

CITY OF SAN DIEGO  
**MEMORANDUM**

DATE: April 17, 2013

TO: Honorable Council President Pro Tem Sherri Lightner

FROM: Hadi Dehghani, Personnel Director

SUBJECT: Civil Service Hiring Process

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During the March 13, 2013 Budget and Finance Committee meeting, Independent Budget Analyst (IBA) staff presented a report on vacancies as a result of questions raised by Councilmembers during the Fiscal Year 2013 budget process. The report discussed vacancy savings, issues for certain General Fund Departments, and the process of filling classified vacancies in the City. The Committee asked the Personnel Director to identify ways to streamline the Civil Service hiring process. As discussed in the IBA report, there are three segments to the hiring process:

1. Personnel Department recruitment and certification of eligible lists.
2. City background checks (e.g., fingerprinting and Department of Justice, FBI and local checks) and medical evaluations.
3. Hiring department selection process (e.g., interview, reference check, job offer).

The Personnel Department has performed a comprehensive review of its hiring process over the last several months and has made process improvements for more efficiency.

The Personnel Department implemented online-only submission of applications and documents which has cut down on data entry time for application materials. We have reinstated predictive recruiting for those classifications which are in high demand Citywide so there are new lists ready when a current eligible list expires. We have also reorganized the Certification Section and reassigned additional staff to assist with processing and certifying eligible lists. These improvements have considerably reduced the number of days necessary to provide eligible lists to hiring departments.

We are also in the process of developing a training program to present to departments on the recruitment and hiring process.

The Personnel Department is also evaluating the possibility of adjusting the publishing day for new recruitments from biweekly to weekly. It is anticipated that this change, along with predictive recruiting for classifications which are in high demand Citywide, will reduce the time frame for producing eligible lists.

Page 2 of 4  
Civil Service Hiring Process  
April 17, 2013

In addition to internal changes already implemented, we have identified the following areas where we may assist the hiring departments:

The City's Employment & Department of Motor Vehicle (DMV) Medical Exams and Drug Testing contract is currently involved in a new Request for Proposal process. An area causing delay for medical clearance is when prospective employees who have existing medical conditions are required to follow up with their primary physician. To mitigate potential delays and to ensure that the required information and documents are provided to the City's medical provider, we have developed a form which is now given directly to the candidate by the City's medical provider, specifically stating what is required from their private physician in order for their medical examination to be completed. This new form, in conjunction with obtaining the candidate's email address at the time of medical examination, allows for more efficient communication between the candidate and the City's medical provider, thereby reducing the number of days for medical clearance.

Outside agency processing time for City background checks (e.g., fingerprinting and Department of Justice, FBI, and local checks) and medical evaluations are not under the Personnel Department's control.

Provided additional resources become available, we recommend the creation of a new section (one-stop shop) for new hire processing where the candidate comes to one office in the Personnel Department to schedule their medical evaluation appointment (if necessary), complete their background paperwork, and have their fingerprints taken. This section will also be responsible for coordinating, tracking, and processing the pre-employment medical and background paperwork to include the DMV medical appointments as well as processing the random drug screen results. Since the Police Department also performs additional background checks for their civilian employees, we are currently consulting with the Office of the City Attorney regarding potential legal issues related to utilizing the Police Department for their civilian employee background checks in lieu of the City's background process.

The IBA indicated in their March 11, 2013 report that 58% of the average hiring timeframe was attributable to the hiring departments. Therefore, to assist departments with their hiring process, we recommend reinstating the Outstation Program in the Personnel Department which existed in the 1990's. Due to budget reductions, this program was eliminated several years ago. This program was very successful in providing significant Personnel Department staff support by placing Personnel Analysts in certain City departments. Efficient and effective department staffing, along with recruiting and outreach strategies and assistance, are two key areas that require all staff to work closely together. This includes discussing vacancies in order to facilitate classification issues, projected recruiting needs, and certification requests; as well as assisting with and discussing roles and responsibilities for interview packet development with department contacts, including subject matter experts and appointing authorities.

Page 3 of 4  
Civil Service Hiring Process  
April 17, 2013

To accomplish the above recommendations we request the following resources:

#### Recruitment/Exam Management

- One Information Technology position to administer and maintain the NEOGOV online application system, including maintaining security roles and tables, and developing reports such as those mentioned in the IBA report (e.g., a record of current certified lists and their expiration dates and other pertinent data beneficial to all parties).
- Two Associate Personnel Analyst positions to train City departments on their hiring process, and to enable us to change our job publishing from biweekly to weekly and handle the resulting additional workload from that change.

#### Background and Medical

- One Administrative Aide II position and one Payroll Audit Specialist II position for the backgrounds and medical one-stop shop. These positions would support the new section as it relates to processing potential employees for their fingerprints, medical examination scheduling, and pre-employment background paperwork and clearance in an efficient manner all at one location.

#### Outstation Program

- One Supervising Personnel Analyst position and three Associate Personnel Analyst positions to reinstate the Outstation Program which will place Personnel Analysts in certain City departments to directly interact with and support department staff. It is recommended that the Outstation Analysts start in the departments that have more difficulties with hiring as identified by the IBA report; those departments are General Services Facilities Maintenance, Transportation and Storm Water, and Park & Recreation. The Engineering and Capital Projects and Library Departments will be reviewed for additional assistance in the future as resources allow.

Lastly, we will recommend to the Civil Service Commission modification of the following Civil Service Rules and Personnel Regulations:

1. Civil Service Rule IV, Section 2, Duration of Eligible Lists:

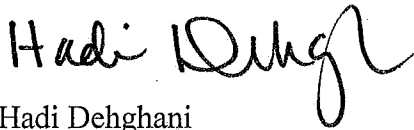
We recommend modifying the rule to allow for the creation of the eligible list prior to all candidate reject appeals being resolved. The rejected and late appeal candidates, if later approved, would have the same expiration date as the original promulgated candidates. The proposed change would allow the recruitment process to proceed while the appeal is being resolved. Currently, the establishment of an eligible list has to wait until all appeal(s) are resolved and all eligible candidates are placed on a list at the same time.

Page 4 of 4  
Civil Service Hiring Process  
April 17, 2013

2. Personnel Manual Index Code D-1, Section II, A, Examination Publicity:

We recommend modification of the Personnel Manual to reduce the minimum number of public notice days required for promotional examinations from 10 calendar days to 5 calendar days.

Along with the changes already implemented by the Personnel Department, the proposed staffing requests and changes to the Personnel Manual will further increase our efficiency and effectiveness in the timely filling of vacant city positions. If you have any questions, please contact me at (619) 236-6155.



Hadi Dehghani  
Personnel Director

cc: Council President Todd Gloria, Budget and Finance Committee Chair  
Councilmember David Alvarez, Budget and Finance Committee Vice Chair  
Councilmember Kevin Faulconer  
Councilmember Mark Kersey  
Lisa Byrne, IBA