



**3<sup>rd</sup>**  
**EDITION**

# 2014 CIVIL SERVICE COMMISSION ANNUAL REPORT

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**Civil Service Commission**

James B. Robinson, Chair  
Robert Braddock, Vice-Chair  
C. Freeman McNeal



# Civil Service Commission

## Annual Report FY 2014

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## CIVIL SERVICE REFORM

Over the past three years, the Civil Service administrative office has continued its efforts to transition to a progressive 21<sup>st</sup> 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.

- o Unclassified service positions include department and division heads, deputies or assistants to department heads, and professional housing and economic development positions
- o 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, managing correspondence, communicating and interpreting Civil Service Rules, and responding to a variety of inquiries from the public.

Member Name	Appointed By	Term Expiration
James Robinson, Chair	Mayor	December 13, 2018
Robert Braddock, Vice Chair	Board of Education	December 31, 2015
C. Freeman McNeal	Mayor	December 13, 2018



**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.

**C. Freeman McNeal** is serving his first term on the Civil Service Commission. He graduated from Southern Ohio College with an Associate Degree in Computer Aided Design and Drafting. He is a Certified Tax Consultant and is currently serving as the Director of Development for the Mount Auburn Good Housing Foundation. He has served as a political consultant to many Municipal, State and National campaigns. Mr. McNeal also served on the Board of the Empowerment Zone and the Cincinnati Inclusion Council. In previous years, he served as the AFSCME Union President for the University of Cincinnati and is currently a member of the Retiree Union. His goal is to help make Cincinnati the “crown jewel” City of the country by attracting and sustaining the growth of a diverse workforce.

**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 2014 year, the Commission held 24 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, five (5) 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.

### DEPARTMENTAL GOALS

**GOAL 1:** To foster, encourage and promote a culture of inclusion, appreciation and respect

**GOAL 2:** To design and integrate shared services framework to improve quality and consistency of services and provides greater value for all employees.

**GOAL 3:** To increase city-wide HR operational efficiency and effectiveness through the use of technology.

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

**GOAL 5:** To attract, select, and on-board the right talent with the right skills for today and tomorrow's workforce.

**GOAL 6:** To establish and champion a learning environment to foster employee and organizational growth.

### 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.



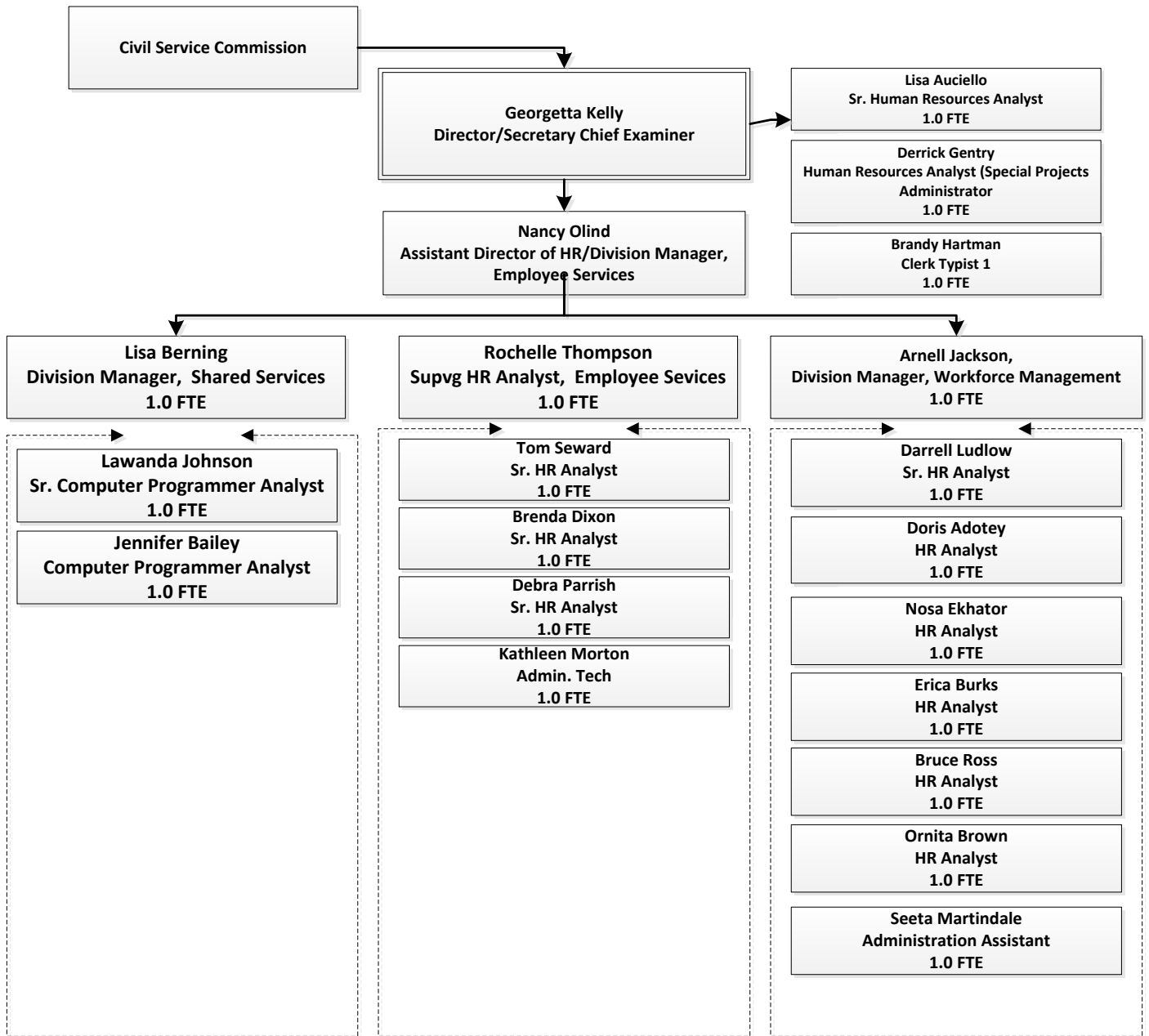
## DIVISION OF SHARED SERVICES

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.

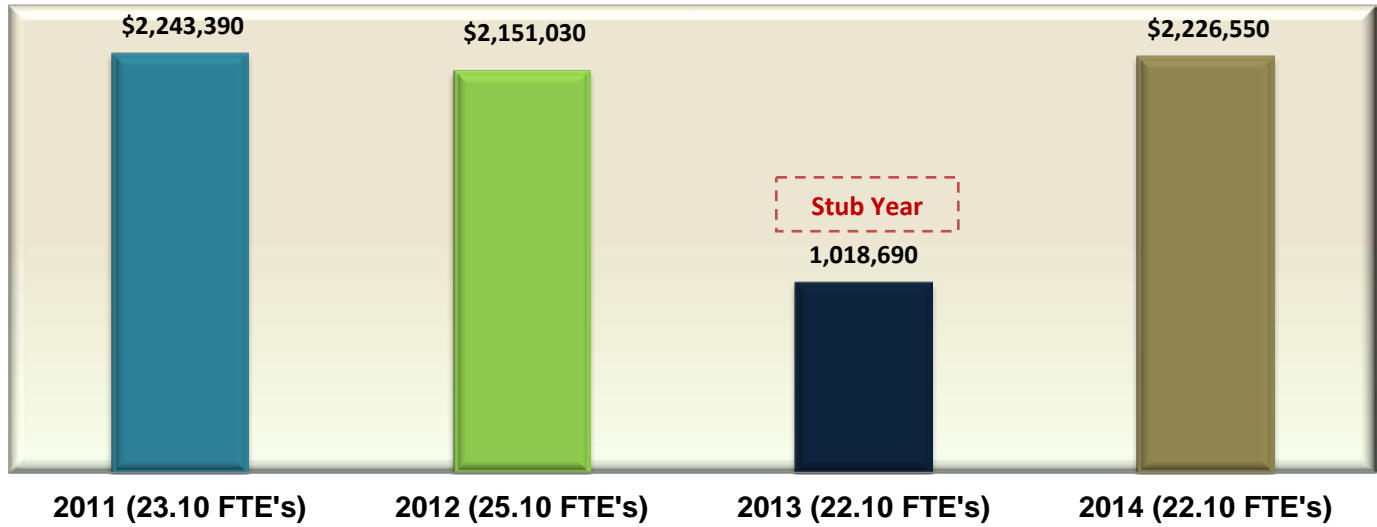
## EMPLOYEE TRANSITIONS

- Bruce Ross was appointed as a Human Resources Analyst. Bruce received his Masters of Public Administration from Northern Kentucky University.
- Derrick Gentry was appointed as a Human Resources Analyst. Derrick received a Bachelor's Degree in Organizational Leadership from Wright State University.
- Doris Adotey was appointed as a Human Resources Analyst. Doris Adotey received a Bachelor's Degree in Public Administration from Miami University.
- Erica Burks was appointed as a Human Resources Analyst. Erica received a Master's in Human Resources from the University of Phoenix.
- Amy Luthanen was appointed as a Human Resources Analyst. Amy received a Master's in Industrial/Organizational Psychology from Xavier University.
- Nosakhare Ekhaton was appointed as a Human Resources Analyst. Nosakhare received a Master's in Industrial/Organizational Psychology from Northern Kentucky University.
- Brandy Hartman was appointed as a Clerk Typist 1.
- Natalie Geiss, Human Resources Analyst received an external promotion.
- Saakhi Grover, Human Resources Analyst received an external position.
- Jennifer Bailey, Senior Human Resources Analyst received an external position.
- Arnell Jackson, Division Manager of Workforce Management moved to the Department of Sewers serving as a Supervising Management Analyst.
- Rochelle Thompson, Contract Compliance Officer transferred from the Department of Contract Compliance to serve as Supervising Human Resources Analyst within the Employee Services Division.
- Alexandria White, Senior Human Resources Analyst transferred to the Department of Sewers to serve as Senior Administrative Specialist.
- Tom Seward, Senior Human Resources Analyst transferred to the Department of Sewers to serve as Senior Administrative Specialist.
- John Plahovinsak, Senior Human Resources Analyst retired from the Human Resources Department.



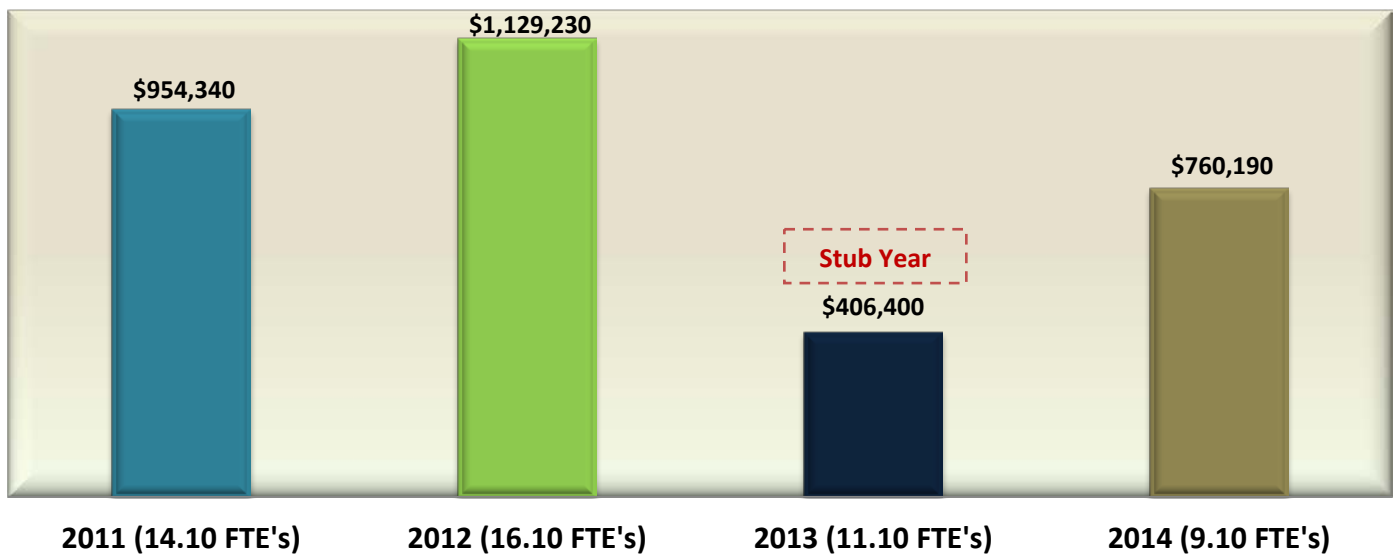
### HUMAN RESOURCES OPERATIONAL BUDGET

The Human Resources Department's budget remained consistent 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



## 2014 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.

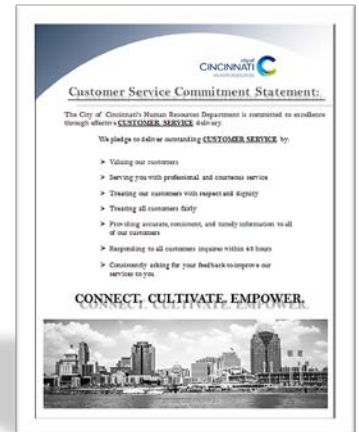
### MAJOR INITIATIVES

- During the 2014 year, work continued with the Department of Justice in the performance of a criterion related study for the entry level police recruit exam. The criterion validity study assesses whether a test reflects a certain set of abilities. Ergometrics will work with the City to conduct a concurrent and predictive criterion related validation study to document the linkage between the performance of police recruits after completing the onboarding process and completing academy training. This work will continue into the 2015 calendar year with direct reporting to the Department of Justice.
- To highlight the great work occurring within the Human Resources Department, the Director nominated Alexandria White, Senior Human Resources Analyst for the 2014 Public Administrator of the Year Award, Greater Cincinnati Chapter of the American Society for Public Administrators. Ms. White won the award for her work in leading project initiatives associated with the implementation of the City’s On-line Hiring Solution, commonly known as NEOGOV.
- In an effort to enhance technology skills across the City’s structure, the Human Resources Department enhanced computerized testing opportunities for customer service areas, administrative and accounting positions. Incumbents may now be tested on various computerized software packages aligned to the scope of work of the positions.
- The Human Resources Department has continued to increase utilization rates of its on-line hiring solution by providing walk-in access for assistance. During the 2014 year, there were 1,314 walk-ins to the department.
- In 2014, a new scoring method was also adopted to align with industry standards. The Angoff method of scoring is now being utilized to determine the passing percentage (cut score) for a Civil Service Examination. The Angoff method relies on subject-matter experts (SMEs) who examine the content of each test question (item) and then predict how many minimally-qualified candidates would answer the item correctly. The average of the SMEs predictions for a test question becomes its *predicted difficulty*. The sum of the predicted difficulty values for each item averaged across the SMEs and items on a test is the recommended Angoff cut score.

- Partnership opportunities were enhanced during this year to provide on-line education and access to job interest areas, recruitment postings, and employment applications for Cincinnati's Youth2Work program. There were approximately 700 submissions through the on-line hiring center.

- Also, in an effort to enhance the customer service initiative of the department. Several engagement sessions were held to identify the need of its stakeholders. As a result, the Human Resources Department designed a Customer Service Commitment Model. The model includes a pledge to deliver outstanding customer service by:

- Enhancing its efforts in providing better customer service to customers. The goal is to value our customers
- 48 Hour Response Requirement to all customers
- Serving customers with professional and courteous service
- Treating our customers with respect and dignity
- Treating all customers fairly
- Providing accurate, consistent, and timely information to all of our customers
- Responding to all customer's inquires by the next business day
- Consistently asking for customer feedback to improve our services
- Placing a Customer Service Feedback Box at the front desk, providing visitors with a chance to give feedback on their experience while visiting the Human Resources Department.
- Enhancing social media activity to now have over 4000 followers.



- To ensure easy access to information and respond to customer needs, the Departments' HR Analysts were provided with iPads to stay connected to customers as field level work activities occurred; ensuring a continuity of services.

- In addition, during the 2014 year several audits were conducted related to Civil Service activity; specifically, associated with Civil Service examinations and ADA recordkeeping. The audit revealed long standing gaps, in which deficiencies are currently being corrected and quality control measures put in place.



Also, a review of the exceptional appointment process based on past practice was conducted to ensure compliance and adherence to Civil Service Rules and State law.

- The department also increased the use of data analytics to measure Civil Service productivity; placing a laser focus on the filling of vacancies to ensure operational efficiency and a reduction in time-to-fill rates. Below is a snap shot of the reporting analytics tool used during weekly strategy meetings to track and strategize about open personnel requisitions along with the monthly reporting tool utilized by the HR Divisions to report performance.

### Requisition Life Cycle Report: ALL DEPARTMENTS

Date Range: Date - Date  
 Req. Status: 183  
 Average Days Open: 89.83060109  
 Generated by (Name) on (Date) (Tim)  
 For records between (Date) and (Date)

85% Open for less

Req #	Title	Analyst	Department	Created	Adv. From	Ad	Eligible	Referred	Interviewed	Offered	Total Days	Comment
14-00XXX	Position Title	Analyst Name	Department Name	Date	Date	Date	Date	Date	Date	Date	10	Offers in process. Class start Date, pending pre-hire actions
14-00XXX	Position Title	Analyst Name	Department Name	Date	Date	Date	Date	Date	Date	Date	10	Supporting information

Annotations: Average number of days requisition is open. (Average Days Open); Dates associated (Created, Adv. From, Ad, Eligible, Referred, Interviewed, Offered); Updates and comments (Comment); Supporting information (Supporting information).

### DEPARTMENT OF HUMAN RESOURCES

#### STRATEGIC SCORECARD 2012-2013 - MONTHLY REPORT

Employee Information

Employee Name:  
 Job Title:  
 Manager: Director of Human Resources  
 Date:

#### DIVISION GOALS - WORKFORCE MANAGEMENT

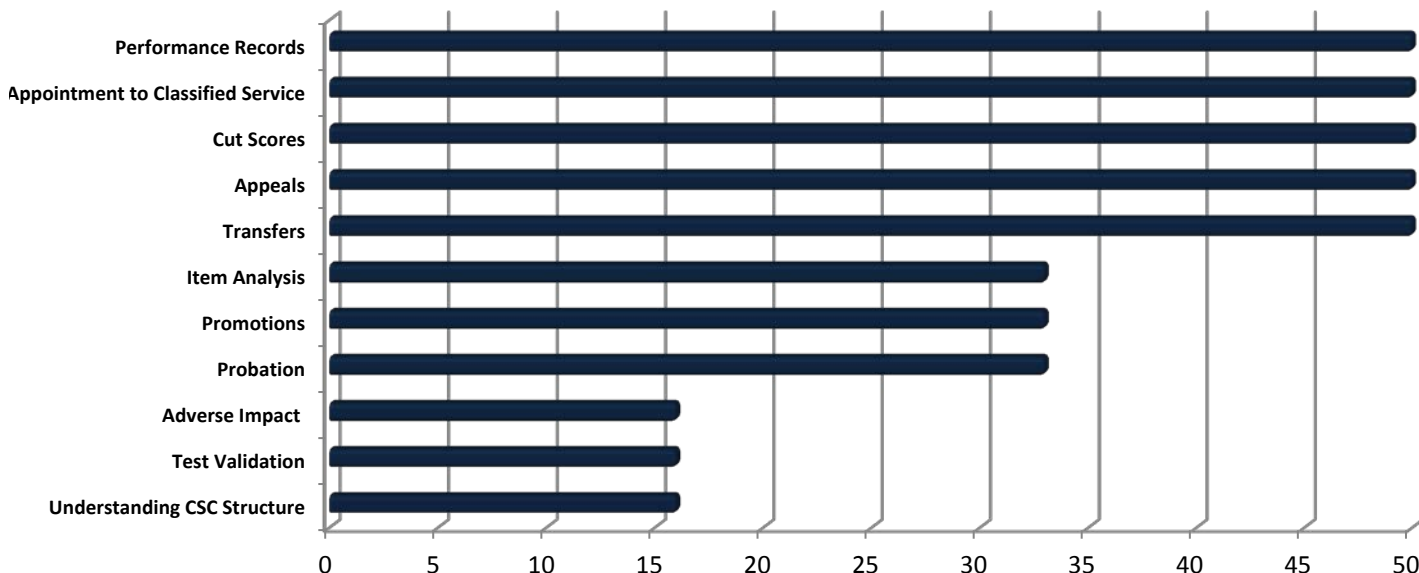
GOALS	TARGET	JUL	AUG	SEPT	OCT	NOV
WORKFORCE MANAGEMENT:						
Percent of item analysis identified as invalid	20 percent or less	20	20			
Percent of vacancies filled within a 90 day time period	85 percent	85	85			
Percent of Civil Service Commission approved examination appeals	5 percent or less	5	5			

Legend: Met (Green), Not Met (Red), Progressing (Yellow)

Annotations: Specific goals related to Department division (Percent of item analysis identified as invalid, Percent of vacancies filled within a 90 day time period).

## TRAINING

- 184 employees participated in New Employee Orientation (NEO) sessions in 2014. In addition, the Human Resources Department began training sessions to educate the City’s workforce on Civil Service Rules. In total, there were 12 modules covered with a total attendance of over 447. Below is a snapshot of the attendance and training provided.



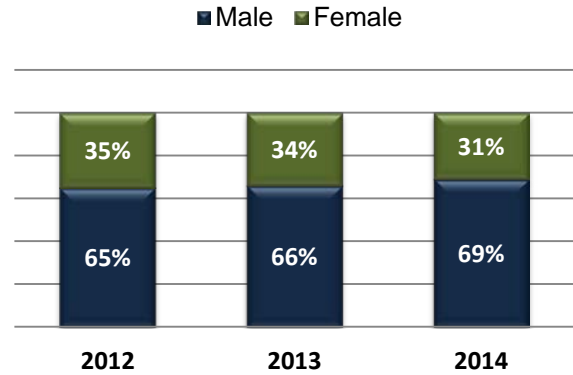
- The Department also conducted several trainer-to-trainer sessions, to educate field HR Liaisons in the City’s non-discrimination Policy. Over 40 individuals participated.
- Another area of focus for the 2014 reporting year included HR staff training to address core competency areas of the Civil Service function. Staff members participated in over 48 hours of training. Topics included: Civil Service Rules, EEOC Uniform Guidelines for Employee Selection, Understanding Adverse Impact, a review of the City’s labor agreements, and a book study on Adverse Impact and Test Validation. Through these training sessions, staff members were able to gain an in-depth understanding of test development, design and validation.

## CIVIL SERVICE ACTIONS

### 2014 WORKFORCE DEMOGRAPHICS

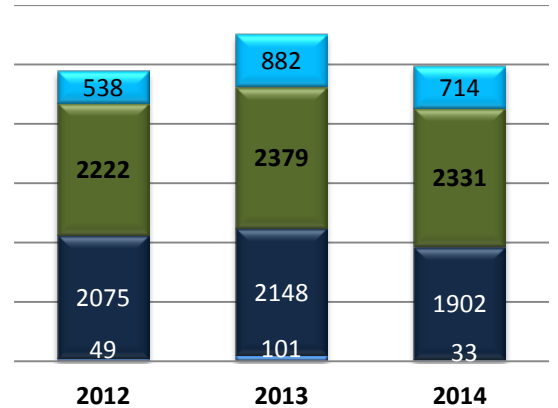
The following demographic information reflects the full-time workforce of the Cincinnati Government. By gender, the City's workforce composition was comprised of 61% males and 39% females. In 2014, the total number of females increased over the previous year. With regard to how the current City workforce mirrors the Cincinnati community, women account for 50.8 percent of Cincinnati's population based upon the 2014 U.S. Department of Labor report.

Organization Gender	Male	Female
2012	65%	35%
2013	66%	34%
2014	61%	39%



### Generational Analysis

Generational Analysis	Total
Traditionalist	33
Baby Boomers	1902
Generation X	2331
Generation Y	714

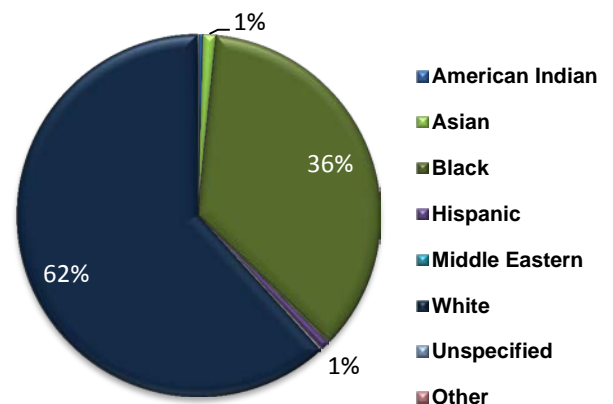


Traditionalist	Born 1925 - 1945
Baby Boomers	Born 1946 - 1964
Generation X	Born 1965 - 1980
Generation Y - Millennial	Born 1981 - 2006

### FULL - TIME EMPLOYEE ETHNICITY SUMMARY FOR 2014

The complement of full-time equivalency (FTE) employee's totaled 4980 across 18 agencies in 2014. FTE's are those individuals classified to work 2080 hours per year. The graph depicts a breakdown by nationality. The City's Minority population within its workforce decreased by 1% between 2013 and 2014 years.

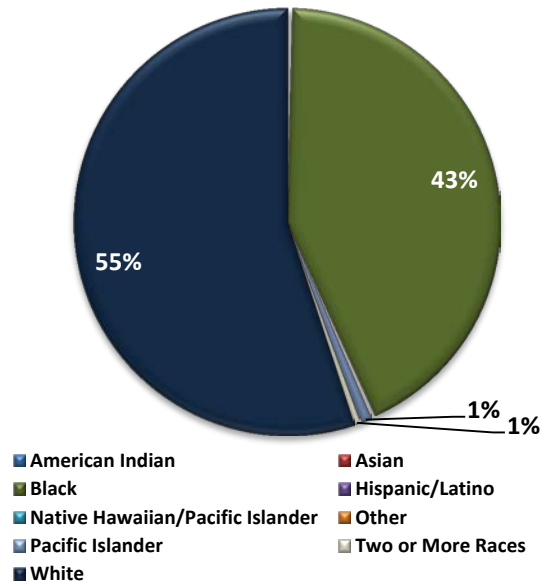
Ethnicity	Total
Blacks	1610
Whites	3233
Hispanics	27
Asians	55
Other	55





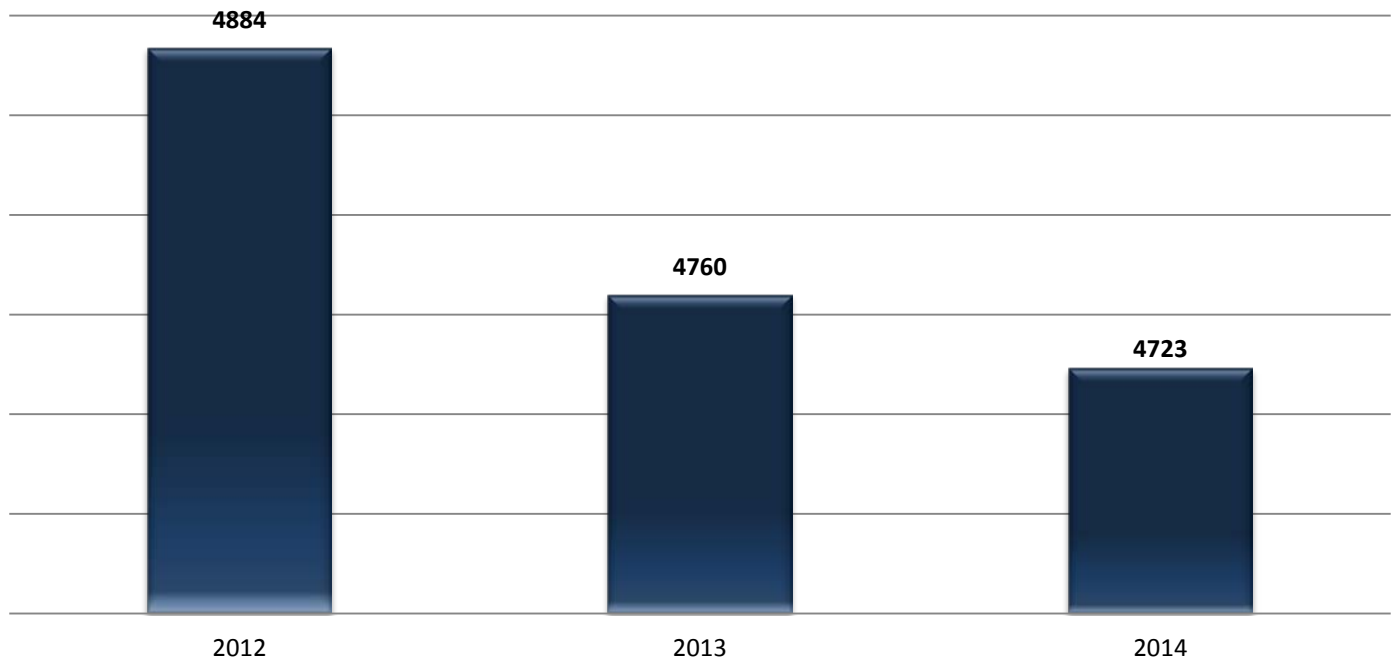
### PART -TIME EMPLOYEE ETHNICITY SUMMARY FOR 2014

The complement of part-time employees totaled 933 or 15% of the workforce in 2014. 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 on the right provides a snapshot of part-time employees in the year 2014.



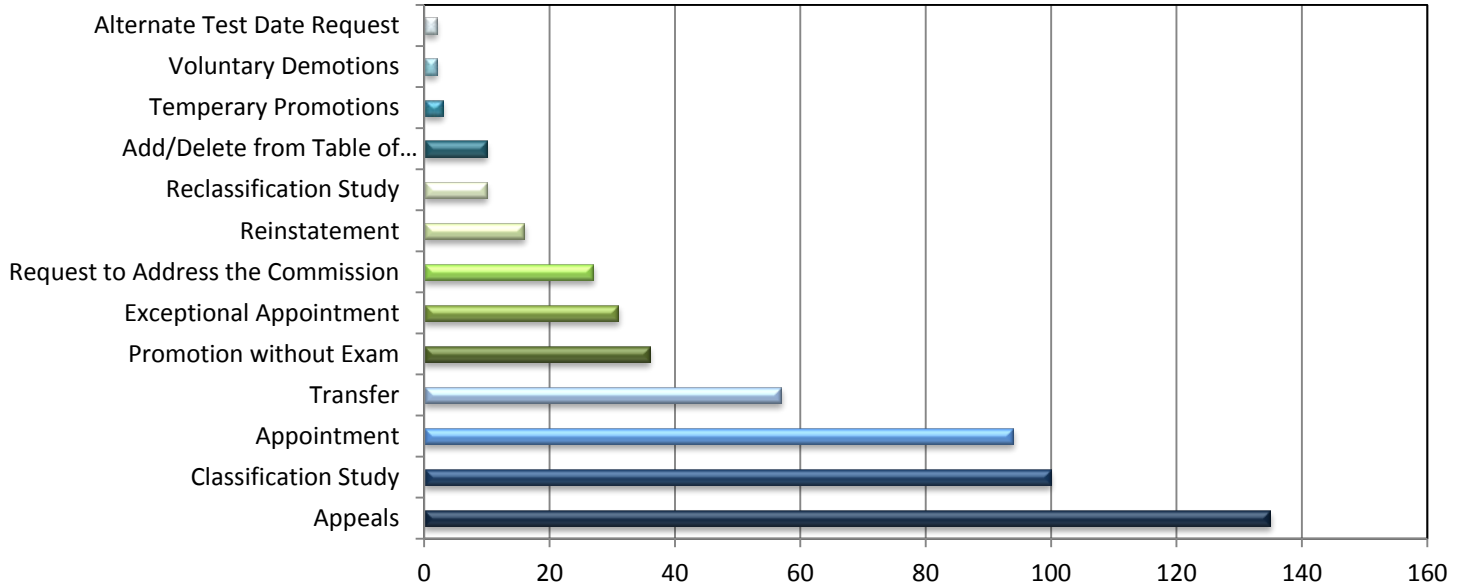
### FULL - TIME EMPLOYEE TOTALS FOR 2012 - 2014

Full-time equivalent employees are those individuals who work up to a maximum of 2080 hours per year. The number of full-time positions has slightly decreased since last year.



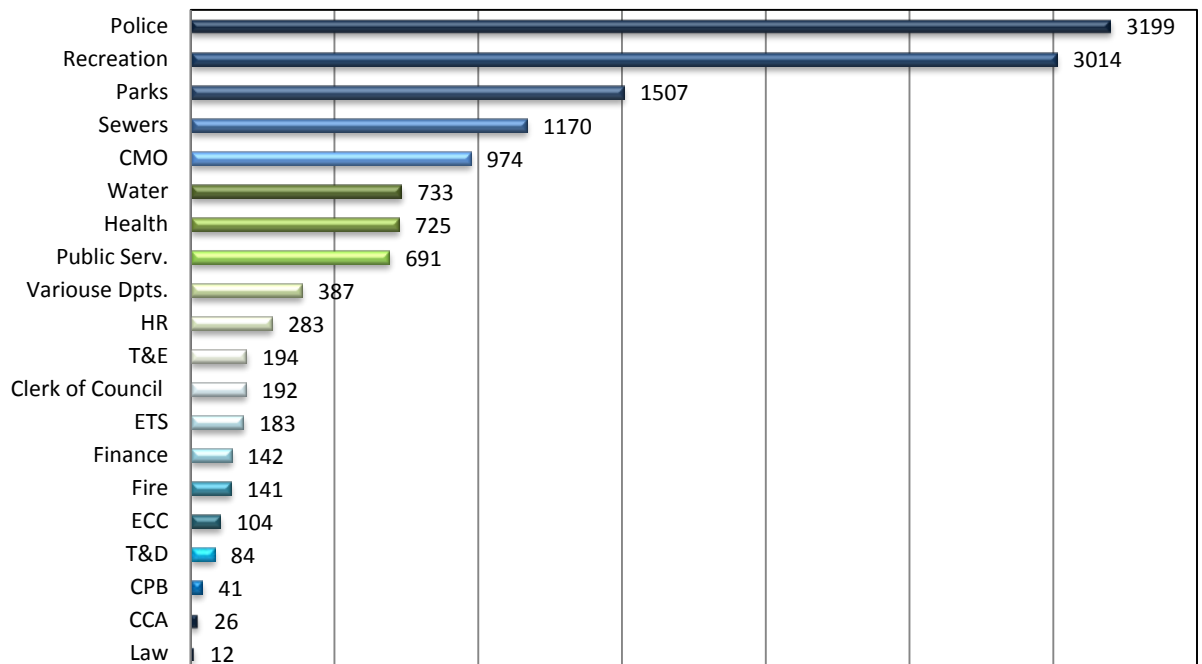
### 2014 CIVIL SERVICE ACTIVITY SNAPSHOT

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 2014 year.



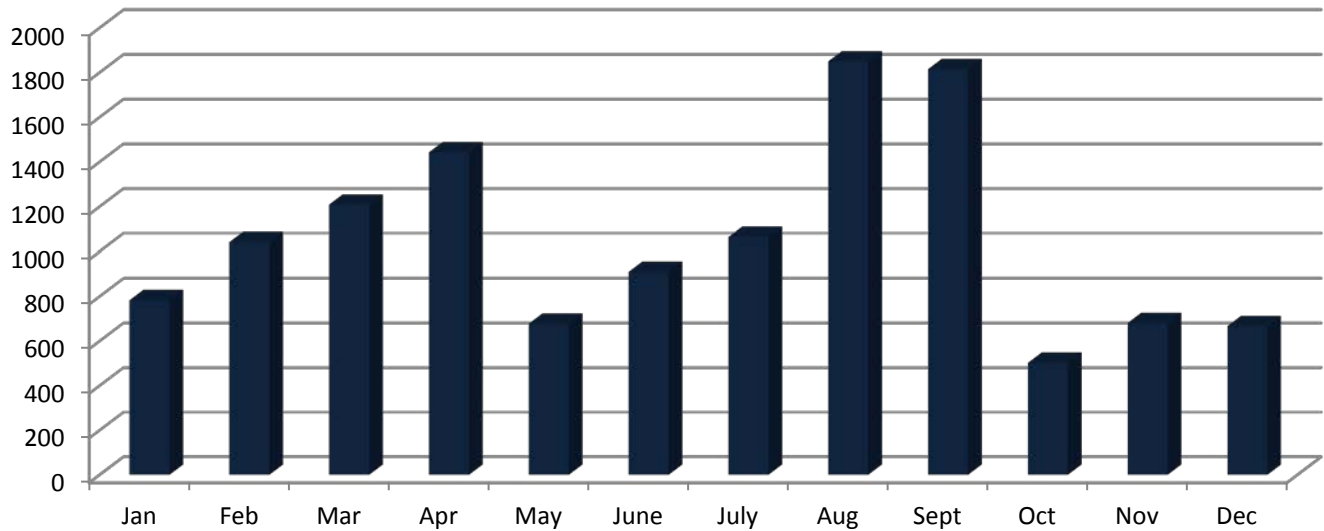
### APPLICATIONS BY DEPARTMENT

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 to on-boarding of new hires. In 2014, there were a total of 13,802 applications received. The chart below indicates the number of applicants for all vacancies across all City departments.



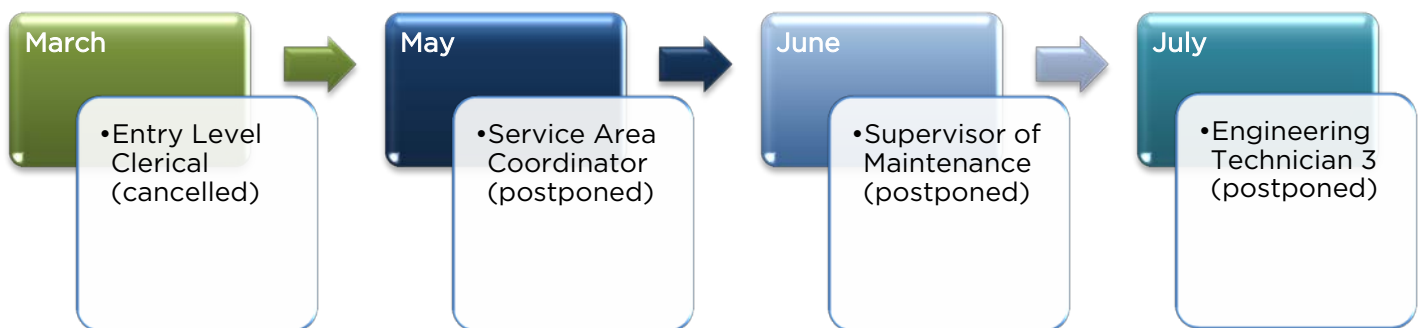
### APPLICATIONS BY MONTH

Below is a snapshot of the number of applications submitted per month for the 2014 year.



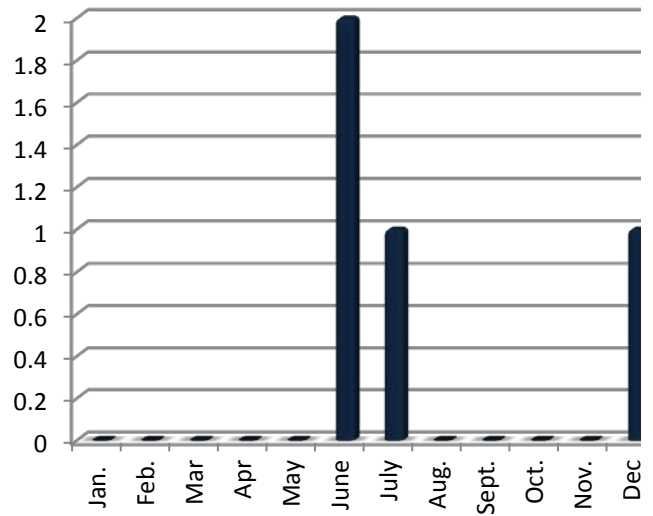
### POSTPONED AND CANCELLED EXAMINATIONS

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 and one cancelled exam for the 2014 year:



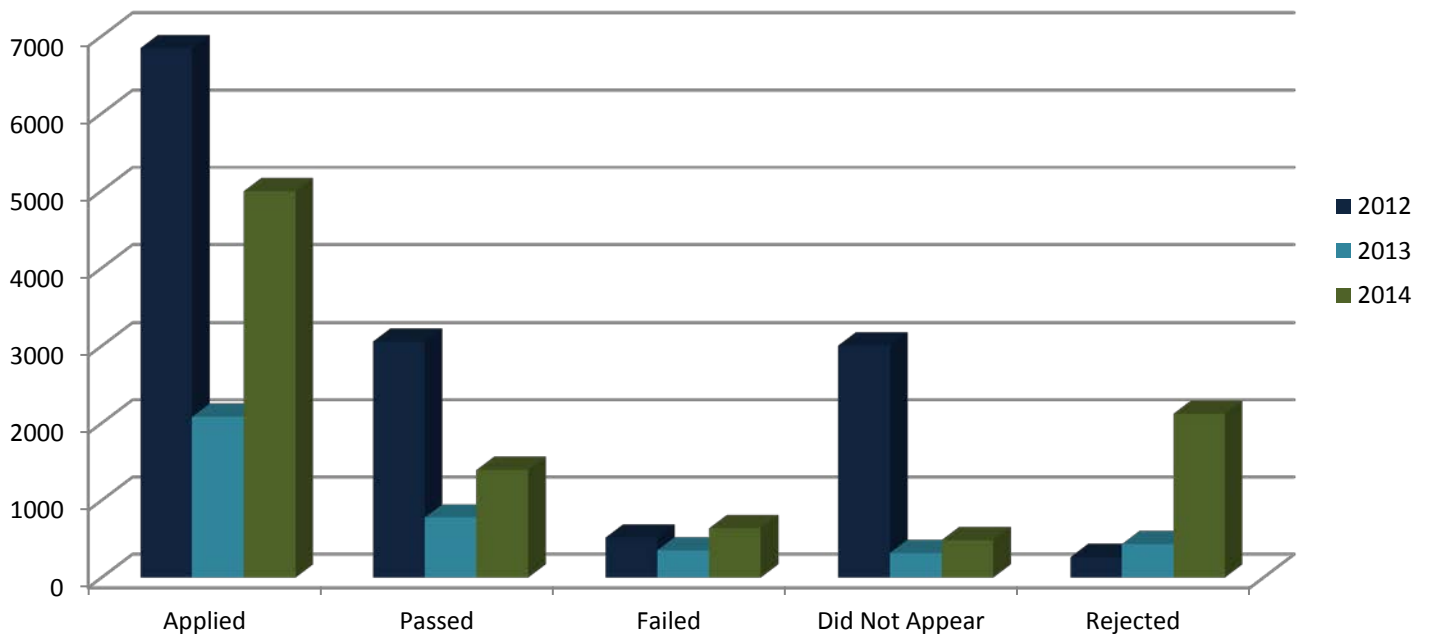
### REVISED OR REVOKED ELIGIBILITY LIST

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 a total of 4 revised eligibility lists and one revoked list in the 2014 year.



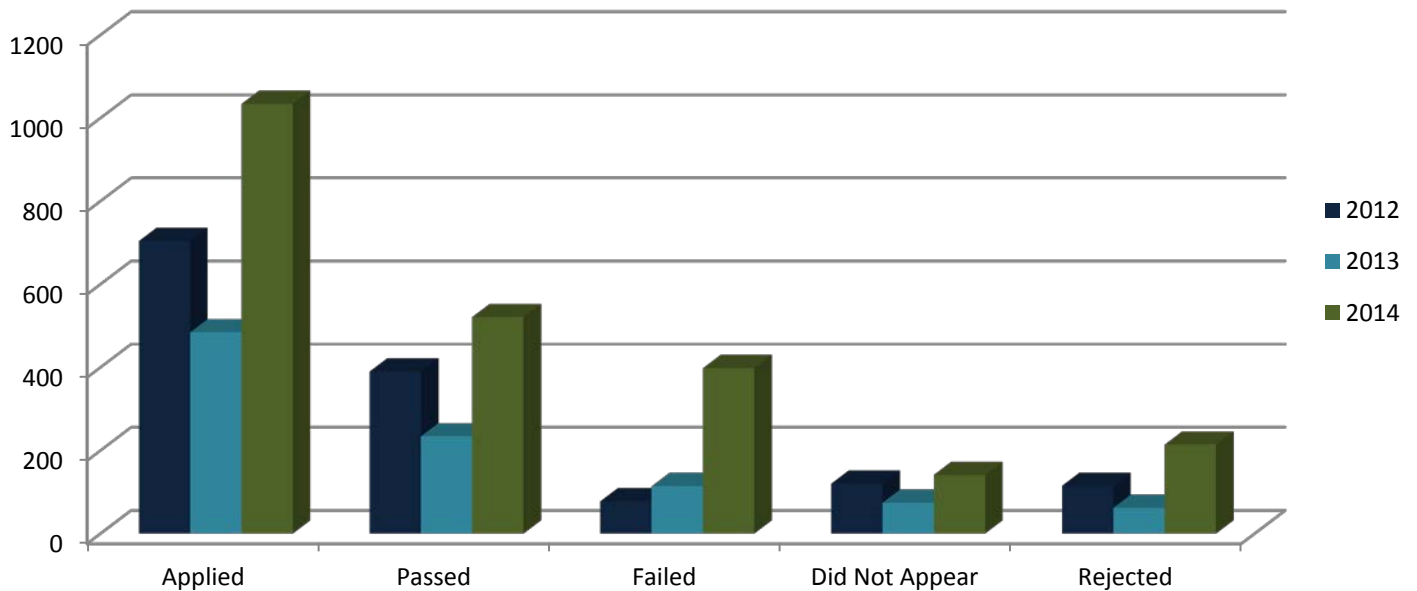
### COMPETITIVE EXAMS AND APPLICATIONS (OPEN)

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 2014 year, there were 19 open competitive examinations.



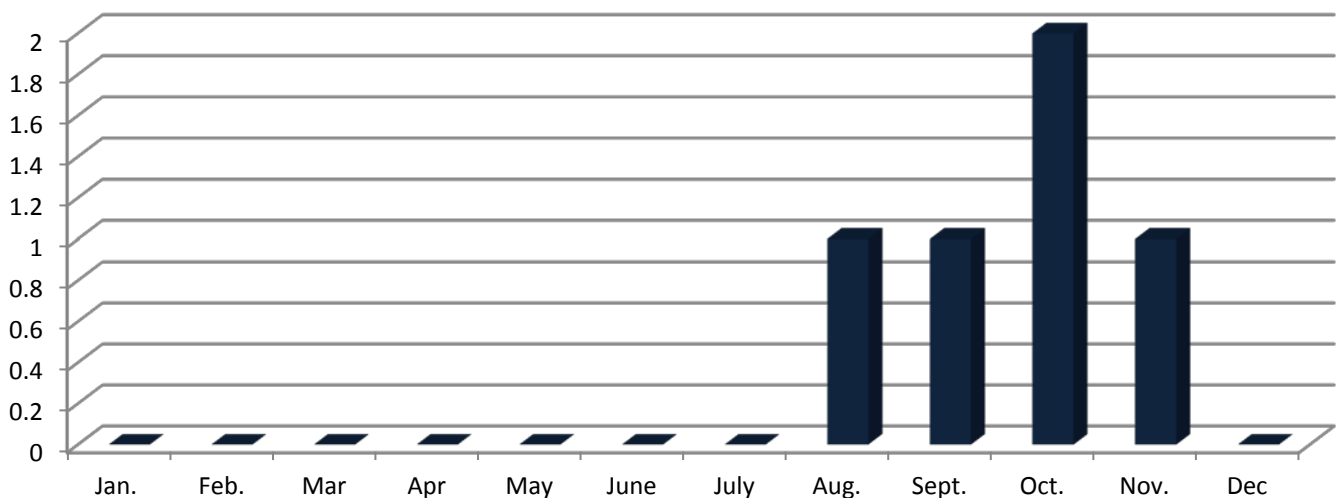
### COMPETITIVE EXAMS AND APPLICATIONS (PROMOTIONAL)

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.



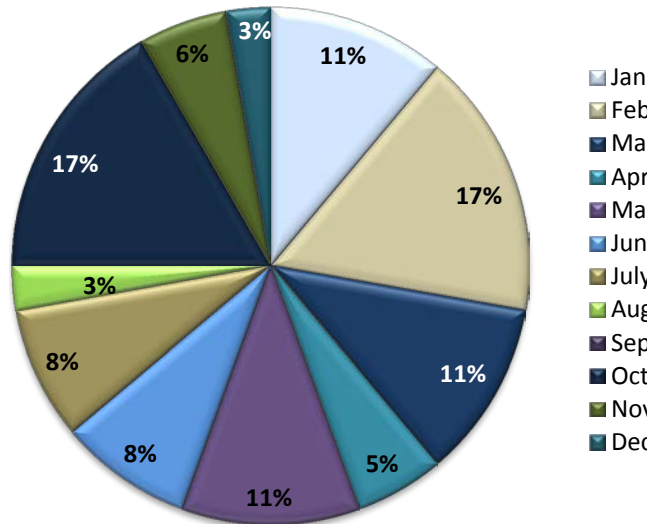
### TRAINING EDUCATION AND EXPERIENCE EXAMINATIONS

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 Training, Education, and Experience (TEE) questionnaire to determine rank and eligibility on list. There were a total of six (6) TEE examinations given in 2014.



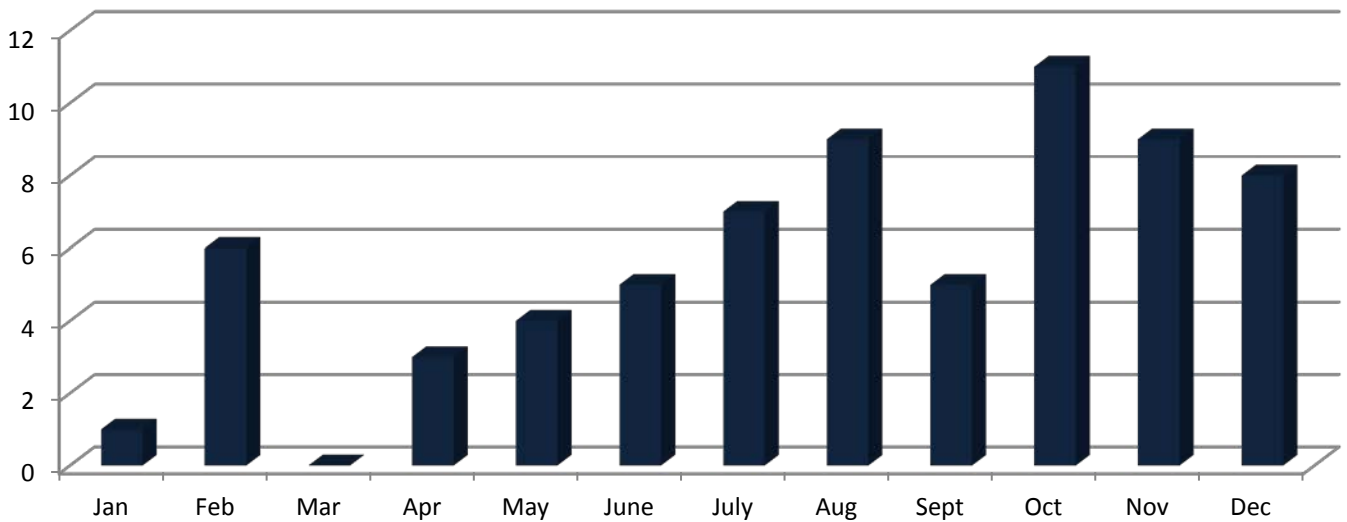
PROMOTIONS WITHOUT EXAMS  
BY DEPARTMENT

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. There were a total of 161 promotions that were approved by the Civil Service Commission. In 2014 there were a total of 62 promotions without exams.



NON-COMPETITIVE APPOINTMENTS

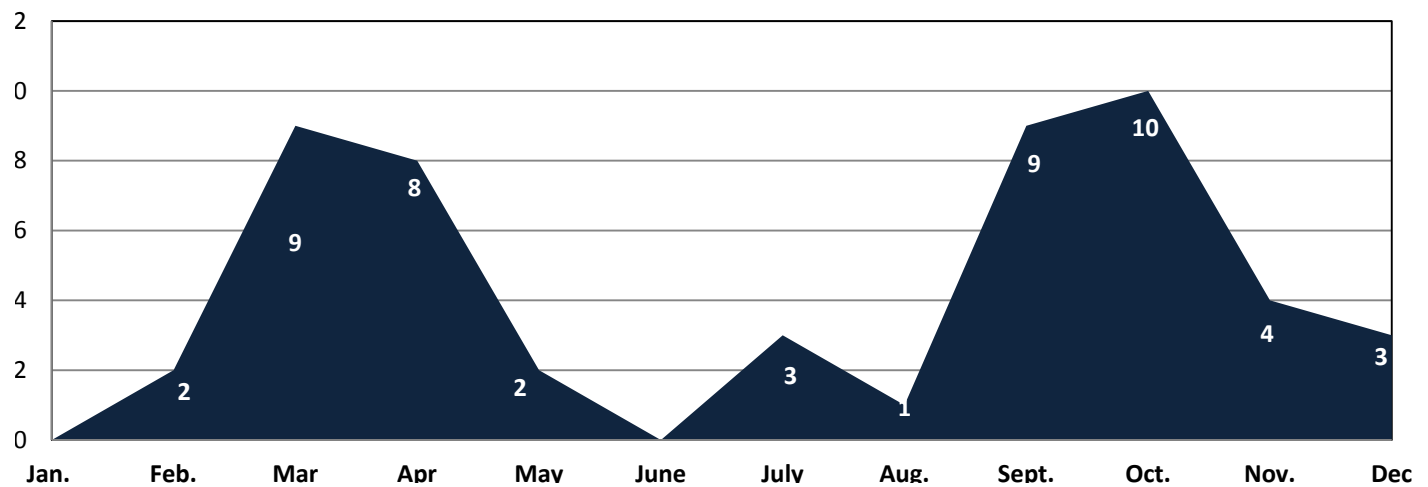
Civil Service Rule 6, Section 3, states, there shall be a non-competitive examination that includes an evaluation of the applications to determine if the applicants meet the minimum requirements for the classification being examined. There were a total of 68 non-competitive appointments in 2014.



### 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 51 exceptional appointments completed in 2014 and 49 in 2013.

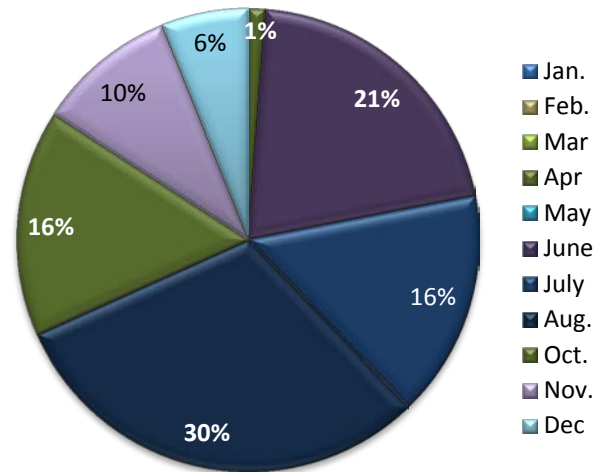


### REASONABLE ACCOMMODATION

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, and 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 two reasonable accommodation requests submitted and approved during the 2014 Fire Recruit examination.

### 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 126 appointments to the classified service to include exceptional appointments in 2014.



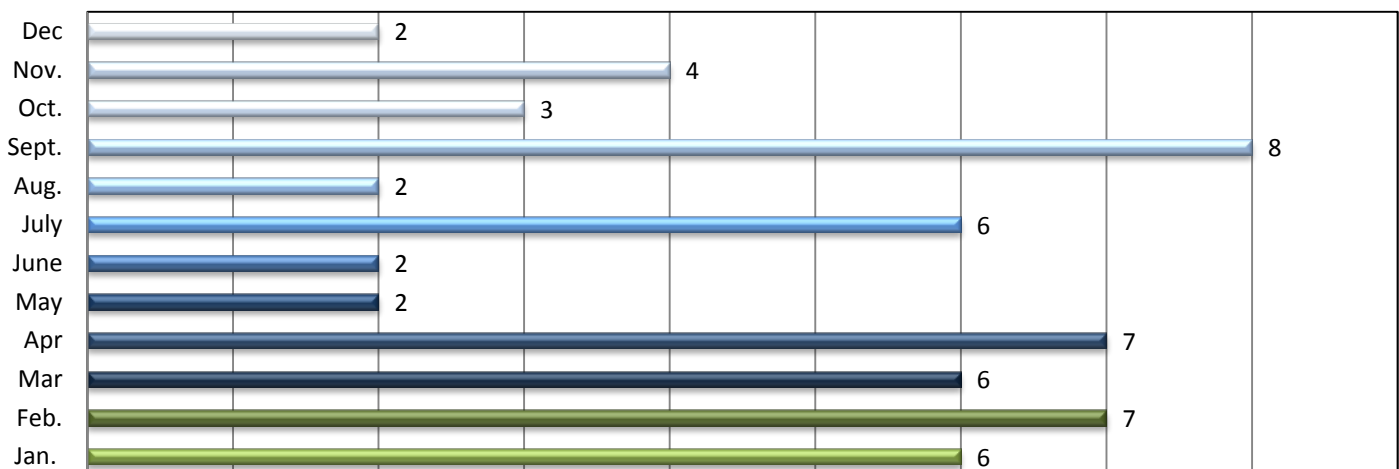
### PROBATION AND EXTENSION OF PROBATION

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 was one request for the extension of probation for the year 2014.

### 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 2014 year, there were a total of 55 transfers. During the 2013 year, there were a total of 32 transfers. The number of transfer for the 2014 year is higher than 2013 year due to language changes within some of the contractual agreements to allow for employee mobility.





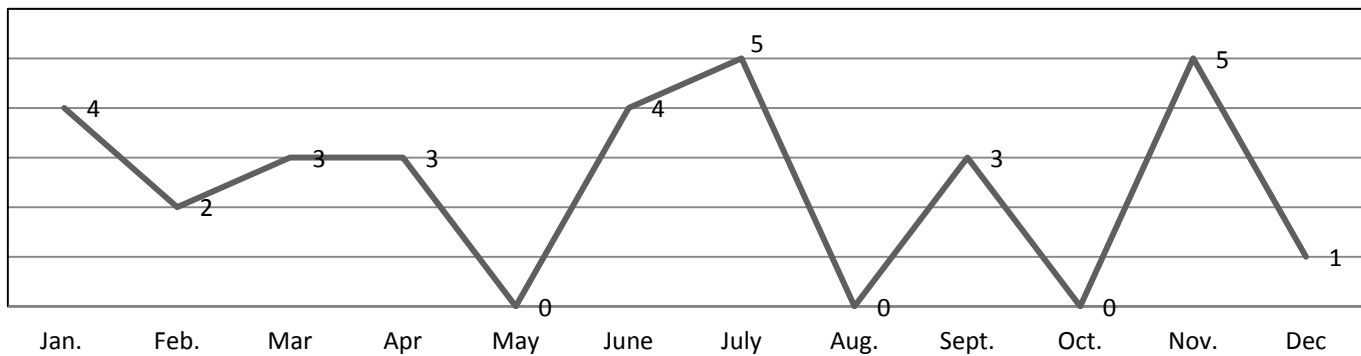
### TEMPORARY PROMOTION/WORKING OUT OF CLASS

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.

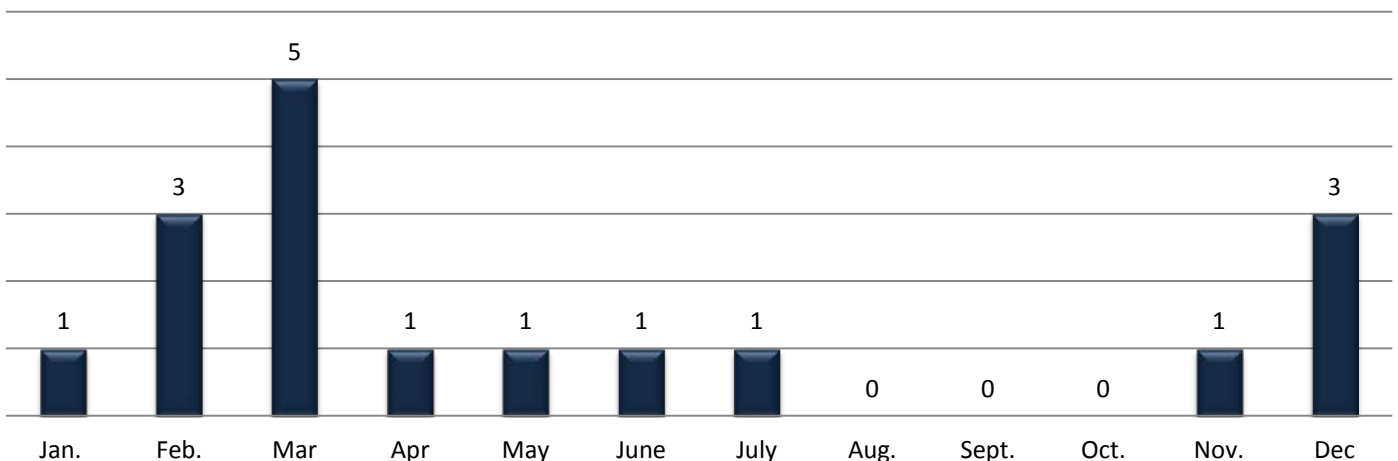
According to the CODE Contract, "Working Out of Class" assignment should not exceed six (6) pay periods without the expressed approval of the Human Resources Director. This process is utilized in lieu of the Civil Service Temporary Promotion process.

The graph below depicts both temporary appointments and working out of class numbers.



### DEMOTIONS

Civil Service Rule 12, 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/she is qualified to fill, in a class having lower compensation. There were a total of 17 demotions in 2014.

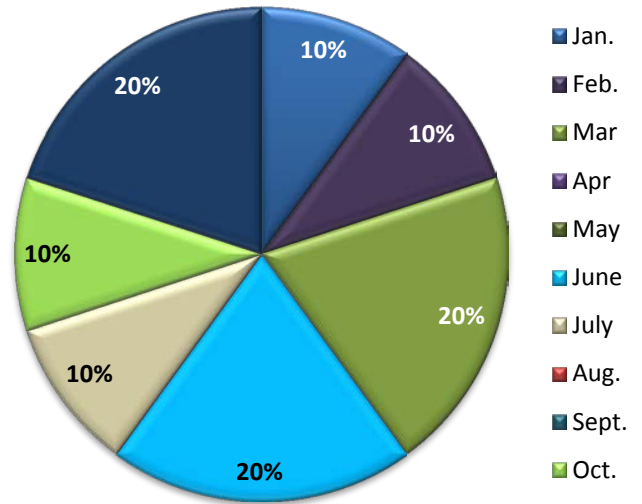


### REASONS FOR CITY SEPARATIONS

Separation from City employment ranges from separation by death, medical separation, retirement, end of term, and termination. There were a total of 1097 separations during the 2014 year. Temporary employees accounted for over 40% of separations for the 2014 year. Retirements accounted for 11.4% (125) of separations for the 2014 year.

### REINSTATEMENT

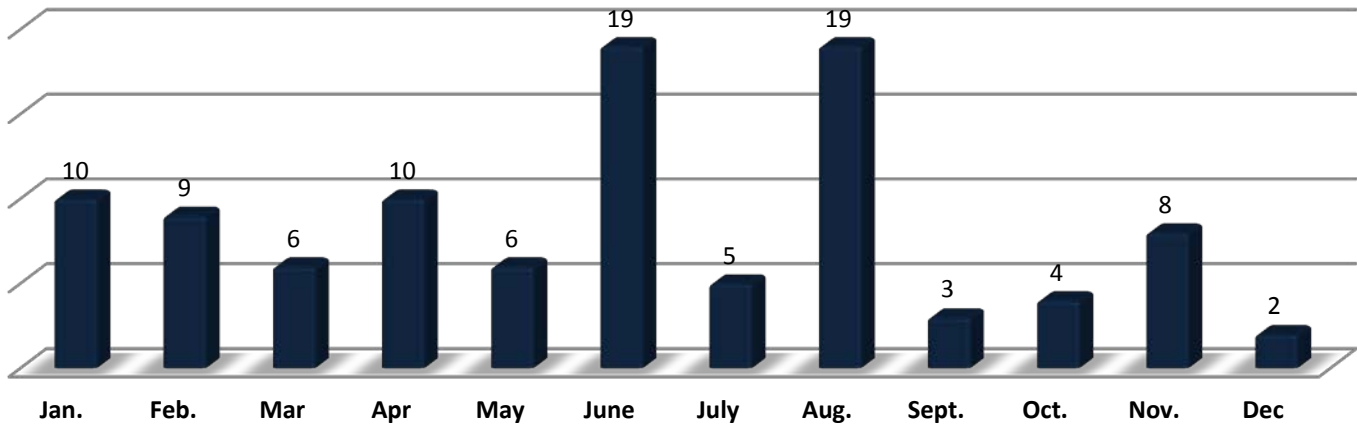
Civil Service Rule 8, Section 4 states any permanent employee who was separated in good standing may be: Reinstated within one year from the date of such separation to a vacancy in the same or similar classification in the same department, with the approval of the Commission, provided there is no existing 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 10 reinstatements in 2014.



### NEW OR REVISED CLASSIFICATION SPECIFICATION

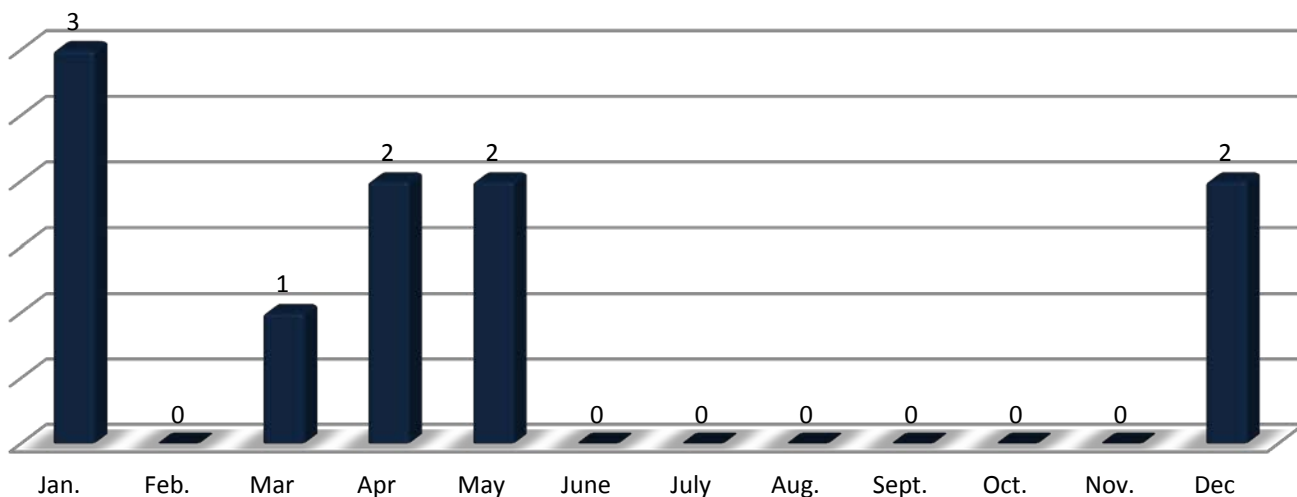
During the 2014 year in an effort to enhance the City’s support of veterans, we have partnered with the department agencies to align training competencies for military incumbents with the scope of work for city classifications.

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 101 new/ revised classification specifications. There was one revision to the salary range of a classification and one introduction of a new classification to the classification plan.



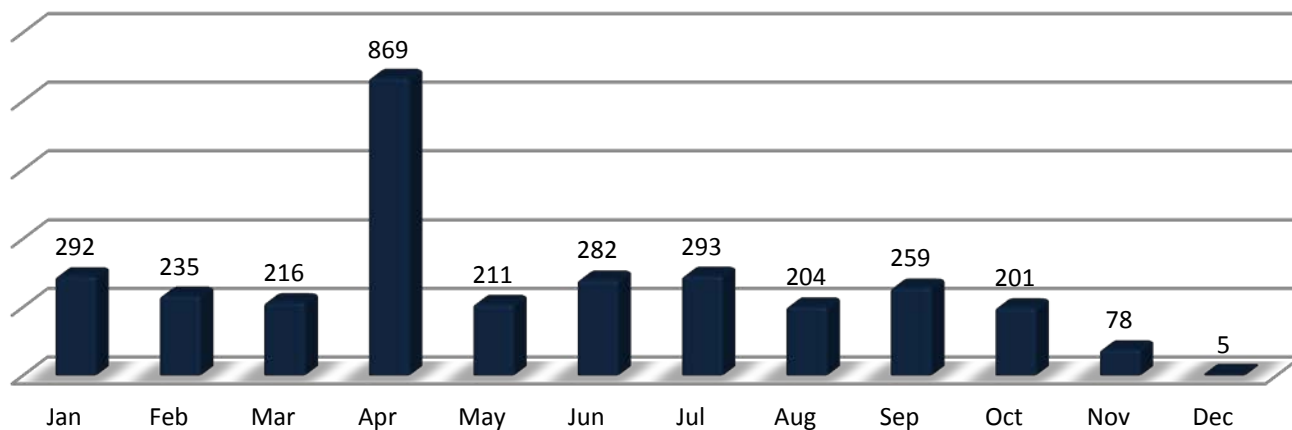
### CLASSIFICATION STUDY

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. There were a total of 10 classification studies completed and submitted to the Commission at the request of employees in 2014.



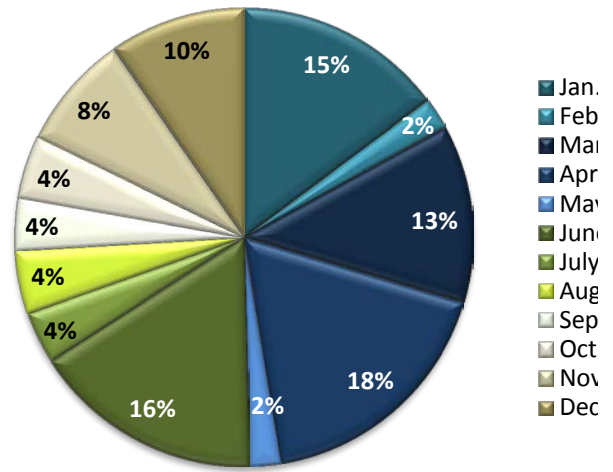
### PERFORMANCE REVIEWS

Civil Service Rule 13 states 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. During 2014, 3145 performance reviews were completed. The chart below provides the monthly distribution.



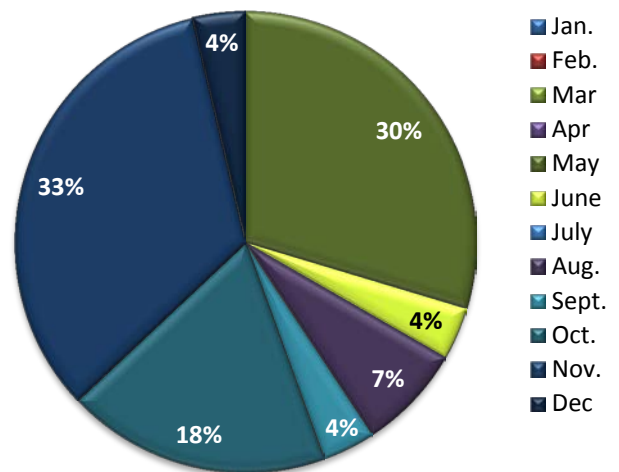
### APPEALS TO THE COMMISSION

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 135 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 2014, which were all resolved. The list below provides the classifications associated with the investigations.

- Service Area Coordinator exam for Recreation
- Supervising Accountant exam
- Public Services Operations Supervisor (Quality Assurance/Compliance)
- Fire Captain
- Level 1A Building Engineer examination (Board of Education)

## 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 2014 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 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 and 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 organization 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: HUMAN RESOURCES DEPARTMENT CONTACT LIST

**OFFICE OF THE DIRECTOR**

Kelly, Georgetta	Director	(513) 352-2402
Auciello, Lisa	Sr. HR Analyst	(513) 352-1506
Gentry, Derrick	HR Analyst	(513) 352-2405

**EMPLOYEE RELATIONS**

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Ed Ramsey	Supervising HR Analyst	(513) 352-2403
Morton, Kathleen	Admin. Technician	(513) 352-2412
Parrish, Debra	Sr. HR Analyst	(513) 352-1508
Sanders, Brandi	HR Analyst	(513) 352-5224

**SHARED SERVICES**

Berning, Lisa	Division Manager	(513) 352-2417
Hartman, Brandy	Clerk Typist 1	(513) 352-2429
Johnson, LaWanda	Sr. Comp. Prog. Analyst	(513) 352-6219
Thomason, Gerald	HR Analyst	(513) 352-2434

**WORKFORCE MANAGEMENT**

Olind, Nancy	Asst. HR Director	(513) 352-1507
Adotey, Doris	HR Analyst	(513) 352-2425
Burks, Erica	HR Analyst	(513) 352-2426
Ekhaton, Nosakhare	HR Analyst	(513) 352-2410
Luthanen, Amy	HR Analyst	(513) 352-409
Martindale, Seeta	Admin. Technician	(513) 352-464
Ross, Bruce	HR Analyst	(513) 352-2411



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