



2013

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

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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 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

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

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	Expired: December 13, 2013 (Serving on Pro Tem basis)
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 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.

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 organizations 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 2013 year, the Commission held 23 public meetings and one special meeting in accordance with the provisions outlined in the Ohio Open Meetings Act. In addition, eight disciplinary appeal requests were submitted to the Civil Service Commission and two were heard and ruled upon.

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 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 provided 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 (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

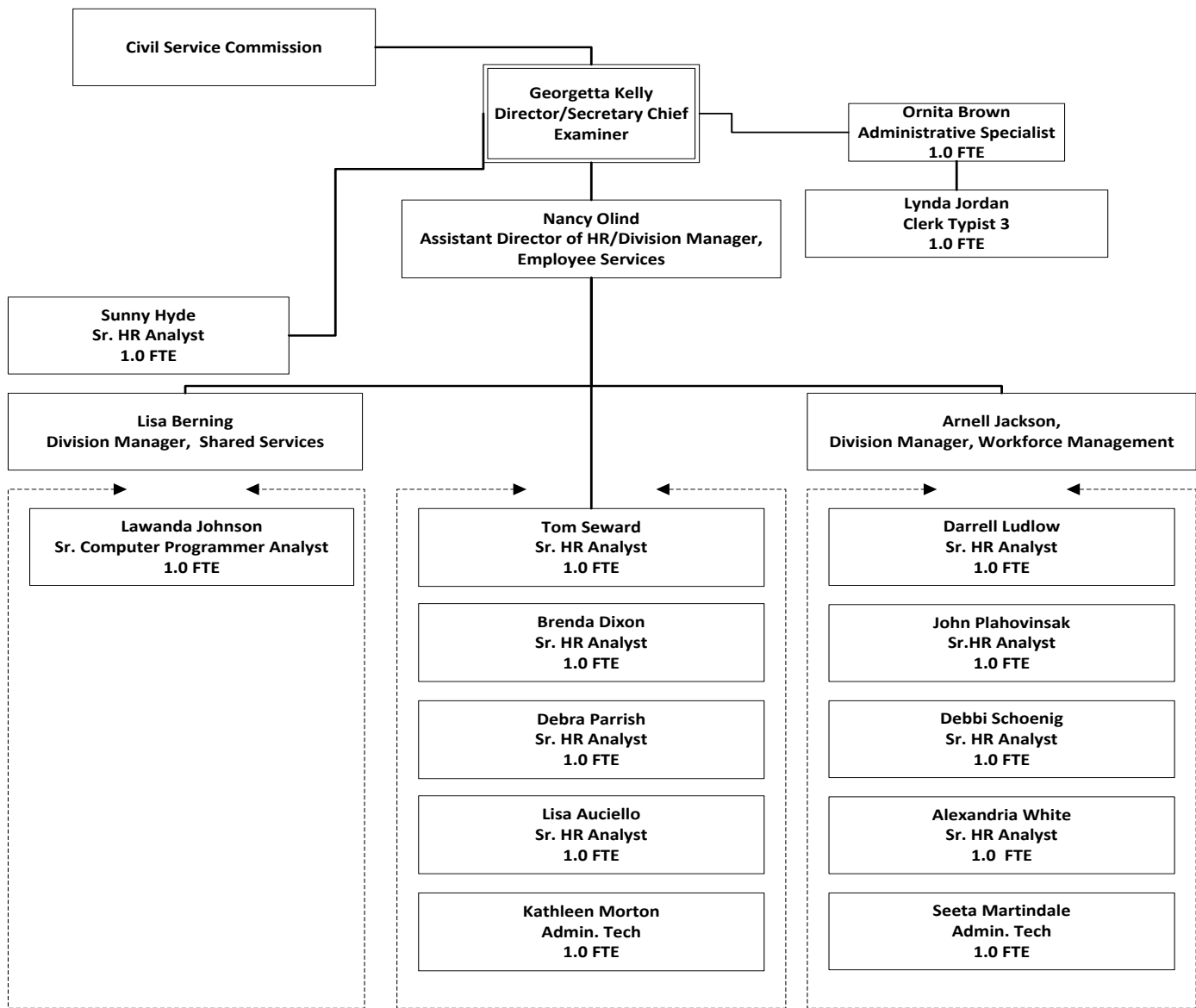
The mission of the Division of Employee Services is to cultivate talent by fostering an environment of employee education, engagement, and empowerment while maintaining legal compliance to ensure an efficient and effective workforce.

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.

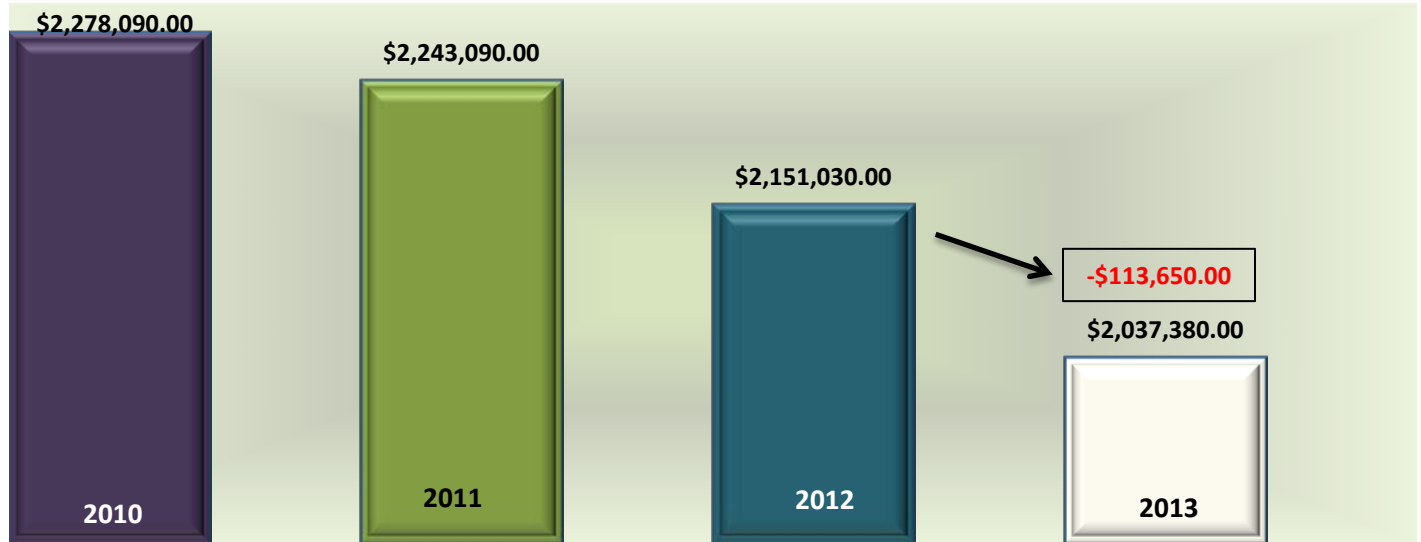
DIVISION OF SHARED SERVICES

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.



CIVIL SERVICE BUDGET



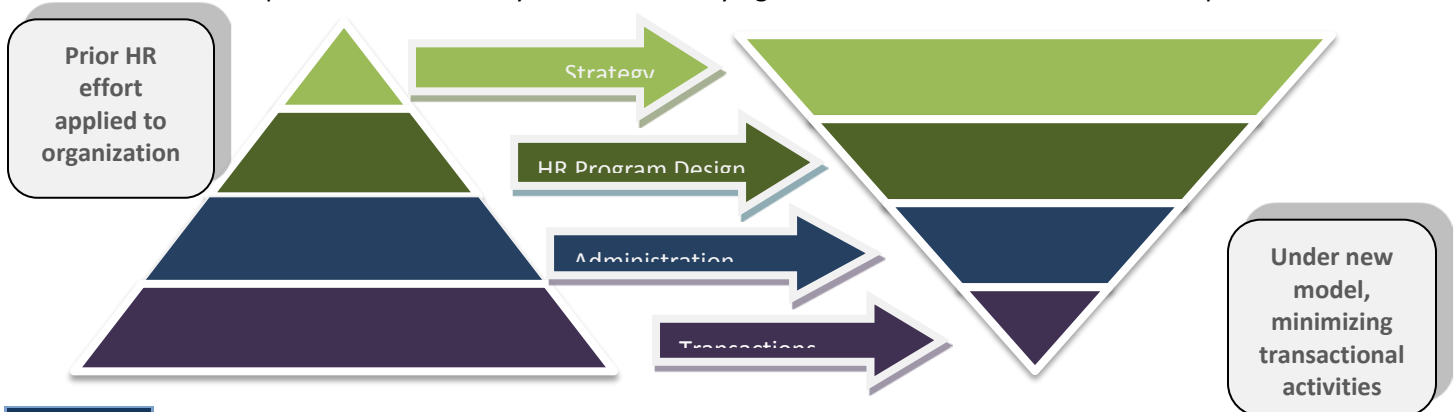
During the economic downturn, like many other organizations, both public and private, the City struggled to make ends meet through looming multi-year budget deficits. Forcing the organization to think differently about what and how services are provided while looking for opportunities to “Create tomorrow’s government today”. In an effort to move the work forward, the Human Resources Department designed a **Cross-Departmentalization: Internal Shared Services Model** to meet the ever-changing needs of our employees. This model allows for the connectivity of “**Technology with People with Process**”; streamlining the operation through the repurposing of resources; shifting from transactional to strategic while infusing a service-driven mind-set.

2013 KEY CIVIL SERVICE ACTIVITIES

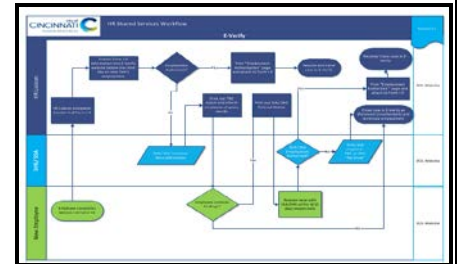
Over the past year, the Civil Service administrative office has embarked upon transitioning to a progressive 21st Century HR Model; aligning technology with people and processes to enhance operational efficiency and effectiveness while ensuring the right talent and skills are hired for today and tomorrow’s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

MAJOR INITIATIVES

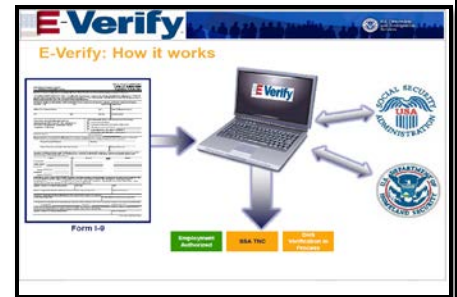
- Introduced a “Cross Departmental Model” to foster shared and common values with practices of responsiveness, efficiency, accountability, responsibility, transparency, and social equity with enough flexibility built within the model for departmental autonomy to meet the varying needs of the individual customer-departments.



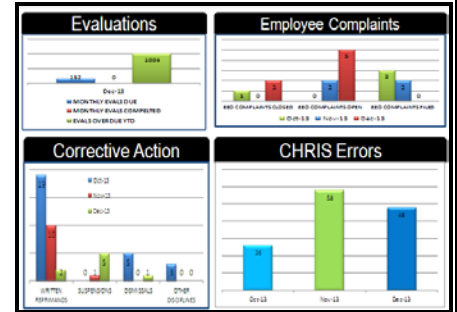
- Designed and introduced HR Standard Operating Procedures along with Process Maps to ensure system alignment through operational efficiency and effectiveness.
 - Each Standard Operating Procedure identifies the HR Functional Owner, Purpose of the Work, Step-by-Step instructions for completing the work, and associated forms and resources.
 - Process Maps outlined the responsibility of the Central HR Department (Governance), Customer-Department HR Liaisons; and, if applicable, third party agency. The process maps were designed to show the interconnectedness of the function. The maps also include local, state, and federal resource information for those seeking additional information.



- As the Human Resources Department continuously works to streamline its employment processes, E-Verify was implemented to ensure compliance with state and federal employment eligibility requirements.



- In 2012, the Human Resources Department began the work associated with managing for results; identifying core HR performance measures for each of the customer-departments. This information is cascaded on a monthly basis during the HR Liaison meeting so that customer-department can assess and monitor current HR trends impacting their operations.



- Over the past year, the Department has also conducted a lot of work to identify opportunities to become a veteran-friendly environment. In 2012, the City of Cincinnati’s Human Resources Department participated in “RecruitMilitary” Job Fair and in 2013, the City of Cincinnati implemented several military veteran initiatives. These efforts included:
 - **Guard Commitment Program** - This program aims to develop employers into advocates for employee participation in the military. Participating employers make three commitments:
 - To recognize, honor and enforce the Uniformed Services Employment and Reemployment Rights Act.
 - To provide their leadership with the resources necessary to effectively manage Guard and Reserve employees.
 - To continually recognize and support service members and their families in peace, crisis and war.

- **Hero 2 Hire Program** - Hero to Hired (H2H) was created to make it easy for reserve component service members to connect and find jobs with military-friendly companies
- Introduction of a program to allow for military training and experience to be substituted for components of the assigned minimum qualifications.
- Led the recruitment efforts associated with the New Police Chief for the City of Cincinnati.
- Served as the key lead in the design, development and implementation of the first- ever City of Cincinnati Intern/Co-op Program. This program is geared to connect students of local colleges and universities with the work associated with local government to assist in building the workforce of tomorrow.
- Introduced three (3) Social Media outlets to onboard communication of the 21st century; allowing the Human Resources Department to broaden its outreach efforts, while engaging key stakeholders on an on-going basis.

The image displays three social media profiles side-by-side. From left to right: the Facebook profile for 'City of Cincinnati - Human Resources Department', the Google+ profile for 'CincyHR', and the Twitter profile for 'Cincinnati HR @CityCincyHR'. Below each screenshot is a blue box containing a list of key features or benefits for that platform.

Facebook	Google+	Twitter
<ul style="list-style-type: none"> • Be in the know of things happening in HR • Pictures/Videos • Job announcements • Resource hub for everything "Cincinnati" • Surveys/ Polls • Public Feedback • Employee recognition 	<ul style="list-style-type: none"> • Share Professional Development activities • Hold video conferencing sessions to encourage employee engagement and streamline meetings 	<ul style="list-style-type: none"> • Quick updates on things going on within HR • Collaborate with other departments via "retweets" • Outlet for public to provide information • Provide transparency on high-profile hiring process

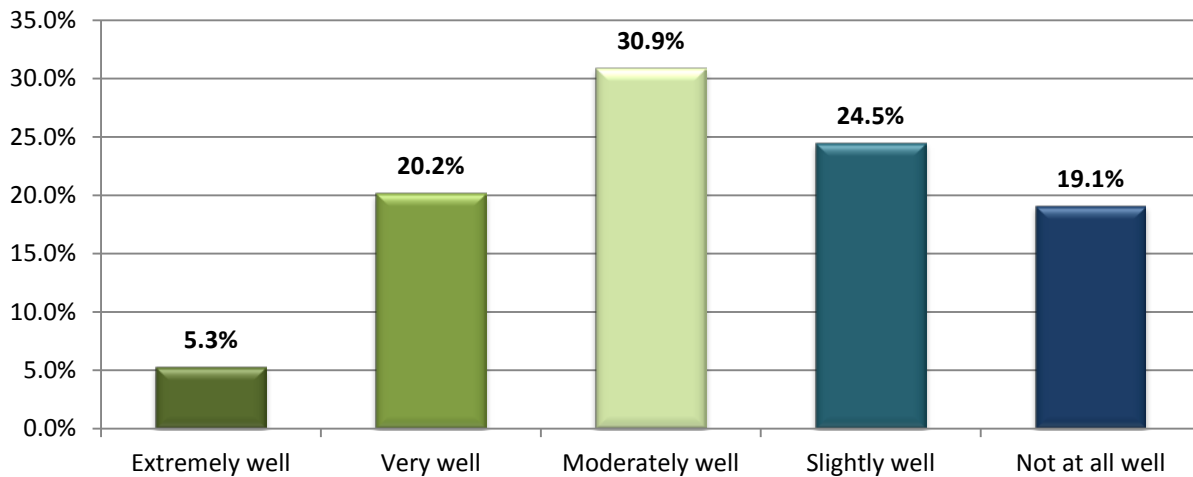
- Streamlined the Civil Service Commission agenda items by introducing a new Civil Service calendar detailing timelines and the process for the submission of agenda items allowing for items to be moved to the docket in a more efficient manner, while increasing transparency of Commission activities.

STRUCTURAL CHANGES

- Deborah Schoenig, Senior Human Resources Analyst retired from the Human Resources Department after 28 years of service.
- Sunny Hyde was appointed as a Senior Human Resources Analyst (Project Manager). The incumbent is certified in Six Sigma Black-belt and was hired to work with the City on streamlining projects and allowing for process reengineering throughout the City's organization. This will allow us the opportunity to align with the Governor's "LeanOhio" initiative to make government services faster, better and less costly.
- Nancy Olind was appointed as the Assistant Human Resources Director, to align the work of the day-to-day operations within the field HR areas along with seeking opportunities for external partnerships. In addition, the incumbent serves as the Chief Labor Representative.
- In an effort to better align the field work associated with the HR structure, the Human Resource Department has implemented a standing monthly meeting structure with field operations to educate, engage and to better align the City's HR practices.
- Also, in 2013 year, the Human Resources Department introduced Peoplesoft Time and Labor Module and moved away from time clocks and manual processing of time sheets. The new system allows for online time-keeping, validation, and approval, moving the organization closer to employee self-serve. In addition, Sharepoint Software package was on-boarded to allow for on-line document management and storage, discussion boards, and information sharing while minimizing cost associated with copies and manual filing.
- As we looked for opportunities to enhance employee engagement and shared decision making, the Human Resources department implemented two (2) employee based committee structures.
 - o Professional Development Advisory Group (PDAG) was established to create a long-term workforce development plan for the City of Cincinnati. This group was made-up of 23 employees across all levels of the organization. The Group consisted of three (3) sub-committees:
 - **Leadership:** To elevate the quality of our leadership across the City of Cincinnati.
 - **Organization:** To boost the impact of the organization across the City of Cincinnati aligning people with the strategic direction of our agency.
 - **Employee:** To provide on-going development to our employees to better align the people with the work associated with creating "tomorrow's government today".

Throughout, the Professional Development Advisory Group’s work they reported-out to a Steering Committee consisting of business experts across the Cincinnati region to include local university representation. It is the goal of the Department to kick-off the New Cincinnati Professional Development Program/Plan in the summer of 2014.

- o Another committee structure created during the 2013 year was the Human Resources Advisory Committee (HRAC). This committee was formed to engage and enhance shared decision-making across our agency. The Human Resources Advisory Committee works with the Human Resources Department on vetting policies, programs, and strategic initiatives designed to support and promote the organization’s workforce.
- Finally, the Human Resources initiated a customer service campaign a year or so ago, to enhance the level of service provided to our internal and external partners. Identifying opportunities to become more responsible while being a professional-friendly environment. In an effort to measure our success, we reengaged the workforce during 2013 to see how we were doing. Based upon the overall survey results, the Department has made some progress in the area of customer service, but there are additional opportunities to be captured. An overview of the survey results are as follows:



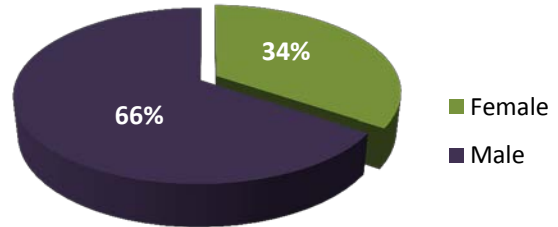
CIVIL SERVICE ACTIONS

2013 WORKFORCE DEMOGRAPHICS

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

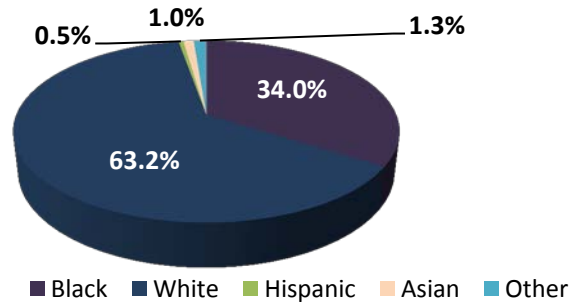
Gender Totals

Male	3611
Female	1899



Ethnicity Totals

Black	1874
White	3483
Hispanic	27
Asian	57
Other	69

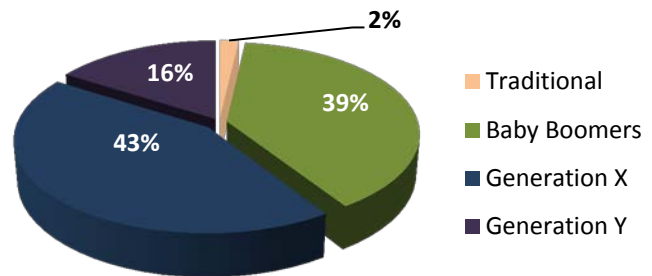


Data analysis: The City's minority population within its workforce increased by 2% between the 2012 and 2013 years.

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	101
Baby Boomers	2148
Generation X	2379
Generation Y	882

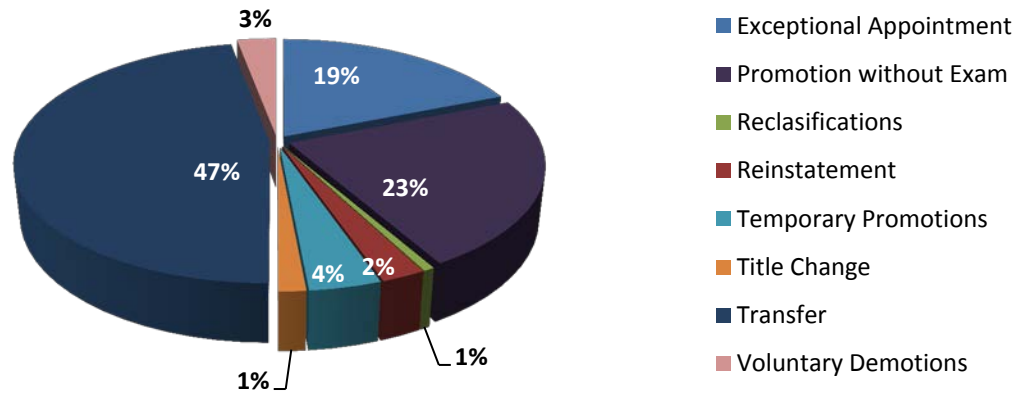


Data analysis: The City's Traditionalist generation remained constant; the Baby Boomers generation increased by 15%, Generation X workforce decreased 10%, while the Generation Y workforce increased between the years 2012 and 2013.

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

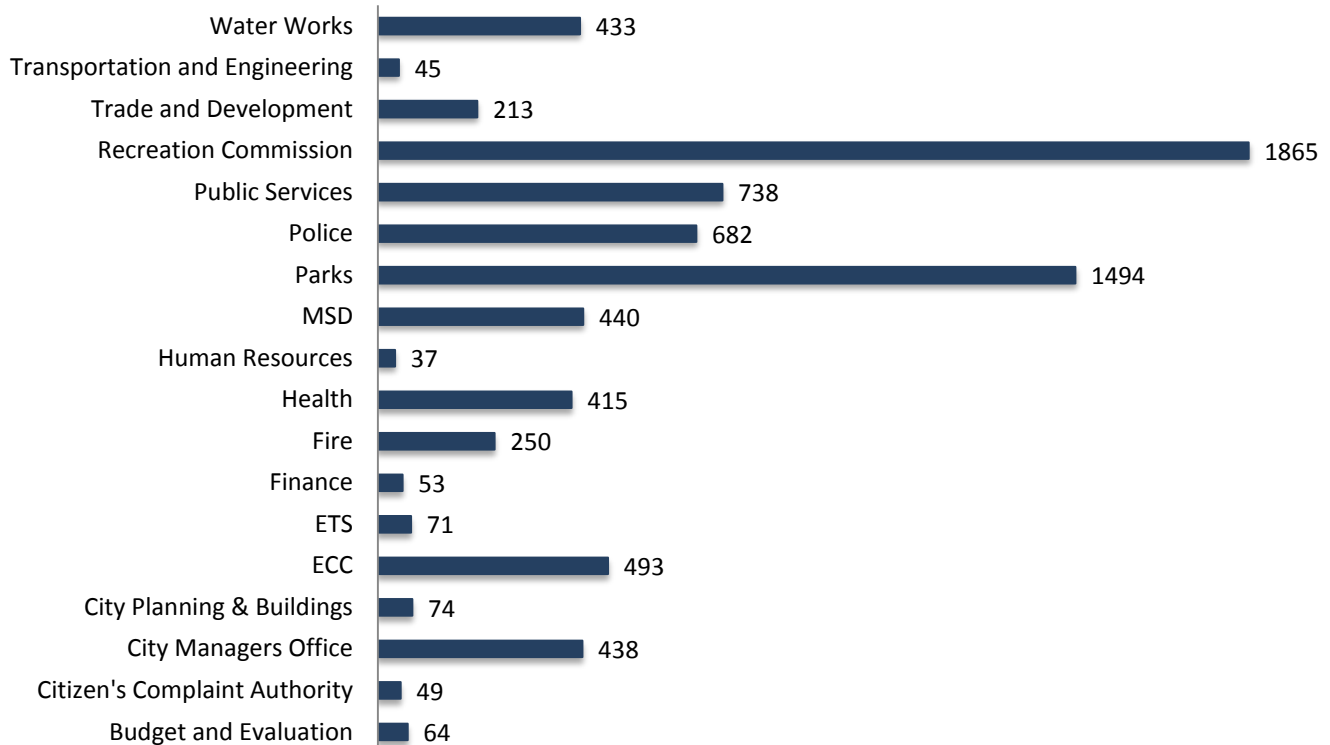
2013 CIVIL SERVICE ACTIVITY SNAPSHOT

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 2013 year.



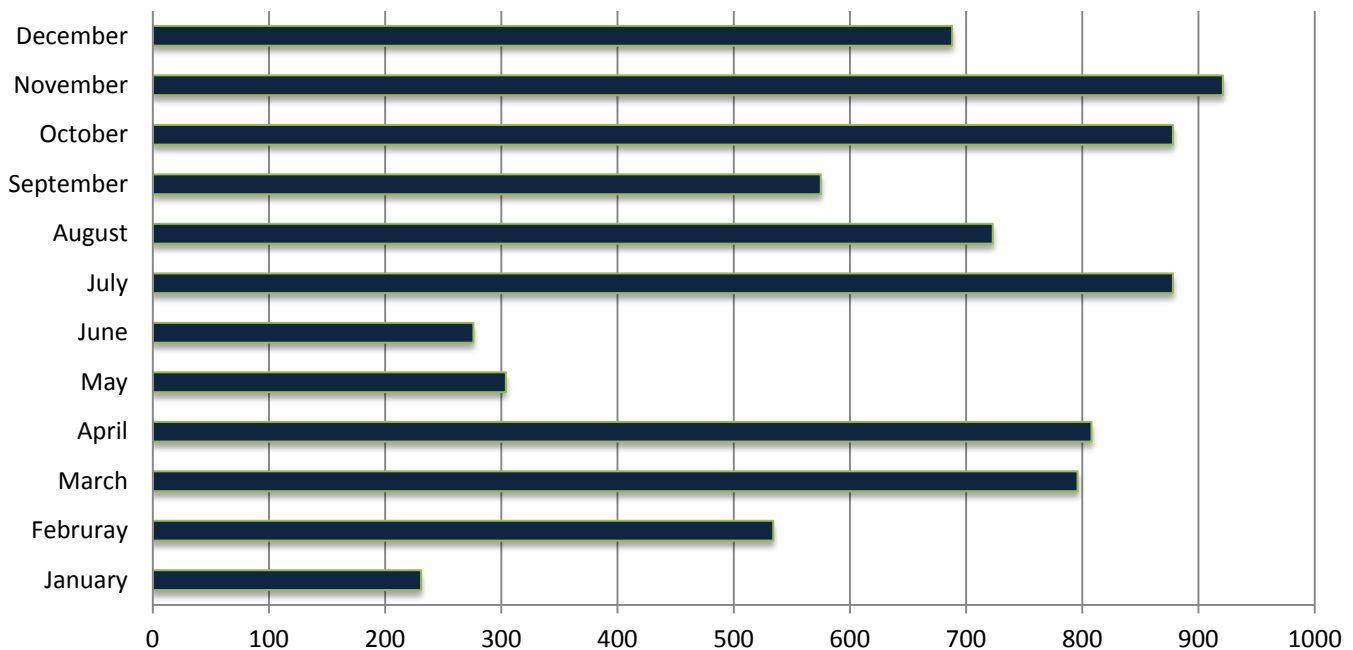
APPLICATIONS BY DEPARTMENT

The City of Cincinnati’s Human Resources Department handles the preliminary stages of the talent acquisition process for all City departments. This includes the approval of personnel requisitions to on boarding new hires. In 2013, there were a total of 7,854 applications received. The chart below indicates the number of applicants for all vacancies across all City departments.



APPLICATIONS BY MONTH

The Civil Service Commission experiences an increase in activity during certain periods of the year. The second chart indicates the hiring activities for each month of the year. As demonstrated by the chart below, there’s an increase in talent acquisition activities during the months of March/ April, July/ August and October/ November. The spikes in March and April can be attributed to the Park and Recreation Departments preparation for the various City parks and recreation programs for the spring and summer months. Also, in late fall the Public Services Department increases its hiring activities in preparation for winter operations.



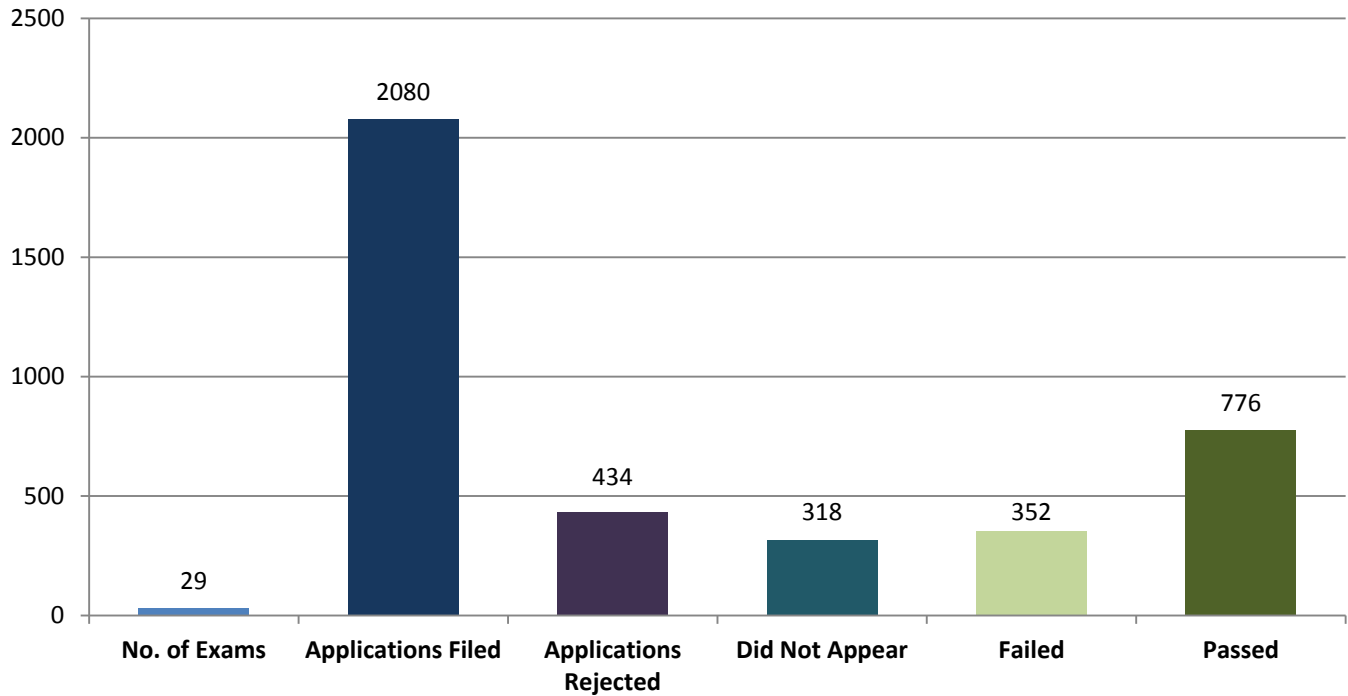
CLASSIFICATION STUDIES COMPLETED

During the 2013 year, the Civil Service Staff completed ten (10) reclassification evaluations, which were approved by the Civil Service Commission. The areas for the reclassification were: three (3) within the Departments of Public Services; four (4) within MSD and Water; three (3) in Finance; and one (1) in Fire. The number of classification studies doubled between years 2012 and 2013.

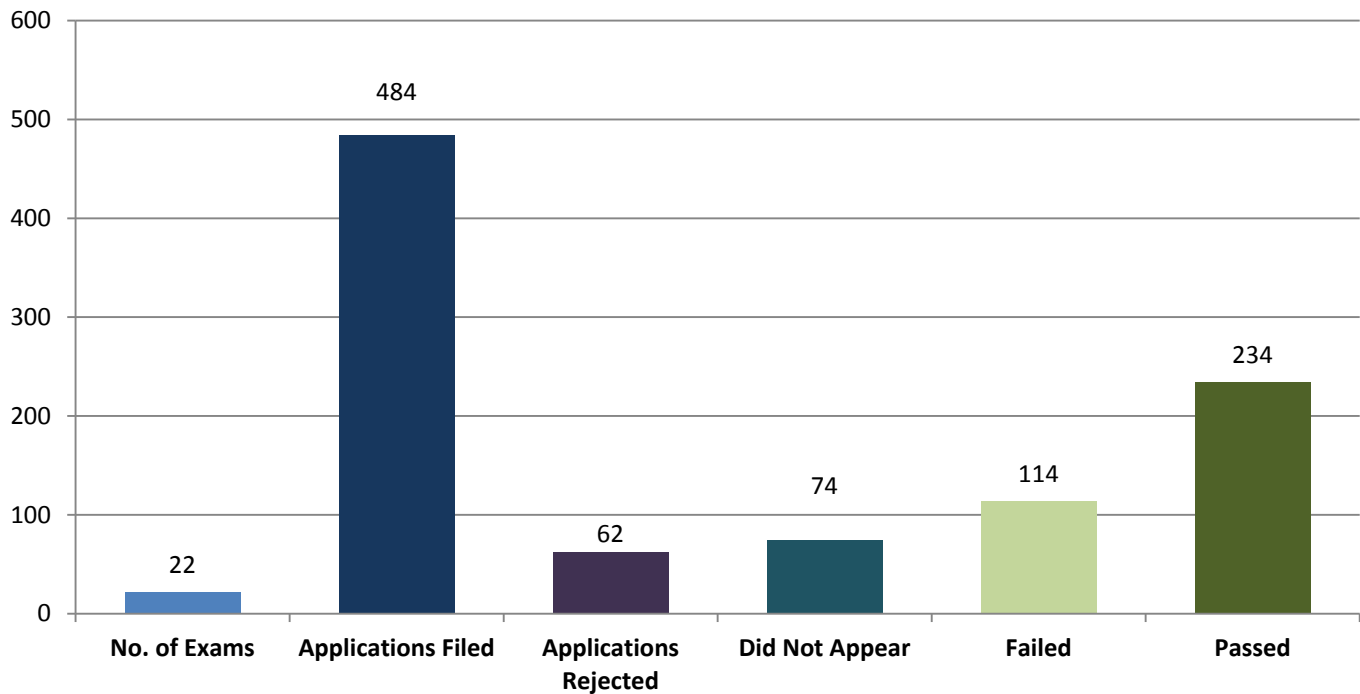
EXAMINATIONS

In accordance with Civil Service Rules, examinations are conducted for various positions in order to ensure the acquisition of the right talent and skills for today and the future. As a result, examinations may consist of written tests, oral structured interviews, performance assessments, medical and physical, and/or behavioral assessments.

EXAMS AND APPLICATIONS (OPEN COMPETITIVE)

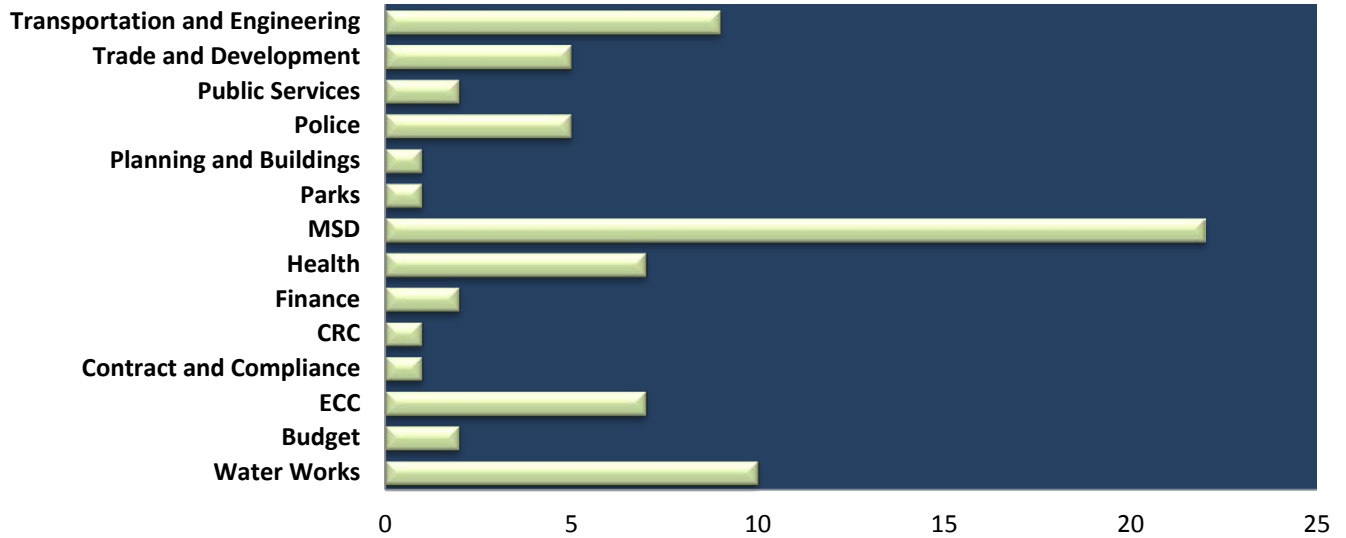


EXAMS AND APPLICATIONS (PROMOTIONAL)



PROMOTIONS WITHOUT EXAMS BY DEPARTMENT

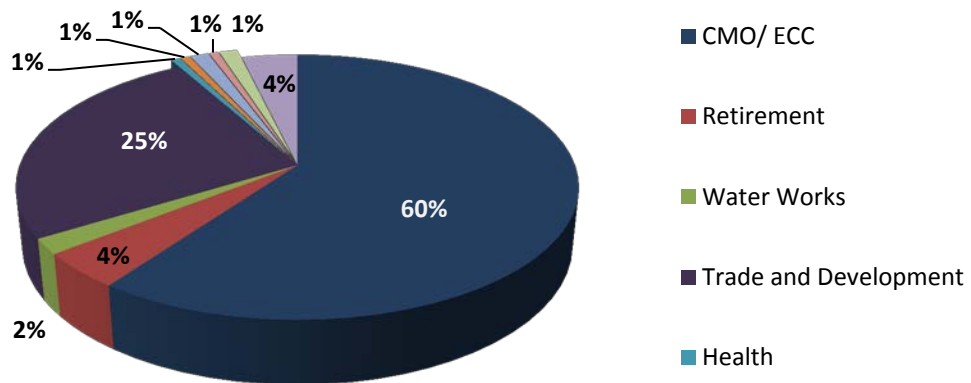
In accordance with Civil Service Rules, examinations may be open, promotional, competitive, noncompetitive, or by exceptional appointment. However, the Commission may suspend the provisions of the statute requiring competition in accordance with Civil Service Rule 10. There were a total of 77 promotions without exams that were approved by the Civil Service Commission. In 2012 there were a total of 82 promotions without exams, which reflects a decrease of 6% between the years 2012 and 2013.



TRANSFERS

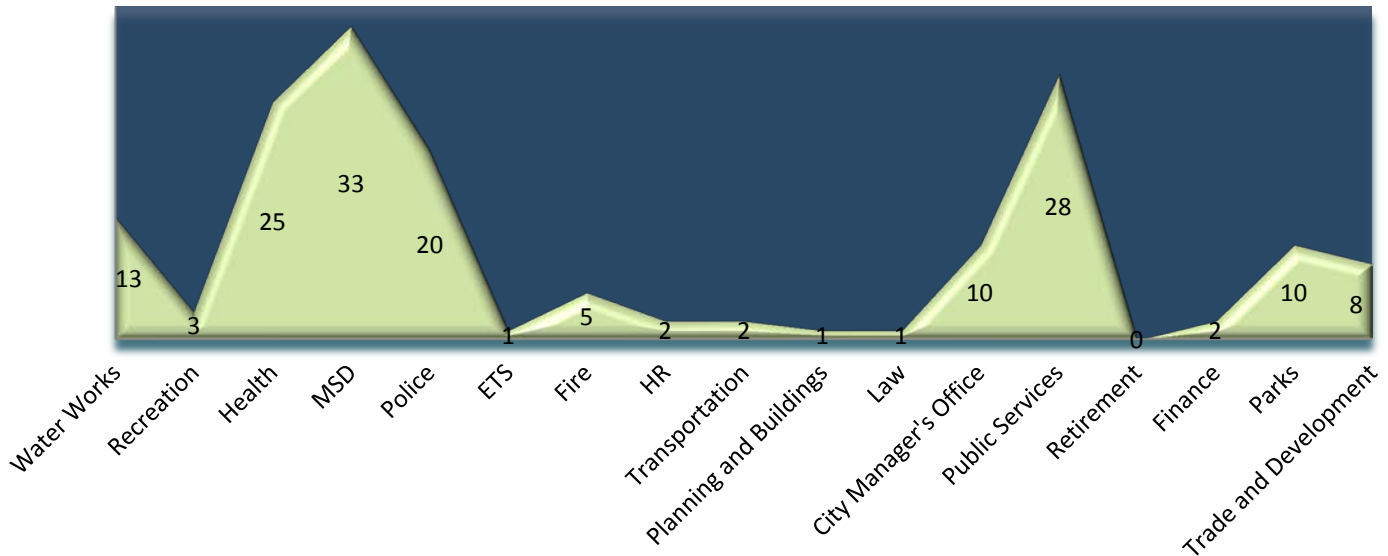
An employee in the classified service who has served the required probationary period in his current classification may be transferred from a position in one department to a position in another department in the same or similar class and same pay, for which they are qualified, in accordance with Civil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

During the 2013 year, there were a total of 159 transfers. This number is significantly higher than 2012 due to structural changes across the City organization; including the merger of the Community Development Department and Economic Development Department to create the Trade and Development Department.



REQUESTS TO ADD POSITION TO TABLE OF ORGANIZATIONS

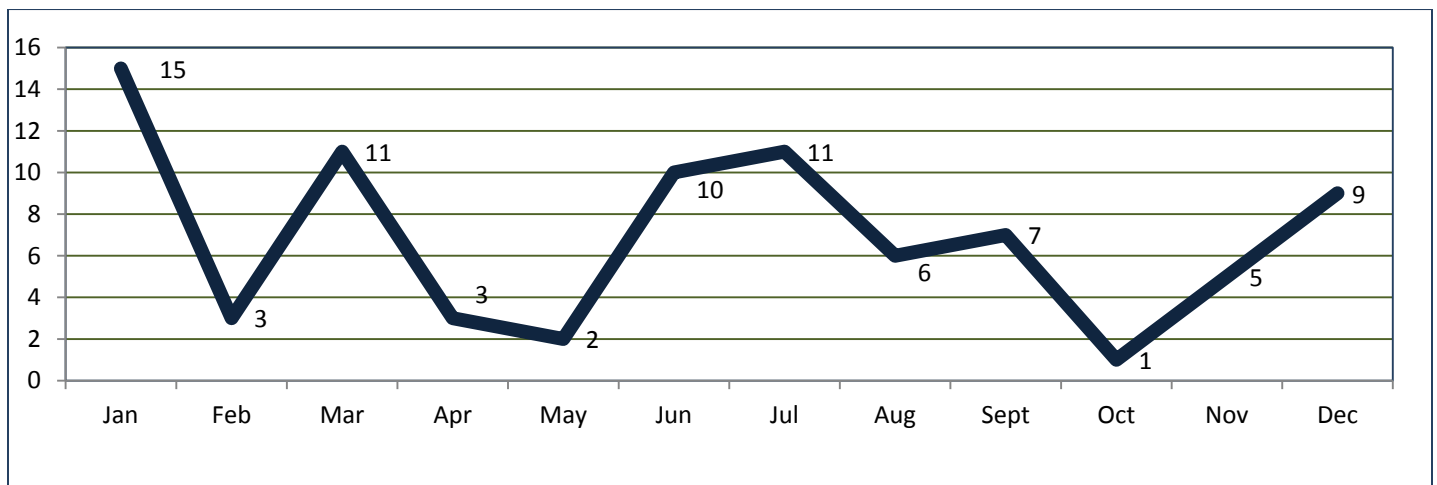
There were 164 requests to add to or change the Table of Organization for various departments that were approved by the Vacancy Review Board during the 2013 year. In 2012 there were a total of 63 requests; this reflects a significant increase over the last two (2) years. The increase in requests is reflective of the organizational changes made across various City departments. 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 83 new or revised classification specifications completed in 2013. In 2012 there were a total of 46 new or classification specifications completed, which reflects an increase of 41% between the 2012 and 2013 years.



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 2013 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.

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.