



CITY OF CLEVELAND
Mayor Justin M. Bibb

City of Cleveland

Human Resources & Civil Service Overview



Human Resources

Human Resources focuses on managing the employee lifecycle once a candidate is selected, including onboarding, payroll, benefits administration, employee relations, and performance management. HR also supports departments in workforce planning, policy implementation, and discipline, ensuring employees are effectively supported and aligned with the City's operational needs.



Civil Service Commission

The Office of the Civil Service Commission ensures fair and equitable hiring and promotional processes, and administers and enforces policies and procedures to attract, hire and promote qualified individuals who support efficient and effective services to establish a high performing workforce.



HR & CIVIL SERVICE COLLABORATION

While the Office of the Civil Service Commission and Human Resources have distinct responsibilities, both offices work collaboratively to support departments through the hiring and employment process.

Civil Service primarily oversees fair and equitable recruitment, testing, candidate qualification, and certification processes, while Human Resources focuses on onboarding, employee relations, labor relations, performance management, benefits, and discipline.

Because of the unique structure of the City of Cleveland, many processes require coordination between both offices to ensure compliance, consistency, and operational efficiency.



Civil Service Commission Board Members

Pastor Gregory E. Jordan: President

Michael Flickinger: Vice President

India P. Lee: Secretary

Cyrus Patton: Member

Nicole A. Carlton: Member



Office of the Civil Service Commission Staff

Executive Director: Rachon Long

- **Lila Abrams Fitzpatrick:** Business & Operations Manager
- **Daryl Eatman:** Chief Examiner
- **Darrick McDaniel:** Recruitment Manager
- **Anthony Hinton:** Examiner Supervisor
- **Leeanne Guzman:** Project Director
- **Natalie Tomba:** Project Coordinator
- **Chanine Scott-Chapman:** Assistant Administrator
- **Tamica Johnson-Tanner:** Assistant Administrator
- **Lanese Sims:** Examiner
- **Christopher Smith:** Examiner



Key Responsibilities

- **Job Analysis & Exam Development**
- **Recruitment & Candidate Qualification**
- **Exam Administration & Scoring**
- **Eligibility List Establishment & Certification**
- **Oversight of Hiring Process**
- **Administration and Enforcement of Civil Service Rules**



Civil Service Primary Objectives

- **Administer and enforce Civil Service Rules to ensure fair hiring and employment standards.**
- **Manage applications across all classified positions.**
- **Administer exams, establish eligible lists, and certify candidates to fill vacancies.**
- **Continue streamlining the hiring process to reduce time-to-hire and improve efficiency while maintaining fair and equitable hiring standards.**
- **Review and update job classifications and minimum requirements to reflect current job duties, remove outdated titles and functions.**
- **Oversee administrative hearings and review employment actions, such as disciplinary appeals.**



Commission Meetings

As the governing body, the Civil Service Commission reviews and takes action on the following matters to ensure compliance with Civil Service Rules and the integrity of employment decisions.

- **Routine Matters**
- **Approval of Bulletins**
- **Approval of Eligible Lists**
- **Classification Creation & Amendments**
- **Appeals**
- **Fit-for-Duty**
- **Reinstatements**
- **Disciplinary Actions**

The Civil Service Commission holds two public meetings each month on the second and fourth Friday. These meetings are live and can be viewed on the Commissions YouTube Live page.



Building the Talent Pipeline

Civil Service works to ensure the City has a steady pipeline of qualified candidates:

- **Initiates testing when vacancies arise or eligible lists are nearing exhaustion**
- **Aims to maintain a continuous pipeline of qualified candidates**
- **Supports both immediate hiring needs and long-term workforce planning**
- **Publishes job bulletins and test announcements to the public**
- **Expands outreach to attract diverse and qualified candidates**
- **Transitions applicants into certified eligible lists for hiring**
- **Conducts job analysis to define duties and qualifications**
- **Develops exams aligned to real job requirements (written, oral, practical)**
- **Evaluates candidates based on skills, knowledge, and abilities**



Recruitment Center

Services for Internal/External Candidates:

- **Application Support** – Guided assistance navigating the City hiring process
- **Resume Development** – Tailored resumes aligned to City roles and minimum qualifications
- **Interview Preparation** – Coaching to build confidence and improve outcomes
- **Career Navigation** – Helping candidates identify pathways into public service
- **Strategic Talent Acquisition** – Building strong, diverse candidate pipelines
- **Job Description Optimization** – Aligning roles with skills-based hiring practices
- **Workforce Partnerships** – Connecting departments to community and education partners
- **Hiring Event Coordination** – Planning and executing targeted recruitment initiatives
- **Pipeline Development** – Creating sustainable talent pools for current and future needs



Recruitment & Candidate Qualification

Building Strong Talent Pipelines; Delivering Qualified Candidates

How we attract talent:

Strategic Outreach – Leveraging job boards, community networks, and targeted engagement to reach diverse talent pools

Community-Driven Recruitment – Meeting candidates where they are through partnerships, events, and workforce initiatives

Pipeline Development – Creating consistent, long-term talent pools across key roles and departments

How we qualify candidates:

Structured Candidate Review – Evaluating applications against clearly defined minimum qualifications

Efficient Screening Process – Streamlining review timelines to quickly identify qualified candidates

Standards Alignment – Ensuring all candidates meet Civil Service requirements and job-specific criteria

Quality Over Quantity – Delivering candidates who are prepared, capable, and ready to serve



HIRING PROCESS



MODERNIZATION

Classification & Compensation

- Review and update job classification and minimum requirements to reflect current workforce needs
- Remove outdated titles and update pay band ordinance

Online Testing

- Evaluating vendors to support a transition to online or hybrid testing
- Expanding access by removing travel and location barriers
- Increases flexibility with more convenient testing options

Job Structure & Career Pathways

- Groups classifications into job families to streamline and standardize roles
- Creates clear, tiered career paths to support advancement and retention
- Aligns responsibilities and compensation with organizational needs



Barriers

- **Misalignment between departmental expectations, job requirements, and starting salaries**
- **Competitive labor market salaries often exceed the City's current salary structure**
- **Delays in departmental hiring timelines after eligible lists are certified. Excessive lags in departmental interviewing process**
- **Continued requests to use individualized titles and past practices instead of standardized job families and streamlined career pathways**



Commission Rules & Job Analysis

Civil Service Rules establish hiring and employment standards. We are currently conducting ongoing reviews to ensure updates reflect clear, modern, and easy-to-interpret language

Rule Amendments			
2023	2024	2025	2026
-	1	5	9

Amend and create classifications through ongoing departmental analysis to align with current operations

Classifications				
	2023	2024	2025	2026
New	10	11	7	2
Revised	3	28	12	14



Civil Service Commission Metrics: Appeals, Fit-For-Duty, Reinstatement

Appeals:

	2023	2024	2025	2026
Terminations		1	4	1
Suspension				1
Psych		15	28	5
Promotional / Exam		44	1	
Medical		1	4	

Fit-for-Duty:

	2023	2024	2025	2026
Safety	3	9	5	
Non-Safety		5	5	3

Reinstatements:

	2023	2024	2025	2026
Safety Positions	2	17	7	3
Eligible Lists	7	11	4	3



Employee/Labor Relations

Key Responsibilities

- **Equal Employment Opportunity (EEO) complaint investigations**
- **Workplace and sexual harassment complaint investigations**
- **Disciplinary actions and corrective action processes**
- **Union/employee grievance oversight**
- **Drug and alcohol program administration**
- **Coordination with departments, unions, and law**
- **Policy administration and interpretation**
- **Leave program – FMLA, PPL, and sick donation**
- **Collective bargaining**
- **Unemployment compensation**



Compliance & Workplace Accountability

Human Resources strives to:

- Ensure employees are treated fairly and consistently
- Promptly address workplace concerns and complaints promptly
- Support compliance with federal, state, and local employment laws
- Maintain professional workplace standards
- Partner with departments to resolve employee and labor relations matters effectively

HR Metrics	2022	2023	2024	2025	2026
EEO Complaints	51	48	43	61	29 (04/30)
Step 3 Grievances	25 (4 months)	294	219	259	81 (04/30)





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Thank You!

