that any one party had undue influence over the exam development process.

The City has traditionally relied on internal subject matter experts to review test items and evaluate usefulness and relevance. In an effort to further ensure fairness and to remove even the perception of impropriety of internal departmental subject matter experts, the City relied on external subject matter, as well as internal job analysis and focus group data, to develop test items in conjunction with its Ergometrics partners. This removed the opportunity to assume that internal experts geared the test to support any individuals. It also veiled internal experts from erroneous accusations that test items were leaked or confidentiality was broken. This process was used in both Police and Fire promotional testing. It was received with mixed response. Some test takers asserted that internal experts were required to ensure that test items reflected the “Cincinnati way.” Others were more comfortable with the generalized testing scope that addressed competency based skills more so than anecdotal information.

PROCESS CHANGES AND ENHANCEMENTS

TIME TO FILL RATES FOR REQUESTED POSITIONS

This year brought even more of an enhanced commitment to serving City departments and taking steps to fill vacancies in an accelerated time frame. Throughout the year, timelines were introduced and increasing adherence was expected. The Commission staff’s diligence and commitment to partnering with City agencies resulted in a reliable statistical result that 80-86% of requisitions remain open for less than 120 days.



CLASSIFICATION SPECIFICATION AMENDMENT

During the year 2015, the HR Department revised the process for classification specification amendment to ensure evaluation and equity comparisons. An evaluation of the process utilized to create and amend classification specifications resulted in an opportunity to refine the existing process and educate HR departmental staff on job design and review of job duties. The 105 classifications presented to Commission in 2015 went through a more rigorous process than traditionally utilized. The HRLs were engaged to work with incumbents and supervisors to evaluate the actual need for change and the impact it would have on departments, and the City as a whole. Standards were put in place to require an in-depth level of evaluation to include comparable descriptions and industry measures. The refinement and enhancement of the process continues into 2016 as contributors have a broader understanding of the process and its impact on the City's classification system.

REVISION OF CLASSIFICATION STUDY PROCESS

Civil Service Rule 4, Section 6 states the Commission staff shall, after investigation and review of job duties, work samples and/or any other appropriate documents or evidence, allocate or reallocate every position to the appropriate class. The appointing authority, principal executive officers and employees concerned shall have the opportunity to comment to Commission on the reclassification study report prior to Commission's approval.

The Human Resources Department restructured the classification study process to include department Human Resource Liaisons (HRL) in the job auditing process with final validation by a Human Resources Analysis (HRA). The revised process is employee-inclusive and begins with the employee's interpretation of appropriate job duties. This allows for a more collaborative process and an opportunity to educate employees and departments on Civil Service guidelines.

MONTHLY PARTNERSHIP REPORT

To better communicate staffing activity with departments, Commission staff members prepared Partnership Reports each month. These reports are provided to each department director and HRL and illustrate a summary of staffing activities, as well as other HR initiatives. To align the message to a centralized and consistent message process, templates were developed that report on multiple aspects of the recruitment and selection process such as open requisitions, upcoming examinations, current postings, on-going classification studies, special projects, and partner HRL meeting snapshot. Approximately 276 Partnerships reports were distributed within the year 2015 across the various departments, which increased the communication

exchange between agencies and Civil Service to further develop collaborative relationships and understanding for the Civil Service process and agency accountability.

These reports are also provided to the City Manager's Office for informational purposes. This is in addition to monthly face-to-face meetings. These meetings were established as standing meetings by the end of 2015. They allow for Commission staff to proactively address departmental concerns and review status. For example, Commission staff reviews the timeline of open requisitions and discusses pending vacancies to support recruitment efforts. These meetings have also served as one-on-one training venues to review expectations and processes related to technology initiatives such as NEOGOV processes, BoardDocs entries, and CHRIS updates and reports. These one-on-one sessions fostered relationship developments and adoptions of processes and timelines.

ORGANIZATION CHANGES

After a pilot of unifying the water and wastewater utilities was re-evaluated, the two agencies returned to complete independent status. Unwinding the complex organizational integration was a collective effort across multiple support agencies, including HR and the Commission. HR offered transitional support for decoupling of utility departments to ensure continuous staffing and operational efficiency. Moving to full complement within these organizations remains an objective, as additional organizational changes are in progress and projected again over the next calendar year.

In addition, the organization evaluated opportunities to streamline services and structure areas to best serve customers and to make doing business with the City more user-friendly. The Department of Planning and Buildings revamped its organizational structure and separated. The Department of Buildings and Inspections was established and provides more of a one-stop shop related to services such as permitting, building inspections, and urban conservatory.

Transition also occurred with the creation of the Department of Economic Inclusion. This function was previously housed as a division within the City Manager's Office. As part of the City's emphasis on aligning practices to promote small business contracts and to ensure the City is a steward with regards to fair contracting with vendors, a department was established to support this effort and emphasize the importance of this function. Commission staff served as consultants to ensure classifications were properly aligned and table of organizations were amended to reflect the organizational changes.



BROADENING TALENT PIPELINE

One of the City's stated goals was to expand its recruitment efforts in order to enhance its workforce population. As a means of further exploring ways to culturally expand its workforce population, the City's Human Resources Department embarked on efforts to engage talent from both ends of the career spectrum including youth, undergraduate, and graduate level students who are interested in opportunities in public service. Once again the City partnered to support the Youth to Work Program.

Recruiting efforts expanded into professional member agencies as the City sought to onboard professionals with experience in our positions such as Engineering, Information Technology, Emergency Communications, and Economic Development. Advertising was expanded beyond the City's website to specialized professional organizations to reach their members.

It also looked to the wealth of talent within the seasoned, experienced, military veterans seeking to transition to civilian career opportunities. These efforts provided the opportunity to further expand our talent pool and also market the City to potential future residents.

As a result, applicants were introduced to City opportunities for employment through a robust collection of sources.

SOURCE (For all applications received between 01/01/15 and 12/31/15)	Totals	
Bulletin	1985	8.60
Bureau of Services for the Visually Impaired	1	0.00
Bureau of Vocation Rehabilitation	9	0.04
Careerbuilder.com	200	0.87
Cincinnati Enquirer	48	0.21
Cincinnati Herald	1	0.00
City Employee	5768	24.99
City's Website	7391	32.02
Facebook	0	0.00
Friend	2517	10.90
Google Plus	0	0.00
GovernmentJobs.com	2695	11.67
Magazine	1	0.00
Monster.com	151	0.65
Other	2074	8.98
Radio	67	0.29
Twitter	0	0.00
Walk-in	176	0.76
Unknown	0	0.00
Totals	23084	100.00

SOCIAL MEDIA

The Civil Service Commission has continued its efforts of streamlining agenda items by maintaining the Civil Service calendar detailing timelines, providing Mobil agenda access through BoardDoc, vacancy announcements, and news on social media. Information is routinely updated on Facebook, Google Plus, and Twitter.



BOARDDOCS

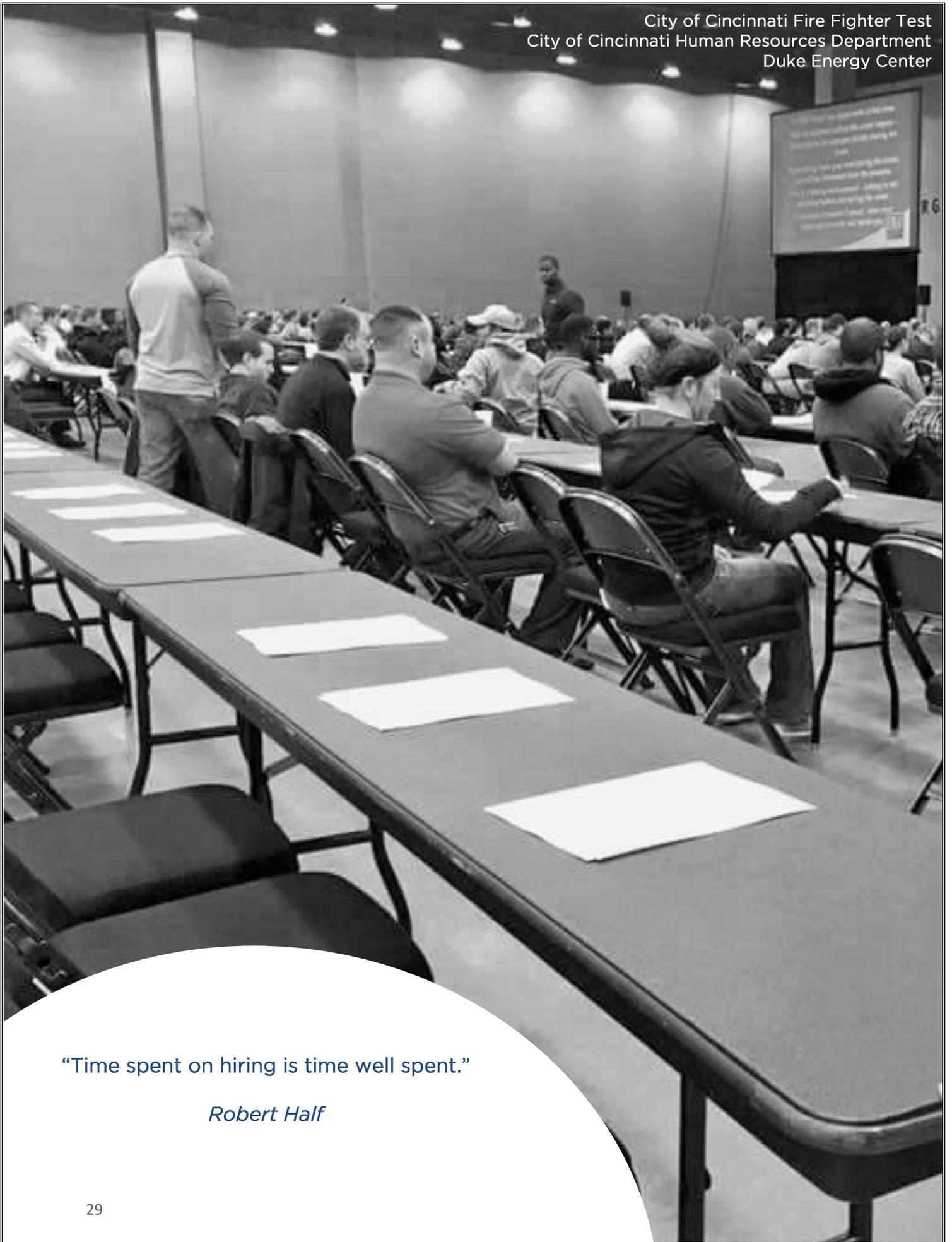
In 2015, the HR Department on-boarded BoardDocs, a meeting management software that was introduced to create efficiency in the documentation and publication of Commission meetings. Immediate access to Commission records, policy, and upcoming information is available on the web. This access to information sets the tone for moving forward with creating an engaged and educated workforce that is aware of the processes and guidelines that may impact career planning and professional development.



Beyond having access to historical minutes and current agendas, Commission meeting attendees are provided with an interactive display that walks observers through a Commission meeting agenda in real-time. Historical data is available to anyone with an internet connection.

To assist in meeting preparation and ensuring ready-access to information that Commissioners rely on to evaluate agenda items, the Commissioners were provided with Microsoft Surface tablets and now have immediate access to meeting documents. Not only does this put information sources at the forefront, it also dramatically reduced the City's use of paper and duplication of materials, compared to what has been traditionally provided to the Commission.

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“Time spent on hiring is time well spent.”

Robert Half

RECRUITMENT EFFORTS

NEOGOV Utilization



NEOGOV was on-boarded in 2013 and has started to deliver some of the features and controls that make it such a dynamic tool for managing the recruitment and selection process. Commission staff is positioned to expand its use now that the system is implemented and adoption has taken

root.

In 2015, Commission staff expanded the utilization of our online-hiring system to include reporting and data analytics in order to track the life cycle of open requisitions to ensure positions are filled in a timely manner. The system provides a plethora of analytical data that provides the City an opportunity to track detailed information on applicants. For example, the system allows us to identify who is applying for City employment and for which jobs. Additional information generated using Neogov includes:

- hires
- postings
- test
- vacancies
- and Pass/fail data.

In 2015, the number of applicants increased by 47% from the previous year. Demographic information on applicants, including gender, ethnic background, and age, for reporting years 2014 and 2015 is listed in the charts below.

Year 2015	GENDER GROUP	ASIAN	AMIND	BLACK	HISP	2 or More	NH	White	UNK	Total
	FEMALE	142	28	4940	82	420	5	3459	92	9168
	MALE	214	99	4688	183	504	18	7178	84	12968
	UNIDENTIFIED GENDER	3	1	24	0	4	0	20	282	334
	Total	359	128	9652	265	928	23	10657	458	22470
Year 2014	GENDER GROUP	ASIAN	AMIND	BLACK	HISP	2 or More	NH	White	UNK	Total
	FEMALE	49	21	2998	52	258	4	2003	77	5462
	MALE	96	38	3038	91	270	6	3899	78	7516
	UNIDENTIFIED GENDER	1	2	18	1	3	0	30	273	328
	Total	146	61	6054	144	531	10	5932	428	13306



The NEOGOV software also enables the City to tally the number of applicants who report as military Veterans, as well as self-identify disability, age and other characteristics. Approximately 8% of the 2015 applicants identified themselves as veterans.

Year	DISABILITY	VETERAN APPLICANTS
2015	269	1645
2014	141	1080

This upward trend is reflective of the City's continued efforts to support, hire, and retain our nation's veterans.

ADVERSE IMPACT

In the continuing effort to maintain compliance and ensure the hiring and selection process is fair, the Department is mindful to successfully minimize Adverse Impact.

Adverse Impact, as defined by the Uniform Guidelines, occurs when a substantially different rate of selection in hiring, promotion or other employment decision works to the disadvantage of members of classes (i.e., race, sex, ethnic group) protected under the Civil Rights Act (Title VII). Specifically, with regard to testing, Adverse Impact involves use of selection devices such as written tests and interviews which appear reasonable, but actually have a biased impact on protected groups. Such devices screen out individuals who identify as members of one or more protected classes at rates that exceed legally acceptable limits. A rule of thumb offered by the Equal Employment Opportunity Commission in establishing that Adverse Impact exists is the four-fifths rule. The selection ratio, (i.e., number of applicants that passed divided by the total number of applicants) of the minority group must be at least four-fifths the selection ratio of the majority group. If the minority group's selection ratio is less than four-fifths of the majority group's selection ratio, then adverse impact has occurred.

Adverse Impact is evaluated for each examination process for each minority group that comprises at least 2% of the applicant pool. The City's success in minimizing Adverse Impact is the result of the Human Resources Department's on-going efforts to comply with the Uniform Guidelines by utilizing data analytics, re-evaluating cut-off scores, ensuring selection criteria are job related and consistent with business necessity, and by using testing methods that are well-validated.



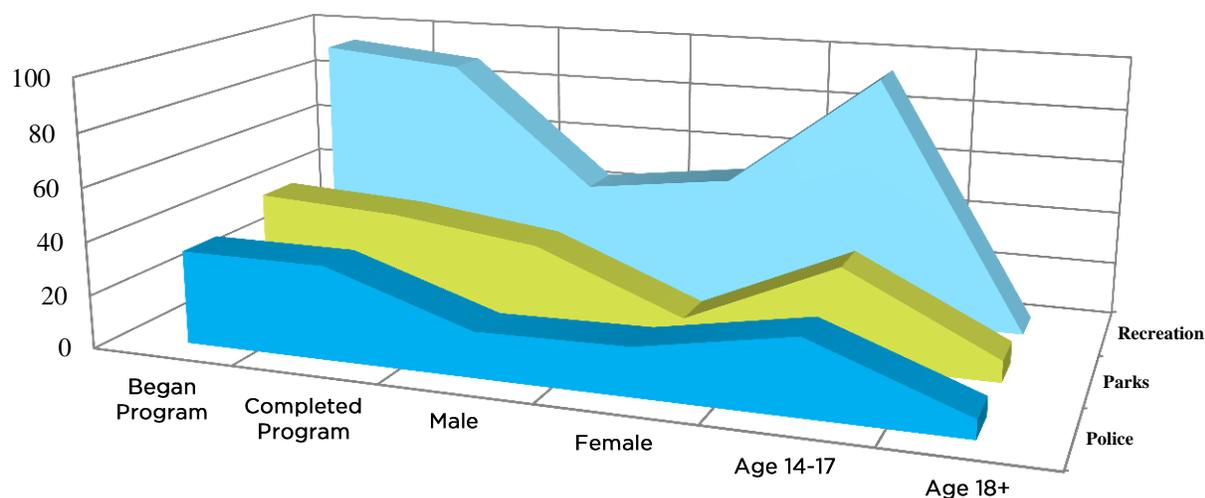
YOUTH TO WORK PROGRAM



The City's Youth 2 Work Program again successfully met the goal of recruiting, training, and employing youth on behalf of the City of Cincinnati. Through the collaborative efforts of internal and external community partners, hundreds of young people were provided an opportunity to gain real-world professional experience. The Human Resources Department was able to support the effort through the utilization of NEOGOV.

In 2015, there were approximately 949 young adults interested. Students participating in the program represented multiple neighborhoods and demographic groups across the City, as illustrated in the graph below.

2015 Y2WK Participants



	Began Program	Completed Program	Male	Female	Age 14-17	Age 18+
Police	35	35	17	18	28	7
Parks	43	40	33	11	36	8
Recreation	93	88	43	50	93	0

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VETERAN TALENT

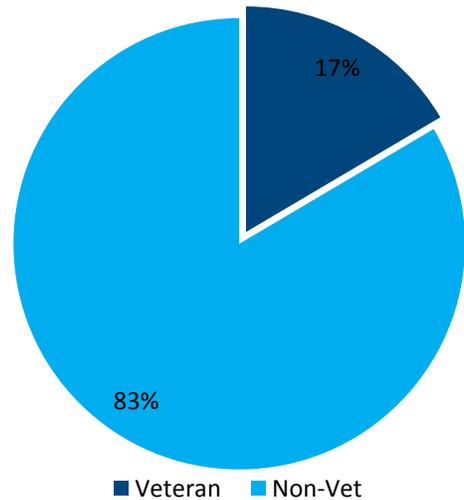
VETERANS IN THE CITY'S WORKFORCE



Seventeen percent, or about 884, City employees self-identified as serving in the nation's armed forces. When examined more closely, we found the highest concentration of veterans who have been, or are currently engaged in, active duty or active reserve are

serving in the Police Department, Fire Department, Sewers, Water Works, and Recreation, with the number in Public Services

closely following. Two from the Police Department, a Police Officer and a Police Sergeant, are decorated veterans. Veteran representation across the organization not only spans across virtually every department, but every salary division as well as job.



The City received about 1,645 applications in 2015 where the applicant self-identified as a US military veteran. Of those, 152 were self-identified as having a service-connected disability. Applications were received for various positions and the most frequent are outlined in the table below.

Classification	Number of Applicants
Fire Recruit	414
Police Recruit	382
Operator Dispatcher	19
Assistant Operator Dispatcher	40
Emergency 911 Operator	23



HERO 2 HIRED



As a continued means of supporting our veterans while expanding the talent pool for our organization, the City remains a participant in the Hero2Hired Program. Hero2Hired (H2H) is a Department of Defense sponsored program, facilitated through the Yellow Ribbon Reintegration Program, to assist unemployed Reserved Component service members with job placement.

Source: www.monster.com/about/veterans-talent-index



EMPLOYER SUPPORT OF THE GUARD AND RESERVE

In keeping with the City's goal of supporting the members of our nation's armed forces, and recruiting top talent, the City continues its partnership with the Guard and Reserve. Recruiting talented individuals who have benefitted from the values and leadership skills instilled in our service branches further expands the City's opportunities to recruit and hire men and women who exemplify the talented and diverse workforce the City endeavors to maintain.

In particular, the City's Police Department joined forces with the Ohio National Guard as a means of enhancing the City's opportunities to recruit a more diverse and talented pool of candidates.

As part of the Police Department's recent partnership with the Ohio National Guard in recruiting prospective applicants, they sent several teams to Ft. Knox, Kentucky to collaborate with Ohio Army National Guard Recruiters who were appealing to ROTC Cadets that will be graduating in the next year or two to consider joining the National Guard from their respective home state.



VETERANS ECONOMIC COMMUNITY INITIATIVE (VECI)

VAU.S. Department
of Veterans Affairs

Mayor John Cranley launched the Veterans Economic Communities Initiative (VECI), in support of part of a nationwide program aimed at increasing education and employment opportunities to U.S. veterans in 53 cities.

Coordinated by the U.S. Department of Veterans Affairs, the VECI unites local and national partners to coordinate services for veterans, current service members, and military families.

Launched in May 2015, the VECI is part of Secretary of Veterans Affairs department-wide transformation dedicated to putting veterans at the center of everything the VA does and enhancing strategic partnerships to extend the VA's reach of services. The City benefits from the VECI program by having access to a more diverse workforce that now includes a highly skilled professional pool of candidates.

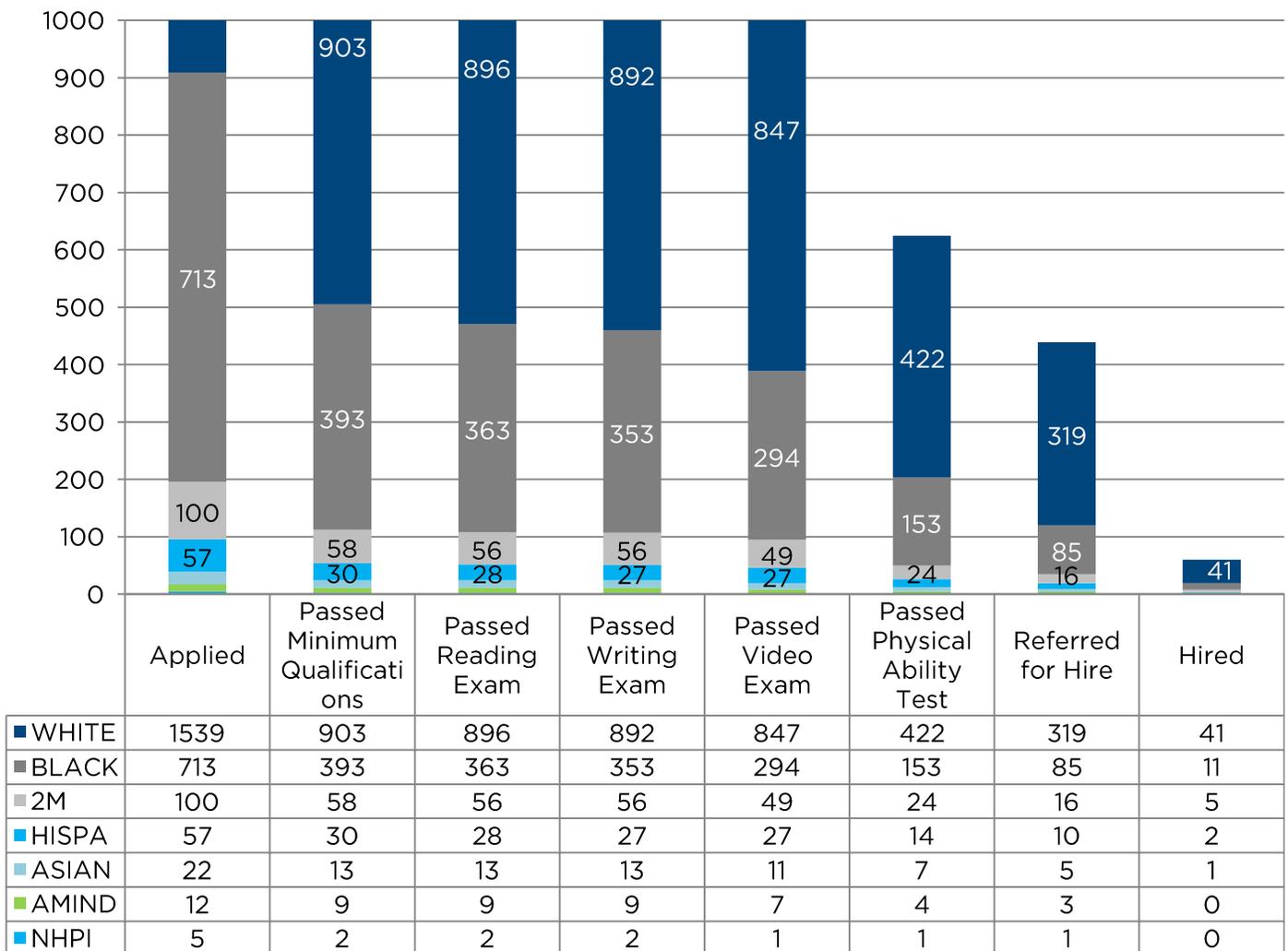
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CIVIL SERVICE ACTIONS

POLICE RECRUIT

As a result of the 2015 recruiting efforts, 2,448 applicants signed up to compete in the Police Recruit exam process. The recruiting team’s efforts netted a 22% increase in the number of applicants from the previous year’s applicant pool. Females and minority males comprised 33% of the applicants, while 15% of the applicants identified as veterans.

The chart below chronicles the candidates’ participation and success in the various phases of the examination process.

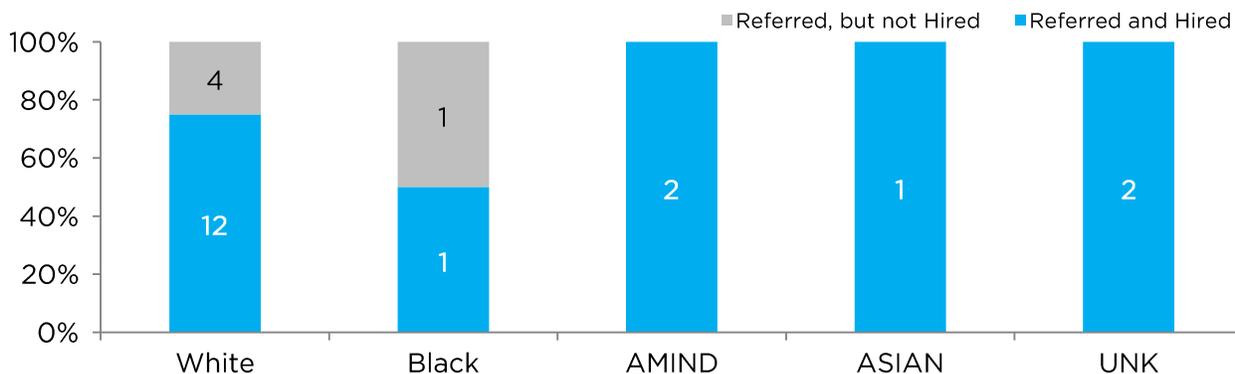


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POLICE OFFICER - LATERAL ENTRY PROCESS

In 2015, the City again used the Lateral Entry Process as another means to enhance its diversity initiatives across the City’s structure. The graph below reflects the number of successful candidates who completed the process for hire.



FIRE RECRUIT TESTING

The HR Department on-boarded a nationally validated Fire Fighter physical ability test know as Firefighter Mile. The Fire Fighter Mile was developed to control the pace at which events were performed, give opportunity for muscular recovery, and extend the time of sustained physical performance to create an even more job-related physical assessment. Additionally the Firefighter Mile events were carefully designed based around inexpensive and non-specialized equipment, which can be set-up in a variety of settings.

The City partnered with Ergometrics, a vendor specializing in public safety testing to administer an effective and detailed exam process. More than 1500 applicants met the minimum qualifications and participated and participated in the examination process, resulting in a diverse eligible list of 703 qualified candidates. The process resulted in a diverse list of qualified individuals that included traditionally under-represented groups, such as females.



such any paperwork at this time.
restroom before the exam begins –
no restroom breaks during the
exam.
p from your seat during the exam,
be eliminated from the process.
sting environment – talking is not
d before and during the exam.
ed a number 2 pencil, raise your
and a proctor will assist you.



“Providing employment is the best form of social service, as it serves you, others, your country, your world - the entire society.”

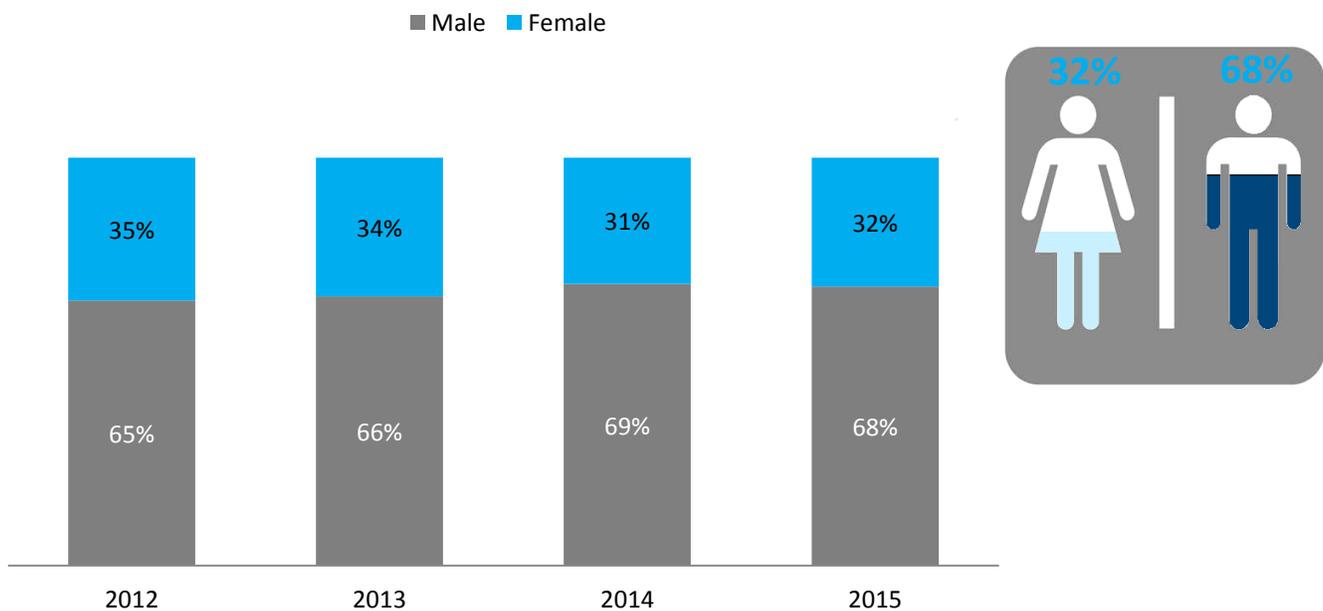
Amit Kalantri

CIVIL SERVICE ACTIONS

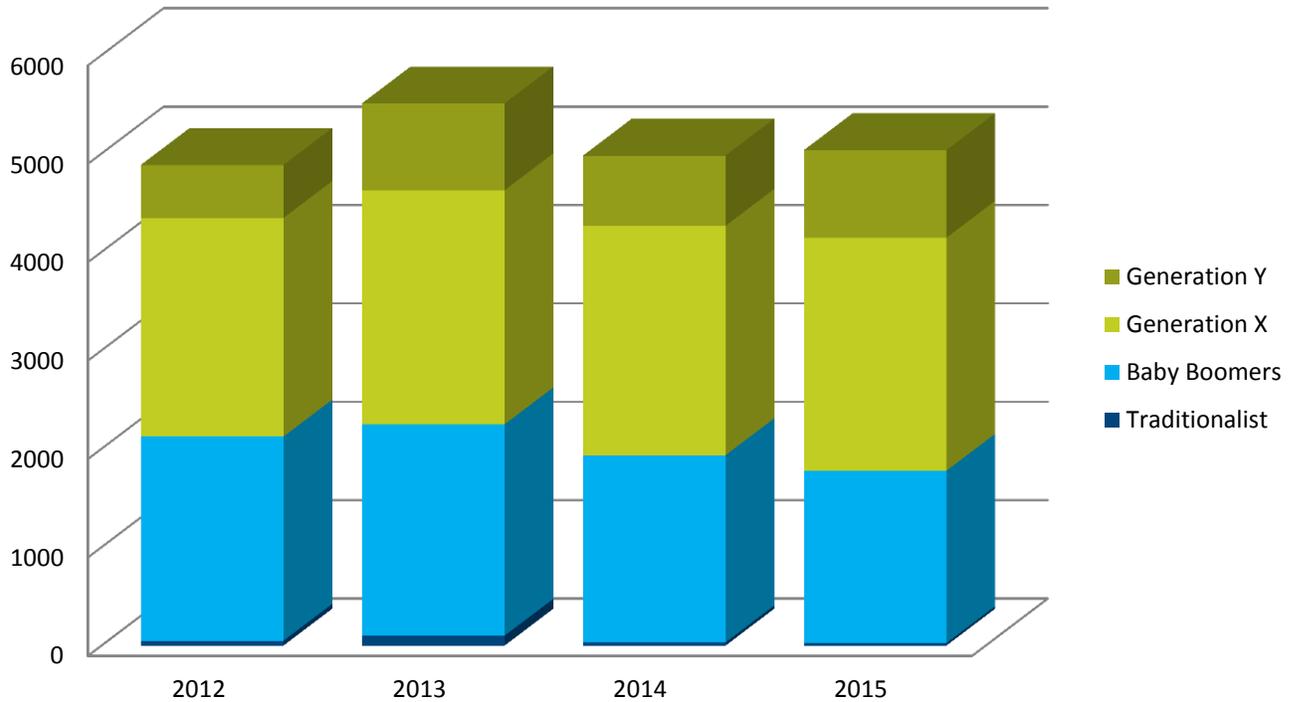
2015 WORKFORCE DEMOGRAPHICS

The following demographic information reflects the full-time workforce of the Cincinnati Government. By gender, the City’s workforce composition was comprised of 61% males and 39% females. In 2015, the total number of females increased over the previous year. With regard to how the current City workforce mirrors the Cincinnati community, women account for 50.8 percent of Cincinnati’s population based upon the 2015 U.S. Department of Labor report.

GENDER ANALYSIS



2015 FULL-TIME EMPLOYEE GENERATIONAL SUMMARY



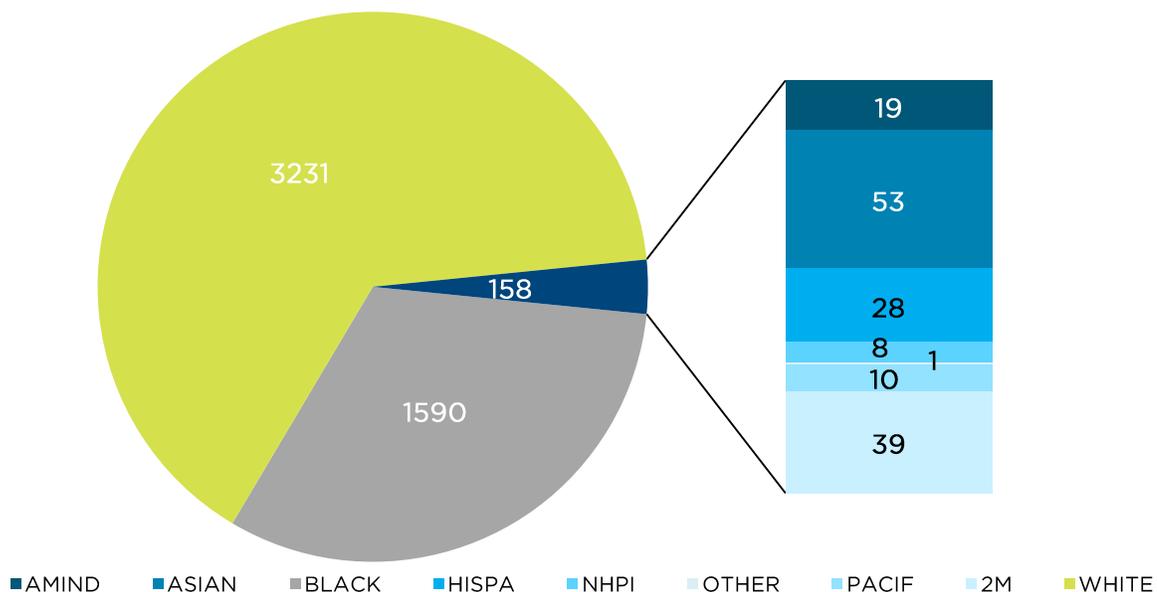
Note: The following are the descriptions of each Generational group:

- *Traditionalist (born 1925-1945)*
- *Baby Boomers (born 1946-1964)*
- *Generation X (born 1965-1980)*
- *Generational Y (Millennials born 1980-1990)*
- *Generation Z (born 1990-2000)*

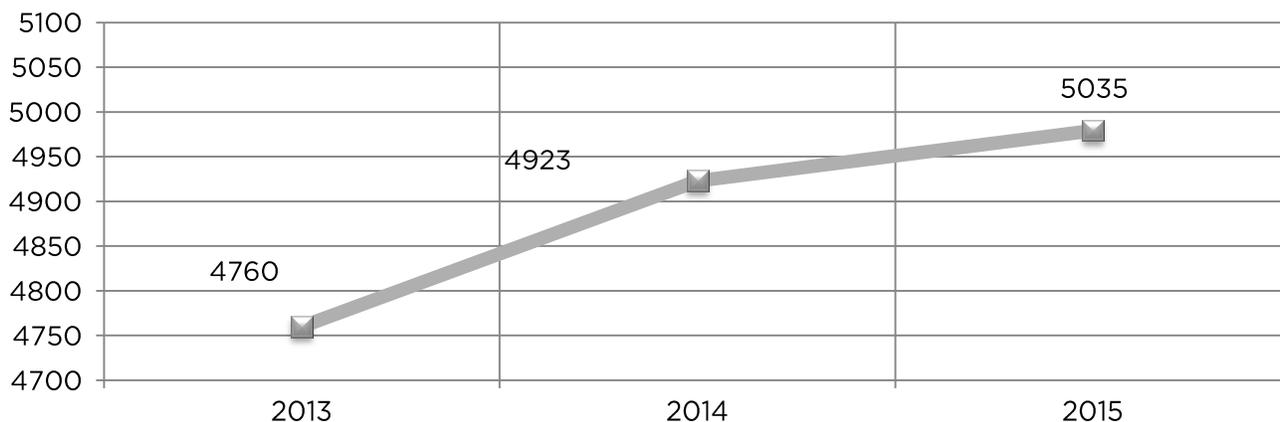


FULL-TIME CITY EMPLOYEE ETHNICITY SUMMARY FOR 2015

The complement of full-time equivalency (FTE) employee's totaled 5035 across 18 agencies in 2015. FTE's are those individuals classified to work 2080 hours per year. The graph depicts a breakdown by nationality.

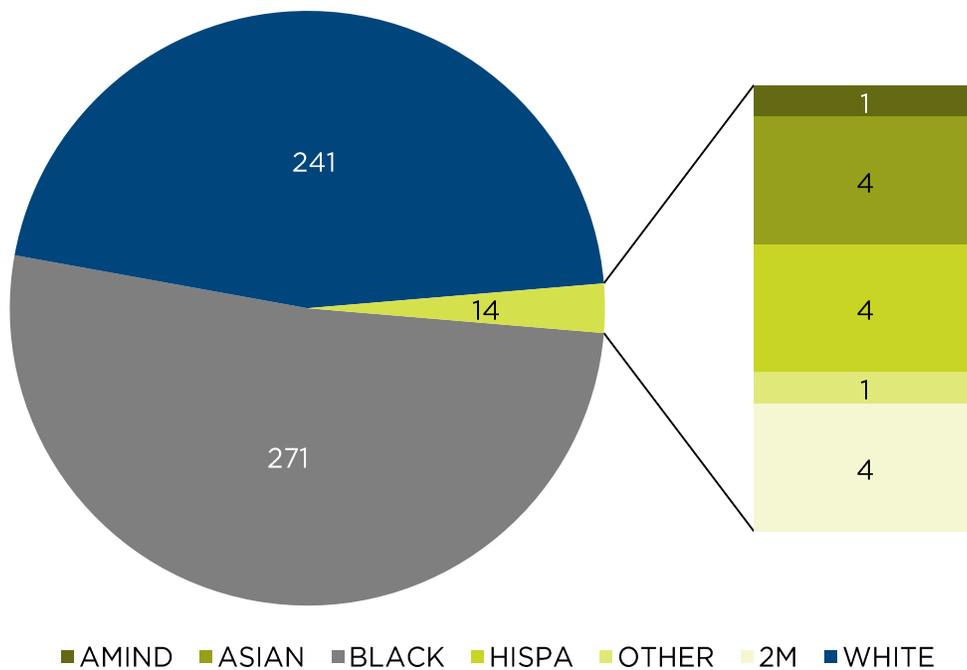


In 2015, the City's full-time employee composition increased from the previous year.



PART -TIME EMPLOYEE ETHNICITY SUMMARY FOR 2015

The complement of part-time employees totaled 933 or 15% of the workforce in 2015. Part-time employees are those individuals who work up to a maximum of 1560 hours per year. Part-timers serve as temporary, project-term, year-round, or seasonal employees. Seasonal and other part-time positions may include: Municipal Worker, Parks/Recreation Program Leader, and Customer Relations Representative. The majority of employees serving in the seasonal or part-time capacity typically work in Public Services, Recreation, and Parks Departments. The chart below provides a snapshot of part-time employees in the year 2015.



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LEADERSHIP – FEMALE REPRESENTATION

During 2015, females served in approximately 43% of the leadership positions across the City's 18 departments. Following is a brief description of the salary divisions that are categorized as executive, senior, and middle management within the organization.

- EXECUTIVE LEVEL POSITIONS

Executive level positions are those in Division 5 which involve the highest level of decision-making in the organization. The leaders in these positions have oversight for departments. They include titles such as City Manager, Assistant City Manager, Deputy City Manager, Human Resources Director, Health Commissioner, Police Chief, Fire Chief, Director of Economic Inclusion, Director of Communications, Finance Director, etc.

- SENIOR MANAGEMENT POSITIONS

Senior Management positions are those in Division 8 which involve the next lower tier of organizational decision-making. Some of the leaders in these positions are responsible for division level operations. They include titles such as Airport Manager, Chief Investigator, City Purchasing Agent, Dental Director, Public Health Physician, Supervising Management Analyst, Water Distribution Superintendent, etc. With regard to the EEO Categories, these positions are categorized as officials/administrators.

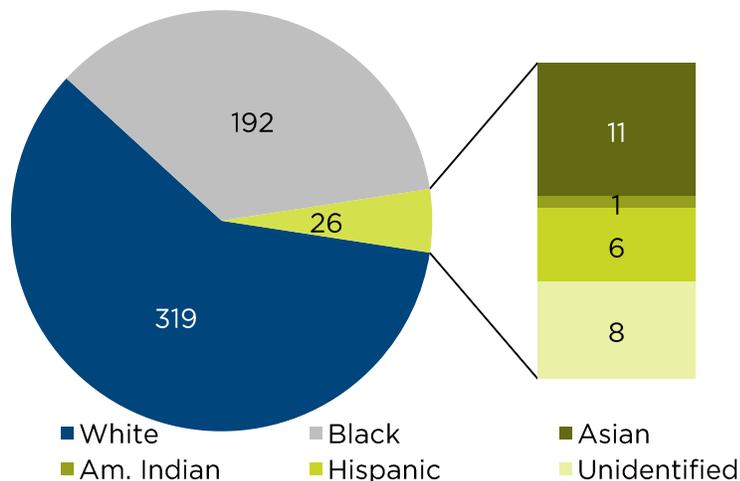
- MIDDLE MANAGEMENT POSITIONS

Middle Management positions are those in Division 0 and Cincinnati Organized and Dedicated Employees (CODE), non-represented and Union represented professional level leaders. Many of the leaders in these positions have direct supervisory responsibility for paraprofessional, administrative support, and other staff; while some have no supervisory responsibility. They include titles such as Accountant, Senior Human Resources Analyst, Investigator, Administrative Technician, Management Analyst, Senior Management Analyst, Zoning Supervisor, etc. By EEOC standards, they require advanced education, special training, or work experience to qualify for these positions.

WOMEN IN LEADERSHIP BY RACE

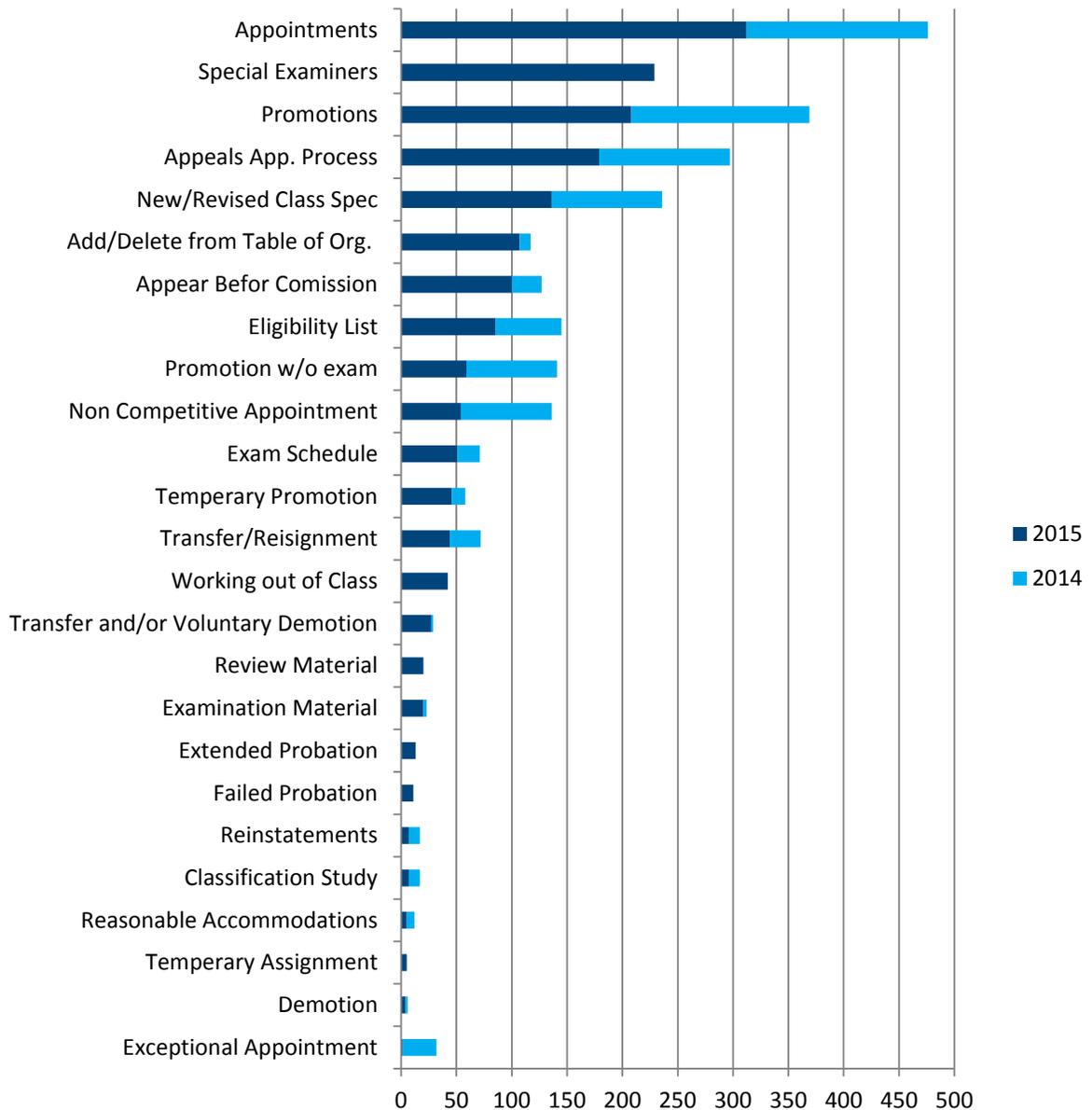
The following charts reflect the number of female leaders in the salary plans identified on the previous page. Females represent 43% percent of the overall leadership in the organization.

There are 115 classifications or job titles categorized as positions of leadership that fall within the City-structured salary plans. Specifically, the City employed 1,236 individuals in leadership positions; females served in 537 of those positions. The charts included on the following pages illustrate female representation in the City’s leadership, by ethnic background, in the respective salary plans.



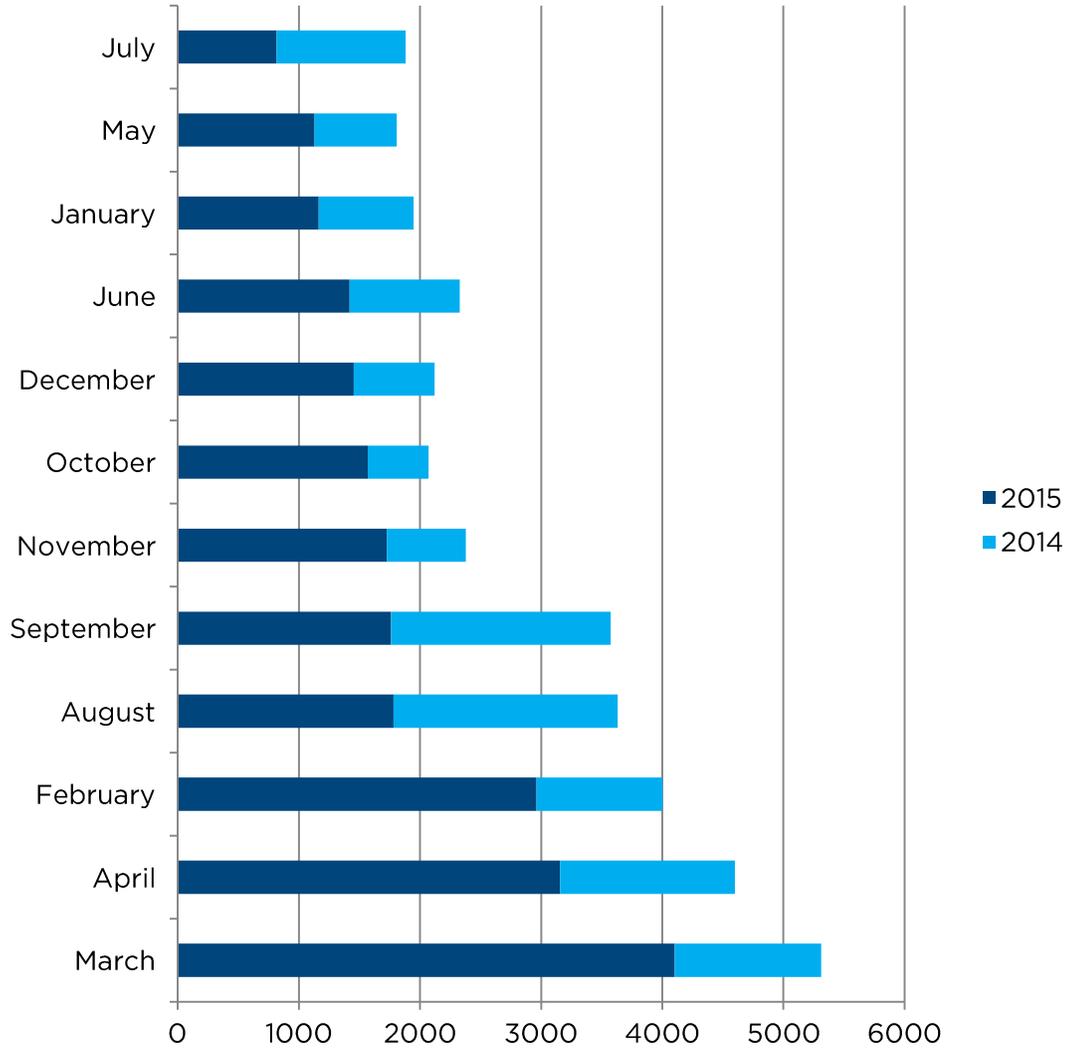
2015 CIVIL SERVICE ACTIVITY SNAPSHOT

The Civil Service Commission engages in various activities that significantly impact the day-to-day operations of the City of Cincinnati. Below is a snapshot of the Civil Services activities for the 2015 year.



APPLICATIONS BY MONTH

Below is a snapshot of the number of applications submitted per month for the past two years.

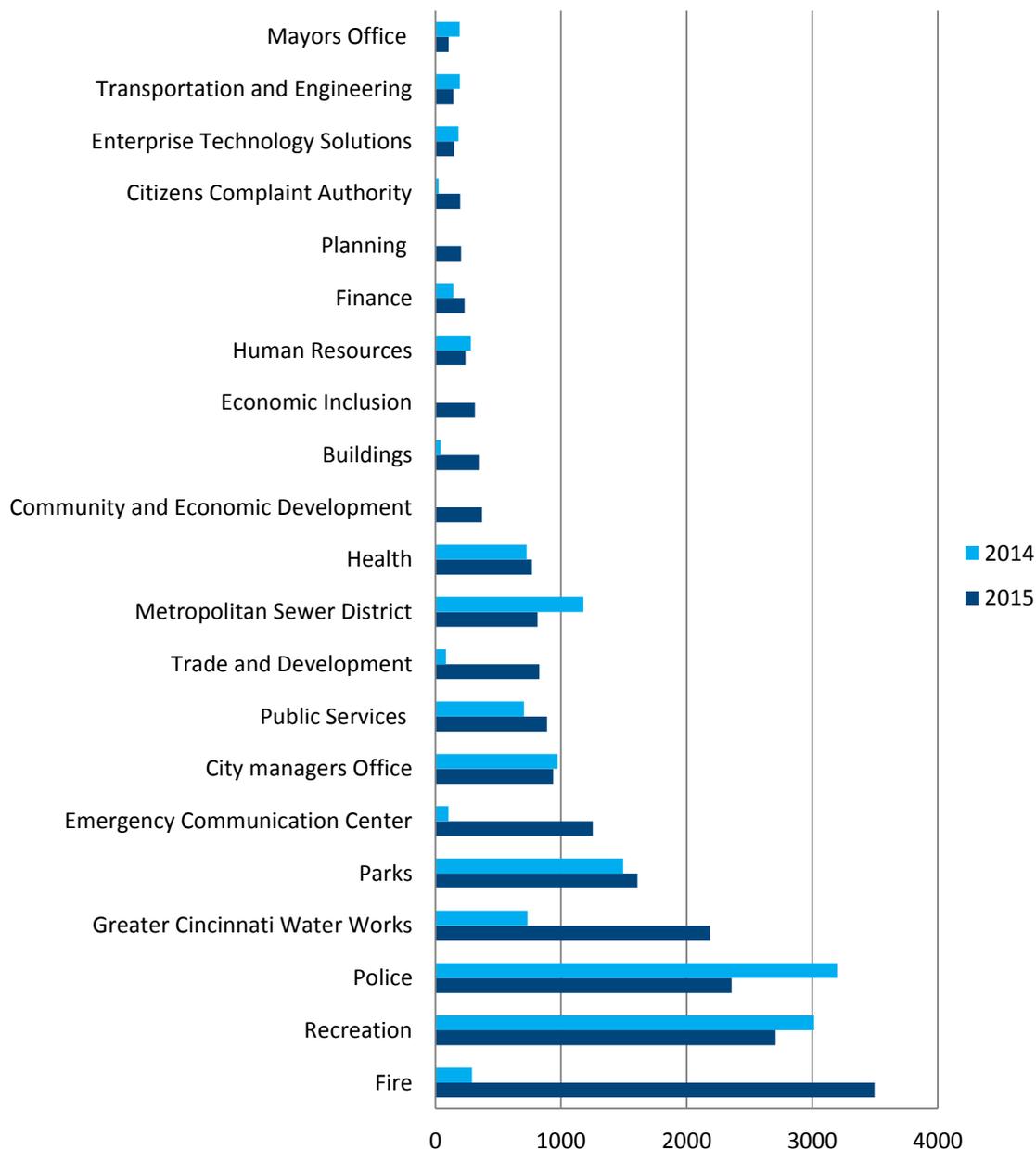


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APPLICATIONS BY DEPARTMENT

The City of Cincinnati's Human Resources Department oversees the initial stages of the talent acquisition process for all City departments. This includes the approval of personnel requisitions through on-boarding of new hires. In 2015, there were a total of 17,281 applications received. The chart below indicates the number of applicants for all vacancies across all City departments.



POSTPONED, RE-ADMINISTERED, AND CANCELLED EXAMINATIONS

Civil Service Rule 5, Section 9 states any examination may be postponed or cancelled at the discretion of the Commission and/or the Secretary. In either case, each applicant shall be notified of the postponement or cancellation, and the action, together with the cause thereof, reported to the Commission and an entry made in its minutes. The list below provides three postponed exams, one re-administered exam, and one cancelled exam for the 2015 year:

- Board of Education, Level 1 Building Engineer (Re-administered)
- Automotive Mechanic (Postponed)
- Administrative Technician (Postponed)
- Administrative Specialist (Postponed)
- Senior Administrative Specialist (Postponed)

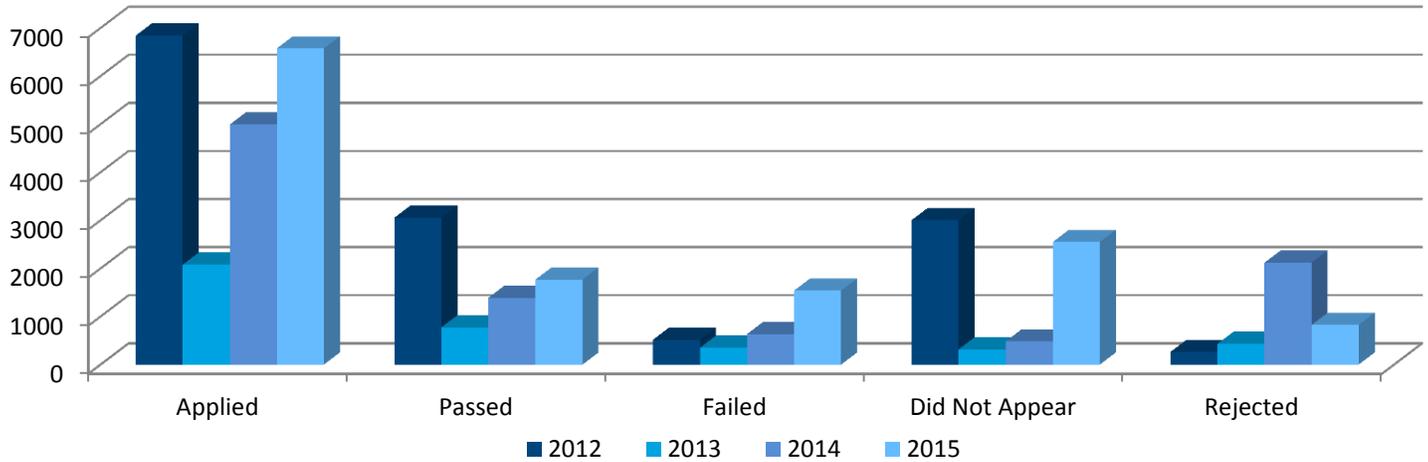
REVISED OR REVOKED ELIGIBILITY LIST

Rule 7, section 5 states an eligible list may be revoked and another examination ordered only when, in the judgment of the Commission, such action is deemed advisable due to errors, fraud, or obviously inappropriate standards prescribed in connection with any examination. All competitors in the first examination shall be given opportunity to compete and a new eligible list shall be established. No eligible list shall be revoked except upon written notice to all persons whose standing may be affected. The Commission must take action on the reasons for such alteration or revocation and an entry of the action must be made in the minutes of the Commission. There were no revoked lists in 2015.



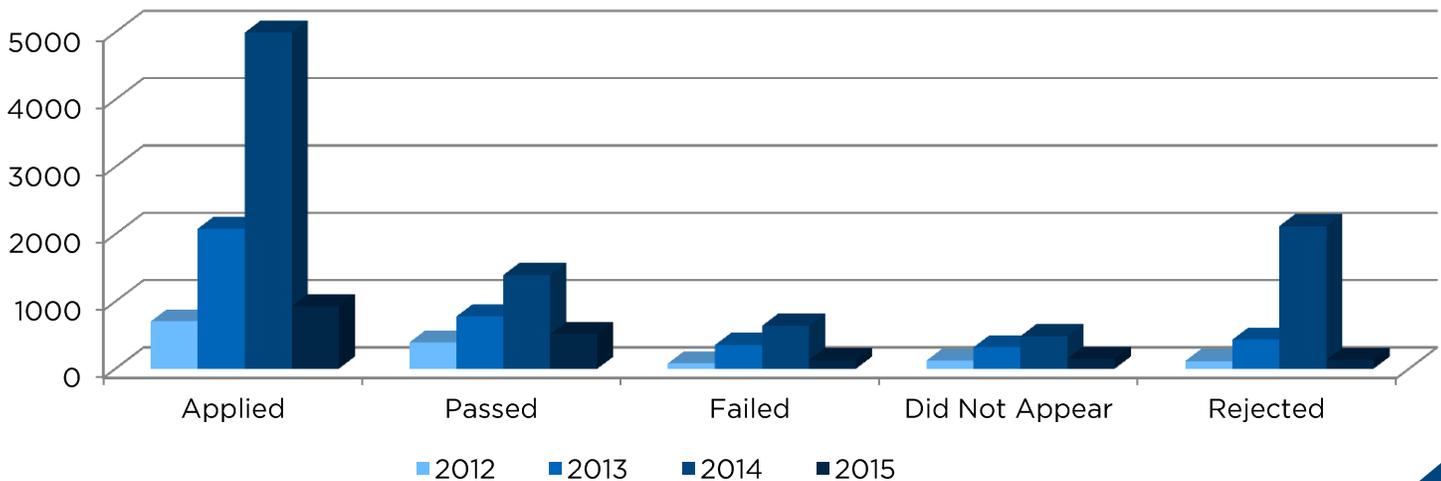
COMPETITIVE EXAMS AND APPLICATIONS (OPEN)

The chart below provides a look at the number of applications for open examinations for the year. Open competitive examinations are available to both internal and external applicants meeting the minimum qualifications as listed on the job posting. For the 2015 year, there were 33 open competitive examinations.



COMPETITIVE EXAMS AND APPLICATIONS (PROMOTIONAL)

Promotional competitive examinations are limited to current employees of the City with permanent status who met the minimum qualifications listed on the job posting for the classification. The number of applicants can largely differ depending on the type of positions posted for the year. In total, there were 36 promotional competitive examinations.

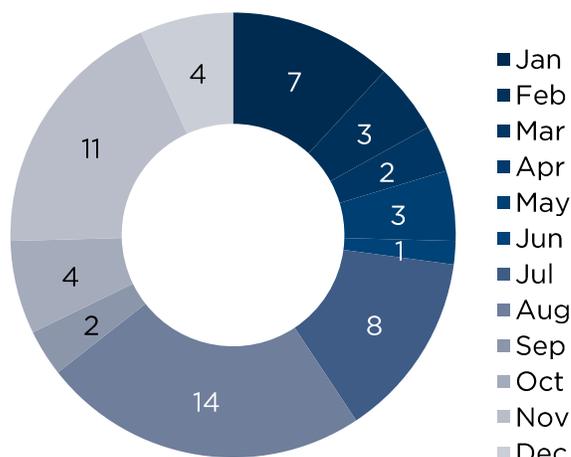


TRAINING EDUCATION AND EXPERIENCE EXAMINATIONS

The Uniform Guidelines on Employee Selection (2003) allows for Training, Education, and Experience (TEE) Examinations to serve as the actual assessment. Candidates participate in a TEE questionnaire to determine rank and eligibility on the list. There were a total of six (6) TEE examinations given in 2015.

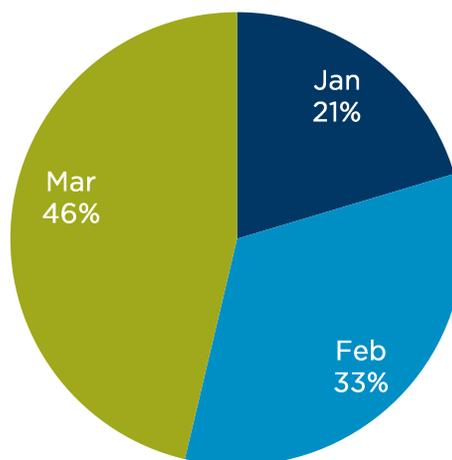
PROMOTIONS WITHOUT EXAMS BY DEPARTMENT

In accordance with Civil Service Rules, examinations may be open, promotional, competitive, noncompetitive, or by exceptional appointment. However, the Commission may suspend the provisions of the statute requiring competition in accordance with Civil Service Rule 10. In 2015 there were a total of 56 promotions without exams that were approved by the Civil Service Commission. In 2014 there were a total of 62 promotions without exams.



NON-COMPETITIVE APPOINTMENTS

Civil Service Rule 6, Section 3, states, there shall be a non-competitive examination that includes an evaluation of the applications to determine if the applicants meet the minimum requirements for the classification being examined. There were a total of 54 non-competitive appointments in 2015. In 2014 there were a total of 68 non-competitive appointments.

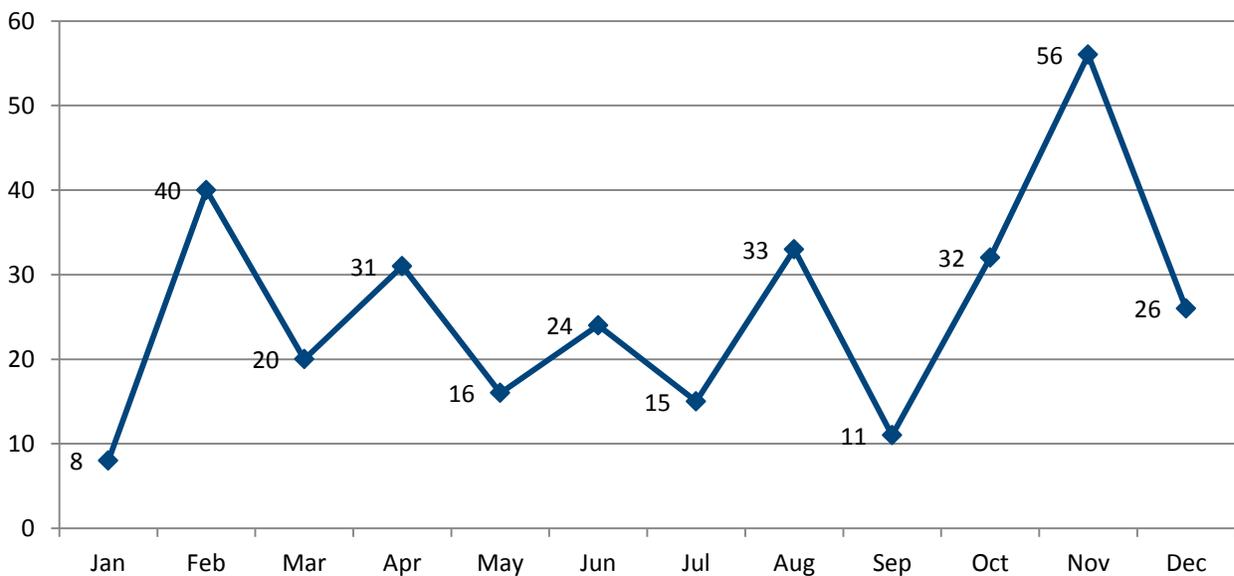


EXCEPTIONAL APPOINTMENTS

In accordance with Civil Service Rule 8, a vacancy in a position in the classified service where peculiar and exceptional qualifications of a scientific, managerial, professional, or educational character are required, and upon satisfactory evidence that for specified reasons competition in such special case is impracticable and that the position can be best filled by a selection of some designated person of high and recognized attainments in such qualities, the Commission may suspend the provisions of the statute requiring competition, but no suspension shall be general in application, and all such cases of suspension shall be recorded in the minutes of the Commission with the reason stated. There were a total of 3 exceptional appointments completed in 2015. There were a total of 31 exceptional appointments in 2014.

APPOINTMENTS

Rule 1, Section 8 of the Civil Service Rules states that immediately upon receipt of a request for certification, the Commission shall certify to the appointing authority in which a position in the classified service is to be filled, the names, addresses, and rank of the top 25% or a minimum of ten names standing highest on the eligible list for the class or grade to which the position belongs; provided that the Commission may certify less than ten names if ten names are not available. When less than six names are certified to an appointing authority, appointment from the list shall not be mandatory, and a new examination may be secured. There were a total of 312 appointments to the classified service compared to 126 the previous year.



REASONABLE ACCOMMODATION



Civil Service Rule 10, Section 11 provides that whenever, because of illness, injury, or religious belief, an applicant for promotional examination is unable to sit for the exam on the scheduled date, time and/or location, he may request from the Commission an alternative schedule or special arrangement. Approval for an alternative schedule or special arrangement shall only be given if the security and/or integrity of the examination can be maintained and it does not add substantial cost or time to be incurred in the judgment of the Commission. The Americans with Disabilities Act gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age, or religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state and local government services, and telecommunications. Therefore, reasonable accommodation is provided for individuals when requested if approved by the Civil Service Commission for a Civil Service Examination. There were a total of ten (10) reasonable accommodation requests submitted and approved during 2015. There were a total of two reasonable accommodations during 2014.

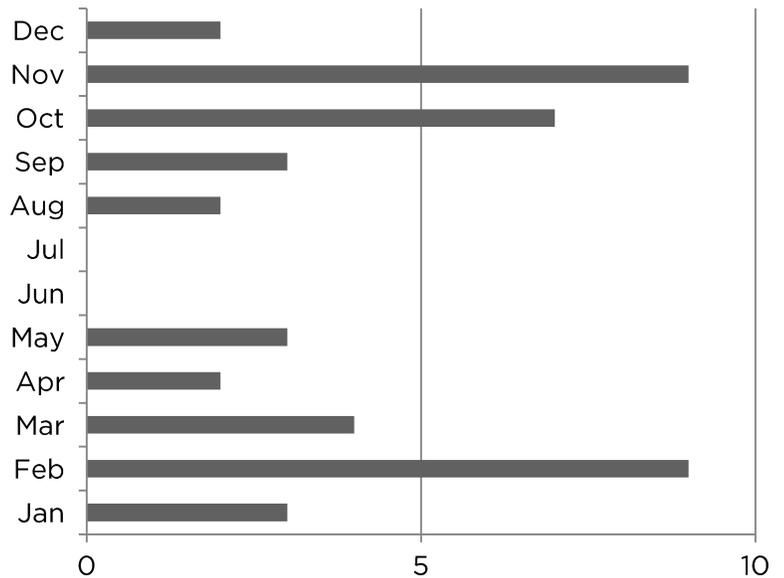
PROBATION AND EXTENSION OF PROBATION

According to Rule 9, Section 1, If a probationary employee is absent because of military duty or illness for a substantial portion of his probationary period, the Commission may extend his probationary period by the number of working days not exceeding the length of time he was absent. There were a total of thirteen (13) requests for the extension of probation in 2015.

TRANSFERS

An employee in the classified service who has served the required probationary period in his current classification may be transferred from a position in one department to a position in another department in the same or similar class and same pay, for which they are qualified, in accordance with Civil Service Rule 11.

There were a total of 44 transfers in 2015, 55 in 2014, and 32 in 2013.

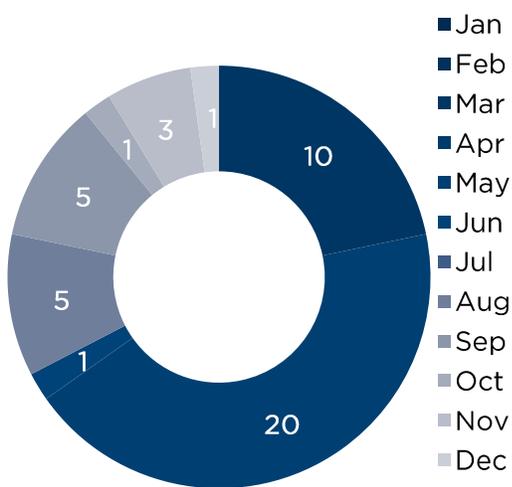


TEMPORARY PROMOTION/WORKING OUT OF CLASS

According to Civil Service Rule 10, Section 10 the Civil Service Commission may approve an interim or temporary promotion to a higher classification when requested by a department head. Temporary promotions may be made due to sickness, disability, or other absence of a regular employee, or due to a position vacancy pending filling of the position permanently. The employee recommended for temporary promotion must meet the qualification and eligibility requirements of the higher classification.

Temporary promotions may be made for a period not to exceed three pay periods (six weeks), after which the promotion must be rotated among all other interested and qualified eligible employees in the employing unit.





The Commission will consider requests for exception to the rotation requirement where it can be shown that a serious operational problem and/or serious inequity would result from the rotation

According to the CODE Contract, "Working out of Class" assignment should not exceed six (6) pay periods without the expressed approval of the Human Resources Director.

This process is utilized in lieu of the Civil Service Temporary Promotion process. There were a total of forty-six (46) temporary promotions in 2015 and twelve (12) in 2014.

VOLUNTARY AND INVOLUNTARY DEMOTIONS

The authority of the Civil Service Commission allows for employees to be voluntarily and involuntarily demoted. Civil Service, Rule 14, Section 1, states an employee may, with the agreement of the department head and the approval of the Civil Service Commission, be reclassified and transferred to a vacant position, which he is qualified to fill, in a class having lower compensation. There were a total of 44 voluntary demotions in 2015.

Civil Service, Rule 14, Section 2, states when an employee becomes disabled and cannot perform the duties of his classification, he may, upon request of the department head or upon his own request, be reclassified and transferred to a vacant position, which he is able to fill, in a class having lower compensation. There were a total of 4 involuntary demotions in 2015 and 17 in 2014.



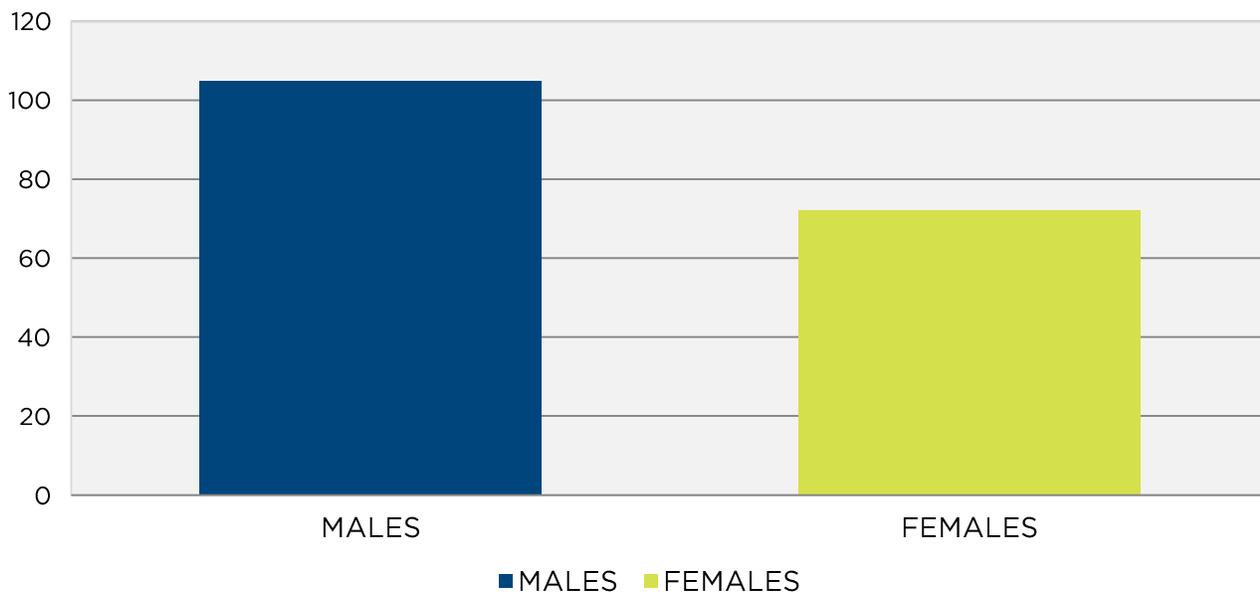
CITY SEPARATIONS

During the 2015 Plan year, there were a total of 193 separations from City service. Separations involve the removal of employees from active employment status. The removal from active status may be on a voluntary basis, as with retirement or resignation, or an involuntary basis, as with termination.

- Retirements accounted for 44%
- Terminations accounted for 56%

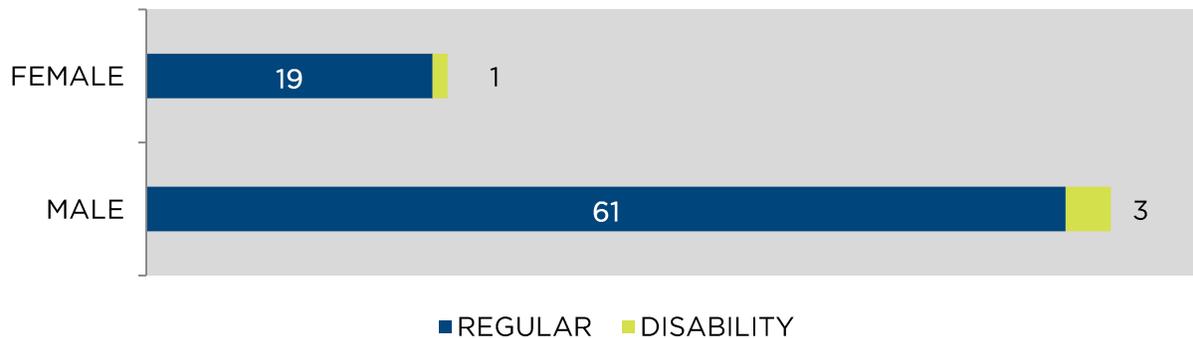
The graphs illustrate the specific manner in which workforce reductions occurred. Gender, protected group, or a combination of the involved employees is reflected in the data.

SEPARATIONS BY GENDER



RETIREMENTS

In 2015, a total of 84 employees retired from City service. Four were disability retirements and the remaining 80 were regular retirements. Employees whose separation is based on conditions of disability do so after the board members of the Cincinnati Retirement System grant approval. Regular retirement occurs when employees meet the criteria involving a combination of age and years of service.



TERMINATIONS

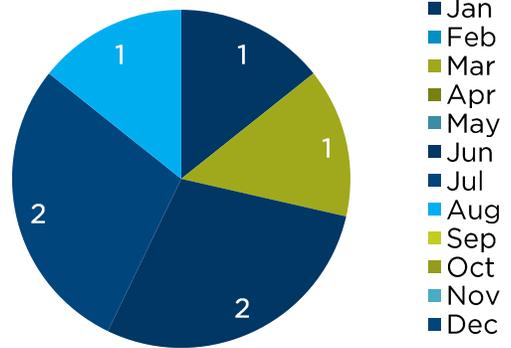
In 2015, there were a total of 109 terminations. Resignations (separation's) accounted for 84 of the total terminations. The reasons employees resign are varied. Employees who voluntarily separate from City service are afforded the opportunity to provide information relative to their City employment experience during the exit interview.

Terminations are the root CHRIS code for other 2015 separations:

- Two (2) medical separations: 1 black male, 1 white male
- Five (5) deaths: 3 white males, 2 black females
- Three (3) deaths on the job: 1 Asian male, 1 black male, 1 white male
- Elimination of Position: 1 black female
- End of Term: 1 black male, 1 black female
- Discipline: 1 black male, 1 white male
- Violations and Performance Issues: 10
 - Failure of Good Behavior: 1 white male
 - Misconduct: 1 black male
 - Unsatisfactory Performance: 1 black male, 4 white males, 2 black females
 - Violation of Rules: 1 black male

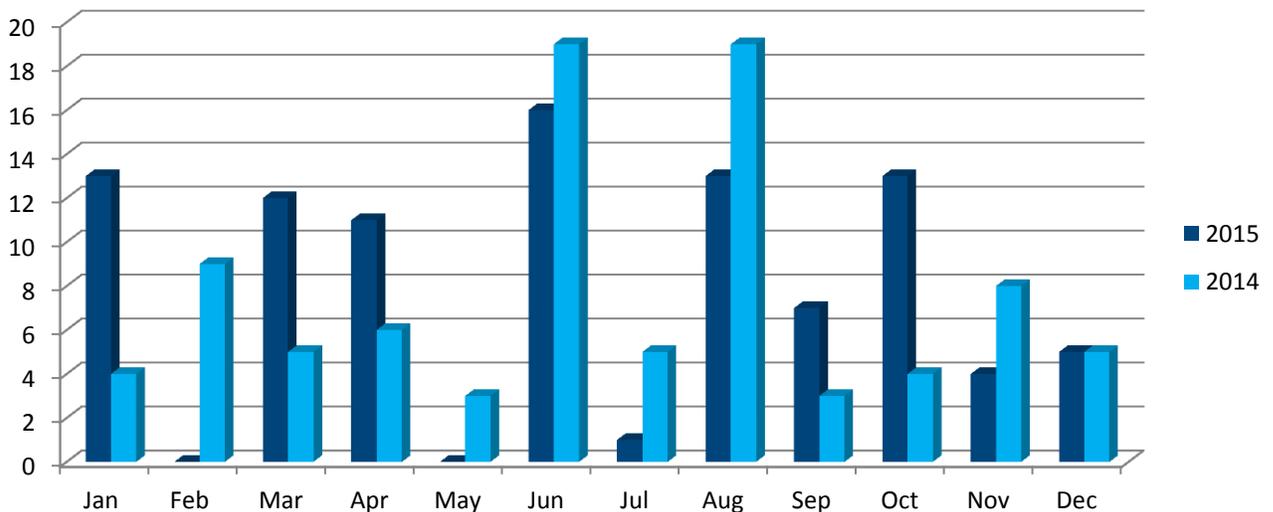
REINSTATEMENT

Civil Service Rule 8, Section 4 states any permanent employee who was separated in good standing may be reinstated within one year from the date of such separation to a vacancy in the same or similar classification in the same department, with the approval of the Commission, provided there is no existing promotional eligible list and there are no employees who have been laid off and whose names appear on a layoff list for the class. There were a total of seven (7) reinstatements in 2015.



NEW OR REVISED CLASSIFICATION SPECIFICATION

Civil Service Rule 4, section 5 states whenever a new position is to be established, the appointing authority or principal executive officer shall report such fact to the Civil Service Commission and transmit a comprehensive description of the duties. The Commission shall thereupon investigate the actual or suggested duties and qualification requirements and allocate the position to its appropriate class in accordance with the classification plan. There were a total of 105 new/ revised classification specifications in 2015 and 101 new/ revised classifications in 2014. There was one revision to the salary range of a classification and one introduction of a new classification to the classification plan.



CLASSIFICATION AND COMPENSATION STUDY

Civil Service Rule 4, section 6 states when reclassifying positions and Incumbents each appointing authority is responsible for maintaining the integrity of the classification plan by assigning employees duties which are appropriate for their class in accordance with Civil Service Rules and the applicable class specification. The Commission staff shall, after investigation and review of job duties, work samples and/or any other appropriate documents or evidence, allocate or reallocate positions to the appropriate class.

Commission staff conducted various comprehensive market analysis for several leadership positions and operational classifications for Council/Commission approval. These actions were taken to ensure that the City remains a competitive employer of choice within the regional and national job market. Regional and market comparisons indicate the City has an opportunity to evaluate its compensation model and measures to better align with the market.

The goal is to complete a comprehensive city-wide study in 2016. During the past year, 105 classifications were presented for Commission approval. Almost all were to amend existing classification in order to better define the work, clarify qualifications, or create career advancement opportunities. Commission staff was also responsible for presenting 21 classifications to City Council for amendment to salary schedules or creation of the classification and compensation range. This requires a detailed analysis of internal equity and need, industry standards, and market comparisons.

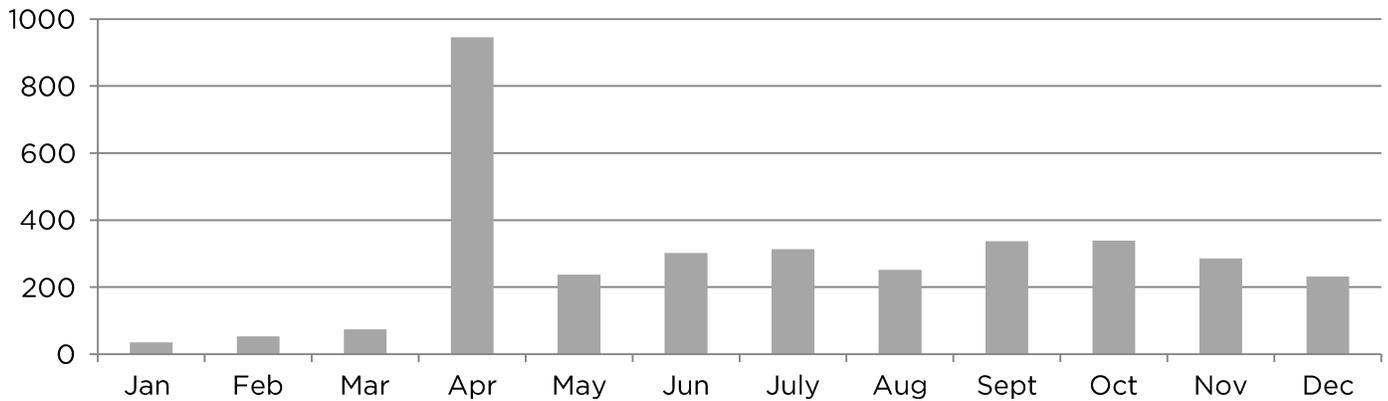
TABLE OF ORGANIZATION AMENDMENTS

There were 149 approved table of organization amendments requested city-wide in the year 2015. Changes in the table of organization are needed to fill vacancies, manage workload, and to support performance initiatives and operations within various departments. The changes also included Commission staff support and actions for massive organizational restructures. In 2015 new departments were created, old departments renamed, and complete divisions relocated to other agencies in order to centralize processes and put like areas of service together.



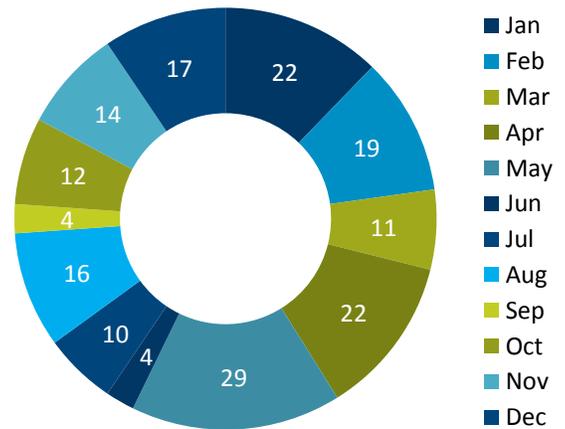
PERFORMANCE REVIEWS

Civil Service Rule 13 states that classified employees shall be rated or evaluated with respect to performance once during each calendar year. All forms and methods for evaluating performance shall be approved by the Civil Service Commission. This year 3426 performance reviews were completed, an 8% increase from the 3145 completed during 2014. The chart below provides the monthly distribution.



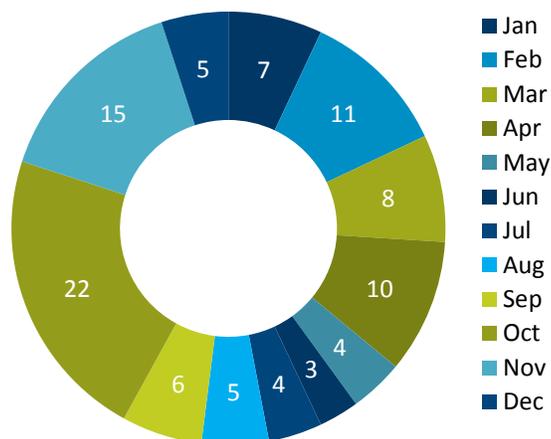
APPEALS TO THE COMMISSION

According to Civil Service Rule 17, Section 1 an employee may appeal an order of dismissal, separation, demotion, suspension in excess of three working days, displacements, layoffs, results of a criminal background check, or failure to meet the minimum qualifications for an Open Competitive, Non-Competitive or Promotional examination by filing a notice of appeal with the Commission. There were 181 appeals to the commission.



REQUEST TO ADDRESS THE COMMISSION

Civil Service Rule 2, Section 5 provides that whenever an individual or group has a matter which requires, or might require the consideration or decision of the Commission, such individual or group shall first inform the Secretary in writing, who shall make the necessary arrangements to bring such matters before the Commission in regular session. There were a total of 27 requests to appear before the commission and one continuous request from CODE to address the commission throughout the reporting year.



TEST SECURITY INVESTIGATIONS

There were a total of five test security investigations in 2015, which were all resolved.



CONCLUSION

In summary, the Civil Service Commission staff provides a broad range of daily services for the City of Cincinnati's classified/unclassified employees. A lot of great work has occurred over the year and it is our hope to continue the path of progression to become a 21st Century Human Resources Department.

Having a workforce that is talented and skilled is critical to the delivery of services to our citizens today and into the future. The organization's ability to achieve its mission is dependent upon the quality of its workforce; therefore, we must continue our efforts to attract, retain, grow, and support the diverse employees of the City of Cincinnati in support of the City Manager Priority Initiatives outlined below:



OTHER LEGAL REQUIREMENTS

There are several additional federal regulations that impact the Civil Service structure which include:

- **EEOC Uniform Guidelines on Employee Selection Procedures** - applies to all selection procedures used to make employment decisions, including interviews, reviews of experience or education from application forms, work samples, physical requirements, and evaluations of performance. The guidelines are designed to aid in the achievement of our nation's goal of equal employment opportunity without discrimination on the grounds of race, color, sex, religion, or national origin.
- **Title VII of the Civil Rights Act as amended** - prohibits discrimination on the basis of race, color, religion, sex, and national origin.
- **Equal Employment Opportunity Act** - strengthens the power and expands the jurisdiction of the Equal Employment Opportunity Commission in enforcement of the law.
- **Equal Pay Act** - provides equal pay for men and women performing similar work.
- **Age Discrimination Employment Act as amended** - prohibits discrimination because of age against persons 40 years old and over in any employment area.
- **Americans with Disabilities Act as amended** - provides comprehensive civil rights protection to individuals with disabilities in the areas of employment, public accommodation, state and local government services programs, and telecommunications.
- **Lilly Ledbetter Fair Pay Act**- prohibits pay discrimination claims on the basis of sex, race, national origin, age, religion, or disability.
- **Fair Labor Standards Act** - protects workers from unfair labor practices such as unequal pay, excessive work hours, lack of overtime compensation, and unsafe working conditions in the United States.
- **Pregnancy Discrimination Act** - prohibits discrimination on the basis of pregnancy.



APPENDIX I: TERMS AND DEFINITIONS

Civil Service- includes all offices and positions of trust or employment in the service of the City of Cincinnati and the Board of Education.

Class or Classification- refers to a group of positions established under these rules sufficiently similar in respect to duties, responsibilities, and qualification requirements to be designated by the same descriptive title and equitably compensated within the same salary scale.

New position- means a position created through the authorized addition to an organizational unit, or a position not previously existent or a position created through an authorized change by the Civil Service Commission in a classification.

Eligibility List - Refers to a list of names of persons who have been found qualified through suitable tests, for employment in positions allocated to a specified class, arranged in the order of merit.

Appointment - The act of appointing or designating someone for an office or position.

Promotion - means an appointment made in accordance with these rules from a lower class to a higher class involving an increase in responsibilities, a change in classification title, and the application of a higher salary scale.

Classified service - comprises all of the following types of service in the City and the Board of Education not specifically included in the unclassified service. Classified employees are subject to examination and fitness tests, and appointments in the classified service require approval of the Civil Service Commission.

Permanent employee - means any employee in the civil service who has been regularly appointed after serving a probationary period to a position normally involving continuous year round service.

Temporary employee - means an employee appointed on an interim or temporary basis without regard to the rules of RC 124.01 to 124.64. The temporary appointment may not continue longer than one hundred twenty days, and in no case shall successive temporary appointments be made. A temporary appointment longer than one hundred and twenty days may be made if necessary by reason of sickness or disability of a regular employee. Such temporary appointment shall continue only during such period of sickness or disability or other approved leave of absence. (RC 124.30)

Seasonal employee - signifies any employee in the classified service whose services are required only during certain parts of the year, such as a position being intermittent or broken in nature. (Refer to OAC 123:1-25-04)

Employing unit - is a department or division as determined by the Civil Service Commission.

Probation - All classified appointments, including temporary appointments, shall be for a probationary period (6 to 12 months), fixed by the Commission in accordance with Chapter 124 of the Ohio Revised Code. Length of probationary periods for City of Cincinnati classifications is contained in the official classification and salary schedule entitled "Salary Schedule (year), Department of Human Resources", which is hereby made part of these rules. No final appointment or promotion shall be deemed made until the appointee has satisfactorily served his probationary period



APPENDIX II: CIVIL SERVICE STAFF CONTACT LIST

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