



NEW ORLEANS CIVIL SERVICE

REPORT ON PROGRESS
& MODERNIZATION OF
CIVIL SERVICE

OCTOBER 2020

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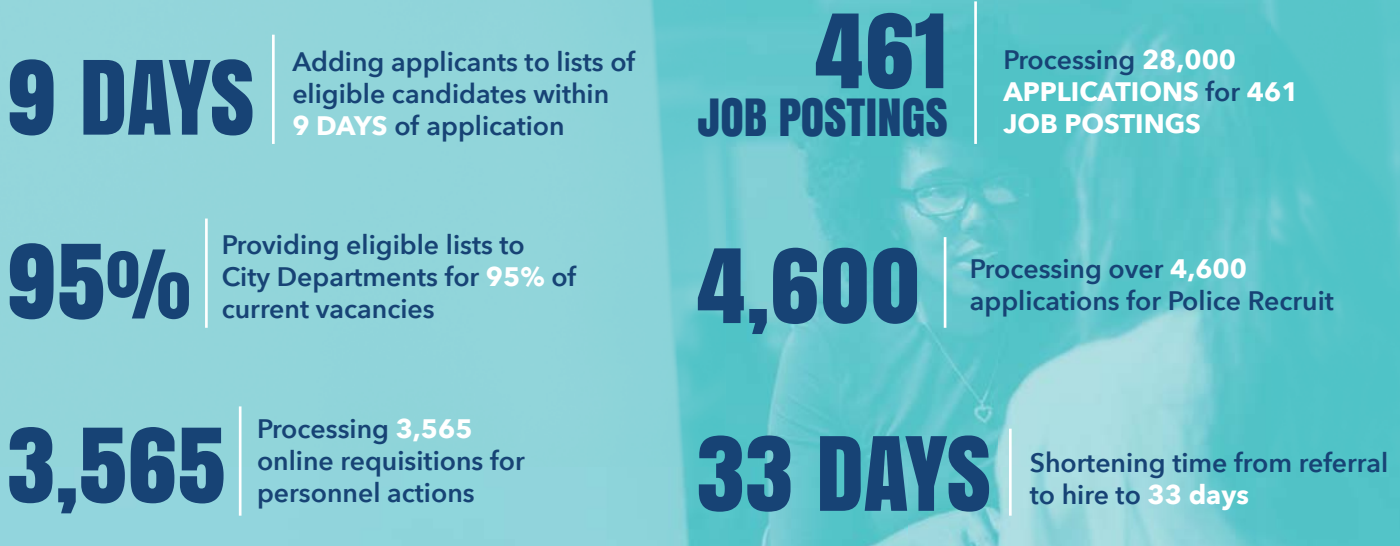
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Executive Summary

The New Orleans Civil Service System regulates the employment of all classified employees of the City and the Sewerage and Water Board (S&WB). Classified employees include all employees whose positions are not designated as unclassified in the Constitution of the State of Louisiana of 1974 (Constitution) or by act of the Civil Service Commission (the Commission).

Hiring Candidates Faster With Neogov, An Online Resource

Civil Service continues to modernize, implementing Neogov, an online requisitioning, hiring, and performance evaluation system. Use of this technology allowed Civil Service to achieve the following successes in 2019:



Approving New Positions And Requests For Additional Pay Via WorkflowGen, An Online Resource

The Classification and Compensation Division of Civil Service implemented WorkflowGen, an online resource to process City department requests for job studies, hiring above the minimum rate of pay, special assignment pay, etc. This online system allows greater transparency to departments and promotes the implementation of the compensation portion of the Great Place to Work Initiative, a win for City employees and departments.

Improving Pay Equity In The City Of New Orleans

Ensuring hiring and promotion are based on merit, a strong civil service system guards against discrimination and promotes the elimination of disparities in compensation of employees. Recently, SSA Consultants conducted a pay disparity study at the request of the New Orleans City Council. Dr. Christel Slaughter stated in her presentation of the results of the study to the Commission on February 17, 2020, that they found “incredibly good news.” The results indicated that there was no statistically significant pay disparity between groups and that the Civil Service Staff is doing an “amazing job” with limited resources. Dr. Slaughter also said that the New Orleans Civil Service Department is in the “top tier” of parishes, municipalities and other governmental entities with regard to pay disparity. Specifically, the results reflected the following “cents on the dollar” results, as compared to white males:

Non-Exempt Employees		Exempt Employees	
African American Male	\$0.93	African American Male	\$1.02
White Female	\$1.01	White Female	\$1.01
African American Female	\$0.90	African American Female	\$0.93

Nationally, African Americans earn \$0.87 on the dollar, and women earn \$0.79 on the dollar. In Louisiana, **African Americans earn \$0.85 on the dollar**, and **women earn \$0.69 on the dollar**. This achievement represents a victory for the employees of the City of New Orleans and the Civil Service Department.

Sensitive to the needs of its constituents, including employees, City departments, and applicants, over the last several years, the New Orleans Civil Service Commission has undertaken extensive efforts to improve its delivery of services and programs to better meet the human resource needs of the City of New Orleans.

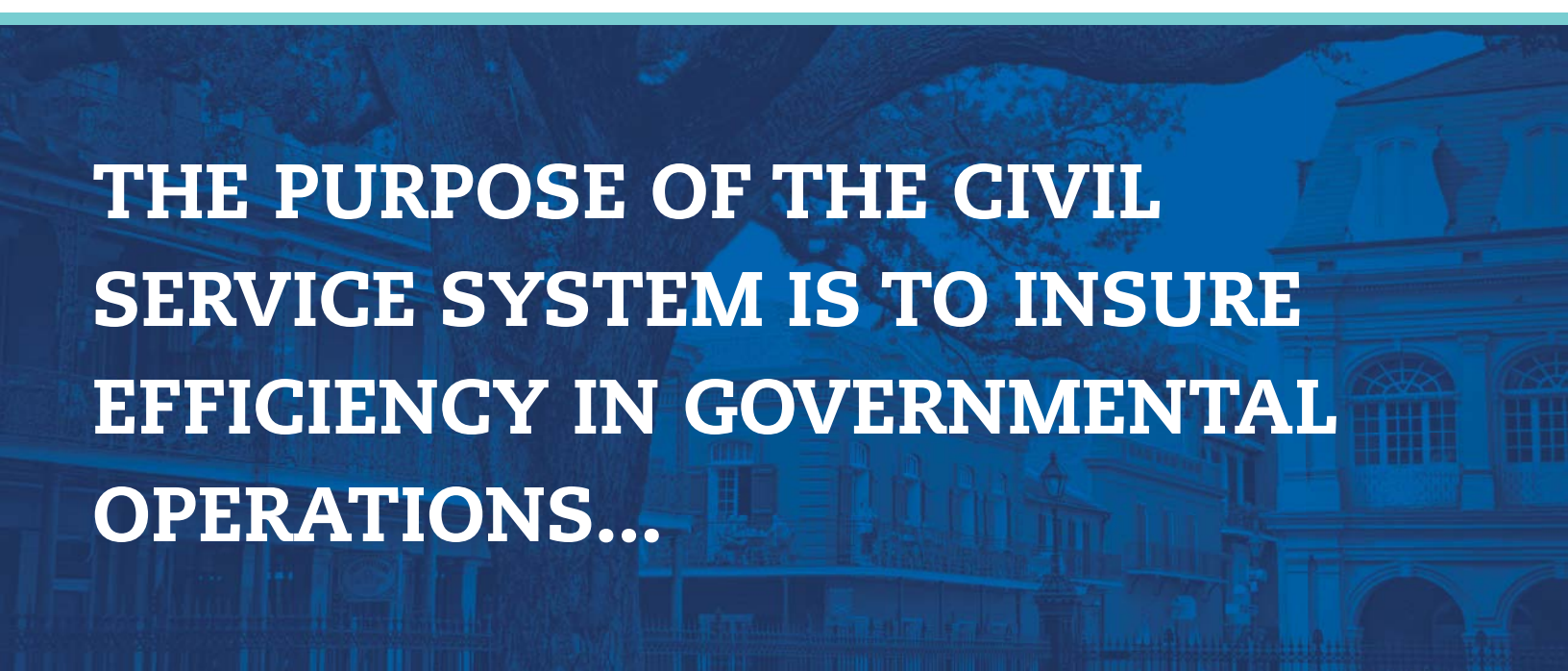
HISTORY OF CIVIL SERVICE

Purpose Of Civil Service

The fundamental purpose of civil service laws and rules is to establish a merit system for selecting non-policy forming public employees on the basis of merit and providing that they can be discharged only for insubordination, incompetency, or improper conduct, and not for religious or political reasons. Civil service is designed to abrogate the "spoils system" under which public employees are not selected for employment and promotion on the basis of merit or qualifications for the position but as rewards for faithful political activity and service, so that the job holders and their families become beholden to a particular political organization and have to vote and work for the candidates of their faction regardless of the character or qualifications of the candidates. The routine operation of a civil service system by merit selection, compensation regulation, and tenure protection serves to promote efficiency by abolishing useless and unnecessary jobs, maximizing the resources invested in employees by long service, and determining salary and length of service on the basis of benefits rendered to the people rather than to the victorious party. The purpose of the civil service system is to ensure efficiency in governmental operations by providing security of employment thus enabling the city to take advantage and reap the benefits of experience gained by those employees of long service - in short, to preserve institutional knowledge.

Louisiana Legislative History Of Civil Service

Provisions for the civil service system were placed in the Louisiana State Constitution so that the system can be repealed or amended only by a vote of the people, thereby removing the system from control of a temporary majority of the Legislature. Because of the peculiar history of civil service in Louisiana, the inclusion of detailed provisions on civil service in the constitution contrary to the principles of a brief charter has been deemed necessary by legal scholars. A self-operative merit system established in the constitution so that it can be repealed or amended only by a vote of the people has been deemed essential to the protection of civil service against repeal or weakening amendments and sabotage by a temporary majority vote of a spoils-minded and partisan legislative faction. The delegates to the 1973 Constitutional Convention adhered to this theme by rejecting an amendment that would have allowed the Legislature by a two-thirds vote to change the nature and powers of the system. The intent of a majority of the delegates in formulating the 1974 Constitution was to create an independent, autonomous, non-political state and City civil service "safeguarded and removed as far as humanly possible from any form of political influence or any suspicion of political influence or control." Because of its apolitical role, the Civil Service Department is structurally separate from the City of New Orleans (although the Louisiana Constitution requires the City to fund Civil Service) and is governed by the Commission.



THE PURPOSE OF THE CIVIL SERVICE SYSTEM IS TO INSURE EFFICIENCY IN GOVERNMENTAL OPERATIONS...

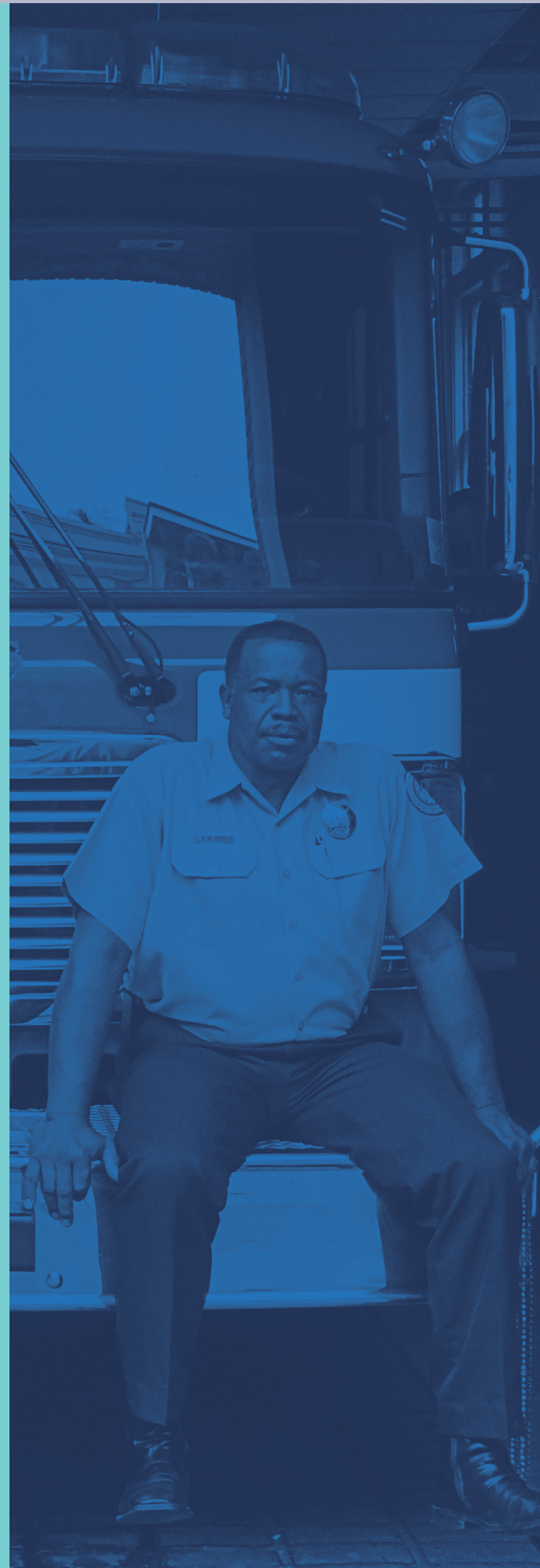
¹ Civil Service protections do not protect classified employees from discharge or discipline for cause including poor performance.

Recent History Of Civil Service In The City Of New Orleans

On August 25, 2014, under an initiative spearheaded by Mayor Mitch Landrieu, the Civil Service Commission amended its rules governing the terms and conditions of employment of the City's civil service employees under the title of "Great Place to Work Initiative" (GPTWI). The GPTWI resulted in changes to the rules governing promotion, employee evaluation, and compensation, giving more flexibility to City departments. One of the goals of GPTWI was to "allow managers to interview all the Civil Service Department certified eligible candidates and hire the best qualified one." In a legal challenge to the promotion portion of the GPTWI, in December of 2018, the Louisiana Fourth Circuit Court of Appeal held that the Commission erred when it failed to provide a remedy to unsuccessful candidates for promotion after the Personnel Director and the Commission both acknowledged that the promotions at issue were not competitive or merit-based, as required by the Louisiana Constitution. Therefore, City Departments need additional direction and training on the legal requirements for promotion decisions.

One of the most promising portions of the GPTWI is an improved performance evaluation system and the award of merit pay, incentivizing the performance of classified employees. The Civil Service Department's role is to train departmental managers on goal-planning and performance evaluations based on goals, in order to help the City of New Orleans provide better service to the citizens.

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NEW ORLEANS CIVIL SERVICE SYSTEM: MYTH vs. FACTS

MYTH

IT TAKES TOO LONG TO HIRE IN CITY GOVERNMENT

CIVIL SERVICE EMPLOYEES ARE PROTECTED REGARDLESS OF JOB PERFORMANCE

EMPLOYEE EVALUATIONS ARE MEANINGLESS

IT IS DIFFICULT TO APPLY FOR CLASSIFIED JOBS

IT'S HARD TO GET IN TOUCH WITH CIVIL SERVICE

CIVIL SERVICE IS AN IMPEDIMENT TO CITY GOVERNMENT

CIVIL SERVICE DID NOT FULLY IMPLEMENT THE GREAT PLACE TO WORK INITIATIVE

FACT

- In its June 2015 report "Why is Hiring Taking Longer" Glassdoor reported that the average time to hire among surveyed U.S. governmental entities was over 60 days.
- In 2019, the average time for a City of New Orleans department to eligible list a classified employee was 42 days. (Includes 9-day average from application to hire and 33-day average from referral to eligible list)
- Most Civil Service appeals of disciplinary actions are affirmed by the Civil Service Commission in favor of the City department.
- In a 2004 study, the Bureau of Governmental Research found that out of 670 terminations examined during the study that 92% were affirmed in favor of the City department.
- In addition, the 2010 Bush School Study found that most employee appeals of discipline were either denied or settled in other ways.
- Since 2016, employees have been evaluated based upon their ability to meet their individual or team goals which are established with their supervisor during a planning session.
- This new system allows managers to reward employees who meet or exceed their performance goals.
- Applicants can apply online 24/7 using the Neogov applicant tracking system. The website allows applicants to setup individualized accounts to manage their applications, and to review job announcements and job descriptions.
- The website is <https://www.governmentjobs.com/careers/neworleans>
- The Civil Service Department is always ready and willing to assist with any employment question or concern.
- Contact information for members of the Civil Service Department can be found on the Civil Service website at <https://nola.gov/civil-service/>
- Civil Service provides for a transparent, professional and formalized system of government which replaces the old patronage system with a system that allows for hiring and promoting based upon merit.
- It provides for a career service that protects institutional knowledge and requires terminations for cause.
- Any impediment to hiring, promoting or terminating employees can and should be brought before the Civil Service Commission for consideration.
- Civil Service has fully implemented the Great Place to Work Initiative (GPTWI) and continues to seek opportunities to improve the classified service.
- As described above, the Fourth Circuit Court of Appeal required the City to remedy decisions made under the promotion portion of the GPTWI.
- The Civil Service staff and the Commission have implemented the portions of the GPTWI that fall within constitutional bounds
- The following pages of this document provide information regarding the specific efforts put forward by the Civil Service staff to implement the Great Place to Work Initiative.



OUR VISION, MISSION, & VALUES

Vision Statement

To partner with City departments to make the City of New Orleans an employer of choice and a leader in the management of human resources.

Mission Statement

To provide the most efficient and effective human resource services and programs to enable City government to recruit, develop, and retain a well-qualified and high performing workforce in accordance with merit-system principles.

Values

Employment based upon merit - We are committed to serving the citizens of New Orleans, departments and employees and providing them with a merit system that is based upon an individual's qualifications and performance rather than political patronage.

Impartiality and Professionalism - We carry out our responsibilities in a way that is fair, just and equitable and reflects the Civil Service commitment to equality and diversity

Accountability and Transparency - We are clear and honest in public decision-making, in providing public records and information, and delivery of services.

Equity and Fairness in Employment and Compensation - We are committed to developing policies and procedures based upon equal pay for equal work in all employment and compensation related matters.

Communication, consultation and cooperation - We are committed to maintaining a positive and professional working relationships with a wide range of managers, employees and other stakeholders within and outside the Civil Service system in order to deliver the optimum level of service.

Leadership that is based upon high ethical standards - We strive to adhere to the highest ethical and legal standards in the way we conduct business.

Accuracy and timeliness of service - We are eager to respond to customer requests and committed to delivering solutions in a timely manner.

KEY CUSTOMERS

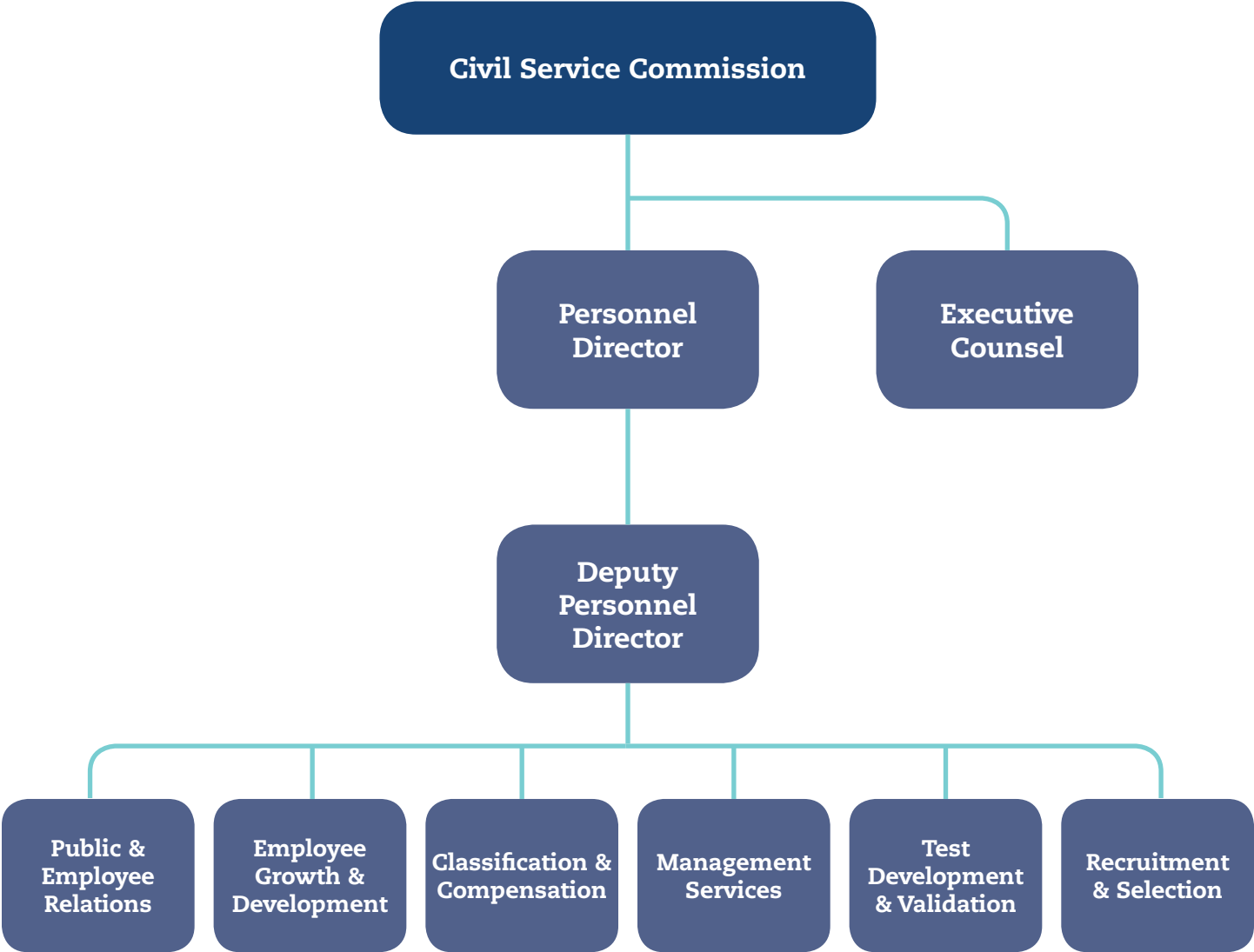
APPLICANTS
28,000

DEPARTMENTS
29

EMPLOYEES
5,955

INCLUDES SEWERAGE AND WATER
BOARD EMPLOYEES

CIVIL SERVICE DEPARTMENT ORGANIZATIONAL STRUCTURE



OVERVIEW OF DIVISIONS

Recruitment & Selection Division

This division responds to the personnel staffing needs of City agencies. This division screens all applications, administers and scores the examinations and prepares lists of eligibles. The work of the Recruitment and Selection Division is critical to sustaining the merit system because it allows individuals the opportunity to compete for employment opportunities throughout City government.

Test Development & Validation Division

This division formulates, develops and validates examination procedures and determines the best measures to use in assessing the knowledge, skills and abilities of prospective candidates for employment and promotions. This includes ensuring that tests are fair, free from cultural bias, and meet legal and professional standards and guidelines.

Classification & Compensation Division

This division is responsible for the maintenance of a uniform and equitable system of job classification and compensation. The staff of this division conducts job audits of positions, performs salary and fringe benefit surveys and investigates complaints regarding inappropriate assignment or compensation. This division is also responsible for the following:

- Reviewing in a timely and efficient manner all personnel transactions affecting pay, including new appointments, promotions, demotions, and transfers. This includes processing several thousand transactions per year which affect employee payroll throughout City government.
- Administering and maintaining a uniform and equitable classification and pay plan. This will include continued cooperation with the Administration and the City Council in recommending pay plan changes as well as working to implement a revised pay plan and related pay policies.
- Responding to all requests for departmental reorganizations submitted to our department by other City agencies.
- Revising and updating the classified job specifications to accurately reflect current job duties and responsibilities of City employees, and to meet ADA requirements.

Management Services Division

This division conducts hearings on employee appeals to test the reasonableness of disciplinary actions imposed and to ensure that such actions comply with Civil Service Rules. In addition, this division is responsible for updating and maintaining Civil Service Rules and records of disciplinary actions and for reviewing all personal and professional service contracts for compliance with Civil Service Law. This division exists to fulfill the Commission's constitutional requirement to conduct hearings and enforce rules which facilitate the fair and equitable treatment of classified employees.



Employee Growth & Development Division

The Employee Growth and Development division provides training and development activities for City employees to improve job performance. Activities include on-going training courses, annual performance appraisals, and support and assistance for activities sponsored by Civil Service and other departments related to these goals. The program annually offers approximately sixty different training courses in approximately 260 sessions. Specifically developed for City employees after a thorough job/needs analysis, and using qualified City employees as instructors, these courses provide job specific training that is convenient, accessible, and cost effective. These training sessions enable employees to acquire and develop the necessary knowledge, skills and abilities to perform their work and to advance their careers in City government. The program provides opportunities for the identification of performance deficiencies and for performance improvement through an annual performance appraisal.

Public & Employee Relations Division

The Public and Employee Relations Division provides information to employees, departments, the public and the media concerning the functions, policies and activities of the Civil Service Commission and Department. The division offers counseling and advice to employees, supervisors and managers to facilitate the resolution of personnel problems. Employees, personnel officers and appointing authorities are kept informed of changes in laws, policies, procedures and programs which affect them through meetings and correspondence. The division provides receptionist services to the department and is often the first point of contact with the City for many citizens and employees. The division coordinates and implements the City's program of pre-employment, post-employment and post-accident substance abuse testing procedures and works with departments and the third-party administrator for Workers Compensation on this program. The division conducts elections as necessary for the employee member of the Civil Service Commission and the employee member and retiree representative for the New Orleans Municipal Employees' Retirement System.



KEY CIVIL SERVICE REFORMS

The 2014 Great Place to Work Initiative sought to make improvements in five key areas. Those areas were:



1 | BETTER HIRING TECHNIQUES

3 | BETTER PAY

5 | BETTER TRAINING

2 | BETTER CAREERS

4 | BETTER PROCESSES

In August of 2014, the Civil Service Commission adopted major revisions to over 30 sections of the Civil Service Rules. Over the past five years, the Civil Service Department and Commission have worked to implement these rule changes while fostering additional service improvements in the five key areas targeted by the Great Place to Work Initiative (GPTWI). These initiatives are described in the sections that follow.

Better Hiring Techniques

Shortly after the GPTWI Rule changes were enacted, Civil Service staff worked with a consultant, EMH Associates, to develop processes, procedures, and forms relative to these changes. This information was posted on the City's intranet to serve as a reference for Human Resource Managers and employees.

Civil Service Rules were changed to allow departments to hire or promote any individual on the eligible list regardless of their ranking, in an effort to increase managerial discretion in hiring decisions. Civil Service no longer requires departments to hire or promote from the top three eligible candidates. In 2019, more than half of all candidates hired or promoted did not fall within the top three candidates.

Since departments are no longer bound by the rankings on eligible lists, the Test Development and Validation staff developed and published a "Structured Interview Guide" on the Civil Service website in order to provide departments with information on developing interview questions, conducting structured interviews, best practices in personnel interviewing, and related legal issues. Staff also held a training for Human Resources managers and representatives on the material published in the guide.

In order to attract superior applicants, Rule IV Section 2.7 "Extraordinary or Superior Qualifications, Experience, Credentials Pay" was revised to allow departmental managers to award pay, subject to the revocation of the Personnel Director, up to 25% above the minimum pay rate based on a candidate's possession of extraordinary or superior qualifications, experience, and/or credentials. This Rule has been used by departments in conjunction with over 172 hires and promotions since its inception.

Additionally, the Recruitment staff collaborated with the City Administration and the New Orleans Police Justice Foundation to improve the Police Recruit hiring process. Improvements include the development of a new Police Recruit Examination, walk-in testing, weekend and evening testing, and an updated psychological screening process.

Better Careers

At the request of City departments, **career ladders were expanded to counter wage stagnation.** Examples of departments requesting expanded career ladders include the Juvenile Justice Intervention Center, the City Council, Homeland Security, and Property Management.

Staff also consolidated classifications within the Police Officer job series at the request of New Orleans Police Department (NOPD). This consolidation allowed for quicker advancement of Officers. While it is a goal of the Civil Service Department to consolidate additional job classifications, SSA Consultants in its 2017 review of the classified Pay Plan, recommended postponing a consolidation initiative until there is a commitment to adjusting the pay plan on a regular basis. It should be noted that annual Merit Pay increases were not funded in 2018 or 2019 and we have received no official indication regarding funding for 2020.

New classifications and special entrance rates were approved to create better careers at Sewerage and Water Board. In 2017, the Civil Service Commission approved pay increases for positions in the Networks, Operations, and Facilities Maintenance Divisions of Sewerage and Water Board. The Commission also approved new executive level unclassified (appointed) positions of Chief Administrative Officer (CAO), Chief Customer Service Officer (CSO), and Chief of Staff (COS). New positions were also approved for Utility Strategic Planning Administrator, Utility Continuous Improvement Administrator, and Utility Human Resources Administrator.

Better Pay

The Civil Service staff and the Commission have worked with the Administration to provide better pay for City employees. One example of this is Merit Pay which was implemented as part of the GPTWI to allow managers the ability to reward excellent performance. The ability to award Merit Increases was given to departments subject to the availability of funding by the Administration. A 1.25% annual merit pay was funded in part in 2015, 2016 and 2017, however, as mentioned earlier, merit pay has not been funded since that time.

As recommended as part of the Great Place to Work Initiative, **the minimum rate of pay for City employees was raised to \$10.10 per hour in January of 2015.** Subsequently, the Civil Service staff worked with SSA Consultants in 2017 to conduct a comprehensive market pay study, the recommendations of which were implemented in 2018 resulting in a 10% pay increase for most City employees. **As a result of the 2018 increase, the minimum wage for City employees is currently \$11.10 per hour.**

Appointing authorities were granted more discretion to grant a prospective pay increase up to 5% for one year when an employee takes on a special project outside of his or her normal scope of work and to hire above the minimum using Extraordinary and Superior Qualifications Pay.

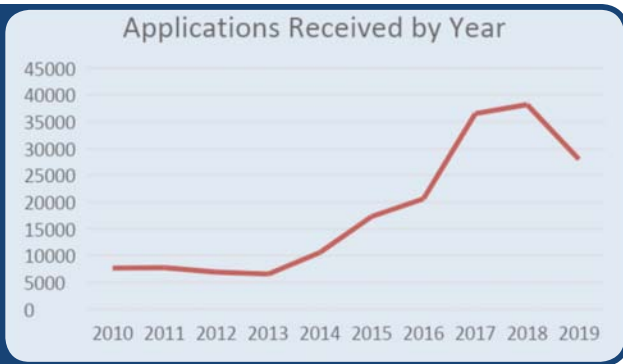
Additional pay flexibilities include Innovation Pay, Educational Incentive Pay, Professional Certification Pay, Special Assignment Pay, Special Entrance Rate Pay, Special Rates of Pay, Police Referral Pay, Police Bilingual Pay, Police Detective Pay, Fire EMT certification Pay, Sewerage and Water Board Safety Pay, Clerical Skills Pay and Innovation Stipends.

In the past five years in collaboration with the Administration, the Civil Service staff and the Commission have also provided support for various pay plan adjustments to address recruitment or retention issues. These market-based pay plan changes have impacted departments such as Human Services (Juvenile Justice Intervention Center), Safety and Permits, Sewerage and Water Board, Property Management, NOPD and the Chief Administrative Office.



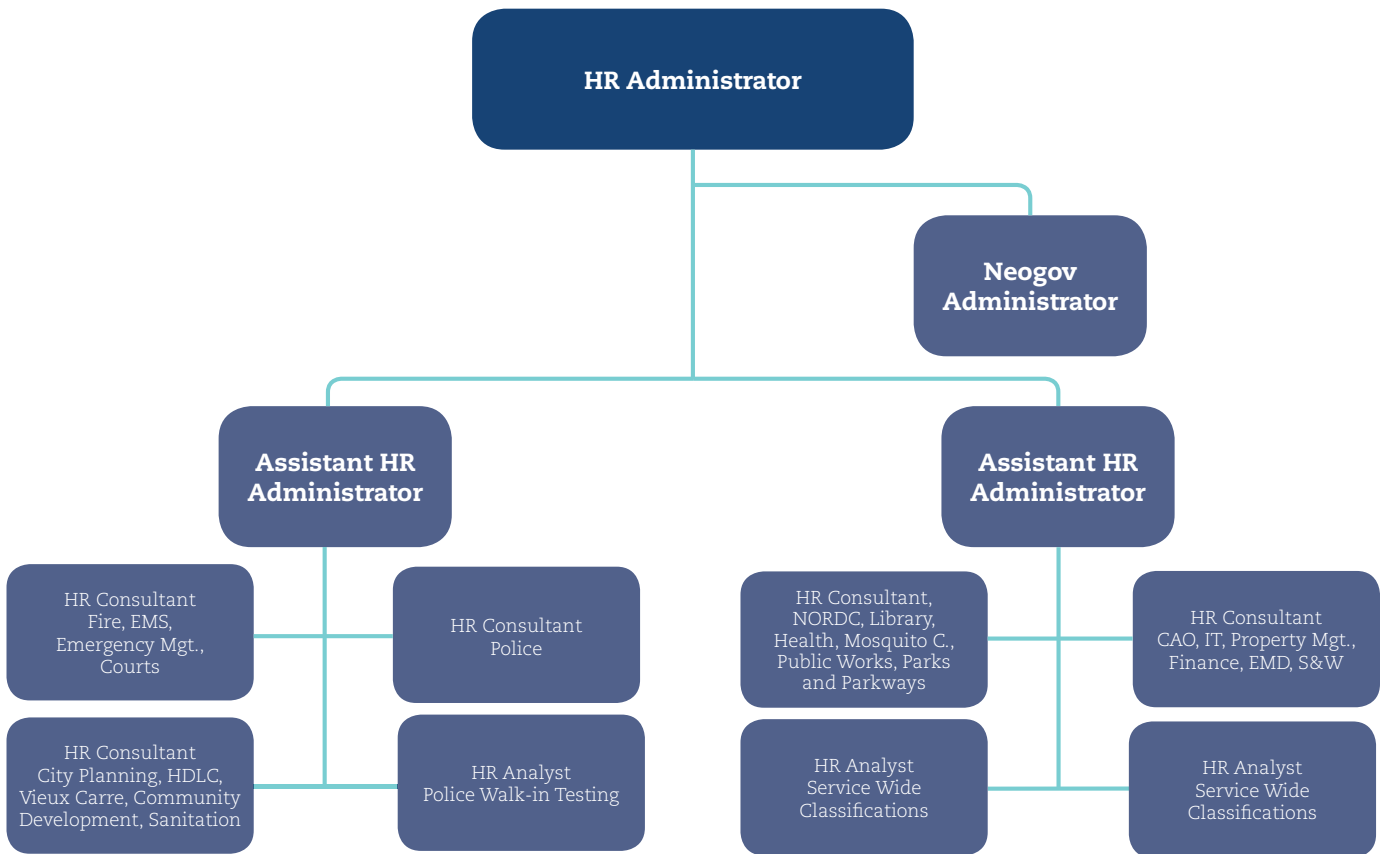
Better Processes

The Civil Service staff has worked progressively towards modernizing processes to improve efficiency and provide better customer service. This has been done through the reorganization of staff, process improvements, and the use of technology in the areas of performance management, job studies and data management. These changes have increased transparency, accountability, and efficiency while shortening the time it takes to hire new employees.



Reorganization

The Recruitment Division was reorganized using a new Customer Service Model in order to improve response times. Recruitment Consultants provide customer service and support directly to Human Resource Managers, departmental managers and applicants. This direct service and support is related to posting job announcements, creating eligible lists, approving hires and promotions and providing feedback to departments regarding applicant pools. The hiring and selection needs of departments are monitored on a continuous basis to ensure the timely filling of vacancies. As a result of this reorganization, over 28,000 applications were accepted for 461 separate job postings in 2019 including over 4,600 applications for Police Recruit.



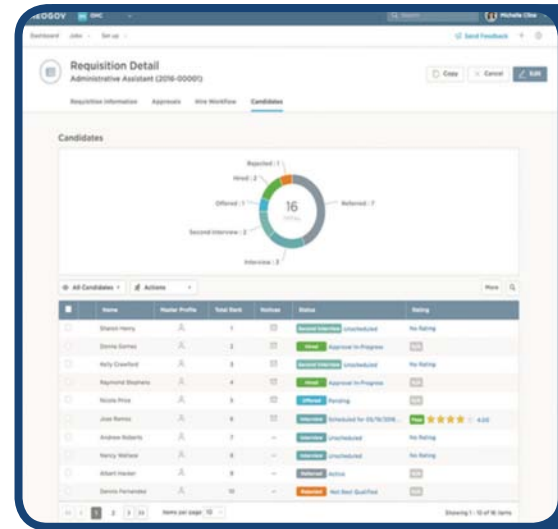
Extensive efforts to improve delivery of services and programs to better meet the human resource needs of the City Departments are being made. Currently, there are eligible lists established for 95% of the City’s vacancies.

Technology

In June of 2015, Civil Service began accepting online applications. Over 145,185 applications have been accepted through nola.gov and governmentjobs.com since that date. **Most recently, in 2019, applications were accepted for 461 separate job postings.**

In 2017, staff began using the NEOGOV Online Hiring Center. This system gives hiring managers online access to the applications and resumes of job seekers and provides departments with a platform for scheduling interviews and emailing applicants.

The Civil Service staff also implemented an online routing system for the approval of new hires and promotions in 2017. This process is more transparent and efficient. In 2019, we received over 3,500 requisitions for personnel actions. It takes an average of 4 days for a department to receive a list of qualified applicants once a requisition has been approved by Civil Service.



In 2019, staff collaborated with the City's Technology Division to establish a data dashboard that provides a snapshot of the Department's performance on a real-time basis. The dashboard provides departments and the public with access to information regarding applications, requisitions and hires. It also allows for data downloads.

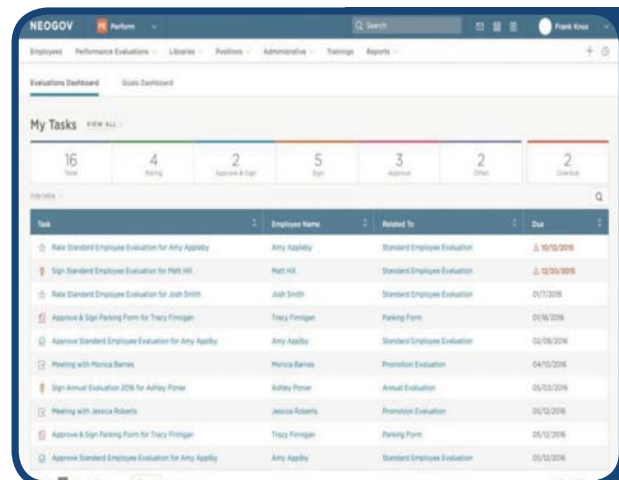
In 2017, staff began using the Advantys WorkflowGen Solution which has facilitated the automation of many processes related to compensation. The change from a paper to electronic process has increased operational efficiency by allowing departments to submit electronic requests for Job Studies, Extraordinary Qualifications Pay, Temporary Pay, Special Assignment Pay, Hiring Rate Increases and Referral Pay. This system facilitates approval management and request tracking, increasing transparency and accountability.



The Civil Service staff instituted a new online performance evaluation system as amended under the GPTWI. This system replaced the paper performance evaluation system. **The new Neogov Perform online system allows departments to establish and monitor employee goals and performance throughout the year.**

In order to assist departmental supervisors with navigating the new online performance appraisal system and with conducting performance planning sessions with employees, staff published guides on Performance Planning, Performance Management, and Performance Evaluation on the Civil Service website.

Finally, staff developed a Probationary Employee Assessment form posted to the City's website to be used by supervisors shortly after an employee is hired. The purpose of this form is to establish a three-month assessment plan for new employees.





Processes

In addition to the improvements above, staff enacted a GPTWI Rule change which shortens the minimum length of time an eligible list is in existence to three months in order to ensure that lists of qualified applicants are regularly updated. Departments now determine, based on business needs, the lifetime of department-specific eligible lists (three months to up to three years). Departments are also able to provide input into establishing the minimum qualifications for department specific job classifications. Of the 248 new job postings opened with 461 jobs posted in 2019, none went before the Civil Service Commission to arbitrate due to a disagreement on minimum qualifications.

Finally, staff enacted a process change in which only those applicants who are selected for hire or promotion present official proof of education, license or other required credentials. Prior to this change every applicant was required to do so. This process change has led to efficiencies in the length of time it takes to establish lists of eligible applicants.

As a result of these improvements in organization, processes and technology, the time it takes to hire new employees has been monitored and reduced.

Of the non-Police Recruit hires made in 2019, the average time between application and placement on the eligible list was 9 days. This timeframe includes application review, as well as, the administration of any selection testing. When a department wants to fill a vacancy, it submits a requisition to Civil Service. Civil Service then refers a list of eligible applicants to the department. The average time between referral of an eligible list and hire was 33 days. This timeframe includes interviews, drug testing and any required medical testing. This also includes the time a new hire may need in order to give notice to his or her current employer. In total, the average time to hire was 42 days in 2019. In its June 2015 report "Why is Hiring Taking Longer" Glassdoor reported that the average time to hire among surveyed U.S. governmental entities was over 60 days.



Better Training

As a result of the Great Place to Work Initiative, Civil Service Rules require that departments approve at least four training opportunities for employees each year. Over 1,400 employees participated in Civil Service training in 2019.

The Employee Growth and Development Division offers 62 unique professional enrichment courses for employees.

Over 260 training sessions are available in 2020. Topics include Problem Solving & Decision Making, Managing Workplace Discipline, Purchasing in City Government, Techniques of Good Customer Service, Business Writing, Principles of Management, Personnel Interviewing, and Introduction to Supervision. Customized training sessions are also offered to departments by request. City employees serve as in-house trainers, keeping the cost of this program low.



Staff has also instituted a supervisory certificate program for current and future supervisors. Examples of required coursework include Workplace Discipline, Counseling and Coaching Employees, Team Building, Conflict Management, Performance Appraisals and Leadership.

Beginning in 2016, Civil Service partnered with the City Administration to offer courses in Business Software Applications. Basic and intermediate courses are offered in Microsoft Word, Microsoft Excel, Microsoft Outlook, and Microsoft PowerPoint.



Since 2017, the Classification and Compensation Division has held monthly training for Human Resources managers and representatives. **The goal of these trainings is to improve communication between the Civil Service staff and departmental Human Resources representatives.** It also helps to ensure that departmental Human Resources representatives are knowledgeable on Civil Service processes and procedures, thus reducing errors on personnel transactions and requests while improving the level of service Human Resources representatives provide to the employees and managers in their departments. Trainings on general Human Resources topics have included the Family Medical Leave Act, the Fair Labor Standards Act, Succession Planning, and the Uniformed Services Employment and Reemployment Rights Act. Previous topics on

Civil Service policies and procedures have included Compensation Tools, Job Studies Made Simple, Career Ladders, Political Activity, Sick and Annual Leave Usage, Education and Professional Certification Special Rates of Pay, and Temporary Pay Increases.

Finally, the Test Development and Validation Division published an online Test Development Protocol document and a Public Safety Study Guide. **The Test Development Protocol document's purpose is to increase transparency by providing the process generally followed in developing entry-level or promotional tests.** The Public Safety Study Guide is geared towards current employees preparing to take public-safety promotional examinations. It provides test preparation tips and test taking strategies.



HIGHLIGHTS OF FUTURE CIVIL SERVICE INITIATIVES

- **Implementation of the new H.I.R.E. initiative in order to increase effectiveness and efficiency in recruitment and selection processes by:**
 - Bridging the recruitment gap between Civil Service and City departmental Human Resources staff
 - Fostering collaboration between departments with similar recruitment needs
- **Continue to implement ways to promote employment opportunities within City government and to broaden the City's recruitment pool, including to:**
 - Establish a social media presence (Facebook, Twitter, Instagram)
 - Partner with local universities to connect recent graduates with jobs
 - Attend community events to increase awareness of employment opportunities
- **Continue to collaborate with the Administration and City Council to implement recommendations of the Pay Disparity study.**
- **Continue to collaborate with the New Orleans Police and Justice Foundation and City Administration to digitize the Police Recruit test.**
- **Continue to collaborate with the New Orleans Police and Justice Foundation and City administration to offer nation-wide testing for Police Recruit.**
- **Create and administer Police Lieutenant and Fire Captain promotional examinations for 2020.**
- **Collaborate with the City Administration to convert the existing training course catalogue into a learning management system in order to allow:**
 - Employees to enroll in courses online
 - Employees to take courses online
 - Managers to electronically monitor employee progress
- **Provide the City Administration with a plan for a \$15.00 per hour living wage which meets the legal requirements of a uniform pay plan.**
- **Work with the City Administration to implement the \$15.00 per hour plan using a multi-year phase in approach by the end 2023.**



CHALLENGES FACING CIVIL SERVICE IN 2020 AND BEYOND:

Challenge: Lack of consistent funding for merit increases hinders the City's ability to fully execute a merit-based system of performance management.

Recommended Solution: A Civil Service Rule change supported by the City Council and City Administration that requires merit pay to be funded on an annual basis.

Challenge: Extended delays in salary movement have forced the Commission and various Departments to create more and more classifications to provide ample promotional opportunity.

Recommended Solution: Regular funding of merit pay and/or cost of living pay would reduce the number of requests for additional classifications.

Challenge: Actively involve employees and employee groups in potential solutions to their employment concerns to foster an environment of respect and trust.

Recommended Solution: The Civil Service staff is ready to partner with the City Administration to hold regular monthly meetings with the employee groups to listen to their concerns and discuss possible solutions.

Challenge: Lack of modern testing and training facilities hamper the Civil Service Department's ability to effectively carry out its mission.

Recommended Solution: Dedicate funding for a modern and fully equipped training and testing space that seats at least 35 to 40 people.

Challenge: The Commission, Department and Administration must maintain consistent and open communications.

Recommended Solution: Regularly scheduled meetings between representatives of the City Administration and the Civil Service Department to collaborate on personnel issues impacting City employment.

Challenge: Fund the Civil Service Department's budget at a level that supports growth and innovation.

Recommended Solution: Develop a City Ordinance that allows the City Civil Service Department to receive a percentage of the City's budget similar to Office of Inspector General's budget mandate. This would ensure that the department's budget is fully funded and not subject to political influence.



Civil Service welcomes all questions or concerns.
Please contact us at 658-3500 or <https://nola.gov/civil-service/>