



2012

# CIVIL SERVICE COMMISSION ANNUAL REPORT

Georgetta Kelly, SPHR, Human Resources Director

**Civil Service Commission**

James B. Robinson, Chair

Deborah Kay Brown Gaines, Vice-Chair

Robert Braddock

## TABLE OF CONTENTS

<b>Authority and Purpose</b> .....	3
<b>Civil Service At-a-Glance</b> .....	3
<b>Meet the Civil Service Commissioners</b> .....	3
<b>Meetings</b> .....	5
<b>Civil Service Reform</b> .....	6
About Human Resources .....	7
Departmental Goals.....	8
Goal 1:.....	8
Goal 2:.....	8
Goal 3:.....	8
Goal 4:.....	8
Goal 5:.....	8
Goal 6:.....	8
Organization Chart.....	8
Division of Workforce Management.....	8
Division of Employee Services.....	8
Division of Shared Services .....	8
Civil Service Budget.....	9
<b>2012 Key Civil Service Activities</b> .....	10
Major Initiatives.....	10
Structural Changes.....	11
<b>Civil Service Actions</b> .....	12
2012 Workforce Demographics .....	12
Classification Studies Completed.....	13
Examination .....	13
Exams and Applications (Open Competitive).....	13
Exams and Applications (Promotional).....	13
Fire Recruit.....	14
Fire Physical Ability .....	14
Fire Oral Board .....	15
Police Recruit .....	15

Police Physical Ability..... 16

Promotions Without Exam..... 16

Permanent Appointments ..... 16

Requests for Alternate Test Date..... 16

Voluntary Demotions..... 17

Transfers ..... 17

Probation Extensions ..... 17

Requests to Add Position to Table of Organizations..... 18

Classification Specifications (New or Revised)..... 18

Other Legal Requirements ..... 19

Conclusion..... 19

Appendix 1: Terms and Definitions..... 20

## AUTHORITY AND PURPOSE

The Civil Service Commission is charged with oversight of the human resources services for the City of Cincinnati's classified structure. Services provided 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 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

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, training, 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, handling correspondence, discussing Civil Service Rules and Policies with employees, union officials, supervisors, and responding to a variety of inquiries from the public.

As mentioned above the Civil Service Commission is comprised of three members. Two of the members are appointed by the Mayor and one member is appointed by the Cincinnati School District. Each member serves a six year term as outlined below.

Member Name	Appointed By	Term Expiration
James Robinson, Chair	Mayor	December 13, 2018
Deborah Kay Brown Gaines, Vice Chair	Mayor	December 13, 2013
Robert Braddock	Board of Education	December 31, 2015



**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 Howard 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.

**Deborah Kay Brown Gaines** has been a member of the Civil Service Commission since 2007. She graduated from Central State University and Howard University School of Law.

Ms. Gaines served almost 10 years as a Judge for the Hamilton County Court of Common Pleas, Division of Domestic Relations. Currently she serves as a Magistrate for the City of Forest Park and for the Villages of Woodlawn and Lincoln Heights.

Ms. Gaines has also served on the Boards of several organization to include Services United for Mothers and Adolescents (SUMA), the Ohio Support Enforcement Association, the Commissioners on Grievance and Discipline of the Supreme Court of Ohio, and is a founding Board member of the YWCA's Domestic Violence Program, AMEND. Ms. Gaines 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.

## MEETINGS

The Commissioners have the responsibility to establish the rules that govern the classification, selection, promotion, and termination of the classified employees of the City of Cincinnati and the Cincinnati Public Schools. 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 2012 year, the Commission held 24 public meetings and one special meeting in accordance with the provisions outlined in the Ohio Open Meetings Act. In addition, 15 disciplinary appeal requests were submitted to the Civil Service Commission and five were heard and ruled upon.

## **CIVIL SERVICE REFORM**

Over the past year, the Civil Service administrative office has embarked upon transitioning to a progressive 21<sup>st</sup> Century HR Model; aligning technology with people and processes to enhance operational efficiency and effectiveness while ensuring the right talent and skills are hired for today and tomorrow's government.

### Where were we?

- All hiring transactions required approval using paper documents
- Applicants submitted paper applications
- Employment applications screened through a paper process
- Eligible list promulgated manually
- Candidate information forwarded to customer-departments manually
- No on-line testing conducted
- Vacancy announcements posted manually
- No capacity for behavioral assessments
- Study guides provided for most of the Civil Service examinations
- Lack of accountability associated with HR functional areas
- Examination validation information incomplete
- Inability to conduct and collect data associated with the prescreening of candidates
- Inability to collect good data associated with the hiring process based upon paper driven process
- Entire hiring process centralized causing tremendous delays in the hiring process
- No Standard Operating Procedures related to Civil Service Procedures



### Where are we today?

- Personnel requisition process is completely on-line and connects the customer-department with the budget office and central HR
- All employment applications are submitted electronically
- Vacancy announcements pulled directly from the on-line classification specification; minimizing errors and eliminating data entry
- On-line supplemental questionnaire introduced, allowing customer-departments to prescreen applicants at time of application submission
- In an effort to move the agency closer to becoming a paperless environment, study guides are no longer provided for over 80 percent of the assessments. Resource lists are now provided
- On-line job analysis framework introduced to allow for a consistent method of validation in accordance with federal guidelines
- New on-line system has a reporting analytics component which allows the agency to collect hiring data along with demographic information related to candidate information
- Standard Operating Procedures have been developed for the Civil Service procedural areas
- Hiring process streamlined and decentralized where customer-departments are able to access candidate information directly on-line
- Performance Evaluation Accountability Measure designed and shared with customer-departments on a monthly basis to ensure a consistent method of evaluating employee performance
- New capability to provide on-line behavioral assessments

## ABOUT HUMAN RESOURCES

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.



## DEPARTMENTAL GOALS

GOAL 1: To attract, select, and on-board the right talent with the right skills for today and tomorrow's workforce.

GOAL 2: To foster, encourage, and promote a culture of inclusion, appreciation, and respect.

GOAL 3: To promote employee-value and service excellence through recognition, connection, and shared decision-making.

GOAL 4: To establish and promote an environment of continuous learning through a strategically driven professional development model.

GOAL 5: To design and integrate a shared services framework to improve quality of service and provide greater value across the organization and City.

GOAL 6: To increase operational efficiency and effectiveness through the use of technology.

## ORGANIZATION CHART

The Human Resources Department is comprised of three (3) Divisions: 1) Workforce Management; 2) Employee Services; and 3) 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, performance management, and corrective actions.

### DIVISION OF EMPLOYEE SERVICES

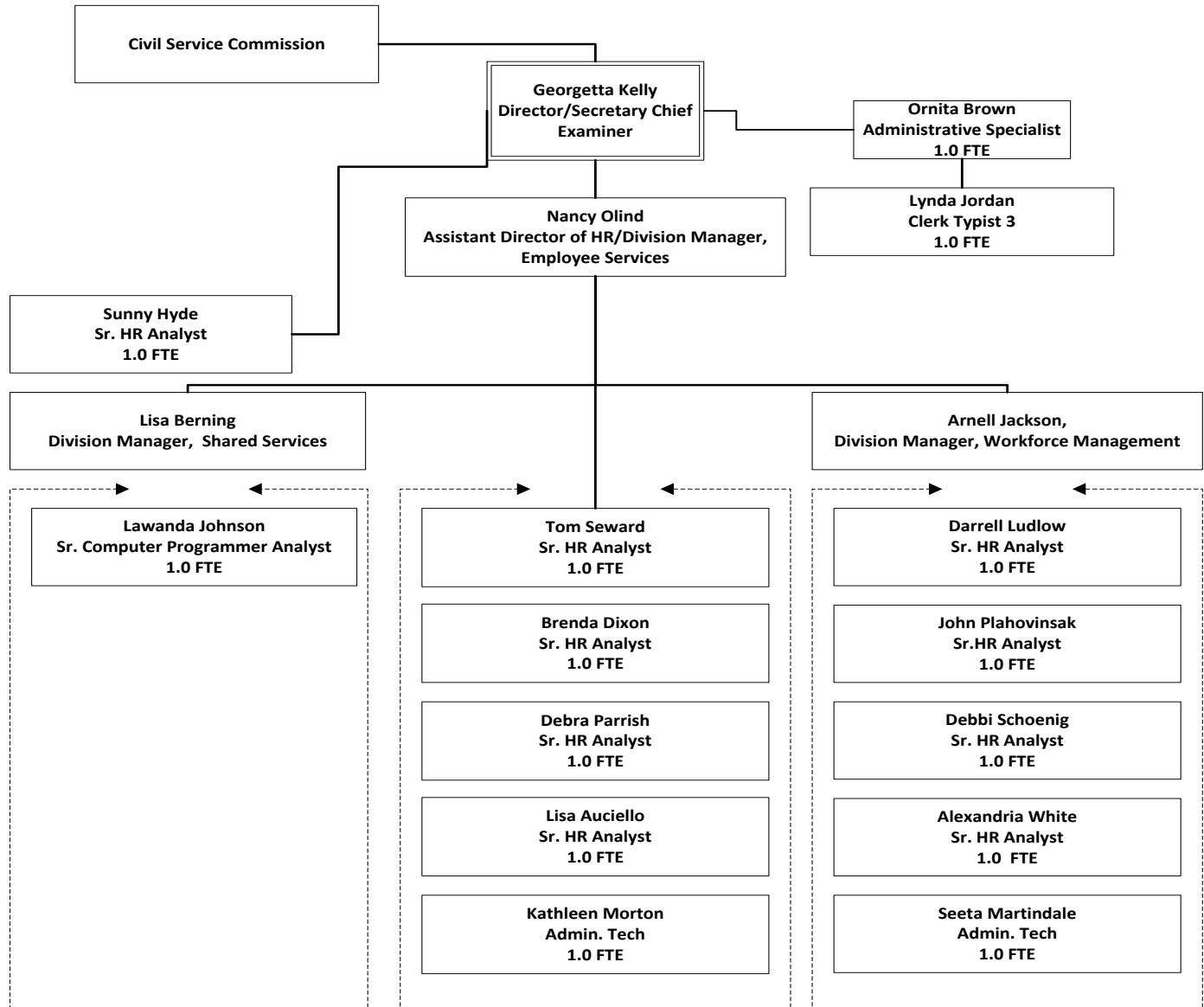
The mission of the Division of Employee Services is to cultivate talent by fostering an environment of employee education, engagement, and empowerment while maintaining legal compliance to ensure an efficient and effective workforce.

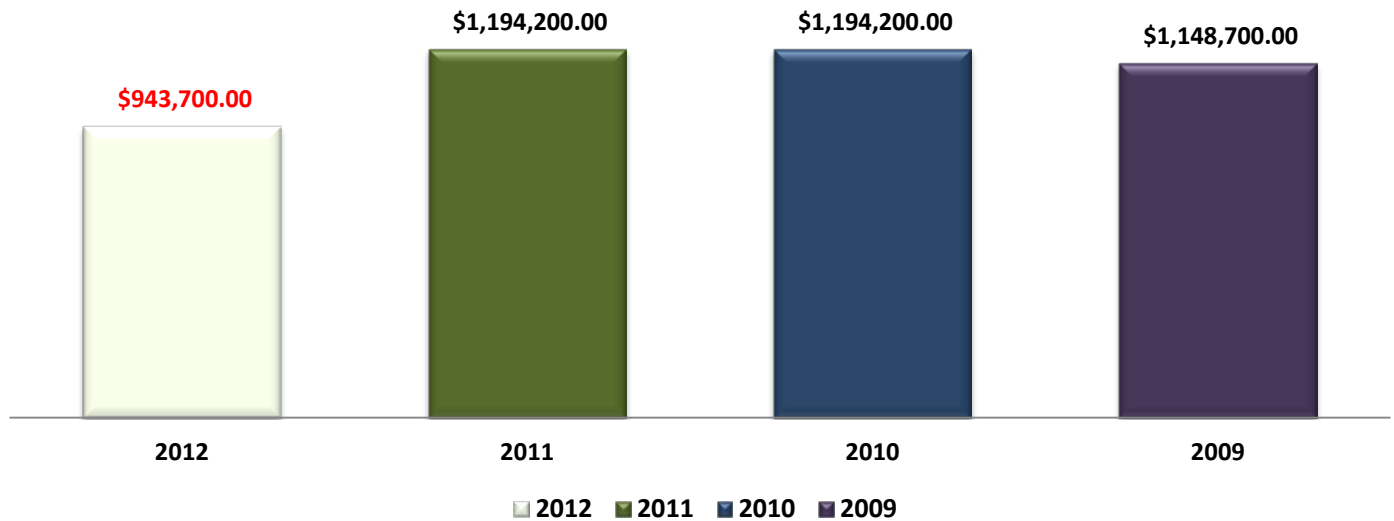
The Division of Employee Services' functional areas consist of: Labor and Employee Relations, Equal Employment Opportunity, the American with Disabilities Act (ADA), organizational effectiveness, and workforce development.

### 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.





## 2012 KEY CIVIL SERVICE ACTIVITIES

### MAJOR INITIATIVES

- Introduced a new public safety testing model consisting of a Video Simulation Assessment Model. Over 3,000 applicants participated in this new testing model.
- Introduced an on-line hiring center; moving the front-end of the hiring process to paperless.
- Preparation made for lay-off of over 90 FTEs, which included partnerships developed with the Horseshoe Casino and SuperJobs to make every effort to place displaced workers; union representative meetings; and creation and implementation of a lay-off website to educate and engage employees throughout the process.
- Purchased on-line validated testing software for behavioral assessment areas; E911; and administrative support classifications.
- Introduced revised Civil Service Rules.
- A Human Resources Retreat was held to enhance the operational efficiency and effectiveness of the Department and strategically lay a roadmap for the future; thereby, elevating our service delivery model while beginning the work associated with the first HR Strategic Plan.

## STRUCTURAL CHANGES

- Introduced a new organizational model that includes the creation of three Divisions. Each of the Supervising Management Analysts within the Human Resources Department was promoted to the new Division Manager Classification with an expanded level of duties and competencies assigned.
- Under the new organizational model, the Senior Human Resources Analysts within each division are assigned as a Business Partner to specific customer-departments across the agency.
- Two of the Clerk Typist III's were promoted to Administrative Technicians and serve as administrative support professionals for the Divisions of Workforce Management and Employee Services.
- Peggy Simmons, Administrative Technician, retired from the Human Resources Department after serving 33 years with the City of Cincinnati.
- Regina Hopple, Senior Computer Programmer Analyst, resigned for personal reasons.

## CIVIL SERVICE ACTIONS

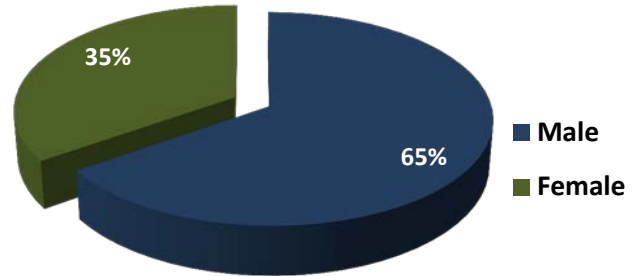
### 2012 WORKFORCE DEMOGRAPHICS

The following demographic information reflects the full-time workforce of the Cincinnati Government.

#### Gender

#### Totals

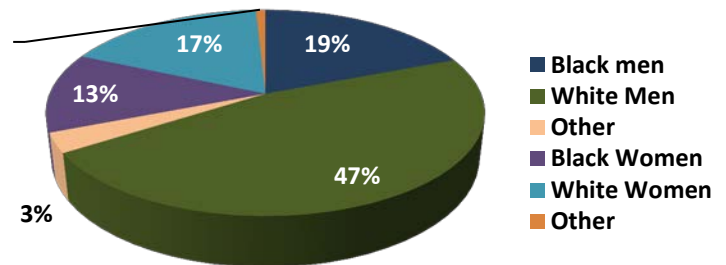
Male	3344
Female	1540



#### Ethnicity

#### Totals

Black Men	934
White Men	2288
Other	151
Black Women	613
White Women	857
Other	41

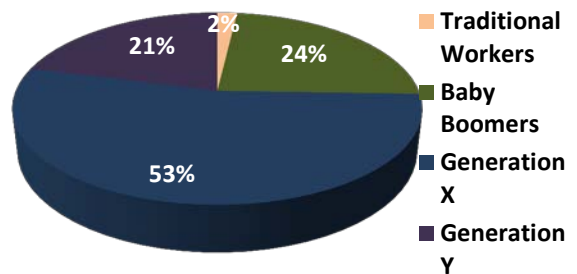


Note: The demographic composition for the City of Cincinnati is as follows per the U.S. Census Bureau: 44.8 percent Black; 49.3 percent White; 1.8 percent Asian; .3 percent American Indian; and 2.8 percent Hispanic.

#### Generation

#### Totals

Traditionalist	49
Baby Boomers	2075
Generation X	2222
Generation Y	538



Traditionalist	Born 1925-1945
Baby Boomers	Born 1946-1964
Generation X	Born 1965-1980
Generation Y - Millennial	Born 1981-2006

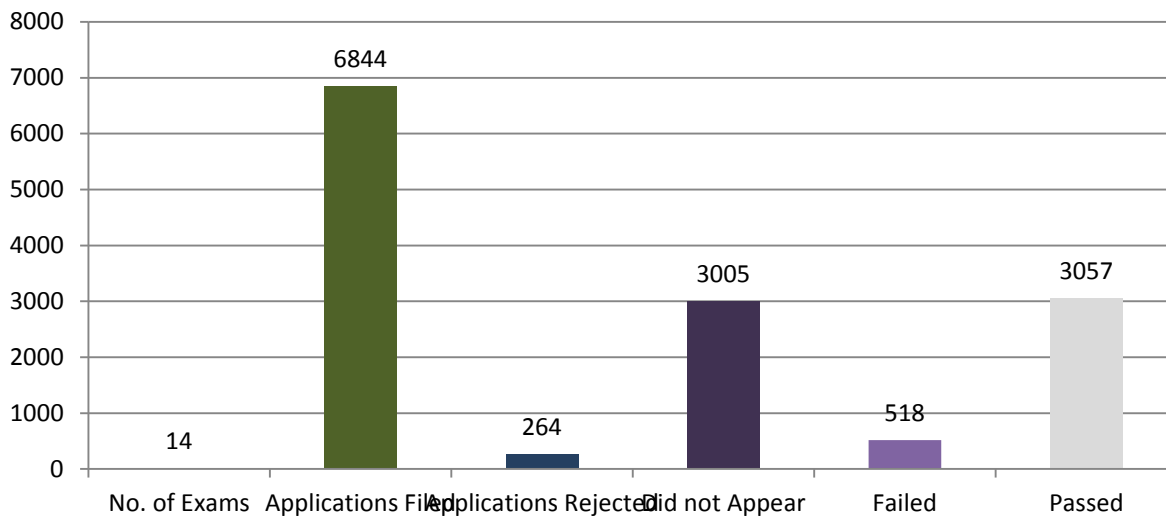
### CLASSIFICATION STUDIES COMPLETED

On occasion, there may be a need to evaluate the assigned scope of work for a particular position to determine if the actual work performed is aligned to the classification specification. During the 2012 year, the Civil Service Staff completed five reclassification evaluations, which were approved by the Civil Service Commission.

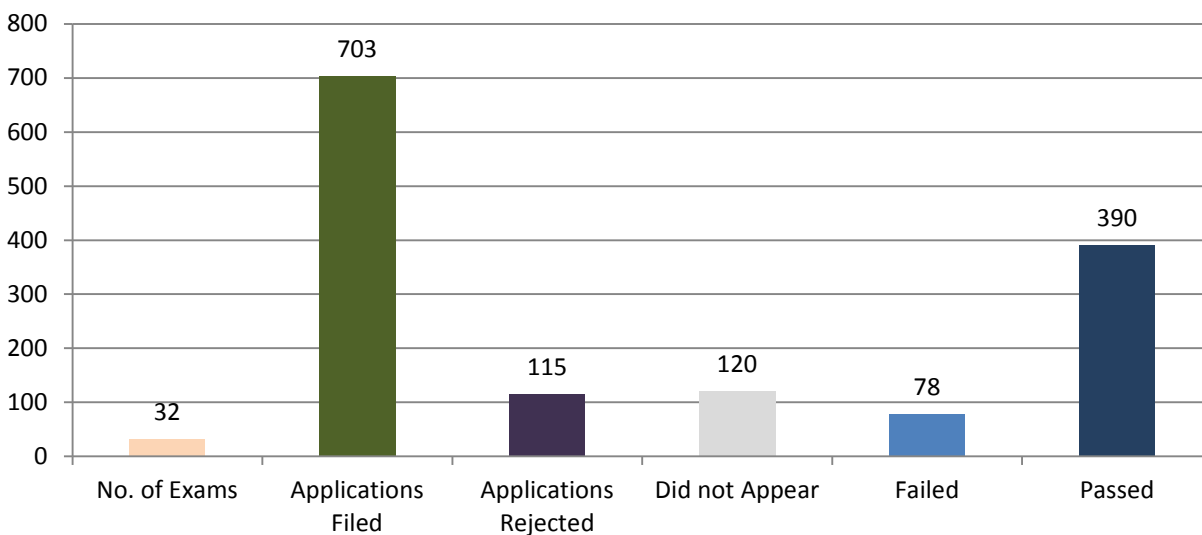
### EXAMINATIONS

Examinations consisted of written tests, oral structured interviews, performance assessments, medical and physical, and/or behavioral assessments.

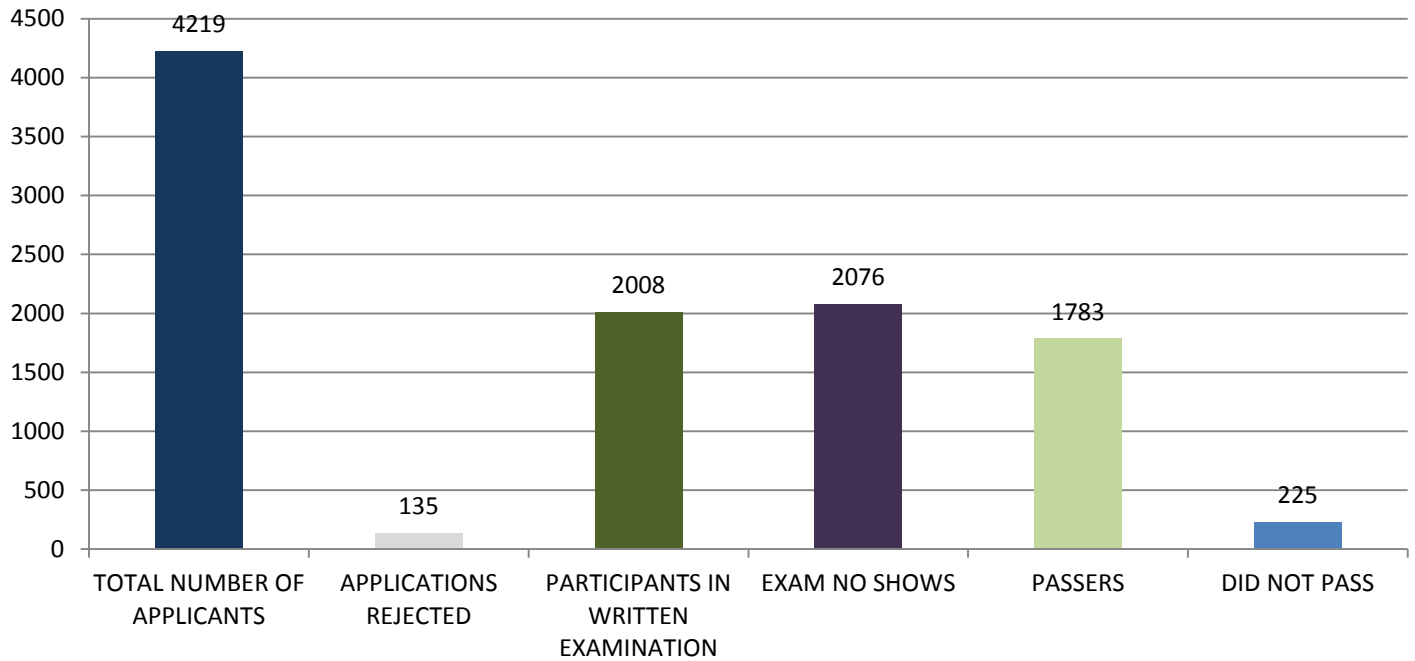
#### EXAMS AND APPLICATIONS (OPEN COMPETITIVE)



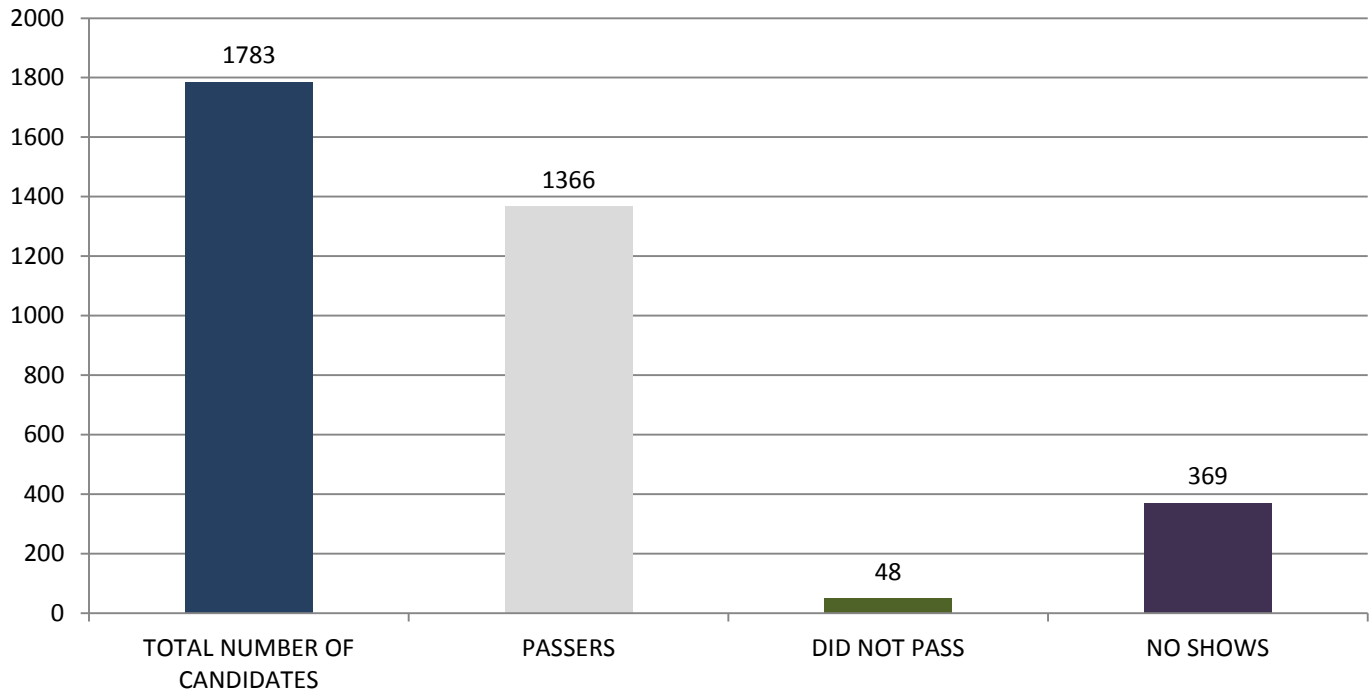
#### EXAMS AND APPLICATIONS (PROMOTIONAL)



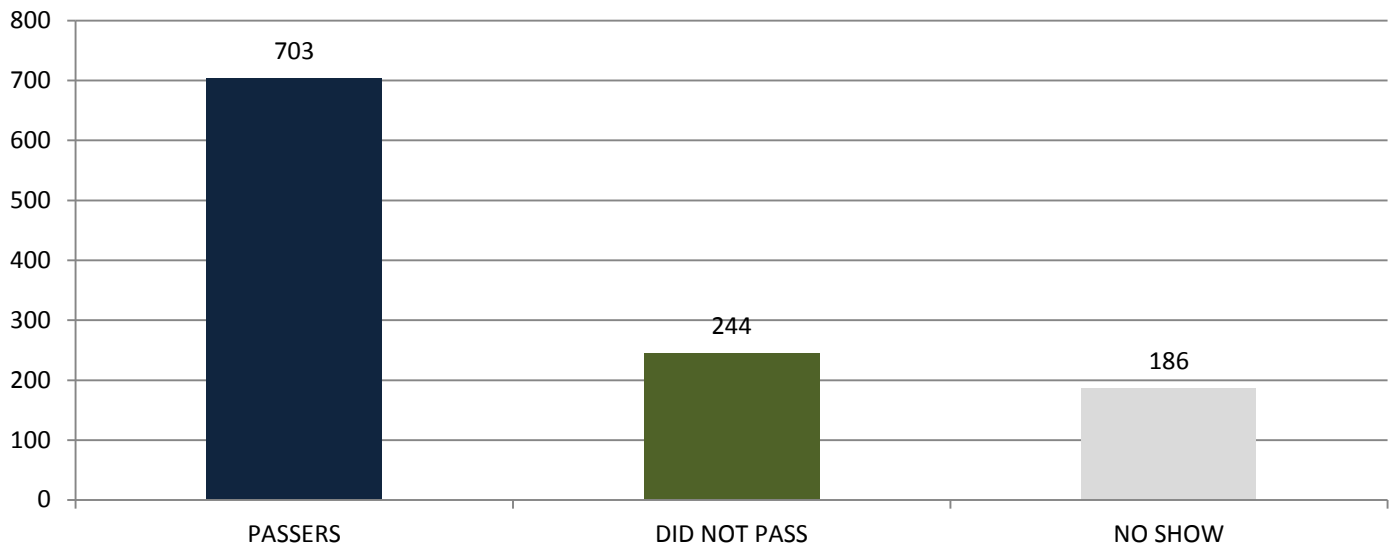
FIRE RECRUIT



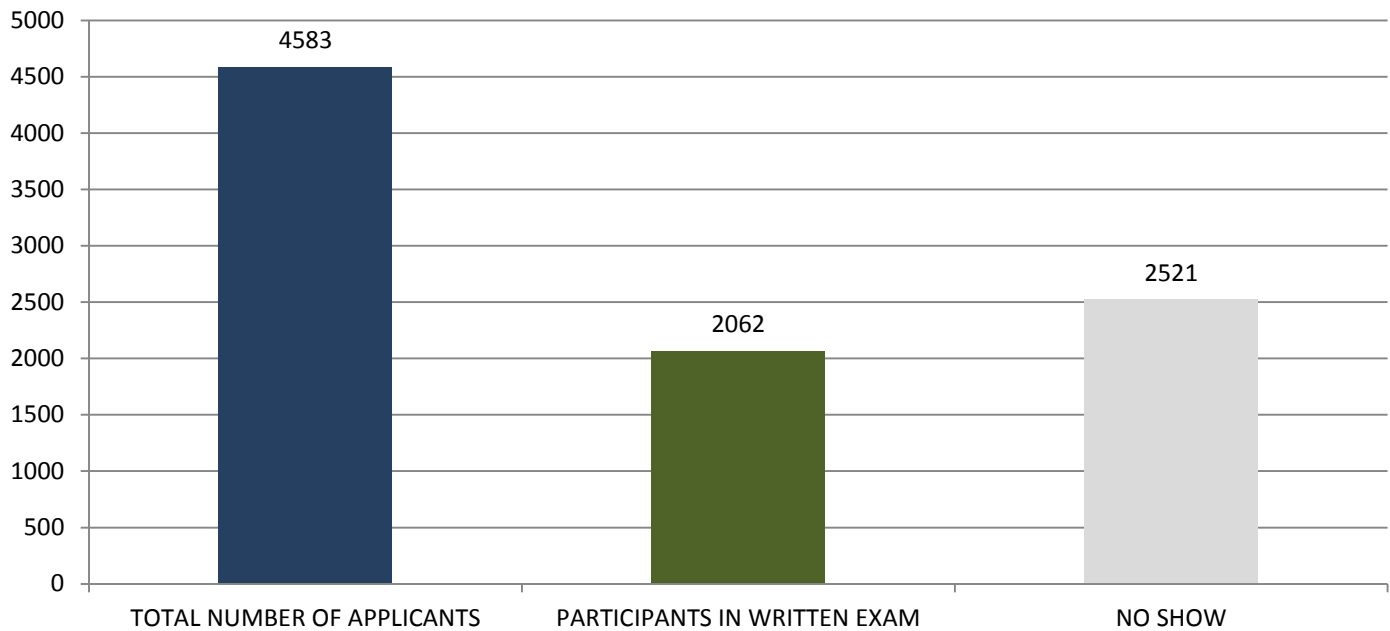
FIRE PHYSICAL ABILITY



### FIRE ORAL BOARD

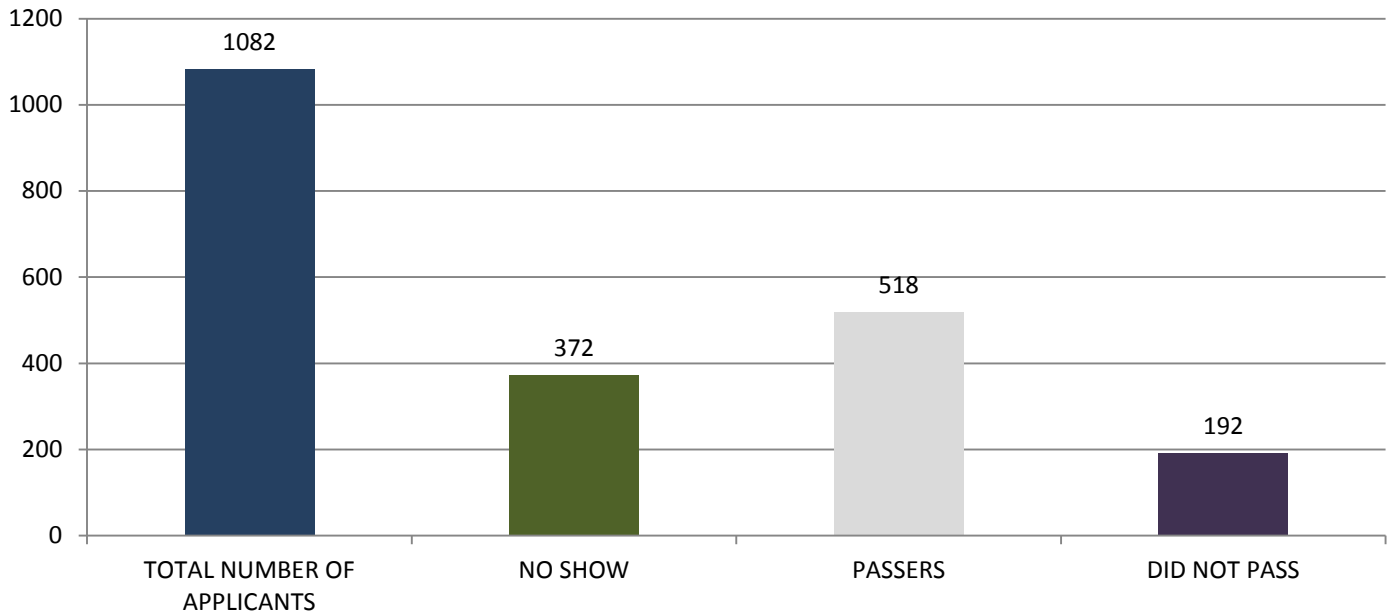


### POLICE RECRUIT





### POLICE PHYSICAL ABILITY



### PROMOTIONS WITHOUT EXAM

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. There were a total of 68 promotions without exams that were approved by the Civil Service Commission.

### PERMANENT APPOINTMENTS

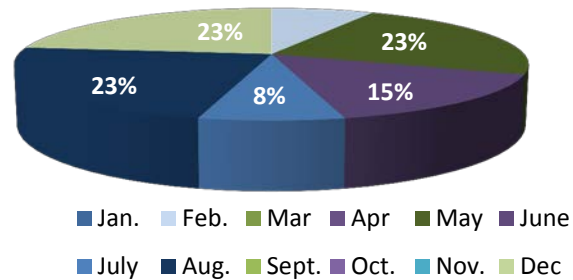
During 2012, the total number of appointments from certified eligible lists consisted of 238.

### REQUESTS FOR ALTERNATE TEST DATE



## VOLUNTARY DEMOTIONS

Fire-1	Police- 3
Health- 1	Board of Education- 2
Water Works- 1	Metropolitan Sewer District- 2
Public Services-1	



## 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.

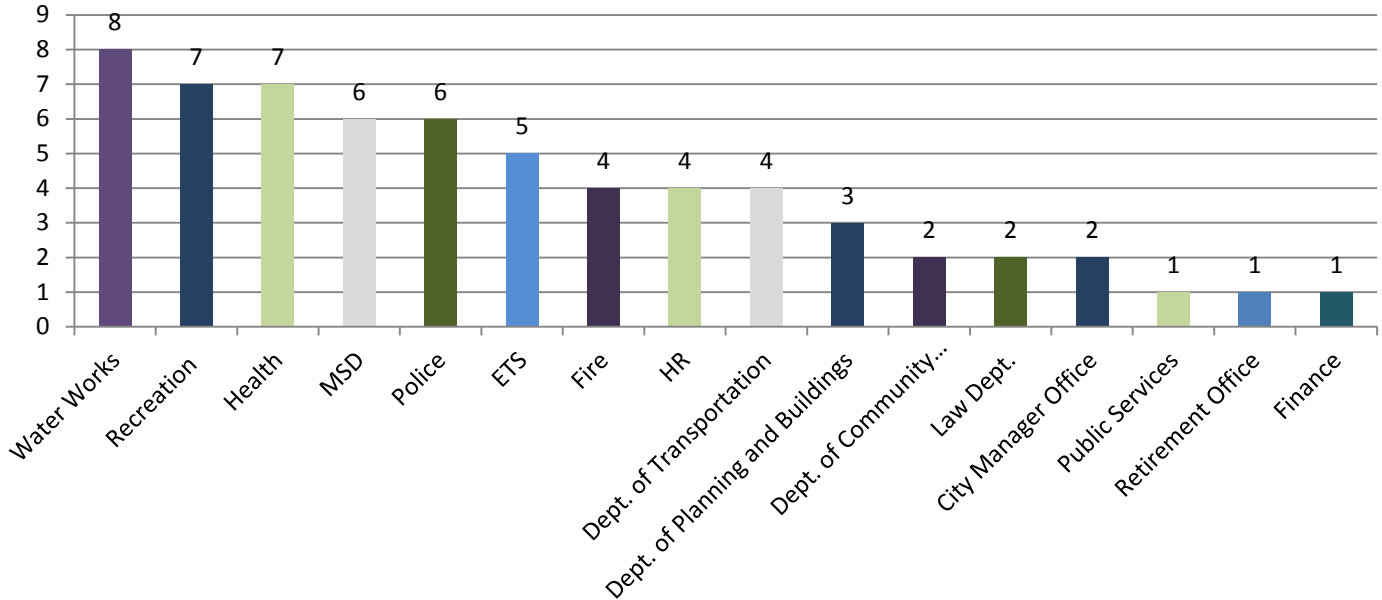
During the 2012 year, there were a total of 38 transfers. Two of the transfers were in the administrative group; nine in the professional area; four technical; one within sworn services; fifteen administrative support professionals; four skilled trades; and three service/maintenance.

## PROBATION EXTENSIONS

Three requests for an extension of probation were submitted and approved in 2012. Public Services had two in January and Water Works had the third in October.

### REQUESTS TO ADD POSITION TO TABLE OF ORGANIZATIONS

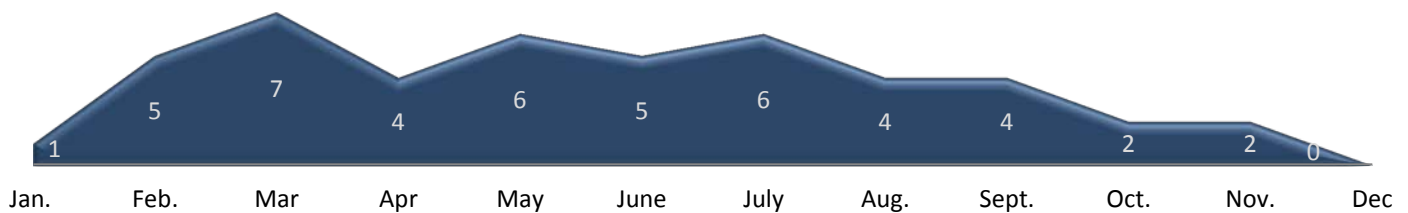
There were 63 requests to add to or change the Table of Organization for various departments that were approved by the Vacancy Review Board during the 2012 year. All requests submitted to the Civil Service Commission were approved.



### CLASSIFICATION SPECIFICATIONS (NEW OR REVISED)

In accordance with Civil Service Rule 4, the Secretary shall maintain a record for each classification established. The record shall contain the classification title, the duties performed, examples of work performed, the knowledge, skills, and abilities required and the minimum qualifications required.

There were a total of 46 new or revised classification specifications completed in 2012.



## 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, review 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, or DNA.
- **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.

## 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 2012 year and it is our hope to continue the path of progression to become a 21<sup>st</sup> 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.

## APPENDIX 1: 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 organization unit, or a position not previously existent or a position created through an authorized change by the Civil Service Commission in a classification.

**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.