CITY OF LONG BEACH

Memorandum

Date: January 12, 2024

To: Thomas B. Modica, City Manager

From: Joe Ambrosini, Director of Human Resources

For: Mayor and Members of the City Council

Subject: **New Requisition Approval Process**

The Department of Human Resources (HR) began spearheading initiatives to enhance the current requisition process, collaborating closely with the Departments of Financial Management (FM) and Civil Service. The City of Long Beach's (City) requisition process serves as the crucial first step to create new positions, fill vacancies, or request alterations to existing positions. Each requisition undergoes a meticulous review and approval cycle: FM assesses fiscal impacts and operational needs, HR ensures compliance and proper classification use, the City Manager grants final approval, and Civil Service provides a list of eligible candidates for classified jobs, enabling departments to hire from a qualified pool.

Departments require an approved requisition for hiring authority. The current lengthy process hampers the City's ability to efficiently attract high-quality candidates and retain exceptional talent. The primary objective was to analyze approval pathways thoroughly, aiming to streamline and optimize the process for approving new positions and replacement requests. This effort aimed to significantly reduce approval timelines and address existing issues causing prolonged delays. The goal was to expedite decisionmaking while ensuring necessary checks and balances for efficient vacancy filling. Through these improvements, HR aims for quicker yet effective approvals, enhancing operational efficiency.

Background

In our dedication to fortifying the City's hiring endeavors, aligning the requisition approval process with broader citywide recruitment strategies is imperative. Acknowledging the disruptive impact of the current prolonged one-to-three-month approval timeline for requisition approval, HR is actively exploring innovative approaches to expedite hiring. Since 2022, the department has actively undertaken strategic measures aimed at both attracting and retaining top-tier talent. These efforts stem from the challenges witnessed in talent management nationwide during the challenging year of 2021. To address the prevailing climate, HR remains committed to a continuous evaluation of existing practices to counter escalating resignation rates, which reached a record high of over 4.5 million Americans leaving their jobs in March 2022, as reported by the Bureau of Labor Statistics. The department's focus encompasses enhancing processes, optimizing departmental structures, refining recruitment and retention strategies, all while consistently planning for further improvements. Notable achievements that contribute to these ongoing efforts include the introduction of enticing recruitment incentives for new hires, advocating for hybrid work schedules, and revising existing hiring policies that previously hindered progress.

Moreover, HR has introduced a comprehensive, one-stop-shop to streamline onboarding by simplifying processes such as physical examinations, live scan fingerprinting, oath of allegiance, and obtaining the official employee identification card photo. Additionally, our talent acquisition efforts now encompass participation in both virtual and in-person job fairs, targeted outreach, and diverse marketing endeavors.

Enhancing the requisition process represents a crucial step toward prompt hiring, effectively addressing operational needs by swiftly filling vacancies and reinforcing our commitment to retaining top-tier talent. Most recently, HR conducted a NEOGOV Requisition Survey via Microsoft Teams, inviting all City Manager Departments and Civil Service to participate. The survey aimed to gather feedback on the existing requisition process, seeking deeper insights into prevalent issues and concerns.

Additionally, HR organized several meetings involving FM, Civil Service, and Administrative Officers from departments. These sessions identified recurring challenges such as incorrect approval groups, data entry errors, insufficient data, and inadequate training for new staff on requisition submissions for budgeted and unbudgeted positions. Furthermore, department administrative teams highlighted issues related to clarity in prompts, delayed approvals, determining budgeted costs, differentiating classified and unclassified requests, auditing position control numbers, and identifying when replacement requisitions were necessary.

Optimizing the Requisition Process

As HR introduces the new requisition approval process, it is crucial for departments to establish consistent workflows, defining roles like initiators, reviewers, and approvers. This standardization effort across departments aims to ensure organization-wide consistency. Departments are expected to assign individuals for these roles and collaborate by sharing a consolidated list with HR. This collaborative effort aims to standardize procedures, enhancing overall efficiency.

Currently, HR faces challenges in capturing performance metrics due to limitations in NEOGOV's configuration and design. The HR Leadership Team is committed to maximizing NEOGOV's capabilities and will collaborate with Civil Service, who serve as the NEOGOV System Administrator, to improve data collection. The implementation of a standardized approach is anticipated to enhance metric capture, aiding HR in obtaining more accurate and comprehensive performance insights.

Goals

- **Reduce Approval Time:** Decrease the average time it takes for requisitions to move through the approval process, ultimately leading to faster decision-making and resource allocation.
- **Enhance Efficiency:** Streamline approval groups and pathways to eliminate unnecessary steps, resulting in a more efficient and straightforward requisition approval process.

- **Increase Accountability**: Implement a clear accountability framework within the requisition approval process to ensure that all involved parties are aware of their roles and responsibilities.
- **Enhance Cross-Departmental Collaboration:** Foster collaboration among the Civil Service, FM, and HR departments to ensure smoother communication and coordination during the approval process.
- **Improve User Satisfaction:** Prioritize user experience for both requesters and approvers, making the requisition process more user-friendly by providing new training resources and guides.

New Process Implementation Plan

The implementation plan for the project began with a pivotal Townhall Meeting, where approximately 136 staff members attended, including Administrative Officer's and Financial Service Officer teams engaged in the requisition process. Key partners such as Civil Service, FM, and HR were present to review the new process and address questions. The primary focus of the Townhall was to update departments on the impending new process and provide clarifications on frequently asked questions. As part of the subsequent actions, training materials are set to be revamped in the new year; however, departments were provided with existing guides including the Budget Office Checklist and details on how to draft/submit a requisition into workflow. The Go-Live date for the new process was January 1, 2024. Following the launch, the plan encompasses ongoing process monitoring, the introduction of new workflow templates in Neogov, validation checks, and user satisfaction assessments. Additionally, HR intends to track and measure the efficiency of the implemented process and identify areas for improvement throughout the project's lifecycle.

In our pursuit of process enhancement, we have developed four distinct workflows tailored to address various requisition scenarios: two dedicated to budgeted positions (classified and unclassified) and two specifically designed for unbudgeted positions (classified and unclassified). To cut the approval timeline in half for budgeted position requisitions, three approval layers (HR Officer, Budget Analysis Officer, and City Manager) were eliminated. However, for unbudgeted positions, FM and City Manager approval remains essential. To further expedite unbudgeted requests, departments have been advised to submit their documentation in advance to the City Manager for preliminary approval, aiming to prevent unnecessary workflow inundation and optimize staff efficiency.

With these enhancements in place, the revised process is anticipated to conclude within six to thirteen business days versus the current timeline of one to three months, facilitating prompt recruitment to fill vacancies. For unbudgeted positions, the timeline may extend up to an additional three business days (totaling sixteen business days) to ensure comprehensive review and approval. These refinements seek to balance expediency with meticulousness, fostering an optimized process tailored to our requisition requirements.

If you have any questions, please contact Joe Ambrosini at (562) 570-6140.

ATTACHMENT

CC: DAWN MCINTOSH, CITY ATTORNEY
DOUGLAS P. HAUBERT, CITY PROSECUTOR
LAURA L. DOUD, CITY AUDITOR
APRIL WALKER, ASSISTANT CITY MANAGER
TERESA CHANDLER, DEPUTY CITY MANAGER
MEREDITH REYNOLDS, DEPUTY CITY MANAGER
GRACE YOON, DEPUTY CITY MANAGER
TYLER CURLEY, DEPUTY CITY MANAGER
KEVIN LEE, CHIEF PUBLIC AFFAIRS OFFICER
MONIQUE DE LA GARZA, CITY CLERK
DEPARTMENT HEADS



TOWN HALL: NEW REQUISITION APPROVAL PROCESS

December 12, 2023

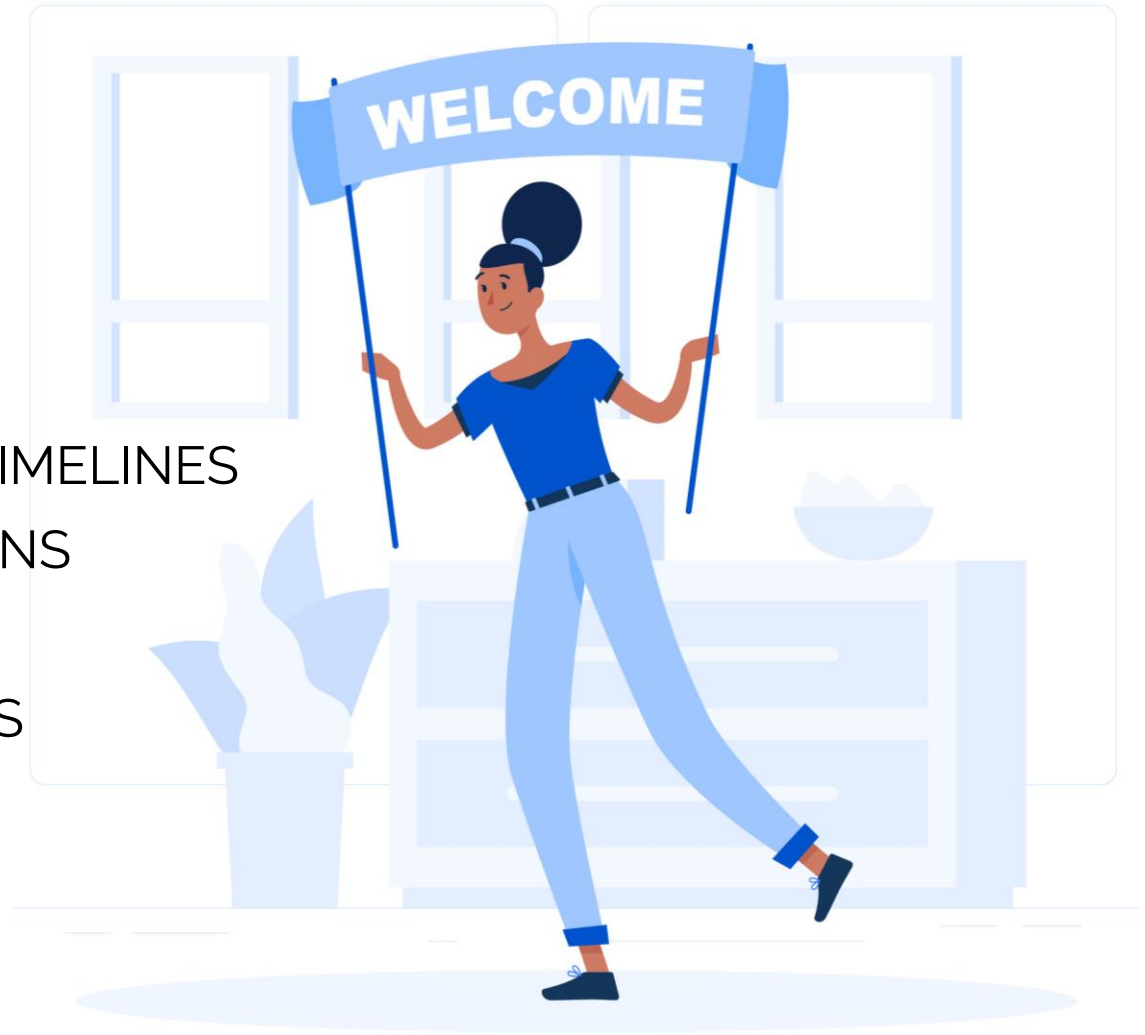


LONG BEACH HUMAN RESOURCES

CITY OF LONG BEACH

AGENDA

I. WELCOME
II. OPTIMIZING THE REQUISITION PROCESS
III. CITYWIDE GOALS
IV. WORKFLOW IMPROVEMENTS
V. NEOGOV APPROVERS
VI. UNCLASSIFIED REQUISITION SUBMITTAL TIMELINES
VII. REVIEWING REQUISITIONS WITH AN HR LENS
VIII. NEW PROCESS IMPLEMENTATION
IX. AB 1484 – TEMPORARY PUBLIC EMPLOYEES
X. QUESTIONS



OPTIMIZING THE REQUISITION PROCESS

OPTIMIZING THE REQUISITION PROCESS

AREAS FOR IMPROVEMENT

- Requisition approvals take 1-3 months
- Departments must designate a set approval group
  - ✓ (1) initiator (2) Reviewer (3) Final Approver

GOAL

- To streamline the processes by eliminating unnecessary steps and establishing clear approval expectations for citywide requisitions, to expedite recruitment launches.

- Requisition approvals for budgeted positions should take no more than 6-13 business days to reach completion and may take 6-16 business days for unbudgeted positions .

DATA MANAGEMENT

- We currently face limitations in our ability to capture performance metrics due to the configuration and design of the City's NEOGOV's implementation.

- HR is eager to leverage NEOGOV to its maximum potential and will continue to work with Civil Service (NEOGOV System Administrator) to enhance data collection efforts.

PROPOSED APPROVAL TIMELINES

Departments	1-3 days
Financial Management	2-3 business days review/approval **Unbudgeted positions may take 3 additional business days to a create a new MPCN.**
Human Resources	2-4 business days review/approval
Civil Service	1-3 business days review/approval
Requisitions Approved	6-13 business days. **6-16 business days for unbudgeted positions.**

CITYWIDE GOALS

CITYWIDE GOALS

Reduce Approval Time

- Decrease the average time it takes for requisitions to move through the approval process, ultimately leading to faster decision-making and resource allocation.

Enhance Efficiency

- Streamline approval groups and pathways to eliminate unnecessary steps, resulting in a more efficient and straightforward requisition approval process.

Increase Accountability

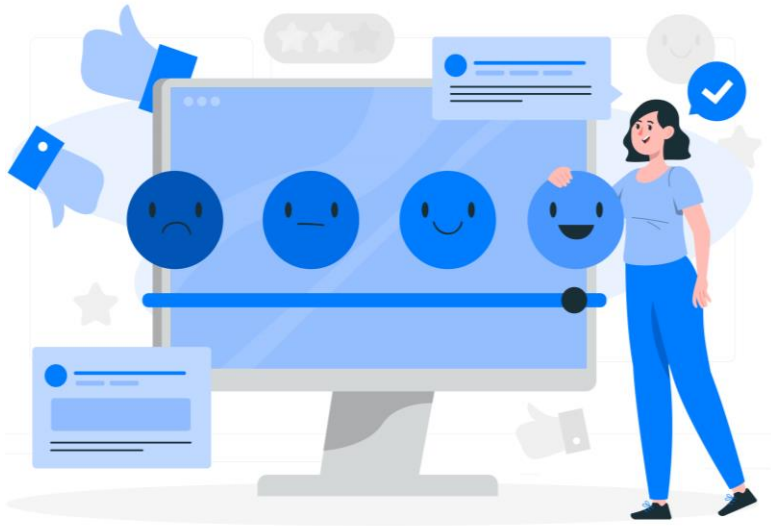
- Implement a clear accountability framework within the requisition approval process to ensure that all involved parties are aware of their roles and responsibilities.

Enhance Cross-Departmental Collaboration

- Foster collaboration among the Civil Service, Financial Management, and Human Resources departments to ensure smoother communication and coordination during the approval process.

Improve User Satisfaction

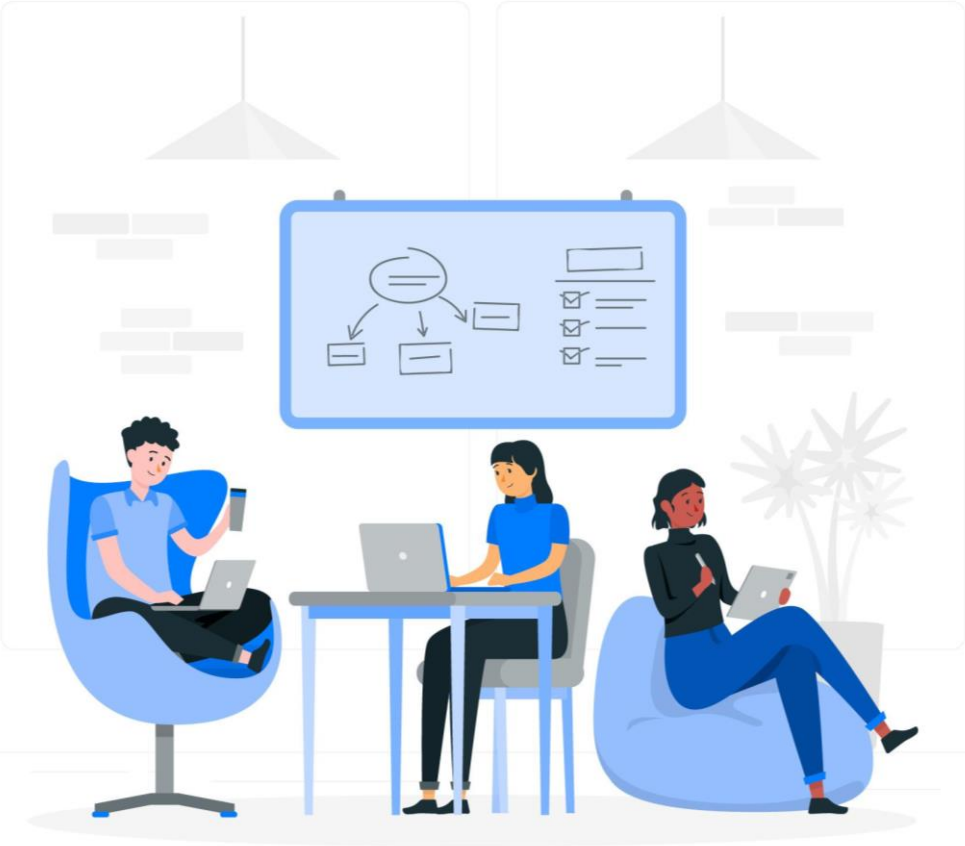
- Prioritize user experience for both requesters and approvers, making the requisition process more user-friendly by providing new training resources and guides.



WORKFLOW IMPROVEMENTS

STANDARDIZING DEPARTMENT APPROVAL GROUPS

*As part of our new process, all departments will be required to standardize their workgroups of approval. Each department will need to identify and designate an **initiator**, a **reviewer,** and an **approver**. To ensure uniformity in the process, we ask you to identify those and provide a list to HR.*



INITIATOR

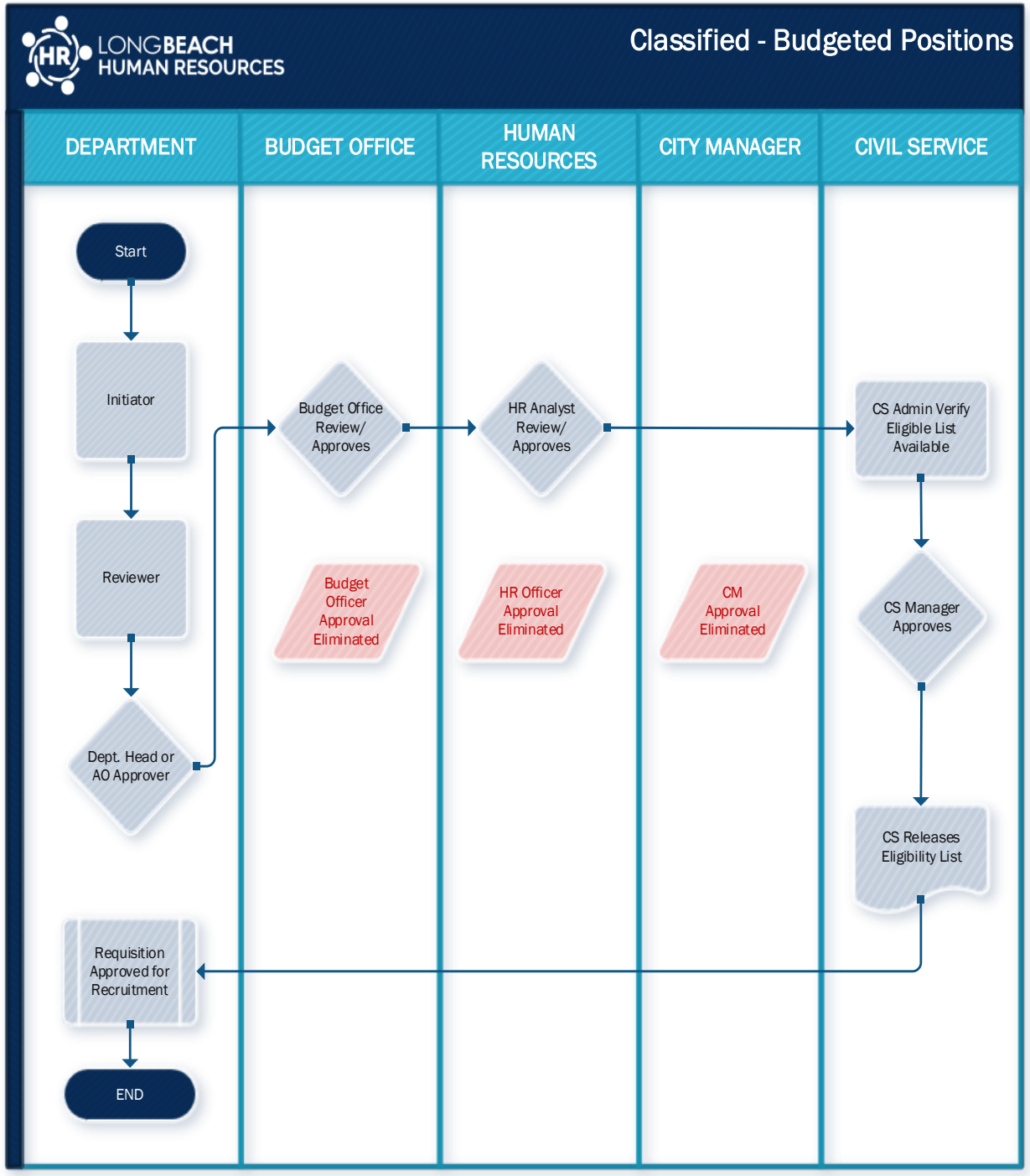
- An individual assigned to draft, update requisitions, and submit requisitions into workflow.

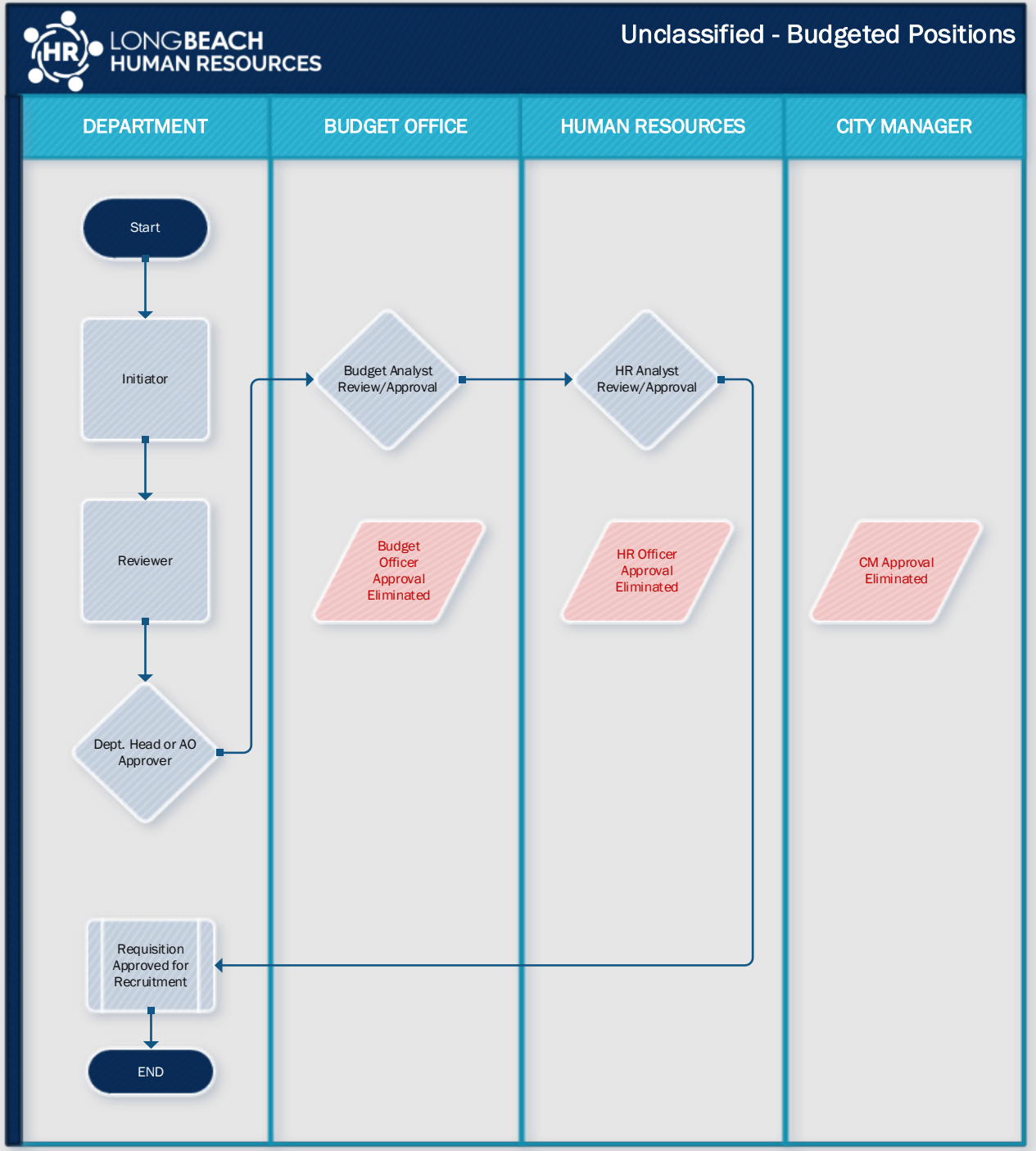
REVIEWER

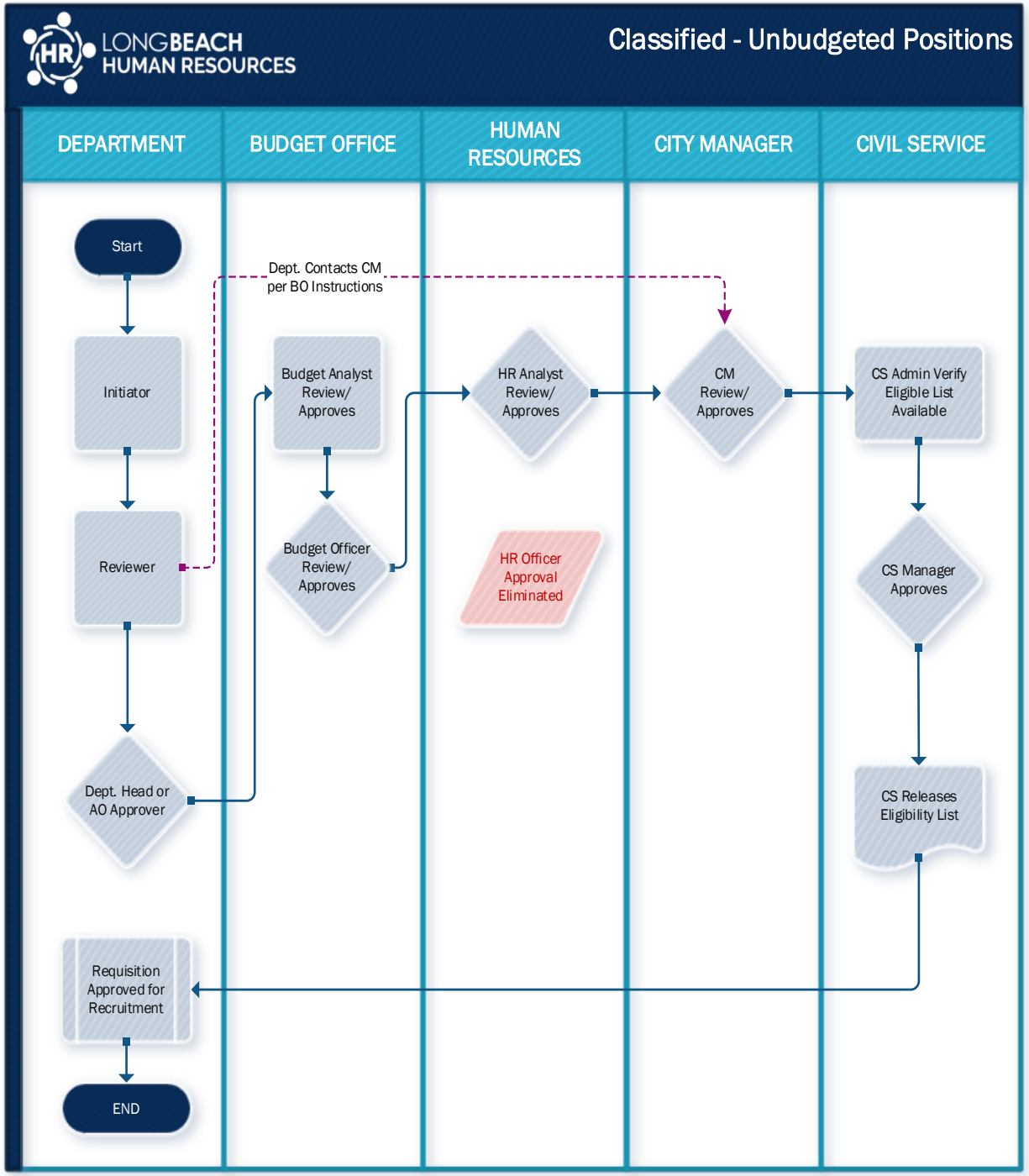
- The assigned reviewer is responsible for validating data (i.e., MPCN/ Classification Descriptions), ensuring all requisition fields are complete and accurate.

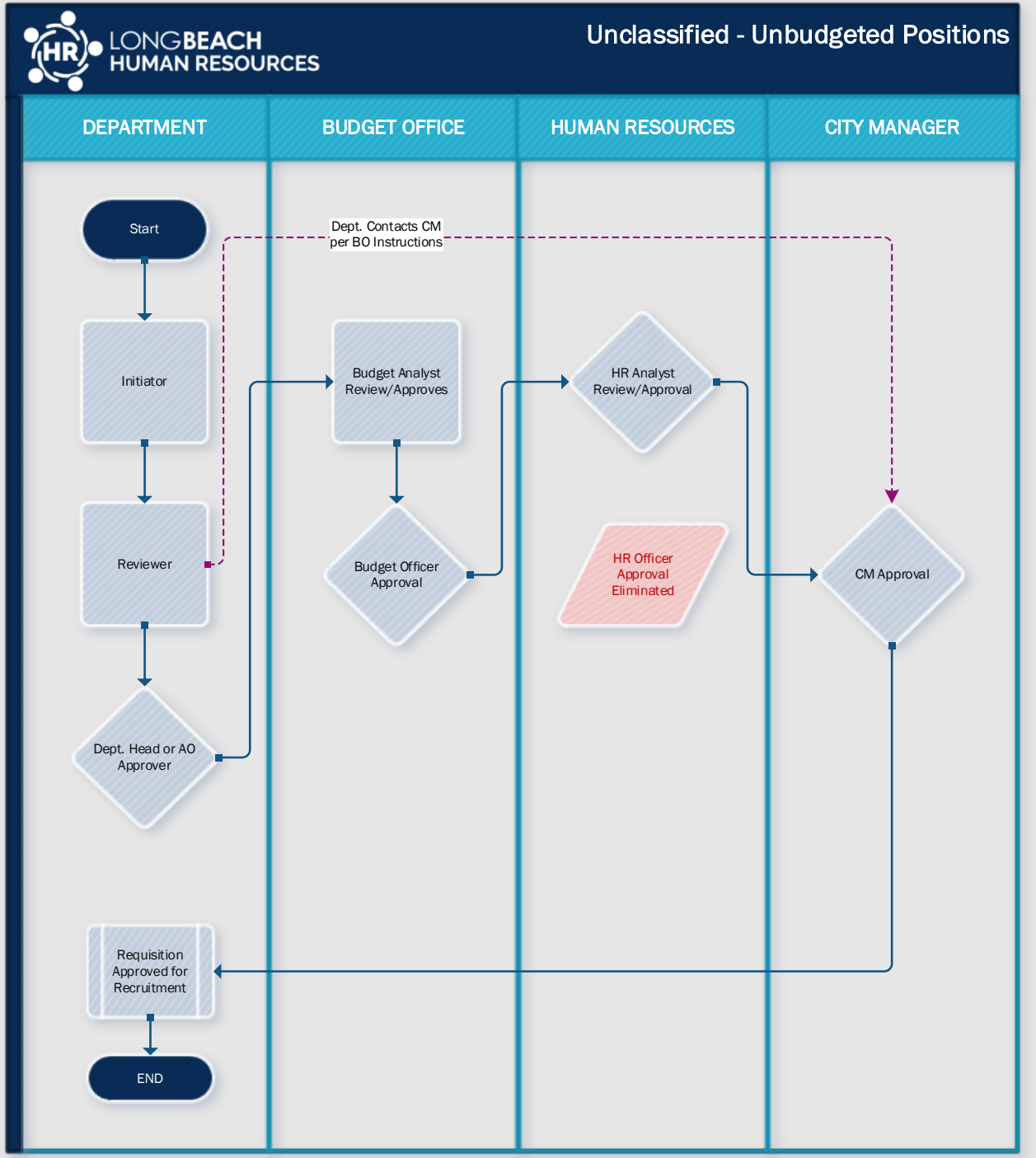
APPROVER

- The assigned approver shall be a Department Head, Manager or Administrative Officer.


LONGBEACH HUMAN RESOURCES
Classified - Budgeted Positions
DEPARTMENT
BUDGET OFFICE
HUMAN RESOURCES
CITY MANAGER
CIVIL SERVICE
Start
Initiator
Reviewer
Dept. Head or AO Approver
Budget Office Review/ Approves
Budget Officer Approval Eliminated
HR Analyst Review/ Approves
HR Officer Approval Eliminated
CM Approval Eliminated
CS Admin Verify Eligible List Available
CS Manager Approves
CS Releases Eligibility List
Requisition Approved for Recruitment
END


LONGBEACH HUMAN RESOURCES
Unclassified - Budgeted Positions
DEPARTMENT
BUDGET OFFICE
HUMAN RESOURCES
CITY MANAGER
Start
Initiator
Reviewer
Dept. Head or AO Approver
Budget Analyst Review/Approval
Budget Officer Approval Eliminated
HR Analyst Review/Approval
HR Officer Approval Eliminated
CM Approval Eliminated
Requisition Approved for Recruitment
END

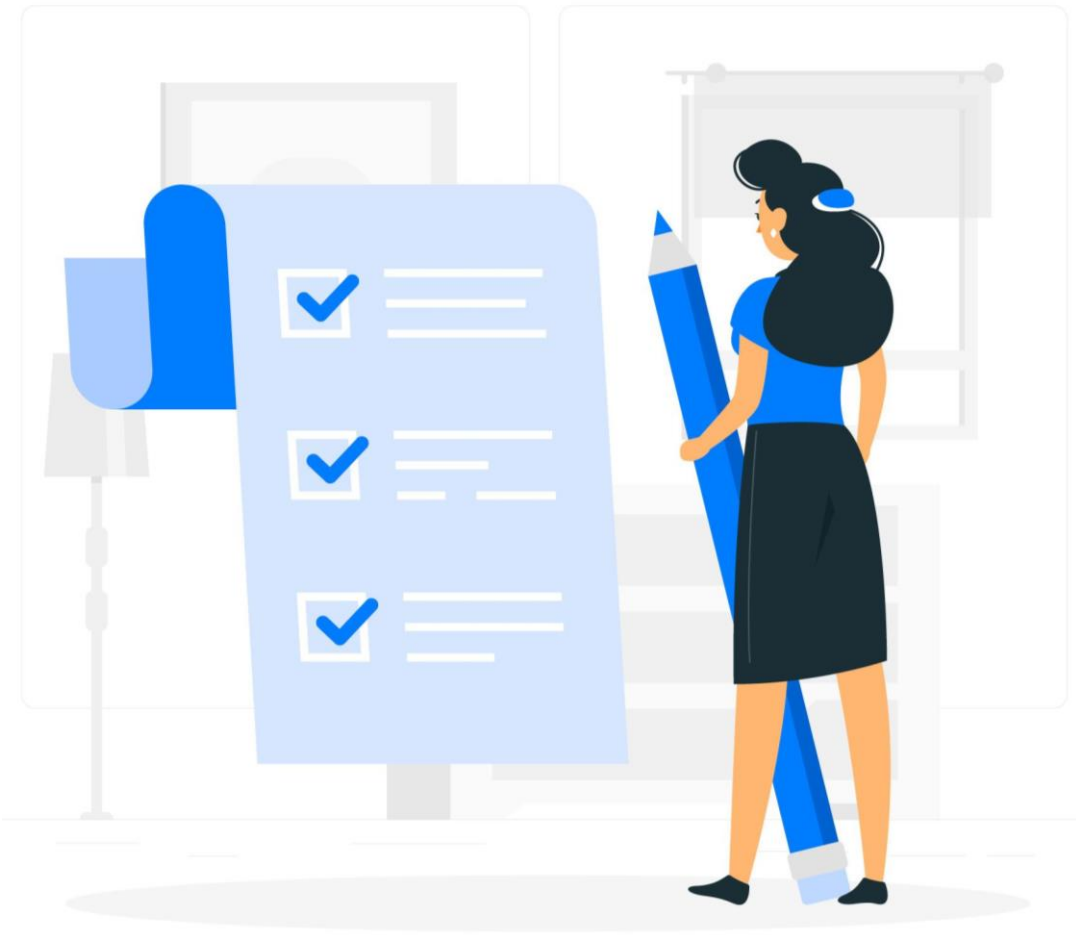

LONGBEACH HUMAN RESOURCES
Classified - Unbudgeted Positions
DEPARTMENT
BUDGET OFFICE
HUMAN RESOURCES
CITY MANAGER
CIVIL SERVICE
Start
Dept. Contacts CM per BO Instructions
Initiator
Budget Analyst Review/ Approves
HR Analyst Review/ Approves
CM Review/ Approves
CS Admin Verify Eligible List Available
Reviewer
Budget Officer Review/ Approves
HR Officer Approval Eliminated
CS Manager Approves
Dept. Head or AO Approver
CS Releases Eligibility List
Requisition Approved for Recruitment
END


LONGBEACH HUMAN RESOURCES
Unclassified - Unbudgeted Positions
DEPARTMENT
BUDGET OFFICE
HUMAN RESOURCES
CITY MANAGER
Start
Dept. Contacts CM per BO Instructions
Initiator
Budget Analyst Review/Approves
HR Analyst Review/Approval
Reviewer
Budget Officer Approval
HR Officer Approval Eliminated
CM Approval
Dept. Head or AO Approver
Requisition Approved for Recruitment
END

NEOGOV APPROVERS

REQUISITION APPROVAL GROUPS

FM-BUDGET OFFICE	**Budget Analyst Approvers:** Include your assigned BO Analyst **Managers Approval:** Jennifer Rodriguez, Greg Sorensen, Geraldine Alejo, Nader Kaamoush
HUMAN RESOURCES	**HR Approval:** Russ Ficker, Brett Bruhanski, Dana Muus, Roxanne Bravo, Saren Mason, Susie Gonzalez **HR LBRA Approval:** Yesenia Rico, Anthony Lim, Abner Guerrero, Eliana Nieto
CITY MANAGER	**CM Approval:** Tom Modica, April Walker
Civil Service	**Admin Verify Eligible List:** Beatriz Lacerda, Lizeth Rodriguez, Isela Rodriguez & Maria Alamo **Managers Approval:** Maria Alamo



UNCLASSIFIED REQUISITION SUBMITTAL TIMELINE

TALENT ACQUISITION DIVISION

UNCLASSIFIED REQUISITION SUBMITTAL TIMELINE



Hiring Process Workflow

Start of 90-day timeline

Determine Need

Department Submit/ Approves Requisition (1-3 days)

Final Requisition Approval (6-10 days*)

Job Bulletin Development and Approval (3-5 days)

Recruitment Launched (14-30 days)

Applicant Screening/ Candidate Profiles Referred (3-5 days)

Interview Process (10-15 days)

Job Offer (2-5 days)

Onboard/ Live Scan (10-15 days)

Start Date

Initiation of the TA process

*Does not account for the 1-3 day timeframe for Requisition Creation/Submission. Total is 6-13 days (6-16 days for Unbudgeted positions)

UNCLASSIFIED REQUISITION SUBMITTAL TIMELINE

January 1, 2024	January 23, 2024	January 30, 2024	February 13, 2024	February 20, 2024	March 13, 2024	March 20, 2024	April 10, 2024	April 20, 2024
Requisition Submitted	Requisition Approved	Recruitment Goes Live!	Recruitment Closes!	Candidate Profiles Sent	Interview Process Complete	Job Offer Extended	Pre-employment Complete	Employee's First Day!



WHEN SHOULD I SUBMIT MY REQ FOR AN UNCLASSIFIED VACANCY?

Identify Vacancy/Need to Hire

- Need to hire a Clerk Typist III to support the personnel services division in the Department.

Identify Target Start Date

- Need position to be filled and for incumbent to start by April 2024.

REVIEWING REQUISITIONS WITH AN HR LENS

PERSONNEL SERVICES DIVISION

REVIEWING REQUISITIONS WITH AN HR LENS

Appropriate Steps Will Be Taken to Address Equal Employment Opportunity Objectives. The Personnel Requisition is Requesting to:

Fill a budgeted position with the budgeted classification

HRMS (Tesseract) Position Control No.:

35902008

FOR REPLACEMENT REQUESTS: Name of employee(s) replaced, classification held, reason for leaving, and last date of employment.

N/A

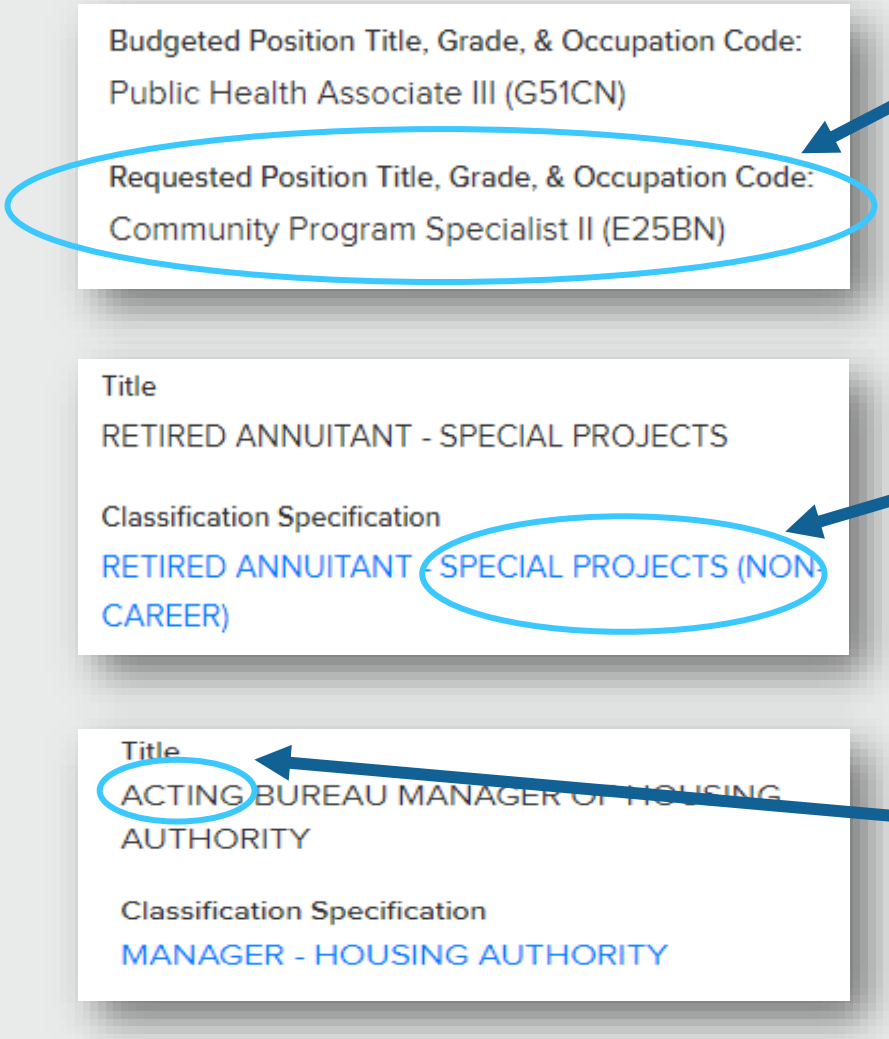
DESCRIPTION OF POSITION DUTIES: Please describe the core duties and responsibilities for the requested position. If requesting to cross-fill, overfill, or create an unbudgeted position, please describe the duties expected to be performed that justifies a position that is different from what is currently budgeted.



Requisition Number CD24-031	Department Community Development - (CL)
Title Assistant Administrative Analyst II	Division CD-HSG&NEIGH-GRANTS ADMIN
Classification Specification ASSISTANT ADMINISTRATIVE ANALYST I-II	Vacancies 1
Job Type Classified - Full-Time, Permanent	List Type Regular

- Departments must always include the division name. If you are unable to do so for newly created divisions, the initiator must note those details on the requisition.
- Replacement request should always include details of the previous incumbent name, classification/grade, reason for leaving and last date of employment. If this is a new position, note those details in the section.
- Description of Duties: This section should not solely mirror the class spec. Please be more specific and include more descriptive details about the roles and responsibilities performed.

REVIEWING REQUISITIONS WITH AN HR LENS



- Request to fill with a different classification/grade:
  - The requisition duties should indicate what prompted the change?
  - What duties or needs have changed from the initial request for the position?
  - What duties will be performed by the requested classification/grade?
  - For request that include underfilling - what duties will be removed from position and who will be performing the higher level/more complex functions of the budgeted position.
- Retired Annuitant Request
  - Departments submitting a request for a retired annuitant should review the position descriptions to ensure the duties align with the nature of their request/scope of work.
  - Departments should include information on the limited duration of work that the retired annuitant is to perform and the projected date the work or project will be completed.
- Acting Positions
  - Departments must submit 2 separate requisitions – 1 requisition is required for the Acting position and 1 requisition is required to fill the vacancy permanently.

REVIEWING REQUISITIONS WITH AN HR LENS

Is this grant-funded?
Yes

FOR GRANT –FUNDED POSITION: If this is a grant-funded position, what is the length of the grant period and will it continue to the next fiscal year?
MUNIS Grant: 3500000592
DRUG IMPAIRED DRIVING
Term: 10/2023 through 9/2024, grant is expected to renew the following fiscal year.



- Is this grant-funded?
  - Please select "yes" if the position is grant-funded.
- For Grant-Funded Positions:
  - Departments must list the name, grant term, and likelihood of continuation of grant funding for each grant funding the position.
  - Please include information that speaks to the stability of each funding source beyond continuation into the next fiscal year. Is this a reliable funding source? Is the grant renewal process highly competitive? Is there a sunset?
  - Describe what will happen to the position if any of its grant funding were to be reduced or end. Will it be supported by another funding source? Will it be relocated to another program with available funding? Will it be terminated?
- Comments:
  - Please make a note in the Comments section if the position is directly tied to a grant-funded program but does not receive funding directly from the grant(s).

NEW PROCESS IMPLEMENTATION

NEW PROCESS IMPLEMENTATION PLAN

SCHEDULE TOWNHALL MEETING

- Update departments on the new process
- Address FAQ's

TRAINING MATERIALS

- HR Training Guides
- Budget Office Checklist

GO LIVE

- January 1, 2024
- Monitor Ongoing process and address delays.
- Pilot new workflow templates in Neogov

VALIDATION

- Conduct a temperature check on existing processes and user satisfaction.
- Track Data



AB 1484 - TEMPORARY PUBLIC EMPLOYEES

LABOR RELATIONS BUREAU

AB 1484 – TEMPORARY PUBLIC EMPLOYEES

AB 1484 defines "Temporary employee" as a casual employee, seasonal employee, periodic employee, extra-help employee, relief employee, limited-term employee, per diem employee, and any other public employee who has not been hired for a permanent position.

New requirements effective January 1, 2024:

Provide following information to temporary employee upon hire:

- Job Description
- Wage rate
- Eligibility for Benefits
- Anticipated length of employment or actual end date; and
- Procedures to apply for open, permanent positions.

AB 1484 – TEMPORARY PUBLIC EMPLOYEES

New requirements effective January 1, 2024:

Provide following information to recognized employee organization:

- Information provided to Temporary Employee (previous slide) within 5 business days of hire.
- Anticipated end date of employment for each temporary employee, or actual end date if the temporary employee has been released from service since the last list was provided.
- Existing requirement: Name, job title, department, work location, work, home and personal cell number, personal email address on file and home address of any newly hired employee within 30 days of date of hire or by first pay period of the month following hire.

AB 1484 – Department Implementation

- Departments create/modify new hire letters that include required information to be issued to temporary employees. (Template)
- Departments send new hire letter for temporary employee to employee organization within 5 business days of hire.
- Track temporary employees with required information.
- Central HR will continue to send: Name, job title, department, work location, work/home/cell number, personal email address, home address of any newly hired employee within 30 days of date of hire or by first pay period of the month following hire. AND,
    - NEW: Send employee organization list of temporary employees with anticipated or actual end date if separated from employment since last list.

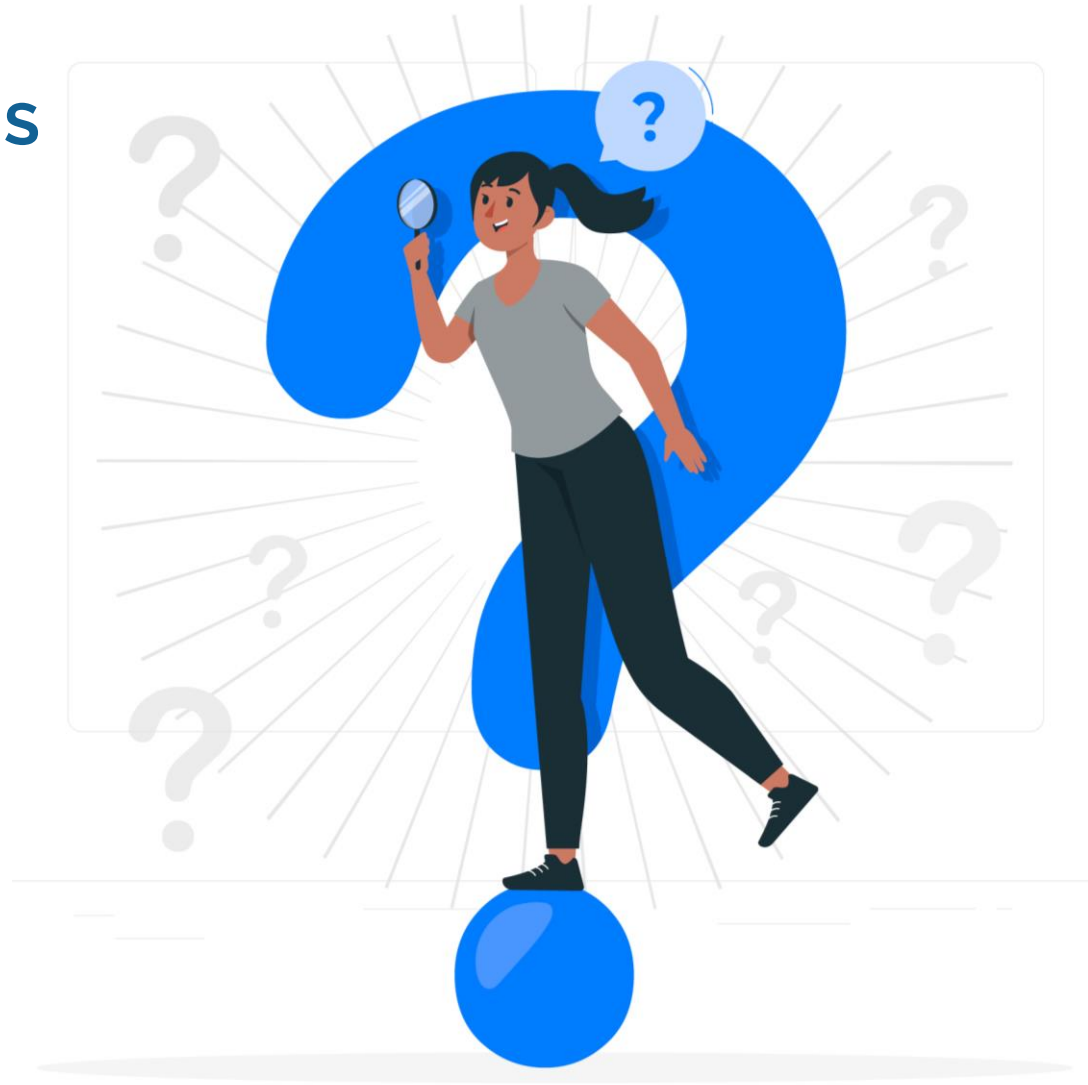
QUESTIONS?

PARTNERS AVAILABLE TO ANSWER QUESTIONS

CIVIL SERVICE
- Maria Alamo, Administrative Officer
- Caprice McDonald, Employment Services Officer

FINANCIAL MANAGEMENT
- Greg Sorensen, Budget Analysis Officer

HUMAN RESOURCES
- Russ Ficker, Human Resources Officer
- Sheree Valdoria, Special Projects Officer
- Susie Gonzalez, Organizational Development Officer
- Yesenia Rico, Talent Acquisition Officer




HR
LONG BEACH
HUMAN RESOURCES
THANK YOU!