

SEWERAGE & WATER BOARD OF NEW ORLEANS

OPERATIONS COMMITTEE MEETING

WEDNESDAY, MAY 12, 2021

11:00 AM

[May 2021 Operations Link](#)

[+1 504-224-8698,,357790596#](#) United States, New Orleans

Phone Conference ID: 357 790 596#

PUBLIC COMMENT WILL BE ACCEPTED VIA EMAIL TO

BOARDRELATIONS@SWBNO.ORG. ALL PUBLIC COMMENTS MUST BE RECEIVED PRIOR TO 11:30 AM ON May 12, 2021. COMMENTS WILL BE READ VERBATIM INTO THE RECORD.

Janet Howard • Tamika Duplessis
Joseph Peychaud • Jay H. Banks • Maurice Sholas

FINAL AGENDA

1. **ROLL CALL**

2. **PRESENTATION ITEM**

- Presentation: Personnel Processes – Amy Trepagnier, Personnel Director, The Civil Service Commission of New Orleans

3. **PUBLIC COMMENT**

Public comments received until 30 minutes after the presentation of the Agenda will be read into the record.

4. **ADJOURNMENT**

This teleconference meeting is being held pursuant to and in accordance with the provisions of Section 4 of Proclamation Number JBE 2020-30, extended by Proclamation 79 JBE 2021, pursuant to Section 3 of Act 302 of 2020.

CITY OF NEW ORLEANS

CIVIL SERVICE OVERVIEW

Sewerage & Water Board Operations Committee

May 12, 2021



CONTENT

- I. Brief Overview of the Civil Service System
- II. Hiring Process
- III. Classification & Compensation
- IV. Creation of unclassified positions
- V. Performance Evaluations
- VI. Discipline
- VII. Training

HISTORY

- In response to wide-spread concern that state and municipal jobs were being used to bestow favors on political allies, or punish those who did not support a particular candidate for office, the citizens of Louisiana ratified an article in the 1921 Louisiana Constitution that required large municipalities to adopt a civil service system. This system sets out to provide for appointments based on merit and prevent the discharge of employees without good and sufficient cause.
- In 1948, under the administration of Earl Long, the Louisiana Legislature stripped the civil service system of most of its authority. This attempt to return to the spoils system of state and municipal employment led to the adoption of several new amendments that enshrined civil service in Article X of the 1974 Constitution.
- The [Louisiana Supreme Court](#) has observed that:

“Because of the tumultuous history of civil service in Louisiana, detailed provisions on civil service are included in our constitution so that the merit system can be repealed or amended only by a vote of the people, to protect against repeal or weakening amendments and sabotage by a temporary majority vote of a spoils-minded and partisan legislative faction.”

HISTORY

- The Civil Service System is based on merit system principles that are intended to ensure fair and open recruitment and competition and employment practices free of political influence or other non-merit factors.
- Authority for the Civil Service System is derived from Article X of the Louisiana Constitution.
- The system was established for all classified employees of City government including attached boards, unattached boards and commissions which includes the S&WB.

DEPARTMENT MISSION & VISION

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.

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.

CIVIL SERVICE COMMISSION

- The Civil Service Commission is a constitutionally created entity and is the policy-making body that exercises oversight of activities of the Civil Service Department.
- The five members of the Civil Service Commission are appointed by the New Orleans City Council to overlapping six-year terms.
- Four of the members are nominated by the Presidents of designated local universities and one member is a City employee nominated by fellow employees.
- Meetings are held on the third Monday of each month in the City Council Chambers (currently being held via Zoom).

MERIT SYSTEM PRINCIPLES

- Recruitment should be from qualified individuals ... from all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge and skills, after fair and open competition which assures that all receive equal opportunity.
- All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management without regard to political affiliation, race, religion, national origin, sex, marital status, age, or disability, and with proper regard for their privacy and constitutional rights.
- Equal pay should be provided for work of equal value, with appropriate consideration of both national and local rates paid by employers in the private sector, and appropriate incentives and recognition should be provided for excellence in performance.

PRIMARY RESPONSIBILITIES OF CIVIL SERVICE

- **Hiring/Promotions** An essential part of the Civil Service Department's mandate is to post job announcements, screen applications, test applicants and certify lists of applicants who are eligible for hire and promotion in the classified service.
- **Classification and Compensation** Article X requires Civil Service to adopt a uniform pay and classification plan. Civil Service creates new job classifications, adopts new rates of pay, allocates job classifications and administers special rates of pay.
- **Disciplinary appeals** Civil Service staff coordinates the administrative hearings process. The Civil Service Commission renders decisions in employee disciplinary cases which may be appealed by either party to the 4th Circuit Court of Appeal.
- **Training** The Civil Service Department oversees the administration of over 60 different employee enrichment courses lead by employees.
- **Performance Evaluations** The Civil Service Department oversees this program which is designed to provide feedback and improve employee performance.

SEWERAGE & WATER BOARD DELEGATED HIRING PROCESS

- In June of 2016, the Commission delegated part of Civil Service's responsibilities to the S&WB for 73 department specific job classifications.
- Examples of these classifications include the Networks job series, Utilities Maintenance job series, the Utility Services managerial job series, Pumping and Power series, and Water Meter Reader series.
- Non-delegated positions include the Engineering job series, Clerical job series and Analyst job series. These positions are used city-wide and continue to be handled by Civil Service .
- Under delegation, S&WB is responsible for:
 - Posting Departmental Vacancies to Application
 - Recruiting for Vacancies and Workforce Development
 - Evaluating candidates for eligibility for positions
 - Creating the list of eligible candidates
 - Certifying the list of eligible candidates for appointment
 - Hiring from the list of eligible candidates
- In 2019, Civil Service staff produced a preliminary report on the effectiveness of delegation. At that time, the data indicated the average time from application to placement on an eligible list was 18 days for delegated hires and 8 days for non-delegated hires. S&WB and Civil Service timelines both met the targeted range of 21-28 days.

JOB POSTINGS

- Civil Service sets the minimum qualification requirements for all classified positions. S&WB can provide input and/or request changes to minimum qualifications. If there is not agreement, the Civil Service Commission makes a final determination.
- Sewerage and Water Board HR drafts job announcements based on existing minimum qualifications programmed in Neogov. Civil Service staff reviews and releases these job announcements to the public online.
- Job postings include: minimum qualifications, a brief description of the job duties, compensation range, information on testing (if applicable) and other information.



CITY OF NEW ORLEANS
invites applications for the position of:

UTILITIES MAINTENANCE TRAINEE I (CLASS CODE 3401)

SALARY:	\$29,608.00 Annually
OPENING DATE:	02/14/20
CLOSING DATE:	Continuous
KIND OF WORK:	

This is an entry level training position at Sewerage & Water Board's Facilities Maintenance Division. An individual performs a variety of unskilled construction, maintenance and repair tasks. Work also includes assisting journey level Utilities Trade Technicians and Specialists in performing the manual tasks related to their work and learning to use a variety of hand and power tools; and related work as required.

MINIMUM QUALIFICATIONS:

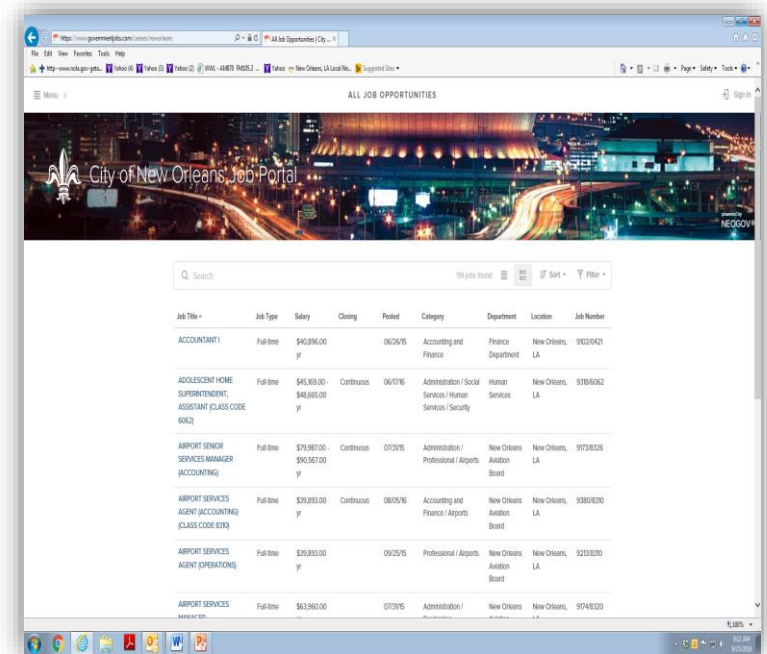
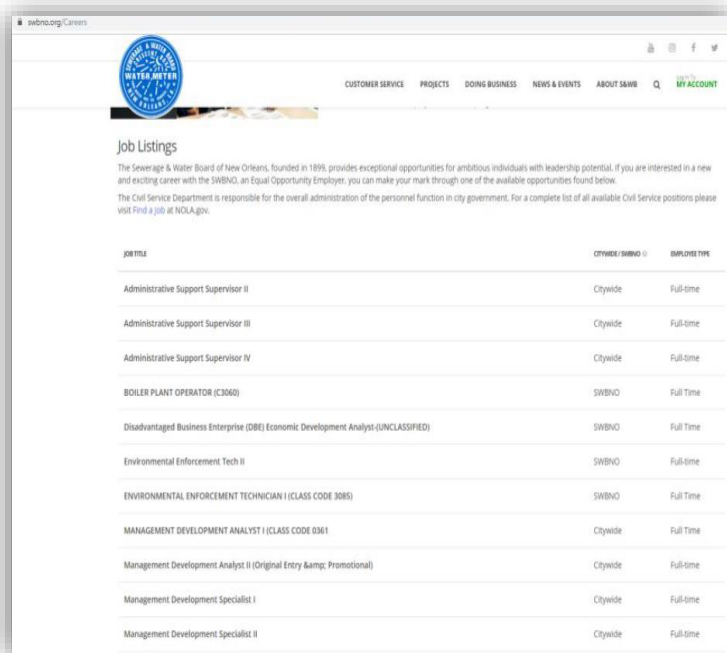
1. Official High School Diploma or GED, issued by a State Department of Education.*
2. **Either:** Six (6) months of experience in construction or building maintenance.
Or: Probationary status as a Laborer at the Sewerage and Water Board.

* Prior to appointment, the hiring agency is required to verify education claimed by the applicant to qualify for this classification. If selected for hire, applicants must provide original documents of their qualifying credentials to the hiring agency prior to their start date in this job classification.

CIVIL SERVICE HIRING PROCESS

JOB POSTINGS

- Jobs are posted using the Neogov applicant tracking system.
- Applicants apply online via nola.gov or swbno.org
- There are currently 59 S&WB specific job postings listed on nola.gov.



NEOGOV

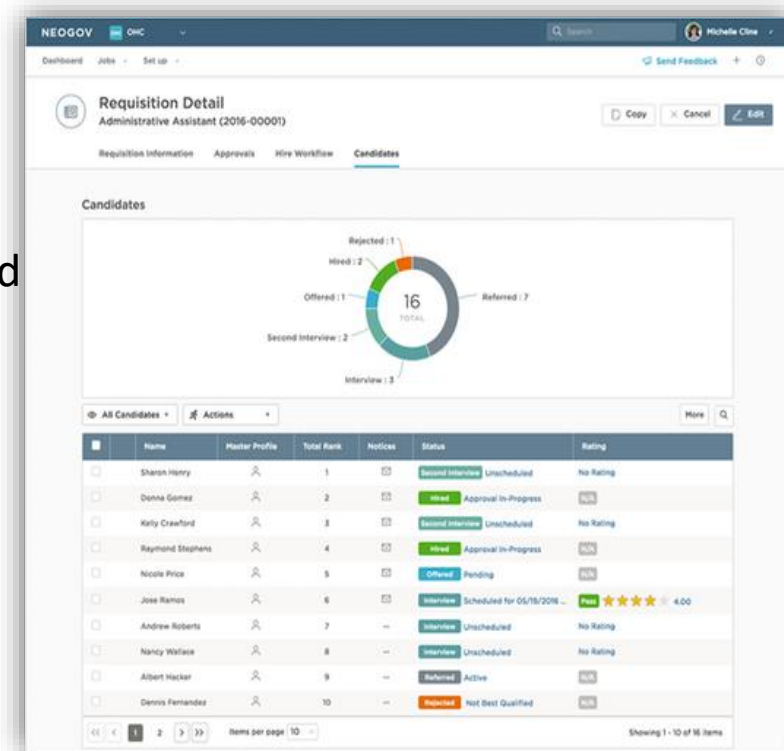
Civil Service and S&WB use Neogov, a cloud-based tool, for accepting and processing applications, creating and certifying eligible lists, and making new hires and promotions:

► **NEOGOV Online Requisitioning process:**

Replaced a paper requisitioning process and routing system. This process is more transparent and efficient. In 2020, we received 528 requisitions from Sewerage and Water Board via Neogov.

► **NEOGOV Online Hiring Center:**

Allows departmental managers to access eligible lists, applications and resumes online. Can schedule interviews and communicate with qualified applicants in bulk through this feature.



CIVIL SERVICE APPLICATION PROCESS

- Applicants review online job postings.
- Applicants sign up for an account in Neogov from which they can submit applications, receive updates on the progress of their applications and self-schedule for testing (if applicable).
- Civil Service/S&WB Analysts review applications and determine if the posted minimum qualifications are met.
- If an applicant is qualified and there is a written test, the Analyst schedules the applicant for testing or notifies the applicant of their authorization to self-schedule for testing (if applicable). Civil Service administers all written testing and makes ratings of training and experience.
- All qualified applicants are then placed on eligible lists by Civil Service or S&WB depending on the job classification.
- Applicants who are rejected may appeal their rejection to the Personnel Director.

COMMONLY USED EXAMS

Multiple Choice Exams

- Good for entry level positions with large applicant pools.
- Examples include Management Development Analyst, Utilities Plant Worker, and Office Assistant.

Training and Experience Ratings

- Applicants are ranked based on the amount of related experience/education they possess.
- Good for specialized positions which require related previous experience or technical knowledge. Examples include Information Technology Manager, Water Chemist, Emergency Management Services Coordinator, and Public Relations Specialist.

It should be noted that some positions are exempted from testing. These exemptions include jobs requiring a very minimum skill level (ex. , Laborer, Office Asst. Trainee), some career series promotional positions (ex. Power Dispatcher), and positions requiring specialized professional or technical training certificates (ex. Engineer, Attorney).

CIVIL SERVICE ELIGIBLE LISTS

- Eligible lists contain the names of applicants and current employees who have met the minimum qualifications, tested, and passed the exam for a specific classification.
- By Rule, the certification of eligibles from promotional, reemployment, and/or employment lists shall be presented in order of the examination score, when competitive, on the same register.
- In addition to the eligible lists, departments receive electronic copies of the applications and any supporting documents submitted by qualified applicants.
- As part of the Great Place to Work reforms, departments may select anyone on the list regardless of rank to make a new hire or promotion as long as they do so for merit-based reasons. Departments are no longer bound by “the rule of three.”
- Eligible lists exist for as little as three months and as long as three years depending on the needs of the department.

INTERVIEW / SELECTION PROCESS

- Departments and their hiring managers are responsible for reviewing the eligible lists and contacting candidates to interview.
- Hiring Managers are encouraged to interview all interested candidates.
- Hiring Managers select a candidate for hire and determine the start date.

FILLING A VACANCY

DEPARTMENTS CAN FILL VACANCIES BY:

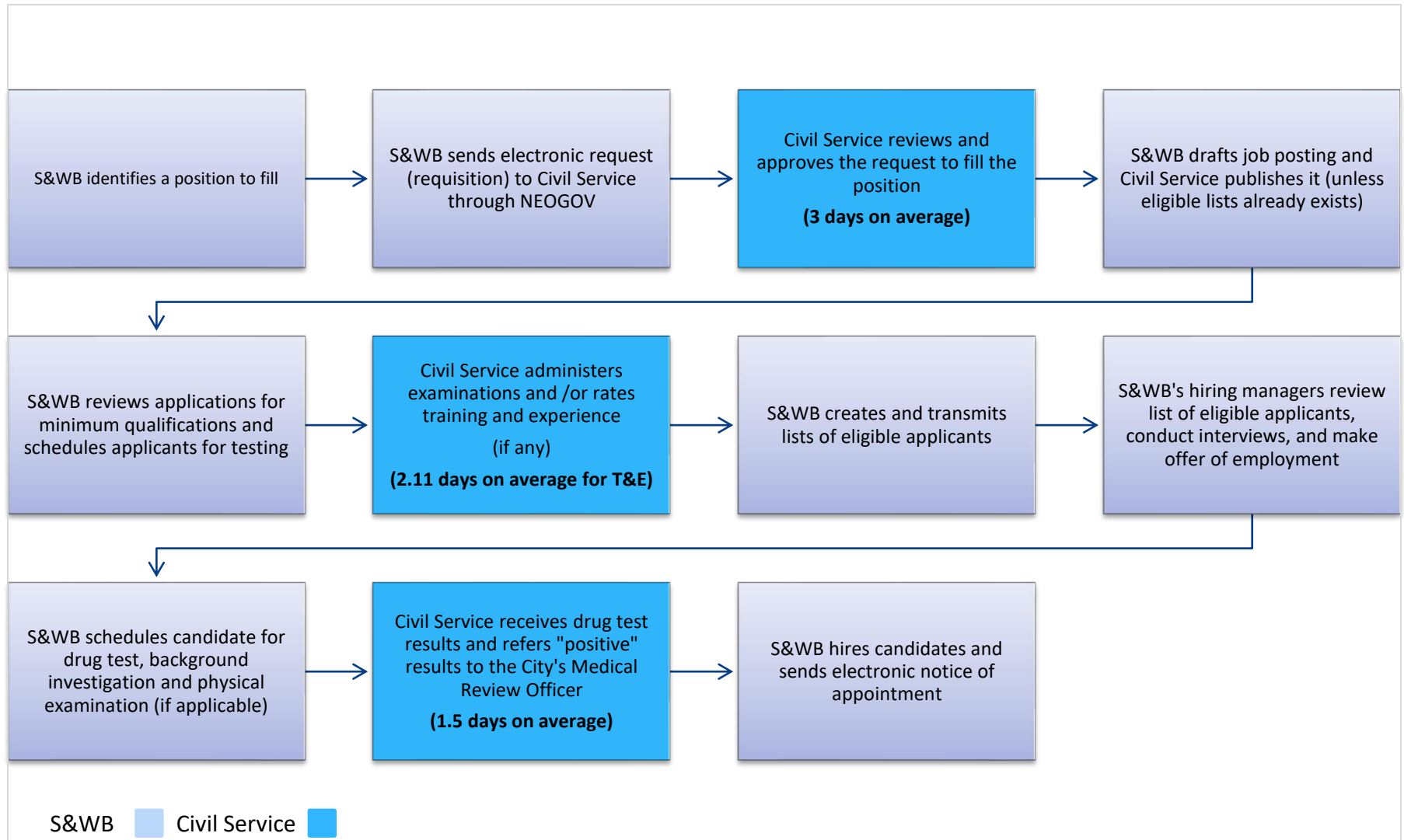
- Selection from a Civil Service Register
- Provisional Appointment
- Transient Appointment (90 day maximum)
- Reinstatement of a former employee
- Demotion
- Promotion
- Minimum skills appointments
- Limited Term Appointment (3 year maximum)

DEPARTMENTS CAN FACILITATE APPROVAL OF REQUISITIONS BY:

- Providing the name of the former incumbent (if applicable).
- Providing an accurate description of the work to be performed.

CIVIL SERVICE HIRING PROCESS

SEWERAGE & WATER BOARD HIRING PROCESS



CIVIL SERVICE HIRING PROCESS

DELEGATED ELIGIBLE LISTS

Examples of Original Entrance S&WB Delegated Classifications

Networks Maintenance Technician I
Eligible Applicants: 65

Water Meter Reader
Eligible Applicants: 21

Networks Maintenance Technician II
Eligible Applicants: 6

Environmental Enforcement Technician
Eligible Applicants: 36

Utilities Plant Worker
Eligible Applicants: 66

Utilities Maintenance Trainee II
Eligible Applicants: 89

CIVIL SERVICE HIRING PROCESS

NON-DELEGATED ELIGIBLE LISTS

Examples of Original Entrance Non-delegated Classifications

Information Technology Specialist II
Eligible Applicants: 26

Management Development Analyst I
Eligible Applicants: 110

Engineering Technician
Eligible Applicants: 38

Accountant I
Eligible Applicants: 24

Emergency Management Coordinator
Eligible Applicants: 25

Attorney IV
Eligible Applicants: 19

PROMOTIONS

- Most positions are open to both current employees (promotional) and outside applicants (original entrance).
- Employees must meet the posted qualifications (either promotional or original entrance) to be placed on the eligible list.
- Placement on an eligible list does not guarantee a promotion. S&WB determines if an eligible employee will be promoted based on factors such as budget, job performance, and attendance.

PAY PLAN

- Article X of the Louisiana Constitution requires Civil Service to adopt a uniform pay and classification plan. This means that equal pay should be provided for work of equal value, with appropriate consideration of market-based pay, and appropriate incentives and recognition for excellence in performance.
- The Civil Service Pay Plan enumerates the starting rate of pay for each classified position. Pay rates are set by using market data in conjunction with other factors such as internal equity with comparable positions in city government.
- An often-cited case regarding the Constitutional charge to civil service commissions describes the intent of the Constitution's uniform pay and classification language in the following manner:

The intent of the 1921 Constitution, the framers of the 1974 Constitution, and our jurisprudence has been to have the same **schedule of pay** for members of the same class. Nowhere do we find authority for allowing variations in pay schedules between employees in the same classification, simply because they are employed in different departments. This notion violates the Constitutional establishment of a unified and comprehensive classification and pay plan.

PAY FLEXIBILITIES

- The Great Place to Work reforms in 2014 brought about several new pay flexibilities. Some examples include:
 - Extraordinary Qualifications/Credentials: Allows an appointing authority to pay above the minimum salary up to the midpoint of the pay range for new appointments and promotions.
 - Merit pay based on a new Performance Evaluation System centered around goal setting.
 - Special Assignment Pay: Allows an appointing authority to grant a prospective pay increase for performing a special project outside of an employee's normal scope of work.
- In addition to these tools, the Civil Service Commission has also established additional special pays available to departments.

PAY FLEXIBILITIES

PAY FLEXIBILITIES AVAILABLE TO SEWERAGE & WATER BOARD

- Educational Incentive Pay
- Professional Certification Pay
- Clerical Skills Pay
- Higher Classification Pay (Temporary Pay)
- Meter Reading Incentive Pay Program
- Safety Program Pay
- Chemical Handling Pay
- On call pay
- Special Entrance Rate Pay (Hiring Rate)

SPECIAL ENTRANCE RATES (HIRING RATES)

- Used by Appointing Authorities to address recruitment and retention problems.
- Appointing Authorities must document that the competitive market justifies the compensation.
- Hiring rates may also result from the recommendations of compensation studies performed by outside consultants. For example, the SSA Compensation Study which resulted in a 10% increase for most classifications in 2018 and the Management Advisory Group study commissioned by S&WB which resulted in hiring rates for most S&WB specific positions.
- Examples of positions with Special Entrance Rates:
 - Water Meter Reader Job Series
 - Accounting Job Series
 - Utility Human Resources Administrator
 - Engineering Job Series

PERFORMANCE BASED PAY (MERIT PAY)

- As part of the Great Place to Work reforms, employees are now eligible for merit pay based upon the ratings they receive as part of the performance evaluation process.
- Employees who receive a rating of “Meets Expectations” receive a 1.25% pay increase. Employees who receive a rating of “Exceeds Expectations” receive a 3.75% pay increase.
- Merit Pay of 1.25% was paid in 2015, 2016, and 2017.
- Merit pay is not awarded if the Chief Administrative Officer declares that the city possesses insufficient funds for merit increases.

COMPENSATION

RECENT S&WB CLASSIFICATIONS AND SPECIAL ENTRANCE RATES

- **New Unclassified Job Classifications:**
 - Chief Administrative Officer (CAO)
 - Chief Customer Service Officer (CSO)
 - Chief of Staff (CoS)
- **New Classifications and Special Entrance Rates:**
 - Utility Strategic Planning Administrator (\$90,000 - \$116,110)
 - Utility Continuous Improvement Administrator (\$90,000 - \$116,110)
 - Utility Human Resources Administrator (\$100,030)
- **5% Special Assignment Pay:** To recognize the additional duties and responsibilities assumed when an employee is designated to the Board's Safety Liaison Support Team.

CLASSIFIED/UNCLASSIFIED DETERMINATIONS

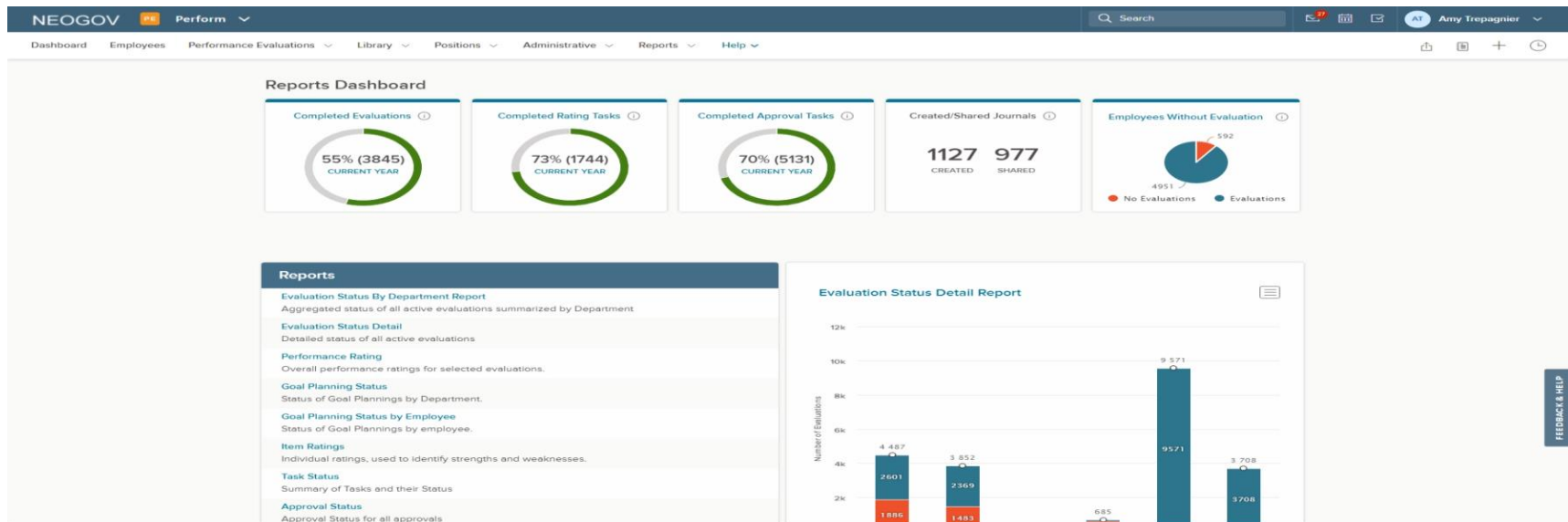
- The constitution divides the City Civil Service into “classified” and “unclassified” employees and states that “Persons not included in the unclassified service are in the classified service.”
 - Classified positions and the employees who serve in them are subject to the provisions of the Civil Service Rules. This means that classified employees:
 - Must be hired in an open, competitive manner;
 - Must meet minimum qualification standards;
 - Must be paid in accordance with the Rules;
 - May only be disciplined (for cause) or removed after being provided due process;
 - May NOT participate in political activities.
 - Whereas unclassified employees:
 - May participate in political activities;
 - May be separated without cause or due process; and
 - Serve at the pleasure of the appointing authority, i.e. they are “at will” employees.

CLASSIFIED/UNCLASSIFIED DETERMINATIONS

- The constitution also designates certain specific categories of employees as unclassified (generally includes Director, Deputy Director, Confidential Secretary, employees of Mayor's Office and Law Department ...)
- The constitution also gives the Civil Service Commission the authority to designate other positions as unclassified as it deems appropriate. The Commission has established Rule III, Section 7 to utilize in determining whether to grant unclassified status to a position. This rule requires that a position have “considerable discretion” and have “policy making” authority that is not subject to further review.
 - Section 7(b) of this Rule is currently being revised by a diverse committee of stakeholders.
- Sewerage and Water Board currently employs approximately 40 employees authorized under this Rule.

PERFORMANCE EVALUATIONS

- Performance Planning Sessions are conducted from September 1st to December 31st. Supervisors meet with employees to engage in an interactive process to set goals for the next year. They also discuss work tasks and behaviors linked to those goals.
- Supervisors are expected to provide continuous monitoring and feedback throughout the year. PERFORM has a journal feature for notes and includes the ability for attachments such as commendations or discipline.
- The performance ratings period is from January 1st to April 1st. Employees are rated in three categories: Exceeds Expectations, Meets Expectations, or Fails to Meet Expectations.



PERFORMANCE EVALUATIONS

- Employees receiving a rating of Fails to Meet Expectations are required to be placed on a 90 day Performance Improvement Plan and are ineligible for merit increases, permanent status (if probationary) and promotions for the next year.
- First and second line supervisors who fail to administer the performance evaluation system for their subordinates are ineligible to receive merit-based pay for that rating year.
- We are presently engaging a committee of stakeholders to improve this process.

NEOGOV
PE
Perform

Search

Dashboard
Employees
Performance Evaluations
Library
Positions
Administrative
Reports
Help

My Tasks [view all](#)

4 Total	4 Rating	0 Approve And Sign	0 Sign	0 Approve	0 Other
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hide table

Sort by Task

Task	For Employee	Related To
★ Rating For Wayne Carriere's 2021 PERFORMANCE PLANNING AND EVALUATION	Wayne Carriere	2021 PERFORMANCE PLANNING AND EVALUATION
★ Rating For Shelly Stolp's 2021 PERFORMANCE PLANNING AND EVALUATION	Shelly Stolp	2021 PERFORMANCE PLANNING AND EVALUATION
★ Rating For Robert Hagmann's 2021 PERFORMANCE PLANNING AND EVALUATION	Robert Hagmann	2021 PERFORMANCE PLANNING AND EVALUATION
★ Rating For Doddie Smith's 2021 PERFORMANCE PLANNING AND EVALUATION	Doddie Smith	2021 PERFORMANCE PLANNING AND EVALUATION

PERFORMANCE EVALUATIONS

- The Civil Service website contains multiple resources for employees and supervisors.
- We also offer hands on formal training courses on the Performance Evaluation System as part of our Employee Growth and Development Program offerings.

RECORD-KEEPING: CONTINUOUS MONITORING AND FEEDBACK

This sheet can be used to keep track of employee's performance throughout the evaluation period. **Make multiple copies.**

Date Conducted:	Supervisor Initials:
Observed behavior and feedback provided:	
Date Conducted:	Supervisor Initials:

NeoGov PERFORM System

Performance Management Online Form

Civil Service Department
Performance Management Training

General Performance Management Guidelines

Supervisors and employees should familiarize themselves with the new Civil Service Performance Evaluation system (i.e., Rule XI).

Evaluations of employees should only be performed on the official Performance Planning and Evaluation Form identified by the Civil Service and the Chief Administrative Office.

Supervisors should have complete information and legible signatures on the Performance Planning and Evaluation Form for making your form "official", and for verification purposes toward the end of the evaluation period.

The information on the Performance Planning and Evaluation Form should be as accurate as possible.

Supervisors should approach this evaluation process with all emphasis on the progress of their employees to attain mutually identified performance goals. Supervisors and employees should be open to feedback based on these goals.

Supervisors and employees should know that the promotional opportunities, merit increases, and other incentives are all linked to goals attainment and its impact on the success of their departmental operations.

Supervisors and employees are required to exercise care and caution when using the Performance Evaluation System for performance information.

Civil Service Department
Performance Management Training

A Performance Evaluation Session

When is this session conducted?

- January 1 – April 1 of every year

Who is this session conducted for?

- Any new hired/probationary employees
- Any employees who have moved into a new position with significantly different duties
- All permanent employees within your department

What should a supervisor do for this session?

1. Before the performance evaluation session:

- Ensure that you are adequately familiar with the NeoGov PERFORM system (through training and/or the user guide) to assign your final evaluations.
- Complete your evaluations for your employees before scheduling a performance evaluation session.
- Alert your employees that you would like to schedule a one-on-one performance evaluation session.
- Inform your employees that this session would entail assessment of the performance goals, work tasks/behavior expectations, and competencies established during the performance planning period.
- Let your employees know in advance if/what they will need to bring

Department of Civil Service
Employee Growth and Development

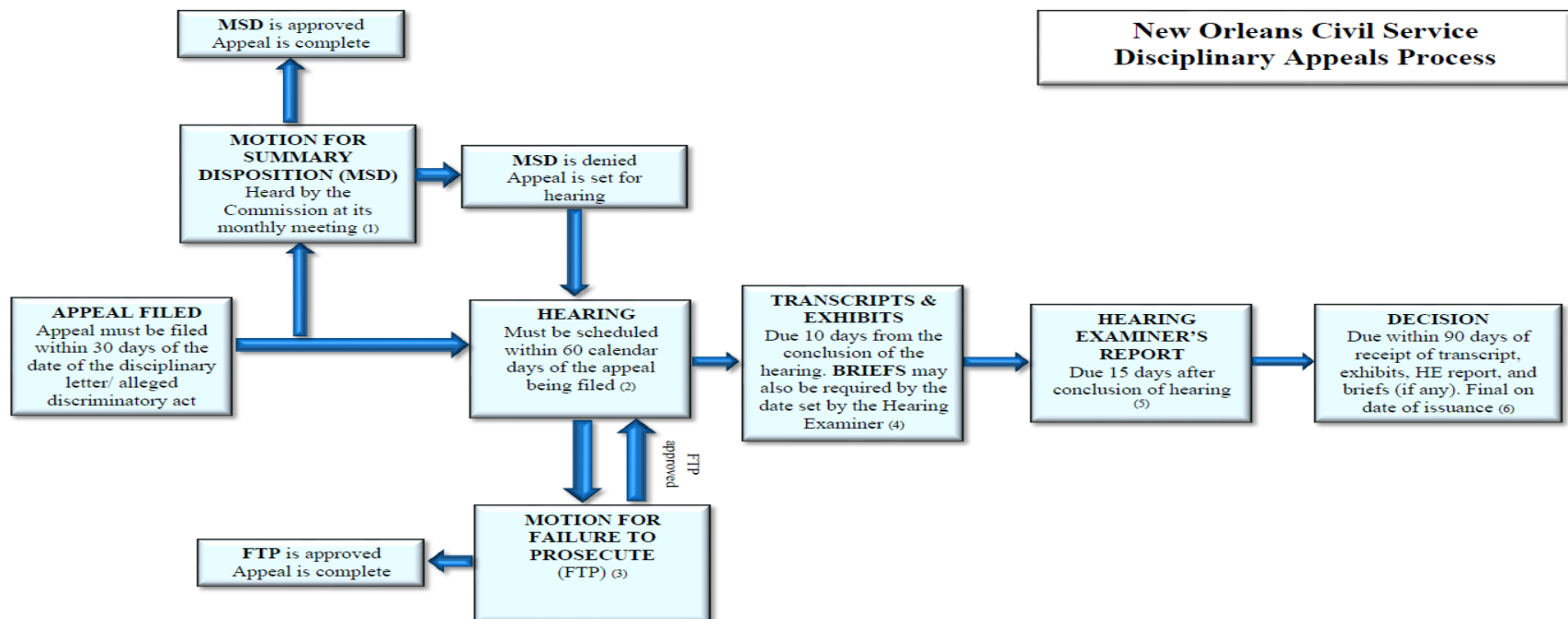
Hello Employees,

This is to inform you that the Department of Civil Service has rolled out a new performance management system – PERFORM. All City employees will soon receive an email from noreply@NeoGov.com. This email may look like this:

OR

DISCIPLINE

- S&WB sets internal employee disciplinary policy and penalties.
- Permanent employees have the right to appeal discipline if exercised within 30 days of the disciplinary notice.
- The Civil Service Department coordinates the administrative hearings process.
- The Civil Service Commission renders decisions in employee disciplinary cases which may be appealed by either party to the 4th Circuit Court of Appeal.



DISCIPLINE- TERMINATION

- Employees can be terminated due to:
 - Probationary Period Failure
 - A single action or lack of action that rises to the level of termination
 - Documented Poor Performance
 - Progressive Discipline
 - Failure to successfully complete a performance improvement plan after receiving a performance evaluation of “Fails to Meet Expectations”
- Probationary employees are “at will” and do not have the right to an appeal unless they are alleging discrimination or whistleblower protection.

TRAINING

Training and Development Opportunities for Employees and Human Resource Professionals:

- Annually , about 750 employees participate in the in-house training program including courses related to Office Skills, Discipline, Management, Performance and Supervision.
- Coursework can be required for promotions (either by Civil Service or at the request of S&WB). For example, employees who want to be promoted to supervisor may be required to take courses in Conflict Management, Counseling and Coaching Employees, and Team Building.
- Supervisors can also require employees to attend courses to mitigate performance issues. For example, an employee may be required to take a course in Customer Services Skills or Telephone Techniques.
- Supervisors are also encouraged to recommend courses for their subordinates as part of the performance evaluation process.
- Prior to the pandemic Civil Service Staff conducted monthly training for Human Resource professionals and others on Civil Service Rules, State and Federal laws and other human resource topics. We hope to resume these training later in 2021.

