



DEPARTMENT OF HUMAN RESOURCES CITY OF CHICAGO

Department of Human Resources

2020 Budget Statement

November 4, 2019

OPENING

Good afternoon, Chairman Dowell, and esteemed members of the City Council for the opportunity to present the proposed Department of Human Resources (“DHR”) budget for 2020.

DHR provides human resources services to job applicants and City employees, as well as works with City departments, boards, and commissions to attract and retain quality personnel. In addition to managing a fair and equitable hiring process, we are responsible for all human resources functions within the City, such as: human resources records management and retention, classification and compensation, training, testing, and writing and enforcing City policies, including the City’s Equal Employment Opportunity, Reasonable Accommodation, and Violence in the Workplace policies. It is our mission to administer cost-effective HR services, foster a professional, inclusive, and thriving workforce, and provide 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 144,977 applications and have filled 2,950 vacancies as of October 15, 2019. .

In addition, the Employment Services Division continues to work closely with the Chicago Police Department (“CPD”) on hiring additional entry-level Police Officers, which includes recruitment for exams, communication with candidates and administration of exams, and providing assistance with CPD’s pre-employment process. We have implemented a new approach in 2019 that provides for a more intimate experience for candidates as they are going through our processes. We have partnered with local City Colleges to offer more frequent, small-scale testing that is less intimidating for candidates and more cost effective overall. We are looking to continue this testing format and expand its use with other typical, large-scale, entry-level testing such as the Firefighter exam for the Chicago Fire Department (“CFD”).

This year, we have worked closely with both the Chicago Police and Chicago Fire Departments to ensure promotional classes were processed efficiently for 86 Fire Engineers, 10 Battalion Chiefs, 31 CFD Captains, 8 CPD Captains, 30 FF/Paramedics, 69 FF/EMTs, 20 CFD Lieutenants, 35 CPD Lieutenants, 8 Paramedic Field Chiefs, 9 Paramedics In-Charge, 74 Detectives, and 98 Sergeants.



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Also, we have partnered with CFD and CPD to onboard 202 EMT-Recruits, 79 new Paramedics, and 335 new Police Officers. We have also worked closely with our Infrastructure and other departments to fill various trade titles including: 43 Operating Engineers, 24 Plumbers, 92 Pool Motor Truck Drivers, and 119 Traffic Control Aides.

We continue our work to improve communications with departments. This year, we expanded our regular meetings with departmental administrative teams (which includes both Deputy-level leadership and Human Resource Liaisons), which has provided a more transparent process across all departments, allowing for quicker resolution to administrative bottlenecks. We will be expanding this regular communication to more departments with the larger goal of establishing these relationships with every department.

Testing

Chicago Police Department

- *Police Officer Exam Administration:* DHR implemented a new model of test administration for the Police Officer position. Instead of administering exams to a large number of candidates at one time, the small-scale testing model administers the exam to small groups of candidates in a classroom setting over a 2-4 exam period. This process improvement has led to a better candidate experience, faster results processing, and significant cost savings to the City. Three small-scale exams were planned for fiscal year 2019 and early 2020:
 - May/June Administration – 942 candidates attended the exam at Malcolm X College
 - August Administration – 839 candidates attended the exam at Kennedy-King College
 - January 2020 – the exam will be held at Kennedy-King College

The time from application period opening to candidates receiving their results has been reduced by twelve (12) weeks (from 22 weeks in Spring 2018 to 10 weeks in Summer 2019). With respect to the time between the exam and getting the results, we have reduced that timeframe from 12 weeks (the Spring 2017 exam) to three (3) weeks (the August 2019) exam.

In addition, the City has engaged in several activities to encourage candidates to show up to the exam:

- Offering additional exam sessions allowed candidates to choose the date and time that worked best for them in order to give candidates flexibility;
 - Utilized emails and text messages to candidates (from beginning of the application period until the exam) in order to keep them engaged;
 - Redesigned the candidate test invitation letter to make it more informative.
- *Police Officer Psychological Characteristics:* A consultant has been hired to conduct a job analysis to support psychological evaluation programs for candidates for entry level Police Officer and fitness for duty to return to work for incumbent Police Officers Assigned as Detectives, Police Officers Assigned as Evidence Technicians, and Sergeants. The specific activities include: conducting a job



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analysis of the CPD positions with the purpose identifying the psychological skills, behaviors, attributes, and other personal characteristics associated with effective and counterproductive job performance and conducting a national review of the psychological standards that municipalities and other government organizations use as criteria in job descriptions and psychological assessments/evaluations. This information will be used to create a summary of the psychological characteristics needed in order to effectively function in the roles within scope. Additionally, this information facilitates the work of vendors conducting CPD psychological evaluations and fitness for duty evaluations.

- *Police Sergeant:* DHR and CPD are working with a test developer to conduct a job analysis and develop a new exam for the role of Police Sergeant. The first part of the exam will be held in December 2019, and the second part of the exam will be held in March 2020.
- *Police Captain:* DHR and CPD are working with a test developer to conduct a job analysis; create an updated job descriptions; and provide hiring process recommendations for this position as outlined in the CPD consent decree.
- *Police Commander:* DHR and CPD are working with a test developer to conduct a job analysis; create an updated job descriptions; and provide hiring process recommendations for this position as outlined in the CPD consent decree.

Chicago Fire Department

- *Fire Lieutenant:* DHR and CFD are working with a test developer to conduct a job analysis and develop a new exam for the role of Fire Lieutenant. The first part of the exam will be held in December 2019, and the second part of the exam will be held in January 2020.
- *Fire Captain:* DHR and CFD are working with a test developer to conduct a job analysis and develop a new exam for the role of Fire Lieutenant. The first part of the exam will be held in December 2019, and the second part of the exam will be held in January 2020.

Other Testing Division Accomplishments

To date, DHR has tested over 2,300 candidates seeking employment with the City for a wide variety of positions across departments.

Diversity and EEO

The Diversity and EEO Division created a new module on sexual harassment that was added to the Board of Ethics mandatory online employee training. This new training material provides an overview of the kinds of inappropriate conduct that could constitute sexual harassment and offers details on the avenues available to employees who wish to make complaints.



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The content of this sexual harassment training module has also been incorporated into the sexual harassment portion of an online EEO training that we will begin to roll out in December. It will be mandatory for all City employees on an annual basis.

The Diversity and EEO Division also completed updates to the City's Diversity and EEO Policy, including new language regarding whistleblower protection and additions to clarify various processes related to complaints of harassment, discrimination and retaliation. The revised policy is currently under review by unions, and the review period will end in early November, after which we will move towards implementation.

Training and Development

The Training and Development Division assisted City departments on several significant online learning projects by providing course design and other support for launching training on Chicago eLearning. This included a course on Trauma-Informed Practice developed by the Chicago Department of Public Health and a HIPAA training program developed by the Department of Law.

We also created an online course on the Diversity and Equal Employment Opportunity Policy. This online course covers City policies on harassment and discrimination, addresses accommodations for employees with disabilities, and highlights related policies such as the Personnel Rules and the Violence in the Workplace Policy. This course was launched for employees at the Chicago Department of Water Management and will be a mandatory training program for all City employees.

Information Services

All City departments are using DHR's electronic employee records system ("EEDMS") which means that the diffusion of the HR records that support all HR actions can be better streamlined and more easily accessed.

The Information Services Division also configured the "LegalServer" application, which is used by the EEO Division to track cases and EEO complaints.

Finally, we configured new candidate selection workflows in Taleo (our application software). This enhancement sped up the review and selection of candidates.

Classification and Compensation

Classification

The Classification and Compensation Division completed 128 job audits to ensure proper classification for occupied, vacant, and new positions assigned to various operating departments. 88 of these audits were reclassification recommendations for both occupied and new positions that were submitted to OBM for implementation in the 2020 budget.



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Also, the Classification and Compensation Division continues the pre-intake analysis of all vacant positions to be posted for hire. To date, the job responsibilities of 568 vacancies have been reviewed in 2019 to ensure proper classification. (We reviewed 517 vacancies in 2018.) Disqualifying questions for current job titles were reviewed and updated when necessary.

We revised 23 job descriptions and created 24 new job titles. 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 77 Special Rate positions, which involved the analysis of market data and comparing internal position data.

We responded to 18 salary surveys throughout the year. Specifically, we participated in studies conducted by the Bureau of Labor Statistics, cities across the country (including Charlotte, Columbus, Dallas, Denver, Detroit, Houston, New York City, Philadelphia, and Seattle), and local municipalities, as well as sister agencies and other local governmental entities, including: the Chicago Transit Authority, City Colleges, the Chicago Park District, Chicago Public Schools, Cook County, the Metropolitan Water Management District, and Metra. In doing so, we continued to enhance our relationships with these entities and increased the resources we can utilize when conducting salary analyses. Just as important, building and sustaining these relationships allows DHR to support other departments and various consultants (testing, legal, other HR-related advisors) with requests for information and arranging meetings with other cities and counties.

Diversity and Inclusion

Since starting in April 2018, our Chief Diversity Officer (“CDO”) has developed and implemented a number of key activities that address important areas of the City's workforce diversity and employee engagement challenges:

- *Recruitment:* Our CDO has piloted different job description formats that are more detailed and descriptive for diverse candidates in professional and community organizations so that DHR can better communicate information about our hiring process and provide information about openings and postings that reach interested applicants more effectively. In addition, our CDO has piloted diversity recruitment plans, with a review of the City's Hiring Plan and input from the Employment Services Division, that are tailored to fit a department's unique hiring profile. The six (6) City departments from our hiring pilot are fully initiated in their plan's use, and three (3) additional departments are in process. This approach allows us to further test the ideas we have and use the knowledge gained to get effective hiring done through achievement of our overall inclusiveness and diversity goals.



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- *Retention:* Our CDO has developed a pilot employee engagement survey with two (2) departments, varying in size and function, so that we can test the ideas we have regarding City employment and the climate and culture issues that negatively impact performance, and ultimately, employee retention. Current plans are to build on that effort City-wide, through the establishment of department-specific committees that will review existing practices and develop solutions that can be realized within a set period. The initial survey is underway, and the results are expected to be very positive, with two additional departments slated for a 2020 launch.
- *Communication:* In addition to the detailed and descriptive job description formats that are in use to help attract diverse candidates from professional and community organizations, our CDO began a electronic newsletter to improve communication within City Hall and throughout City government. The goal of the Inclusiveness & Diversity (“I&D”) e-newsletter is to help employees, and especially managers and supervisors, understand the service-level impact they have on City residents, and among each other as service recipients. Both City employees and sister agencies have been actively contacting our CDO with questions and ideas. The items contained in the e-newsletter were identified as relevant and time-specific through a combination of input and feedback from I&D professionals across the United States, City employees and department leaders, Aldermen, their staffs and other entities. The goal is to produce a newsletter each month so that we can continue to build and strengthen our partnership with each bureau, division, and department of City government.

GOALS

Employment Services

The Employment Services Division will continue to effectively administer a hiring process that provides equal employment opportunities to City residents and maintains public trust in the integrity of that process. At the same time, we critically evaluate our practices so that we can build on our successes and continue to improve the efficiency and effectiveness of City hiring.

The Employment Services Division has established frequent, regular communication with the the Office of Inspector General Hiring Oversight Division to conduct a deep, detailed evaluation of the hiring process specifically as it relates to our diversity and efficiency initiatives. This analysis has resulted in the identification of action items that can be implemented in the short-term while also identifying longer-term goals that we can start to work on immediately.

Additionally, we will work with departments to create a new communication tool between DHR, hiring departments, and OBM to better prioritize hiring demands and further reduce time to fill vacancies. We



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will work to create Interview and Hiring Process documents and templates for hiring departments to ensure best practices are utilized across the City and work to roll out a question development training and interview question bank to improve the consistency of high-quality interviews across the City. We also look forward to collaborating with the Mayor's Office, City Council, neighborhood partners, sister agencies, and schools to participate in Career Exposure events in South and West side wards that will provide an opportunity for departments to speak directly with youth about the types of careers available and highlight staff members' backgrounds to provide insight and a road map to students to enter these careers.

Testing

With respect to the Police Officer exam, the Testing Division has contracted with a vendor to complete an updated job analysis and find and validate a new entry exam. Industry best practice is to conduct a job analysis and validation study approximately every five years. We are looking for exams that can be administered both through traditional written means and electronically so we can further explore the possibility of electronic testing while maintaining the ability to administer written exams as needed. We will also begin work on development of a new Police Lieutenant process.

We will also be working with CFD on their next Fire Ambulance Commander, Paramedic Field Chief, and Paramedic physical ability testing.

Finally, we will be working with CFD and Law to explore alternatives to the current way we administer the entry-level Firefighter exam with a goal of lowering costs and testing more frequently. The next FF/EMT entry-level exam is currently scheduled to take place in early 2021.

Diversity and EEO

The Diversity and EEO Division will release a Religious Accommodation Policy, setting out the procedures to be followed when employees seek an accommodation in order to observe religious practices. The City currently responds to such employee requests in compliance with the law and our existing EEO Policy. However, implementation of a specific policy and related procedures will ensure consistent review of religious accommodation requests and promote inclusion in all departments.

The Diversity and EEO Division will also expand its new practice of including process improvement recommendations in investigation reports when warranted. Through these process recommendations, we can and will continue to address department-level processes that sometimes contribute to employee perceptions of inequity, such as enforcement of dress codes, application of time and attendance rules, and/or distribution of overtime. By encouraging departments to monitor the equitable application of such policies, we hope to improve workplace morale and assist departments in addressing employee issues.

Training and Development

The Training and Development Division will roll out an updated training course on City policy relating to working with contractors. Based on recent changes to the City's Contractor Policy and in collaboration with



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the Inspector General's Hiring Oversight Division, the Training and Development Division will offer an updated course that will be mandatory for senior leadership of City departments, and all City employees involved with the contracting process.

As part of the ongoing implementation of Chicago eLearning, we will also partner with departments to design the training components of major initiatives, such as the introduction of a new tracking system at 311 City Services and a new case management system at the Civilian Office of Police Accountability.

Information Services

In 2020, the Information Services Division will focus on two significant initiatives:

- We will convert often-used HR forms that are currently paper-based into an electronic format that incorporates e-signatures. This project will not only reduce the amount of paper used by the City, but it will allow the City to better track approvals and identify causes of delay.
- DHR also will examine replacement options for Taleo, our application system. In early 2020, we plan to solicit demonstrations from other platforms with the plan to replace Taleo with a more user-friendly system that better communicates with applicants and provides DHR with more functionality.

Classification and Compensation

In 2020, the Classification and Compensation Division will work with OBM on addressing salary compression issues and will closely monitor recent changes in the Department of Labor's regulations that may affect City positions.

We will also continue work on a database of publicly available pay data from cities and counties throughout the US with a target completion in 2020.

The team is also working on and will complete a centralized database by the end of the first quarter of 2020 regarding job data such as the Fair Labor Standards Act, Special Rate Recommendations, and other job code/title attributes. We also had the kick-off meeting regarding consolidating some forms such as the Special Rate and Pre-intake forms and shifting from paper to online entry.

Diversity and Inclusion

Our CDO will continue to build our network of professional and community organizations to increase our recruitment base and will continue to strengthen DHR's relationships with the Aldermen, who are a vital part of our recruiting efforts. DHR will also explore additional ways to disseminate information about job postings and our hiring process to more Chicago residents, such as LinkedIn and social media.

In addition, we will use the information gleaned from our employee engagement surveys to identify employee concerns, including issues with diversity and inclusion. This information will help us develop action items that are aimed at increasing the retention of our employees through improving their workplace environments.



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Successful CDOs and diversity initiatives drive progressive agendas targeted at untapped talent networks, for example: bringing more minorities and women into law, technology, and infrastructure management. DHR expects that workplace Diversity and Inclusion will continue to be more than just a top-down approach, given the hiring outlook at key City departments and the prospect of those departments deepening their collaboration with DHR recruiters to incorporate diversity into their overall talent acquisition strategies.

IN CLOSING

Thank you, Chairman Dowell and City Council, for your support of DHR. It has been an honor to work with you in our joint quest to improve human resources services to the City, and I look forward to our work ahead.

And although this comes at the end of my statement, the most important thing that requires emphasis is my gratitude to my staff, who have been so supportive of DHR's work, the City, and me. I am truly blessed to have employees who are passionate about City service and exemplify the dedication and integrity that City employees demonstrate daily. It is such an amazing privilege to work with such wonderful people, and the City and myself are the better for it.