

## **Department of Human Resources**

### **2018 Budget Statement**

**October 25, 2017**

#### **OPENING**

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 2018.

DHR 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. 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. DHR remains committed to maintaining and enhancing a high level of integrity in our hiring process while filling positions efficiently. We continue to build on improved communications with applicants and increase the transparency of our hiring process.

We have processed 298,376 applications as of October 24, 2017, which is a 23.91% increase from this time in 2016. We have filled 4,049 vacancies as of October 24, 2017, which is a 17.21% increase from this time in 2016.

The Employment Services Division continues to strive to reduce the time to fill vacancies, and I am happy to report that on average it is taking 143 days to fill vacancies, down from an average of 184 days in 2016. We also have made progress reducing the time to clear background checks for selected candidates, which gets new hires in the door faster.

The Employment Services Division, working closely with our Testing Division and Classification and Compensation Division, as well as leadership in the now-closed Independent Police Review Authority, accomplished a significant hiring initiative for the newly-opened Civilian Office of Police Accountability (“COPA”). Over 100 employees were hired in 2017, many of whom were on-boarded in the first half of the year to ensure that COPA was sufficiently equipped to open and function in September. We continue to work with COPA on filling their remaining vacancies.

We continue to work closely with the Chicago Police Department (“CPD”) on hiring more Police Officers, which includes recruitment for exams, development and administration of exams, and providing assistance with CPD’s pre-employment process when possible.

## **Testing**

### Chicago Police Department

The Testing Division administered the Police Officer (“PO”) entry exam to 8,620 candidates in April 2017. We will be administering another PO entry exam in December 2017. Over 14,000 individuals have signed up for this exam.

- We also administered military makeups to 110 candidates for the 2016 exam this year.

### Chicago Fire Department

The Testing Division administered many promotional exams for CFD in 2017:

Fire Engineer: We administered the written exam to 856 candidates in November 2016 and administered the practical exam to 746 candidates in January and February 2017, with additional testing in June 2017.

Fire Captain: We administered the written exam to 428 candidates in January 2017 and administered the structured oral exam to 411 candidates in February 2017.

Battalion Chief: We administered the written exam to 105 candidates in October 2016 and administered the structured oral exam to 104 candidates in December 2016.

Ambulance Commander: We administered the written exam to 190 candidates on February 1, 2017 and administered the structured oral exam to 174 candidates on February 25, 2017.

Paramedic Field Chief: We administered the written exam to 69 candidates on February 1, 2017 and administered the structured oral exam to 68 candidates on February 25, 2017.

### Other Testing Division Accomplishments

- In July 2017, the Testing Division administered a department-wide Foreman of Motor Truck Drivers examination, for which 89 candidates were invited to test.
- To date, we have tested over 1,500 candidates seeking employment with the City for a wide variety of positions across departments.
- In late 2016, DHR set up a small computer testing lab within our office at City Hall that allows candidates for particular positions to take both computer-based tests and paper and pencil tests. The test site gives candidates a centralized place to take tests that easy to access through public transportation and saves DHR time and resources. We are looking to expand this function in 2018 for positions that are compatible with the size of this facility.

## **Diversity and EEO**

In February 2017, the Diversity and EEO Division released a new City-wide Violence in the Workplace Policy (“VIW”) to ensure that all City employees are aware of the policies and procedures related to violent conduct in the workplace. This update to the prior policy and forms provided clarity about prohibited behavior and reiterated the City’s commitment to providing a safe workplace for its

employees. It also revised the complaint and investigation procedure to place more responsibility in the department's hands for smaller matters so that departments have more accountability for VIW in their workplaces and so that the Diversity and EEO Division can focus on more complex matters more quickly.

Our implementation of the new VIW Policy included comprehensive training for the departmental VIW Liaisons on their roles and responsibilities. Some departments have already completed small investigations successfully.

The Diversity and EEO Division also expanded EEO Training in the Department of Water Management, ensuring that all supervisors received training specific to their roles as managers as it relates to compliance with and enforcement of the EEO Policy. This supervisor-specific training will be administered to other departments going forward.

### **Training and Development**

The Training and Development Division, working closely with the Information Services Division, successfully launched a pilot course to introduce a new City-wide online training system. This new system, which will be known as Chicago eLearning, will allow City employees to access training from their computers and receive training on useful topics relating to processes and procedures (such as HR paperwork processing) at their own pace. The pilot, which was delivered to a selected group of departments, helped us identify technical issues and plan for a smooth implementation of Chicago eLearning as a City-wide resource in 2018.

The Training and Development Division also administered a wide variety of training programs in areas such as the EEO and Violence in the Workplace Policies, interview and consensus meetings, the hiring plan, managerial skills and respectful workplace, and records management.

### **Information Services**

In 2016, the Information Services Division implemented an Electronic Employee Document Management System that converted microfiche records into an electronic format, which reduced maintenance costs, better preserved old records, and provided quicker access to the information.

This year, we extended this system to other types of records and added other divisions within DHR to improve their business processes, improve access, and reduce the need to retain paper copies. We also started expanding this functionality to other departments so that they can provide HR-related documents in electronic form while remaining in compliance with legal requirements. This has entailed training departmental HR Liaisons on the software. We currently have 10 City departments actively using the system and will have more departments on board by the end of the year.

And as mentioned above, the Information Services Division has worked with the Training and Development Division to begin the development and administration of online training courses that have been successfully piloted this year, which lays the foundation for expanding the types of training that can be developed and administered in the year ahead.

### **Classification and Compensation**

#### Classification

As of September 2017, the Classification and Compensation Division completed 205 job audits to ensure proper classification for occupied, vacant, and new positions assigned to various operating departments.

73 of these audits were reclassification recommendations for both occupied and new positions that were submitted to the Office of Budget and Management by the September 2<sup>nd</sup> deadline for implementation in the 2018 Budget.

The Classification and Compensation Division continues the pre-intake analyses of all vacant positions to be posted for hire. To date, the job responsibilities of 475 vacancies have been reviewed in 2017 to ensure proper classification. Also, disqualifying questions for current job titles were reviewed.

40 job descriptions have been revised, and seven new job titles were created. Classification and Compensation Analysts met with departmental subject matter experts and conducted external research to accurately document job duties, qualifications (including licenses and certifications) and physical requirements for these job descriptions.

### Compensation

The Classification and Compensation Division recommended salary ranges for 85 Special Rate positions, which involved the analysis of market data and the comparing internal position data.

The Division also responded to 23 salary surveys throughout the year. Specifically, we participated in surveys conducted by national cities and local municipalities, including the Bureau of Labor Statistics and the cities of Dallas, Denver, Houston as well as sister agencies such as Cook County, Chicago Transit Authority, and City Colleges of Chicago. In doing so, we enhanced our relationships with these entities and increased the resources we are able to utilize when conducting salary analyses.

The Classification and Compensation Division continues to work towards reducing pay differentials between represented vs. non-represented salary schedules where they present problems such as salary compression and will work with the Office of Budget and Management on those issues.

The Division worked with the Office of Budget and Management and the Law Department to develop a revised Legal Services Salary Plan. This new structured salary schedule provides regular increases based on law specialization and the length of time practicing law, including legal experience outside of the City service. Our Classification and Compensation Analysts provided needed input to establish grade levels for five levels of the Assistant Corporation Counsel class series; to draft and update class specifications for modified and new titles; and to prepare correspondence to affected incumbents.

## GOALS

### **Employment Services**

The Employment Services Division will continue and improve upon the progress made in assisting departments with their hiring needs and serving the public more effectively. We plan to utilize social media to ensure that our job postings are more widely disseminated, and we also intend to use those modes of communication to provide information regarding the application and hiring process to a wider audience.

With respect to further reducing the length of time to fill vacancies, we plan to partner with the Office of Budget Management and the Inspector General's Office to review and evaluate processes and metrics related to the Hiring Plans and Collective Bargaining Agreements for various position types (for example, bid vs. job, grant-funded vs. corporate, reclassified vs. new, interview vs. non interview, and test vs. non-test positions). We have created an internal DHR Process Review Committee that is spearheading the initiative to map out the entire process from the departmental identification of a vacancy to onboarding a

new employee in that vacancy. Our goal is to set appropriate measureable metrics to provide a more transparent process for both candidates and hiring departments and to address bottlenecks and other causes of delay.

Before the end of 2017, I expect to have hired and on-boarded a Chief Diversity Officer (“CDO”). At this time, I am in active discussions with promising candidates. The CDO, with the assistance of a Data Analyst, will develop and execute short and long-term strategies specific to increasing diversity in our hiring, retention, and promotions. The CDO will work directly with me, and I expect this individual to engage with the City Council, community and professional leaders, departments, and our Sister Agencies as DHR increases its focus on the important goal of cultivating a workforce that reflects the diversity of our City.

### **Testing**

With respect to major test developments and administrations, the Testing Division plans to further partner with our vendors to develop and administer large-scale exams in 2018, including PO and Fire Lieutenant. Testing will also assist CFD with validating its return-to-work standards.

The Testing Division will also work with the Chicago Police Department on their testing strategies and validation of their testing processes for their “Police Officer Assigned as” positions (*e.g.*, SWAT, Canine Unit, Mounted Patrol, Marine Officer).

The Testing Division is exploring the possibility of offering computer-based testing for the Police Officer exam so that we can test more frequently at less cost and be more effective at maintaining an active pool of candidates.

### **Diversity and EEO**

By the start of 2018, The Diversity and EEO Division will release a Pregnancy Accommodation Policy that will lay out the steps employees should follow when in need of an accommodation due to pregnancy and childbirth related conditions. This policy will adopt the relevant provisions found in the City’s Reasonable Accommodation Policy and will capture many of the procedures currently being followed by our Diversity and EEO Division. This new policy will provide a clear and consistent process for City-wide accommodations of employees impacted by pregnancy and childbirth. We will work with our Training and Development Division to successfully implement the new policy.

In 2018, the Diversity and EEO Division will continue to improve and enhance the effectiveness of our EEO practices. This includes education and training on the EEO and Violence in the Workplace (“VIW”) Policies. For example, we have added training specific to the responsibilities of supervisors in detecting potential violations and addressing related issues in their workplaces, which we intend to administer to all supervisors City-wide in 2018. We will also work with departments to ensure that new supervisors receive this training shortly after being promoted.

Additionally, we intend to require all employees complete EEO and VIW training on an annual basis to ensure that our employees are aware of these policies, the protections they contain, and the processes for alerting management to issues and filing complaints with the Diversity and EEO Division.

The Diversity and EEO Division will also implement a more effective case management system so that we will be better able to develop data reports that help us more quickly identify where potential problem areas exist. We plan to use this enhanced information to provide more useful information to departments

so that they are better equipped to partner with us to be more proactive in improving workplace environments and minimizing risks for larger problems.

I have also asked for additional (yet modest) resources for our investigative function, as well as outside legal help to eliminate our backlog. These small enhancements, coupled with the reduced caseload resulting from our revised VIW Policy, will allow us to more effectively communicate with complainants and complete investigations more quickly. To strengthen employee trust in our policies and associated protections, it is vital that our complaint process be as responsive as possible, and I believe we will achieve significant improvement over the next year.

### **Training and Development**

The Training and Development Division will add an online component to our standard course on the Interviewing and Consensus Meeting process. This portion will consist of a brief quiz to follow classroom instruction. The quiz will be a precursor to online learning that will be available through the Chicago eLearning online training system. The Training and Development Division will continue to work closely with the Department of Information and Technology to continue rollout of Chicago eLearning, and take the lead on content development for the system.

In addition, the Division will roll out a curriculum of courses on Human Resources Management for the City's departmental HR Liaisons. This HR Management series will be comprised of topics critical to city processes, such as Time and Attendance, Employee Relations and New Employee Onboarding, and will result in more effective interaction between DHR and operating departments on personnel matters.

The Division 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.

### **Information Services**

One of the Information Services Division's goals for next year is to have all City departments using the electronic employee records system so that the transmission of HR records can be better streamlined and easier for departments generally.

Another goal is to expand this function beyond HR-related records to a City-wide secure enterprise document management system that incorporates other types of City business documents. We plan to kick off this initiative in early 2018.

The Information Services Division continues to actively work with the Training and Development Division on further implementation of the online training system. The goal is to train departments so they can upload their own online courses specific to their operations.

In addition, we will continue to work on extracting more use of our Taleo application system with respect to hiring metrics, onboarding processes, and performance management.

### **Classification and Compensation**

In 2017, the Fair Labor and Standards Act ("FLSA") underwent significant changes, and there are indications that more changes may be forthcoming. In 2018, the Classification and Compensation Division will continue to closely monitor the FLSA and be ready to make necessary adjustments.

The Division plans to start conducting random audits across City titles to proactively better ensure appropriate position classification and compensation of City titles.

The Classification and Compensation Division will develop a large survey for our governmental partners and sister agencies that will cover approximately 30 job titles. We may also issue an additional survey specific to Senior Manager titles. We hope that the information will help us more effectively analyze and adjust job classifications and salaries.

### **Additional Projects**

In 2017, we began exploring the possibility of creating an electronic mechanism for departments to submit performance evaluations within our existing HR database, and we began drafting a template for departments to use. We will strive to begin implementation of a City-wide performance management system in 2018. Our goal is to enable departments to provide feedback to employees on a regular basis and create consistency across departments.

We also plan to take a close look at titles we annually post for that regularly have vacancies to determine where we might be able to consolidate postings to prolong their length, thus providing us more time to recruit candidates and providing interested applicants more time to submit an application.

We have been drafting an RFP for outreach and recruiting services for City positions. Our use of a vendor for Police Officer exam recruitment has proven to be effective in reaching a diverse group of applicants, so we would like to expand this effort to other City recruitment efforts. We plan to issue the RFP in 2018.

### **IN CLOSING**

It has been and continues to be an honor partnering with the City Council on more effectively providing human resources services to the City. I am thankful for your support and look forward to continued progress in the year to come. I also want to take this opportunity to convey my gratitude to my staff at all levels. I am fortunate to have such talented and dedicated City servants in my department, and it is a true privilege to work with them.