City of Las Vegas
Human Resources
Promotional Selection Process
Program Evaluation
Program Evaluators

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Introduction

- The city of Las Vegas Human Resources department oversees approximately 3,300 employees working in twenty departments.

- The city has 23 skilled trade classifications.

- City employees are represented by four unions, of which approximately 1,600 are represented by the City Employees Association.

- Most employees of the city operate under the “City of Las Vegas Civil Service Rules” last revised in October 2006.

- In a survey conducted by the city in January 2007, 50 percent of 1481 respondents indicated that they believed some internal promotional candidates received preferential treatment over others and that the various advancement opportunities were not based primarily on merit.
Las Vegas Human Resources
Current Promotion Process

- Recruitment Request / Job Announcement
  Completed / Department Review – 1-5 days

- Job Posting / Application Screening for Minimum Qualifications - 10 days required with an option to remain open for 30 days or more.

- Schedule Test / Send Notices / Test / Score / Post Results - 10 days
Las Vegas Human Resources
Current Promotion Process

- Appeals / Written Test Review – 5 days
- Civil Service Board meeting to approve list – 10 to 15 days
- Interview schedule is determined by the hiring department
Purpose of the Evaluation

- Identify Strengths and Weaknesses of the Promotional Selection Process and Recommend Improvements.

- To Determine the Reasons for the Perceived Preferential Treatment in the Promotional Process as Expressed by the City Employees Who Responded to the Diversity Survey.
Data Collection – Analyze Existing Data

- 2007 Diversity Survey
- Sample Written examinations
- Compare Civil Service Rules of similar municipalities
  - City of Houston
  - City of Rochester
  - City of Indianapolis
  - Douglas County
  - City of Omaha
  - City of Reno
  - City of Los Angeles
# 2007 Diversity Survey Results

<table>
<thead>
<tr>
<th></th>
<th>Number in Group</th>
<th>Non – Spvr.</th>
<th>Spvr.</th>
<th>Mgr.</th>
<th>Dir./ Ddir.</th>
<th>Unlabeled</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mgrs/Spvrs generally conduct an effective, unbiased interview for hiring and/or promotional purposes.</td>
<td>1087</td>
<td>290</td>
<td>66</td>
<td>27</td>
<td>11</td>
<td>1481</td>
</tr>
<tr>
<td>2</td>
<td>I feel that I have an opportunity for advancement at the City of Las Vegas.</td>
<td>1087</td>
<td>290</td>
<td>66</td>
<td>27</td>
<td>11</td>
<td>1481</td>
</tr>
<tr>
<td>3</td>
<td>At the City of Las Vegas, all employees receive appropriate career attention, regardless of educational level.</td>
<td>1087</td>
<td>290</td>
<td>66</td>
<td>27</td>
<td>11</td>
<td>1481</td>
</tr>
<tr>
<td>4</td>
<td>At the City of Las Vegas, decisions as to who receives promotions and other advancement opportunities are based primarily upon merit.</td>
<td>1087</td>
<td>290</td>
<td>66</td>
<td>27</td>
<td>11</td>
<td>1481</td>
</tr>
<tr>
<td>5</td>
<td>Equal opportunity is a reality at the City of Las Vegas.</td>
<td>1087</td>
<td>290</td>
<td>66</td>
<td>27</td>
<td>11</td>
<td>1481</td>
</tr>
<tr>
<td>6</td>
<td>Managers and other leaders are well educated on EEO laws and Affirmative Action regulations to hiring, promotion, discipline, termination and have the skills to manage productively while staying in compliance.</td>
<td>1087</td>
<td>290</td>
<td>66</td>
<td>27</td>
<td>11</td>
<td>1481</td>
</tr>
</tbody>
</table>

**Scale:**
- 4.00 and above = Strength
- 3.00-3.39 = Concern
- 3.40-3.99 = Acceptable
- 2.99 and below = Severe Concern
Data Collection - Interviews

- Human Resource Recruiters
- Department Hiring Managers
- Labor Union Representative
- Discussions with Advisory Group
Conducted an employee survey specific to the Las Vegas city promotional selection process and employee perceptions of the methods used.

- Surveyed the perceptions of classified employees.
- Subdivided the survey results between selected and non-selected employees.
Findings – Interviews

- Human Resources Recruiters Response

  - Job classification specifications are frequently not updated by varying Departments.
  - General Civil Service Board requirements can result in extensive time frame between a requested position and employee actually hired.
  - Civil Service rules often place unrealistic deadlines on recruiters and hiring managers.
Findings – Interviews

Department Hiring Managers Response

- Maintaining current classification specifications is difficult due to evolving duties, technology changes, and Civil Service Board approval.

- The best suited candidate should possess practical knowledge and technical skills.

- The testing & selection process should be reevaluated; Grouping per Civil Service rules vs. the ranking of the top ten qualified candidates.
Findings – Interviews

Labor Union Representatives Response

- The promotional process should be streamlined.
- The changing of job classifications to match individual candidates for promotion is problematic.
- Testing is not necessarily applicable to the position being filled for general positions not requiring a specialized skill or certification.
Problems Identified

- 2007 Diversity Survey - 50 percent of 1481 respondents surveyed believe promotions were not based on merit.

- Written Tests - May not always provide an accurate indication of success of selected applicants for a position. May be unnecessary for some positions.

- Similar Municipalities - Other civil service rules examined allow greater flexibility for promotional hiring.

- Although a method of monitoring the recruitment process through certification exists, no current method exists to monitor the length of the selection process performed by varying Departments.
Findings – Survey

City of Las Vegas Promotional Opportunity

Strengths

- The qualifications for promotional opportunities are clear and understandable (67.2% positive response)
- Adequately understand how the hiring / promotional process works (72.3% positive response)
- The application, job description, and posting parts of the promotional process is fair (average 83.2% positive response)
Findings – Survey

Opportunities for Improvement

- Do you feel the hiring / promotional process is based on politics / fraternization (52.5% positive response)
- If not selected for a position for which you applied, would you like the opportunity to discuss your interview performance (79.7% positive response)
- The availability of classes to further promotional opportunities (49.5% positive response)
Findings – Survey

Opportunities for Improvement

- Promotional process is fair (33.5% positive response)
- Adequate opportunity to advance (43.1% positive response)
- The interview portion of the promotional hiring process is fair (51.5% positive response)
- Believe qualified employees have opportunity to be promoted (52.3% positive response)
## Findings - Survey

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of respondents in survey group: 1070</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1 Do you feel you have adequate opportunity to advance from your present position within the City of Las Vegas?</strong></td>
<td>43.1%</td>
<td>44.9%</td>
<td>12.1%</td>
</tr>
<tr>
<td><strong>2 Do you think a written test should be administered to all candidates applying?</strong></td>
<td>80.1%</td>
<td>13.9%</td>
<td>6.0%</td>
</tr>
<tr>
<td>• A Skilled Job</td>
<td>78.7%</td>
<td>15.2%</td>
<td>6.1%</td>
</tr>
<tr>
<td>• A Classified Position</td>
<td>63.8%</td>
<td>12.9%</td>
<td>23.3%</td>
</tr>
<tr>
<td>• Other Positions</td>
<td>80.1%</td>
<td>13.9%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>3 Do you feel you adequately understand how the City of Las Vegas Hiring / promotional process works?</strong></td>
<td>72.3%</td>
<td>27.7%</td>
<td>N.A.</td>
</tr>
<tr>
<td><strong>4 Do you believe that qualified employees have the opportunity to be promoted at the City of Las Vegas?</strong></td>
<td>52.3%</td>
<td>35.1%</td>
<td>12.5%</td>
</tr>
<tr>
<td><strong>5 If you were not selected for a position for which applied, would you like the opportunity to discuss your interview performance?</strong></td>
<td>79.7%</td>
<td>20.3%</td>
<td>N.A.</td>
</tr>
<tr>
<td><strong>6 Do you feel the promotional process is fair?</strong></td>
<td>33.5%</td>
<td>39.5%</td>
<td>27.0</td>
</tr>
</tbody>
</table>
## Findings – Survey

Importance of factors to be considered in the hiring decision

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude</td>
<td>92.4%</td>
<td>6.9%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Work experience</td>
<td>85.0%</td>
<td>14.3%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Attendance</td>
<td>83.0%</td>
<td>15.9%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Performance evaluation</td>
<td>80.1%</td>
<td>17.9%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Work accomplishment</td>
<td>78.7%</td>
<td>20.5%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Appearance</td>
<td>55.6%</td>
<td>40.9%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Certifications</td>
<td>51.2%</td>
<td>44.4%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Continuing Education</td>
<td>36.9%</td>
<td>54.6%</td>
<td>8.5%</td>
</tr>
<tr>
<td>% by Row</td>
<td>70.4%</td>
<td>26.9%</td>
<td>2.7%</td>
</tr>
</tbody>
</table>
Recommendations
Process Changes

- Establish a structured schedule for departments to maintain current job classification specifications and implement enforcement measures to keep them updated.

- Prepare job classification specification template with drop down boxes for making option selections.
Recommendations - con’t

Process Changes

- Transition to a knowledge, skills and abilities review and analysis as opposed to a written test.

- Limit the time a person can be within a position in an acting capacity and evaluate their performance before they could be hired into that position.
Recommendations

Training

- Provide employee development training including application preparation, interviewing, and general information regarding the steps in the promotional selection process.

- Establish a training program for supervisors to cover managing skills, interviewing and better understanding of the bargaining agreements.
A Special Thank You To...

- F. Claudette Enus, Director, Las Vegas Human Resources
- Judy Tuttle, Deputy Director, Las Vegas Human Resources
- Glenna Kouns, Recruiter, Las Vegas Human Resources
- The entire Las Vegas Human Resources Staff
- Karen Coyne, Chief, Las Vegas Department of Detention and Enforcement
- Benet Murphy, Management Analyst II, Las Vegas Department of Detention and Enforcement
- Don King, Vice President & Grievance Chair, Las Vegas City Employees’ Association
- Jon Boardman, Acting Systems Analyst II, Las Vegas Department of Information Technology