



## STAFF REPORT

**Meeting Date:** December 20, 2016  
**To:** Honorable Mayor & City Council  
**From:** Don Rhoads, Director of Administrative Services/CFO  
Shelley Ovrom, Assistant Director of Administrative Services/HR  
**Subject:** Request by Mayor Mirisch to Discuss Internal/Promotional  
Recruitments  
**Attachments:** None

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### INTRODUCTION

The Mayor requested that the City Council discuss the concept of internal/promotional recruitments currently utilized in the City in certain circumstances. The City's recruitment and selection program is managed within the Human Resources/Risk Management Division of the Administrative Services Department. Information is being provided on internal/promotional recruitments within the City.

### DISCUSSION

The City's Human Resources/Risk Management Division of the Administrative Services Department administers recruitment and selection processes within the City. Generally, a position vacancy for a full-time or part-time position is posted on the City's website (and other advertising mediums deemed appropriate) for a specified or continuous application period. The job is advertised as either an internal/promotional (available to current full-time City employees) or open recruitment process. All applicants, whether City employees or not, are eligible to apply for open recruitment processes.

Historically, the City Council has emphasized the importance of succession planning within the organization. Specifically, a stated goal of the City's 2011-2016 Strategic Plan was to "Continue to Develop, Refine and Institute a Succession Plan with Emphasis on Creating Promotional Opportunities, Capturing Institutional Knowledge, Mentoring and Organizational Cross-training, Prepare People to Compete" and a stated objective was "Promotional Opportunities". In order to align with this organizational goal, the City has

opened up internal/promotional recruitments in instances in which staff believes there is a competitive applicant pool internally. Often, when an internal/promotional recruitment is conducted, it results in a vacancy and open recruitment for the position from which the employee promoted.

Further, in determining the field of competition (open or promotional), the Human Resources Division in conjunction with the hiring department evaluates the need to have external competition, the efficiency of being able to expedite the filling of a position by means of an internal/promotional recruitment, the value of emphasizing succession planning, and the culture of conducting certain recruitments as promotional only, specifically in the public safety departments. Traditionally, non-executive ranks of the public safety departments (Police and Fire) are filled by means of promotional recruitment processes open only to employees of the department. Recent recruitments for promotional safety recruitments include Police Sergeant, Fire Engineer, Fire Captain and Fire Battalion Chief.

The following provides a breakdown of the full-time (FT) internal/promotional recruitments that have been posted within the last 4 years:

Year	# of FT Job Postings	# of Promotional Recruitments	Promotional Recruitments (% of FT Postings)	% of Sworn recruitments that are promotional	% of Misc recruitments that are promotional
2013	71	13	18.31%	75%	11.11%
2014	66	10	15.15%	50%	11.67%
2015	65	7	10.77%	28.6%	8.62%
2016*	69	13	18.84%	62.5%	14.75%

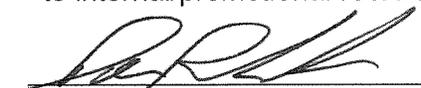
\*2016 data included 1/1/16-11/30/16 (Does not include December)

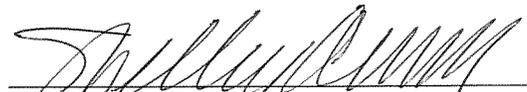
**FISCAL IMPACT**

This report is for information and discussion and therefore, there is no fiscal impact associated with this item.

**RECOMMENDATION**

Discussion on the administration of the Recruitment and Selection program as it relates to internal/promotional recruitments.

  
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 Don Rhoads  
 Director of Administrative Services/  
 CFO

  
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 Shelley Ovrom  
 Assistant Director of Administrative  
 Services/HR