



Weekly Management Report

April 22, 2022

- 1. Memo** Council Member Schultz Request for Information on Diversity, Equity & Inclusion Commission
City Manager Department
- 2. Memo** Update on Recruitment Efforts & Enhancements
Management Services Department

MEMORANDUM



CITY MANAGER'S OFFICE

DATE: April 20, 2022

TO: Justin Hess, City Manager

FROM: Judie Wilke, Assistant City Manager *Judie Wilke*

SUBJECT: CITY MANAGER TRACKING LIST NO. 2446 – COUNCIL MEMBER SCHULTZ REQUEST FOR INFORMATION ON DIVERSITY, EQUITY & INCLUSION COMMISSION

In response to a request from Council Member Schultz at the December 7, 2021 City Council meeting, the purpose of this memo is to provide a discussion on establishing a Diversity, Equity & Inclusion (DEI) Commission.

In late 2020, the City began conversations with the National League of Cities (NLC) regarding their Race Equity and Leadership (REAL) Program. NLC created the REAL department to strengthen local government leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities. REAL has three focus areas in which they support cities:

1. Training and technical assistance that builds the capacity of local government leaders to identify racial disparities and effectively challenge and address issues through policy and practice.
2. Network-building opportunities that promote peer-to-peer learning and showcase local government leaders who are advancing efforts through REAL.
3. Showcasing fields of practice that leverage new and existing partnerships and share knowledge and resources across cities to promote innovative solutions to racial equity challenges in local government.

When NLC was first approached by the City, they had a change in leadership and asked for additional time while the new person immersed themselves in the organization. The new leadership also took time to reevaluate the program and make some changes.

Meanwhile, the Burbank City Council in January 2021 established their Racial Equity and Diversity Council Subcommittee which began meeting to open a dialogue with the community and consider a path forward for the City's organization as well as the larger population.

Although it took longer than anticipated to engage NLC, on February 14, 2022, the Council Subcommittee heard a proposal from NLC REAL. The Subcommittee recommended the entire Council hear the presentation which they did at a Study Session on April 4, 2022. Next, staff will go before the Council soon with a request to approve a contract with REAL to further engage in our journey toward equity in our community.

Council Member Schultz's suggestion of creating a DEI Commission as a next step in this journey is understandable, but staff's recommendation is that the NLC REAL assessment and work be completed before doing so. That will help us understand the issues before our community and the work ahead of us and allow staff to develop clear and personalized recommendations/goals for the Council and community to consider. It is likely that creating a commission will be discussed as part of the REAL program assessment. For instance, the City may consider partnering with the Burbank Human Relations Council, who has been an active partner in this arena in our community since 1958.

To provide the Council with context, staff requested information from a number of cities and found that 11 have established this type of commission, including Pacific Grove, San Marino, Palm Springs, Temecula, El Segundo, Irvine, Riverside, Ukiah, Lafayette, Signal Hill and Pleasant Hill. While each commission is different in its scope, staff support, appointment process, number of appointees, and meeting schedules, four of the 11 hired outside consultants with expertise in the field to assist with selection of commission members in some cases and to oversee the work of the commission. The other seven cities use existing staff to support the commission from Human Resources, City Clerk, Community & Economic Development, City Manager, and the Mayor's Office. As an example, the City of El Segundo hired a diversity expert to help appoint appropriate people to the commission, and also serves as the advisor to the commission. The estimated cost for the expert consultant was \$10,000 annually.

If the Council determines a commission is warranted in Burbank, it would require staff and/or consultant support. Our City already has 18 boards/commissions/committees with some departments staffing several of them. Adding an additional commission would require staff support that doesn't currently exist or necessitate the hiring of a consultant. To further our knowledge, staff reached out to the cities of Anaheim, Azusa, Beverly Hills, Culver City, Glendale, La Canada Flintridge, Manhattan Beach, Pasadena, Santa Monica, and South Pasadena and found that only the City of Santa Monica has a DEI position, with an annual salary range of \$126,936 to \$156,708. Although not a city, the Port of San Diego has a Diversity, Equity, & Inclusion Business & Community Partner position, with

an annual salary range of \$76,230 to \$114,344. Locally, the Burbank Unified School District hired a consultant as their DEI Coordinator for a cost not to exceed \$80,000.

Staff is appreciative of the desire to move forward with a new commission to help the City in our DEI efforts, but believes this is a premature action, and should not be considered until after the work with NLC REAL is completed. There are many facets to the REAL program, including the establishment of a core DEI city team, a healthy community outreach/engagement process and the development of a Racial Equity Action Plan. It seems prudent to wait to take any actions in this area until the work is complete, and the City has a plan that will help guide any decisions to follow, including the possibility of establishing a new commission.

MEMORANDUM



**MANAGEMENT
SERVICES**



DATE: April 21, 2022

TO: Justin Hess, City Manager

FROM: Betsy McClinton, Management Services Director
Via Brady Griffin, Acting Assistant Management Services Director
By Rene Sanchez, Acting Human Resources Manager

SUBJECT: UPDATE ON RECRUITMENT EFFORTS & ENHANCEMENTS

The purpose of this memo is to provide updates on the Management Services Department's (MSD) efforts to complete recruitments impacted by the 2020/2021 hiring freeze as well as MSD's efforts to improve and streamline the City's recruitment processes.

Hiring Freeze Update

On Monday, May 18, 2020, the City implemented a hiring freeze for all non-operationally critical City positions. The hiring freeze affected all hiring, including new hires, re-hires, promotions, temporary work, and transfers. Between May 2020 and July 2021, the City did not hire any staff except for operationally critical vacant positions authorized by the City Manager. During those 14 months, the City froze 141 vacant positions.

When the hiring freeze was lifted in July 2021, MSD staff created a recruitment plan to fill the 141 vacancies as quickly as possible. As part of the recruitment plan, the City's Executive staff identified the positions on the list that were most impactful to City operations and prioritized them to be scheduled first for recruitment.

By December 2021, MSD Recruitment staff completed recruitments for nearly all the 141 vacancies affected by the hiring freeze. The hiring departments had either filled their vacancies, were in the process of making final selections, or had delayed the recruitments due to operational needs. As of today, 84% of the 141 vacancies affected by the hiring freeze have been filled.

Having addressed the vacancies created by the hiring freeze, Recruitment staff have been working on personnel requisitions (vacancies) received from July 2021 to April 2022. If a department submits a personnel requisition today, it takes approximately four to six weeks for posting and recruitment examinations to take place.

Recruitment Enhancements

In addition to catching up on the vacancies caused by the hiring freeze, Recruitment staff met with Slalom, a consultant specializing in the Lean process improvement methodology, to analyze recruitment processes through a Kaizen event, which was a multiple day team workshop designed to identify process improvements. With assistance from Slalom, each step of the recruitment process was analyzed, from receiving the personnel requisition to onboarding. Based on this analysis, improvements to recruitment processes were identified, aimed at speeding up the entire process and providing a more user-friendly experience. Recruitment staff are currently working on the improvements listed below, and there are plans to continue to partner with Slalom to work on additional improvements that were identified during the Kaizen event.

Job Bulletin Enhancement

Recruitment has added two new enhancements to the job bulletin to improve the candidate's experience. First, Recruitment staff gathers information on the specific job duties and skills needed to succeed in the position. To attract candidates and allow them to determine whether the position is a good fit, staff include a few sentences at the top of the bulletin about the vacancy and the skills required to succeed. Second, Recruitment is now including the timeframe for examination(s) at the bottom of the job bulletin so that candidates know roughly when the examinations will take place.

NEOGOV's Minimum Qualification (MQ) Scoring

The City's NEOGOV online recruitment software has the capability of assigning a point value on applications based on MQs. Recruitment will add supplemental questions that ask direct questions about a candidate's MQs. The answers to each question are assigned a point value. After the application submission period ends, NEOGOV creates a spreadsheet with each applicant's MQs score. Those who score above a specific target on their MQs will advance to the examination phase.

The official application will still require candidates to cite their education, experience, and relevant certificates. Supplemental questions will not replace the application itself.

Adding this enhancement will result in a significant reduction in the time it takes MSD staff to screen for MQs. Staff would have the ability to immediately invite candidates who pass the MQ screening to the next phase of the recruitment process.

CPSHR / ProctorU In-Time Testing

Recruitment utilizes CPSHR Consulting to lease written examinations for many titles within the City. Staff has researched and found that CPSHR offers the ability for candidates to take written/practical examinations at their convenience, through a program named ProctorU. With ProctorU, candidates may take the written/practical examination at work, home, or wherever they have a computer with internet access. This eliminates many delays associated with scheduling a specific date and time for examinations, providing enough notice to candidates, and ensures that examinations are taken “just in-time” for when the scores are needed.

Using ProctorU for “in-time” testing will result in a significant reduction in the time it takes MSD staff to schedule and proctor examinations, saving at least two weeks of staff and candidate time. Recruitment met with ProctorU directly to discuss logistics and found it to be an excellent platform for Recruitment. Staff is currently putting the contract with ProctorU in place.

Spark Hire In-Time Interviews

Spark Hire is a third-party organization that interfaces with NEOGOV to proctor one-way video oral interviews. One-way video interviews enable candidates to conveniently answer text or video-based interview questions on their own time via webcam or the Spark Hire mobile app.

At their leisure, candidates log on to participate in a timed, remote interview, during which their answers are recorded and automatically uploaded to NEOGOV. Recruitment staff would send the video recorded interviews to pre-determined raters for evaluation. Raters review and score each interview based on their availability (i.e., raters would not have to block out their entire day to participate on an interview panel) and their scores are automatically entered into NEOGOV. Departments may request not to have interviews proctored by Spark Hire if they feel an in-person interview would identify a better candidate pool. Recruitment met with Spark Hire to discuss logistics and found it to be an excellent platform for Recruitment. Staff is currently putting the contract with Spark Hire in place.

Onboarding Enhancements

In addition to the Recruitment enhancements, Recruitment staff launched the Onboarding portal within NEOGOV. Within the portal, Onboarding Staff created onboarding packets for all new hires and promotions. When Recruitment staff

receives notification of a selected candidate via Personnel Action Forms (PAF), they choose the applicable Onboarding packet for the candidate to complete online in the Onboarding portal. In an email, the candidate is instructed to log into their Government Jobs account to complete the onboarding forms online without needing to print or submit as much paperwork. Staff can also log into the Onboarding portal to view the percentage of "paperwork" that a candidate has completed. The Onboarding portal is saving at least two weeks in the process to onboard candidates.

Below are additional, time-saving Onboarding enhancements:

- Staff is in the final stages of allowing candidates to perform Live Scan fingerprinting at non-City of Burbank agencies. This provides flexibility to candidates to be Live Scanned at a convenient location near their place of residence or work.
- Candidates may now perform their medical examination at Quest Laboratory, which has locations nationwide. Before this enhancement, candidates would schedule a time to come into the Recruitment Office, receive their medical paperwork, and drive to a Burbank approved medical facility. This enhancement saves time for the candidate to complete the medical portion of their onboarding process.
- Onboarding staff is researching the feasibility of conducting the Employee Oath virtually instead of in-person. This would eliminate an in-person meeting and reduce the Onboarding process by a few days.

The goal of adding these Onboarding enhancements is to maximize the efficiency of the Onboarding process within MSD. With the new electronic onboarding process and other enhancements, staff can track the progress of the onboarding progress for all candidates and minimize any delays. When delays are caused by candidates not completing their paperwork, staff can immediately contact them.

Conclusion

MSD staff is on track to complete all the Recruitment and Onboarding enhancements outlined above by Fall 2022.

Recruitment and Onboarding staff have been working diligently to catch up since the hiring freeze ended in July 2021. By incorporating the enhancements listed above, staff is already shortening recruitment timeframes and will be able to hire and promote candidates more quickly than prior to the freeze.