

Department of Human Resources

2014 Budget Statement to the City Council Committee on the Budget and Government Operations

October 31, 2013

Good morning, Chairman Austin and esteemed members of the Committee on the Budget and Government Operations. Thank you for the opportunity to present the proposed Department of Human Resources (DHR) budget for 2014.

The Department of Human Resources effectively delivers city services and a professional human resources management program to both current employees and job applicants. DHR coordinates with operating departments, boards and commissions to attract and retain quality personnel. We ensure a fair and equitable hiring process through the use of CAREERS, our award winning job search engine. Additionally, we manage and approve all human resources functions within the City, establish cost efficient processes and advise City departments and department heads on human resources matters. It is our mission to foster equal employment opportunities at the City for all the citizens of Chicago.

ACCOMPLISHMENTS

Employment Services

Our Employment Services Division is responsible for administering the City's hiring processes. So far in 2013, we have processed over 117,000 applicants. We have continued to improve the City's hiring process to better serve departments, and we continue to work closely with the Inspector General's Office on that front. In addition, we added two HR Generalists to our staff, which has allowed our Recruiters to focus on administering the hiring process. The addition of these positions has also improved our ability to respond to applicant inquiries, as well as questions from departments, residents and a variety of other entities and individuals. Lastly, this is our second year administering the Universal Foreman of Motor Truck Driver ("MTD") process, which streamlines the filling of Foreman of MTD vacancies across all hiring departments, and its effectiveness continues to be strengthened.

Testing

With respect to hiring in the Chicago Police Department, we administered three military make-up exams for entry-level Police Officers and will be administering the next examination in mid-December. 19,011 applicants will be invited to sit for the examination, which is a substantial increase from the 9,640 applicants invited to sit for the 2010 examination. We also administered the written examination for Police Sergeant on October 26, 2013, and over 5,012 officers were invited to sit for the exam. The second component of the Police Sergeant exam will be administered by us in January 2014. With respect to the hiring in the Chicago Fire Department ("CFD"), we have been working closely with CFD to implement brand new physical ability testing processes for the positions of Firefighter/EMT and Paramedic. Additionally, we successfully administered our annual Firefighter/EMT make-up exam on October 19, 2013. With respect to other City positions, we have tested over 1,700 candidates to date for a wide variety of City positions. Finally, we successfully launched an initiative to begin using off-the-shelf tests this year, which has resulted in a much wider range of testing options not previously available to the City.

EEO Division

This year, our Diversity and Equal Employment Opportunity (“EEO”) Division released a new Diversity and EEO Policy, consolidating what had previously been separate Sexual Harassment and EEO Policies. The revised EEO Policy addresses discrimination, harassment and retaliation, as well as provides details regarding how DHR responds to employee complaints. We have begun training employees on the new EEO Policy, starting with employees who have supervisory responsibilities, and 2,250 employees have been trained to date. The EEO Division also partnered with DHR’s Employee Assistance Program to begin offering employees the option of addressing certain complaints through mediation, rather than the formal investigation process.

With the addition of a Disability Officer this year, the EEO Division launched a centralized process for reviewing employee requests for reasonable accommodation under the Americans with Disabilities Act. The Disability Officer now handles the entire accommodation process, from the submission of requests by employees to the determination of the appropriate accommodation. The centralization of the reasonable accommodation process has resulted in quicker responses to employee requests, as well as increased consistency across departments.

Employee Assistance Program

In our 2013 statement, we reported that we hired two Clinical Therapists who resuscitated the Employee Assistance Program (“EAP”) program. From the beginning of January 2013 through the end of September 2013, we opened 126 cases and closed 113 cases. In addition, as already mentioned in the EEO Division’s portion of this statement, our EAP therapists obtained certification to perform mediations so that we are now able to offer mediation as an option to City employees for resolving EEO-related disputes.

Training

Our Training and Development Division re-launched its course on Management Skills and continued creation of courses on other professional development topics. We also facilitated a training program for incoming groups of General Laborers by coordinating new employee presentations at the Laborer’s Training and Apprentice Center. Finally, we acquired a software program for development of online courseware and began creating online versions of courses currently offered only as in-person sessions.

Information Services

This year, our Information Services Division successfully migrated to an updated version of Taleo, our hiring software, which allows us to take advantage of the system’s new functionality. These new features will improve the overall evaluation and selection aspects of the City’s hiring process. We also migrated to a new online payment system, eCheckOut, which created a smoother process for Police Officer and Sergeant applicants to register and pay their exam fees online.

Personnel Rules and City Policies

DHR released a new policy setting forth procedures under the Victims Economic Security and Safety Act (“VESSA”) and provided training to departmental HR Liaisons on implementation of the VESSA Policy.

Classifications and Compensation

The Classifications and Compensation Division, in conjunction with the Office of Budget and Management (“OBM”), implemented a successful format for recommending salary ranges for Special Rate positions. The worksheet developed for these recommendations takes into account internal equity

(i.e., salaries of similar positions, as well as salaries of those of positions above and below the position in question), and possible external equity through the use of market data from surveys and research of pay data from other cities.

GOALS

Employment Services

In the coming year, our Employment Services Division will continue striving for sustained improvements to the City's hiring process and further strengthen the City's compliance with its hiring plans. One of our specific goals is to shorten the length of the hiring process to the extent allowed under our hiring plans, both through modifications to our internal procedures and communication with departments regarding how they can help accelerate the hiring process.

In conjunction with improving the hiring process from the departmental side, we will also work on improving communication with our job applicants through utilizing our upgraded hiring software and providing better instruction to departments so that applicants can be better informed about their application status.

We also plan to centralize student intern hiring with the goal of creating a formal program that not only improves matching interested students with departmental needs, but also incorporates educational components such as seminars on resume writing and job interviewing. Additionally, we plan to begin developing a centralized volunteer program that would include a more streamlined background checking process and a continually-updated list of volunteer opportunities.

Finally, we will make better use of the data we gather for federally-mandated EEO reports to increase targeted recruiting and outreach so that we can improve diversity in under-represented categories.

Testing

Our Testing Division will expand the online application system for all Fire Department positions, including entry-level Firefighter/EMT. We will also be preparing for the next entry-level Firefighter/EMT exam, which is currently targeted for mid-2014 and will be the first exam administered since 2006. We will also begin preparations for the next Police Lieutenant exam in 2014. Finally, we plan to update the City's promotional process and testing recommendations in the coming year.

EEO

We will continue to offer training, and broaden the scope to include all employees covered by the EEO Policy. We plan to fill our remaining vacancy for an additional EEO Investigator so that we can serve more employees and accelerate response times. In addition, we will release a revised Violence in the Workplace Policy that will result in more efficient processing of complaints. Finally, we will be launching an updated Reasonable Accommodation Policy, along with improved forms, and ensure that all departmental HR Liaisons and supervisory employees are trained on the new policy.

Training

Our Training team will receive additional training on Learning Management Systems ("LMS") and use of software for online course creation. We will continue our collaboration with DOiT to develop a City-wide LMS.

Additionally, we plan to revamp the Citywide Onboarding initiative as a comprehensive program for new employee orientation. This will result in a more organized, streamlined, and professional introduction to City employment for our new employees.

Personnel Rules and City Policies

In 2013, we began drafting revisions to key sections of the Personnel Rules, and we will be implementing those changes next year. We will also continue to work on our larger goal of overhauling the entire Personnel Rules document, utilizing feedback from departments and information gathered from other cities. We also plan to revise the City's Fit for Duty Policy, and ensure that it is consistent with the Reasonable Accommodation Policy.

Classifications

In 2014, our Classifications and Compensation Division will work with our Information Services Division on continued improvements to the Classification and Compensation section of DHR's website. Some areas of focus include: expediting the way we post new or updated classifications and making the site more accessible to end-users. Our Classifications and Compensation Division will also continue to work with OBM on improving the process for managing the following year's budget requests for reclassifications and new positions.

Human Resources

2014 Budget Hearing

MBE/WBE Data

Period: YTD 2013

Total Purchases: \$381,451.34

	MBE	WBE	Total Purchases
		\$139,133.94 (6.0%)	
Asian	\$51,846.17 (17.9%)		
African-American	\$190,471.23 (9.9%)		
Hispanic	\$0.00 (0.0%)		
Total Purchases	\$242,317.40 (27.8%)	\$139,133.94 (6.0%)	\$381,451.34(33.8%)

Staffing Data

Department Ethnicity and Gender				
	Male	Female	Total	%
Asian	4	2	6	8%
Black	6	23	29	40%
Hispanic	4	5	9	13%
White	9	19	28	39%
Total	23	49	72	100%
	32%	68%	100%	

New Hires Ethnicity and Gender				
	Male	Female	Total	%
Asian	1	0	1	20%
Black	1	1	2	40%
Hispanic	0	0	0	0%
White	1	1	2	40%
Total	3	2	5	100%
	60%	40%	100%	

Department Managers Ethnicity and Gender				
	Male	Female	Total	%
Asian	0	1	1	10%
Black	0	1	1	10%
Hispanic	1	1	2	20%
White	3	3	6	60%
Total	4	6	10	100%
	40%	60%	100%	

Interns

School	Gender	Race
<u>DePaul University</u>	<u>MALE</u>	<u>ASIAN</u>

Department of Human Resources 2013

