

Department of Human Resources

2017 Budget Statement

October 19, 2016

Good morning, Chairman Austin, and esteemed members of the City Council. Thank you for the opportunity to present the proposed Department of Human Resources (DHR) budget for 2017.

DHR effectively delivers City services and a professional human resources management program to both current employees and job applicants. We coordinate 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 applicants and departments.

ACCOMPLISHMENTS

Employment Services

Our Employment Services Division is responsible for administering the City's hiring processes. DHR remains committed to maintaining and enhancing the high level of integrity in our hiring process that we have achieved by reaching substantial compliance with the Shakman decree in 2014. As of October 11, 2016, we processed 212,690 applications, which is a 58% increase from 2015. Also as of October 11, we have filled 3,352 vacancies, which is a 75% increase from 2015.

In conjunction with the Training Team, the Employment Services Division created and implemented a new, more intensive Human Resource Liaison (HRL) Workshop. This workshop provides both a presentation and hands-on training course on all steps of the hiring process. Newly hired HRLs can attend, and it is also a recommended refresher for seasoned HRLs. The workshop has been administered to Personnel staff in large departments such as Chicago Department of Transportation and Chicago Police Department. We have definitely seen an improvement in those departments' knowledge and execution of the hiring process.

Our Employment Services Division, along with our Classification and Compensation Division, Training Division, and in partnership with the Office of Budget Management, Chicago Police Department, and Office of Emergency Management, successfully completed the hiring of 319 civilian positions in the Chicago Police Department, which will have returned the same number of Police Officers to our streets by the end of the year.

Testing

The Testing Division has been very active in hiring for the Police and Fire Departments. In 2016, we have accomplished the following:

Police and Fire Testing

- Administration of the CPD Police Officer Entry Level exam to 10,089 candidates in April 2016.
- Administration of the CPD Detectives exam to 3,040 candidates in May 2016.
- Finalizing development and administration of the CFD Fire Engineer exam. Part One administration will occur in November 2016, and the skills demonstration test will occur in January through March of 2017.
- Development of the Fire Captain exam, which is targeted a January 2017 administration.
- Administration of the written portion of the CFD Battalion Chief exam on October 15, 2016. The structured oral interview portion will be administered in December 2016.
- With respect to Paramedic Physical Ability Testing, coordination with the Chicago Fire Department and DHR's test development vendor to work on research related to validating the new physical ability assessments required both before and during the Paramedic training academy. Candidates began this new testing in October 2016.

City-Wide Testing

In July 2016, the Testing Division began to send candidates score letters electronically, phasing out the process of mailing out physical results letters to candidates. This has reduced the cost of paper and mailing supplies. It has also allowed the candidates to receive their test results more quickly, providing the candidates with a more positive experience.

Also in July 2016, the Testing Division administered a City-wide Foreman of Motor Truck Drivers examination to 127 candidates. Previously, every department with this position had a separate testing process, so in combining them, we have gained efficiencies.

To date, we have tested more than 1,000 candidates seeking employment with the City of Chicago for a wide variety of positions across departments.

EEO

The Diversity & Equal Employment Opportunity (EEO) Division completed its revision of the City of Chicago Violence in the Workplace (VIW) Policy. The Policy has been submitted to the City's unions for final review. This new policy includes detailed procedures for investigation of complaints and reiterates the departmental responsibility for VIW matters. The policy revision will result in more efficient management of the VIW process, and it will allow the EEO Division to dedicate more time and resources to harassment, discrimination and retaliation concerns governed by the Diversity & EEO Policy.

The EEO Division has also developed new procedures to streamline the process of seeking a new position for employees with disabilities. Under the Reasonable Accommodation policy, the

Disability Officer and DHR's Employment Services Division work together to attempt to reassign employees to a vacant position if no other appropriate accommodation can be found. The newly implemented reassignment procedures ensure that DHR is efficiently moving employees through the reassignment process and taking all possible steps to identify appropriate positions for employees with disabilities.

Training

The Training and Development Division, working with the Employment Services Division, created the comprehensive two-day workshop on the hiring process to enhance and refresh the skills of departmental HRLs.

The Information Services Division continued to work closely with the Department of Innovation and Technology (DoIT) to launch the City-wide Learning Management System. The Training Division, which will have primary responsibility for development of online courses, have been trained on the system and participated in launch planning with DoIT.

The Training Division also worked with the Chicago Department of Public Health (CDPH) to create a new program on Cultural Competency and delivered a pilot version of this training to a small group of CDPH staff members. This program provides resources to support CDPH in its delivery of services to a diverse patient population, and highlights the importance of cultural competence in service excellence.

Information Services

The Information Services Division stores thousands of HR documents on a fairly antiquated system. The system has approximately 187,000 documents. Yearly, we receive between 35,000 and 40,000 HR documents supporting all City employees' HR transactions. During 2016, we have worked on implementing an IBM-FileNet-based Document Management Solution called Electronic Employee Document Management System (EEDMS) to replace the "Knowledge Tree" system. The EEDMS will not only increase the efficiency of HR document storage and processes, but it can also be used to support similar needs in other areas.

The Information Services Division extended this functionality to other divisions within DHR to improve their business processes, enhance access, and reduce their need to retain paper copies in file cabinets.

We are training other City departments so that they can securely provide DHR with personnel-related documents in compliance with legal requirements through this system. The goal is to utilize a secure enterprise document management system that can be used for HR-related paperwork City-wide. This initiative went live on October 11.

In addition, the Information Services Division, in conjunction with the Finance Department's Payroll Division, restructured the payroll certification process. The new process reduced the time department heads spend signing payrolls each pay period for each employee and

significantly reduced the time that DHR's staff spends certifying the City-wide payroll in accordance with the City's provisions under Chapter 25-1 of the Municipal Code.

The Information Services Division also implemented a new electronic attendance system for DHR personnel to request time off, as well as provide time edits. The system has been in use since January, and it has been an excellent resource for our timekeeper personnel to track time off requests and manager approvals.

Classification and Compensation

As of October 1, 2016, the Classification and Compensation Division completed 195 job audits to ensure proper classifications for occupied, vacant, and new positions assigned to various operating departments. 101 of these were reclassification requests for the 2017 budget, of which 100% of the evaluations were completed by the OBM deadline.

The team continues the pre-intake analyses of vacant positions to be posted for hire. Throughout 2016, the job responsibilities of 386 vacancies were reviewed to ensure proper classification. Also, disqualifying questions (DQs) for current job titles were verified, and more DQs were loaded into Taleo for newly established classes. Further, salary ranges were recommended for 83 Special Rate (SR) positions, involving the analysis of market data and the evaluation of internal position comparisons. These salary ranges are forwarded to OBM, as well as to the Recruiters who are responsible for drafting job postings.

During 2016, 9 class specifications have been revised and 12 new specifications were drafted for new class titles. Our analysts met with subject matter experts and conducted research in order to accurately document job duties, qualifications (including licenses and certifications), and physical requirements.

The Classification and Compensation Division responded to and conducted 30 salary surveys throughout the year. Specifically, the team participated in surveys sponsored by compensation consulting companies such as Towers Watson, as well as surveys conducted by national cities and local municipalities. In doing so, we are able to access these and many other surveys, which assist the Classification and Compensation Division in determining salary recommendations, which helps the City stay competitive in the job market.

GOALS

Employment Services

In 2017, we will hire the City's first Chief Diversity Officer, who will have the ability to devote full-time efforts towards increasing the diversity of the City workforce.

The Employment Services Division has been and will continue working closely with COPA to ensure that it is fully staffed in 2017, as well as work with the Testing Division on the 2017

Police Officer exam and with the Testing and Classification and Compensation Divisions on civilianizing additional CPD positions in 2017.

Additionally, the Employment Services Division will continue to improve the hiring process, both in terms of time to fill and effectively strengthening our workforce. We will also be looking for ways to further streamline the hiring process, such as developing more City-wide postings and posting annually for multiple and continual vacancies.

We also plan to examine the Taleo system in more detail to identify improvements and the possibility of issuing an RFP for a new system.

Testing

In 2017, the Testing Division will be working on the following projects:

- Administration of the 2017 Police Officer exam.
- Development of written tests and structured oral interviews for CFD Ambulance Commander and Paramedic Field Chief with a goal to administer in the first quarter of 2017.
- In 2016, DHR procured a test scoring machine/scanner that has saved time and improved productivity and efficiency in our Testing Division. In 2017, we plan to make more use of this resource to improve our services to candidates and departments by scoring tests and sending out test results more quickly.
- Development of new tests for CPD Civilianization and COPA hiring in 2017, as both will involve new positions needing a testing component.

EEO

The EEO Division has completed the first draft of a Pregnancy Accommodation Policy and plans to finalize and implement this policy in 2017. This Policy codifies procedures already in place and will further establish a consistent process for City-wide accommodation of employees impacted by pregnancy and childbirth.

With the expected introduction of a City-Wide Learning Management System in 2017, the EEO Division will collaborate with DHR's Training & Development Division to create online courses to train City employees on the Diversity & EEO Policy, Reasonable Accommodation Policy and Violence in the Workplace Policy. This new capacity to create electronic courses will greatly increase DHR's ability to reach large groups of employees and maintain a respectful workplace.

Training

During 2017, the Training Division will launch online courses through the Learning Management System to meet City-wide training and compliance needs, such as online versions of courses on the hiring process and new policies on FMLA, attendance, absenteeism, and

tardiness. The training team will also consult with departments to assess their needs and create customized training programs.

The Training Division will support the City's adoption of a new document management system. The new Electronic Employee Document Management System will be used by all HR liaisons and will be rolled out in phases in 2017, with training provided by DHR's Training & Development Analysts.

Information Services

The Information Services Division plans to have all City departments using the Electronic Employee Document Management System.

In addition, we are aiming to convert thousands of microfiche documents dating back to the 1800's to a digital media format, which will reduce costs related to microfiche maintenance and equipment, as well as create efficiencies in respect to locating and pulling that data.

Classification and Compensation Division

The Classification and Compensation Division will be exploring opportunities for the City to expand its apprenticeship programs and develop more entry-level positions to better build up our workforce from the ground up.

The Classification and Compensation Division will be working closely with CPD and COPA to quickly develop new titles for CPD's next phase of civilianization in 2017 and COPA's new structure.

IN CLOSING

The City Council plays a crucial role in partnering with DHR to effectively administer HR services to our employees and applicants. I would like to thank you for your support. It has been a pleasure and honor working with you, and I look forward to continuing our progress in the year to come.

Lastly, I must thank my staff. They have been steadfast and hard-working City servants, and I am truly lucky to have them.