

## **Department of Human Resources**

### **2015 Budget Statement**

**October 23, 2014**

Good morning, Chairman Austin, and esteemed members of the City Council. Thank you for the opportunity to present the proposed Department of Human Resources budget for 2015.

The Department of Human Resources--known as DHR--delivers City services and a professional human resources management program to both job applicants and current employees. 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 for all the citizens of Chicago.

### **ACCOMPLISHMENTS**

#### **Employment Services**

Our Employment Services Division is responsible for administering the City's hiring processes. We are extremely proud of our role in assisting the City achieve substantial compliance in the *Shakman* litigation. As of June 16, 2014, the City is no longer under court supervision. DHR continues to work closely with the City's Inspector General's Office to further strengthen our hiring processes and the Inspector General's ability to monitor those processes. DHR remains committed to maintaining and enhancing the high level of integrity in our hiring process that we have achieved.

#### **Testing**

- Police Department
  - In January 2014, we successfully administered the second component of the Police Sergeant examination, known as the "assessment exercise," to 3,552 candidates.
  - In June 2014, we successfully administered the military make-up exam for entry-level Police Officer to 93 candidates.
  - Over the course of the past year, we have been working on test development for the Police Lieutenant promotional exam.
- Fire Department
  - In mid-December 2014, we will be inviting 25,375 candidates to sit for the Firefighter/EMT entry level examination. This will be the first time this exam will be given since 2006.
  - Over the course of the past year, DHR has continued to work closely with the Chicago Fire Department on implementing the CPAT and Avesta physical ability tests for the positions of Firefighter/EMT and Paramedic.
- Other City Positions

- In June 2014, we successfully administered the examinations for Fire Communication Officer-I, Police Communication Officer-I, and Police Communication Officer-II dispatchers for the Office of Emergency Management & Communications.
- In July 2014, we successfully administered the Department-wide Foreman of Motor Truck Drivers examination, in which 125 candidates were invited to test.
- To date, we have also tested 1,416 candidates seeking other employment with the City of Chicago for a wide variety of positions.

## **EEO Division**

Our Diversity and Equal Employment Opportunity Division completed its investigator hiring and now has six investigators. The additional staffing has enhanced the division's ability to conduct timely investigations and make progress toward eliminating the backlog of older complaints. The Division has closed 166 cases in 2014 to date, increasing the number closed at this time in 2013 by 27 percent. In addition, nearly half of the matters closed this year represented complaints received in 2012 or earlier.

This year the Division has taken a more proactive approach to offering training, including launching a program of regularly-scheduled sessions for supervisors. To date, 1,057 employees have received training.

The Division is now in the second year of administering a centralized Reasonable Accommodation process, under the management of our Disability Officer. DHR has thus far processed and closed 183 accommodation requests in 2014, more than double the number of accommodation matters closed for all of 2013. We have also developed a plan to implement the necessary procedures for accommodating employees with medically-certified limitations related to a healthy pregnancy, as required by Illinois' new Pregnancy Discrimination Law.

The Division also trained Departmental HR Liaisons about legal requirements for providing dedicated lactation rooms for nursing mothers. We established a process for accessing these rooms in City Hall and provided guidance to departments in other City locations about confidentiality, space requirements and use of break time for lactation.

## **Training**

The Training & Development Division assisted the Law Department and the Department of Streets and Sanitation in developing a training presentation on Drug and Alcohol testing, as mandated by federal regulations and City policy.

The Division also developed a curriculum on the fundamentals of HR management, to be presented to all departmental HR Liaisons to ensure consistent application of HR procedures citywide.

The Division is also supporting DHR's Diversity & Equal Opportunity division by developing elements of its training program.

## **Information Services**

The Information Services Division is responsible for the City of Chicago's employee's database. This year the Division has processed over 10,000 HR transactions that affected the records of many of our

employees. The Division reviewed and updated over 3,000 work histories and modified over 2,000 City employee addresses.

In addition, the Division developed and will implement in the near future an Online Case Management system to accurately track all Equal Employment Opportunity cases. Also, the Division developed a database for reasonable accommodation requests.

The Division also supported over 42,000 applicants during the opening period for the Firefighter/EMT position.

Lastly, the Division successfully set up the department's PC lab, which allows DHR's Testing division to test candidates for DHR's test-interview positions. The PC lab also allows DHR to conduct training sessions on the City's policies and systems for current employees.

### **Classifications and Compensation**

The Classifications and Compensation Division, in conjunction with the Office of Budget and Management, has continued the successful process of recommending salary ranges for Special Rate positions. The worksheet developed for these recommendations takes into account internal equity, such as 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.

The efforts began last year to improve the process for reviewing new positions and reclassification requests and were continued this year, with a few additional enhancements, such as creating a central email box to accept requests, and allowing departments to submit new position requests as late as the beginning of July instead of the end of May.

Last year, DHR announced that several enhancements would be made to the section of the HR website that hosts our job descriptions. That work was completed in the first half of 2014 and includes the ability to sort alphabetically, select jobs by the first letter of the title, as well as access by title code. Other features include a summary of what the team does and a central email address for questions.

The Division continued to participate in surveys sponsored by compensation consulting companies such as Towers Watson, as well as to participate in surveys conducted by other cities. DHR is now working on a presentation format to present the results of some of these surveys, with the goal of a completed analysis for review by early next year. Ideally, DHR will make this an annual effort, especially for non-represented positions, so as to better understand the City's position in the market. Related to this task, the Division completed the establishment of contacts at other cities to allow us to more easily benchmark unique jobs, conduct our own surveys, and gather information on HR policies and benefits. DHR now has contacts at 40-plus cities.

### **GOALS**

#### **Employment Services**

The Employment Services Division will continue improving upon the progress made in achieving substantial compliance and further strengthen our working relationship with the Inspector General's Hiring Oversight Division. Not only will DHR maintain its reputation for keeping politics and other

inappropriate considerations out of City hiring, but we will make gains in increasing public trust in the integrity of its hiring processes through consistent enforcement of its hiring plans.

DHR continues to strive towards improving communication with its job applicants. DHR's software underwent a significant upgrade this past year, which has allowed us to begin generating automated messages to applicants when positions are filled.

### **Testing**

With respect to major test developments and administrations, the Testing Division will complete the administration of the Police Lieutenant Promotional Exam, begin the process for development of the promotional test for Detective, as well as initiate the development of the exam for Fire Engineer with administration planned for the fall of 2015. DHR also plans to explore the possibility of developing electronic testing for some positions with the long-term goal of transitioning all testing to an electronic model.

### **EEO**

DHR looks forward to launching an updated Reasonable Accommodation Policy, which is currently awaiting final approval. DHR will ensure that all HR Liaisons and supervisory employees receive training on the new policy and improved forms.

DHR will also release a revised Violence in the Workplace Policy that will allow for improved efficiency in investigating complaints and expedient referral of matters involving non-violent conduct to departments to review under the Personnel Rules.

### **Training**

The Division will develop online versions of DHR's existing courses in anticipation of the deployment of a City-wide Learning Management System. DHR will continue its collaboration with the Department of Innovation and Technology on the launch of the system.

DHR also plans to roll out a revised on-boarding program so that all new hires will receive a comprehensive and professional introduction to City employment.

### **Classifications and Compensation**

In 2015, DHR's Classifications and Compensation Division will continue to work with OBM on making the reclassification and new position request process better, as well as working with the Information Services Division on continued improvements to the website. However, the major focus will be to utilize resources such as published surveys, our contacts with other cities and the Sister Agencies, and downloads of pay information from other cities to provide data-driven analyses that can be used to assess the City's competitive position in terms of compensation, and supply information that can be used to improve compensation related recommendations.

### **IN CLOSING**

I would like to take this opportunity to thank the City Council for its efforts and support in administering effective human resources services to City employees and applicants. It has been a pleasure working with you, and I look forward to our continued efforts in improving and enhancing DHR's services during the coming year. I would also like to thank all of the DHR staff, as these accomplishments could not have been achieved without their hard work and dedication.



# Department of Human Resources

