



ANNUAL REPORT



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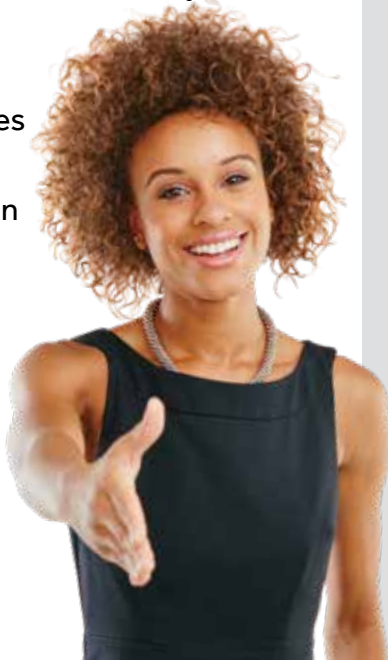
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OUR MISSION

The Civil Service Department provides employment services for approximately 83% of the positions in the City workforce, including administering promotion systems for the Dallas Police and Fire Departments. Civil Service is committed to establishing a model merit system for our city and providing quality customer service to our internal and community stakeholders.

Civil Service staff evaluates and processes over 70,000 applications annually for approximately 1,700 positions. In addition to direct employment referrals to City departments, Civil Service establishes requirements for employment, designs and validates employment examinations and standards, and administers hearings for employee grievances and appeals of terminations and demotions.



The Department is comprised of three units, each playing a critical role in preserving and advancing the merit system and ensuring equity in employment and promotion.

RECRUITING & EXAMINING

- > Advertises jobs to both current and prospective employees
- > Administers exams

TEST VALIDATION

- > Develops and validates personnel selection tests for civilian and uniform positions

ADMINISTRATION

- > Manages Trial Board and Administrative Law Judge hearings
- > Oversees the rehire eligibility appeals process
- > Analyzes and manages department operations and budget



On behalf of the Civil Service Board, I am delighted to present the 2022 Annual Report. This report provides an overview of our accomplishments, hiring data, and shares the excellent progress made toward our strategic focus areas, as well as our operational priorities for the coming fiscal year.

During the last fiscal year, we are proud to have met each of our priorities, while continuing to enhance the department's practices to support our external and internal stakeholders more ably. For example, this year, we collaborated with Dallas Fire-Rescue to establish position requirements and validate job functions for the newly created Single Function Paramedic role. We successfully launched job analysis studies for critical and hard-to-fill positions within the departments of Code, Water and Building Services. This work will position us to recruit and fill these positions more effectively. Additionally, we partnered with the Office of Equity to establish critical talent acquisition goals within the City of Dallas' first Racial Equity Plan.

In the coming fiscal year, we are eager to continue our strides toward meeting our priorities that further our strategy of Talent Attraction, Talent Assessment, and Operational Excellence. With the continued support and strategic guidance of our Board, we are dedicated to attracting and employing talent that keeps Dallas vibrant!

Sincerely,

Jarred D. Davis, MS
Board Secretary & Director

CIVIL SERVICE BOARD

The Civil Service Board is a seven-member body authorized by Chapter XVI of the Dallas City Charter to adopt, amend, and enforce a code of rules and regulations, subject to City Council ratification, to ensure employment and promotion based on merit and fitness. Board meetings are held monthly and are open to the public. The Chair of the Board is appointed by the Mayor; the remaining six members are appointed by City Council.

The Civil Service Board fulfills the City's goals of excellence, equity, empathy, and ethics through:

- Overseeing the design of personnel selection methods to ensure fairness and effectiveness in the selection of applicants for City employment.
- Providing an objective forum through which employees can appeal claims of discrimination and misinterpretation or misapplication of Civil Service rules.
- Serving alongside members of the Civil Service Adjunct Panel to administer Trial Board hearings that grant due process to demoted or terminated employees.



Terrence Welch
Board Chair



Chandra Marshall-Henson
Board Vice Chair



Shana H. Khader
Board Member



Dr. Glynn E. Newman
Board Member



Kyla Cole
Board Member



Angela Kutac
Board Member



Joan Smotzer
Board Member



2022 PRIORITIES



TALENT ATTRACTION

Continue online exam assessment and test development activities to enhance the quality of candidate talent pools and increase examination show rates.



TALENT ATTRACTION

Develop and launch new Civil Service website to enhance the City of Dallas' employment branding strategy and social medial presence.



TALENT ASSESSMENT

Identify critical and hard-to-fill positions and began initiating planning sessions with hiring departments to establish strategic recruitment plans.



OPERATIONAL EXCELLENCE

Streamline and expand the trial board hearing process to include both virtual and hybrid options, while continuing to reduce the number of back-logged requests.

2022 OUTCOMES

- Successfully launched first round of job analysis and validation studies for the critical and hard-to-fill positions of Office Assistant, Water Plant Operator, and Code Enforcement Officer.
- To support ongoing Dallas Police Department and Dallas Fire-Rescue Department sworn promotional needs, Civil Service successfully deployed video assessment centers, supporting over 600 hundred sworn employees.
- In partnership with Dallas Fire-Rescue Department, established and validated position requirements to create a Single Function Paramedic position and associated civil service assessment requirements.
- Revised and launched Civil Service Department website, highlighting department services, as well as employment and application information.
- In collaboration with the Department of Budget and Human Resources, created and launched City-wide hiring manager toolkit to provide hiring data and recruitment resources to support improved hiring outcomes.
- Successfully launched virtual and hybrid Trial Board and Administrative Law Judge hearing options for appellants, clearing all COVID-related Trial Board and Administrative Law Judge hearing backlogs.

01 | 

TALENT
ASSESSMENT

Develop, launch, and monitor operational deliverables promoting and advancing acquisition goals as established in the recently adopted City of Dallas Racial Equity Plan.

02 | 

TALENT
ATTRACTION

Further collaboration with the Department of Marketing to develop and launch a comprehensive marketing and branding campaign that highlights and builds awareness for City of Dallas talent opportunities.

03 | 

TALENT
ASSESSMENT

Continue efforts to partner with internal departments to identify critical and hard-to-fill positions and conduct candidate sourcing reviews, position analysis and modifications to enhance talent pools and meet hiring needs.

04 | 

OPERATIONAL
EXCELLENCE

Work with Information Technology Services and Human Resources to effectively assess current and future applicant tracking system needs and capabilities in preparation for migration onto a new applicant tracking system platform.

05 | 

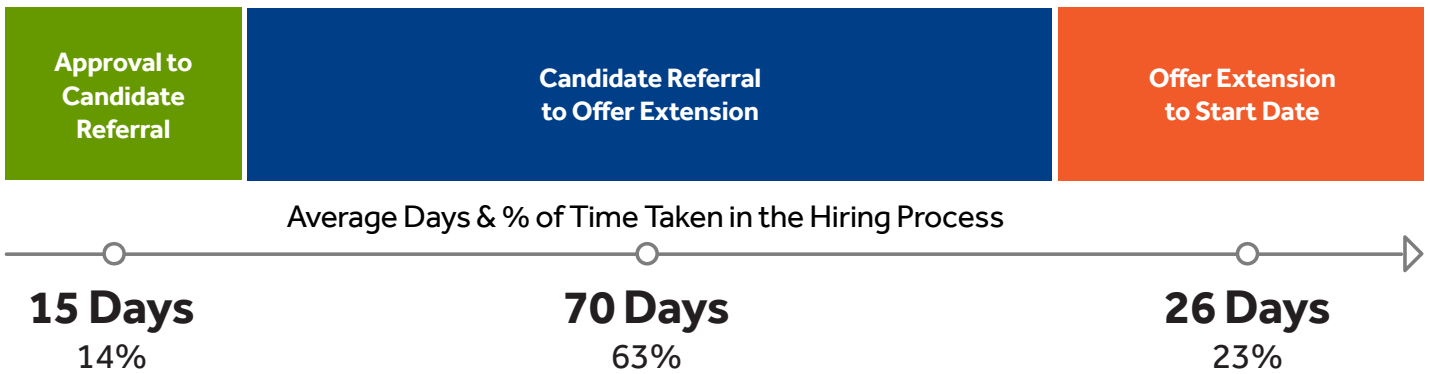
OPERATIONAL
EXCELLENCE

Continue departmental process improvement efforts to streamline the process and effectively manage the scheduling of Trial Board and Administrative Law Judge appeal hearings.

REQUISITION MANAGEMENT

Responsible Departments

- Civil Service
- Hiring Department & Human Resources
- Human Resources



Overall Requisition to Hire Process

	Step 1 <i>Requisition Approval to Candidate Referral</i>	Step 2 <i>Candidate Referral to Offer Extension</i>	Step 3 <i>Offer Extension to Candidate Start Date</i>
FY 18 -19	10 Days	75 Days	22 Days
FY 19-20	15 Days	56 Days	29 Days
FY 20-21	15 Days	70 Days	26 Days
FY 21-22	12 Days	50 Days	27 Days

CIVILIAN HIRING

Department	FY21-22	FY20-21	FY19-20	FY18-19
Dallas Water Utilities	320	318	271	283
Police - Civilian	184	311	73	128
Code Compliance Services	160	119	76	82
Public Works	99	89	55	77
Development Services	97	55	46	67
Aviation	90	87	54	97
Equipment & Fleet Management	83	71	86	44
Sanitation Services	78	51	33	45
Dallas Animal Services	77	64	57	80
Transportation	70	37	49	33
Court & Detention Services	37	65	28	44
Human Resources	35	26	20	24
Information & Technology Services	34	29	58	18
Fire - Civilian	32	11	28	34
Housing & Neighborhood Revitalization	26	10	17	25
Building Services	22	21	43	41
Planning & Urban Design	11	--	--	--
Civil Service	7	4	0	3
Convention & Event Services	5	3	2	13
Municipal Court - Judiciary	1	2	0	1
Park & Recreation	--	--	23	714
Management Services	--	--	10	80
Library	--	--	1	18
Trinity Watershed Management	--	--	--	1
Total	1468	1373	1030	1952

Hires made in FY 20-21 may be from candidates tested in FY 19-20

CIVILIAN HIRING

Top 10 Civilian Positions

<u>Title</u>	<u># of Hires</u>
Code Enforcement Officer II	71
Office Assistant II	47
Water Meter Technician	46
Water Meter Reader	39
Parking Enforcement Officer	39
911 Call Taker Trainee	37
Crew Leader (AVI, BSD, CCS, PBW, SAN)	30
Animal Services Officer I	28
Heavy Equipment Operator	28
Administrative Specialist II	28

Civilian Position Testing

Position	Scheduled	Tested	Show Rate%	Passed	Pass Rate%
911 CTT (Online)	544	230	42%	115	50%
OA (Online)	235	119	51%	82	69%
OA II (Online)	1087	449	41%	246	55%
Permit Clerk (Online)	368	214	58%	147	69%
Police Dispatcher (Online)	438	169	39%	98	58%
Police Reports Rep (Online)	215	122	57%	97	80%

Total	1303
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UNIFORM TESTING

Uniform Testing

Rank	Applications	Met Minimum Qualifications	Tested	Show Rate %	Passed	Pass Rate	Assessment Centers
Police Officer Trainee	3398	2013	1375	68.31%	1267	92.15%	N/A
911 Call Taker Trainee (Civilian)	945	544	230	42.28%	115	50.00%	N/A
Police Dispatcher (Civilian)	1028	438	169	38.58%	98	57.99%	N/A
Fire and Rescue Officer Trainee	1977	1408	1079	76.63%	901	83.50%	N/A
Candidate Physical Abilities Teast	N/A	901	237	26.30%	204	86.08%	N/A

Promotional Exams

Rank	Applications	Met Minimum Qualifications	Tested	Show Rate %	Passed	Pass Rate	Assessment Centers
Fire Battalion/	43	42	38	90.48%	33	86.84%	31
Fire Captain	113	113	87	76.99%	69	79.31%	scheduled
Fire Lieutenant	232	230	194	84.35%	144	74.23%	scheduled
Police Lieutenant	228	228	162	71.05%	140	86.42%	132
Police Sergeant	329	328	254	77.44%	236	92.91%	224
Police Senior Corporal	656	563	510	90.59%	451	88.43%	N/A
Total			4335				



UNIFORM HIRING

Uniform Hiring & Promotions

Fire - Uniform

127	Fire & Rescue Officer Trainee
20	Fire Prevention Officer Trainee

Police - Uniform

198	Trainee Police Officer
92	Police Senior Corporal
65	Police Sergeant
24	Police Lieutenant



HEARING ACTIVITY

Trial Board/Administrative Law Judge Appeals

Employees who have been demoted or discharged and have pursued all available hearing opportunities at levels defined in the Personnel Rules and Civil Service Rules may request a final administrative hearing before an Administrative Law Judge (ALJ) or a Trial Board that is comprised of one Civil Service Board member as Chair and two Adjunct Panel members. The ALJ and Trial Board panels are empowered to hear testimony and evidence from both the City and employee about the employee's demotion or discharge. It is a quasi-judicial process that results in a decision by the ALJ or panel as to whether the discipline is sustained or modified.

Members of the Civil Service Board and Adjunct Panel were assigned four Trial Boards that resulted in three terminations being sustained, and one hearing being cancelled. Civil Service held two Administrative Law Judge hearings that resulted in reinstatement to City of Dallas employment.

TB Assigned by Department:

Public Works – 1
Dallas Police Department – 3

ALJ Assigned by Department:

Code Compliance - 1
Courts and Detention Services- 1

Board Governance

Two new Civil Service Board members were appointed by the Dallas City Council during this fiscal year, Ms. Joan D. Smotzer and Ms. Angela K. Kutac.

Grievances/Complaints/Motions

Grievance appeal hearings are conducted by the Civil Service Board to consider current employees' complaints concerning an employee's working conditions that the employee claims have been adversely affected by a violation, misinterpretation, or misapplication of a specific law, ordinance, resolution, policy, rule, or regulation. The Civil Service Board did not consider any grievance appeal for a current City employee during this fiscal year.

Rehire Eligibility Appeal Hearings

Rehire eligibility appeal hearings are conducted by the Civil Service Board to consider former employees' requests to reapply for City jobs. The Board considers the reasons the former employee was unsuccessful in his/her previous employment with the City, assesses the person's work record in the two or more years since he/she has been gone from City service, and discusses the changes the former employee has made so that the same past behavior or circumstances will not be repeated. The conversation with the former employee is thorough and insightful, providing the Board with a basis to make an informed decision to grant or deny the request. The Civil Service Board considered five rehire eligibility appeals for former City employees. Three appeals were approved, one was postponed, and one appellant did not appear.

HEARING ACTIVITY

FISCAL YEAR HEARING CIVIL SERVICE BOARD TRIAL BOARD APPEALS

October 1, 2021 – September 30, 2022

(Includes demotion/discharge appeals)

Civil Service Board Members Hearings Assigned

Kyla G. Cole	1
*Shana Hope Khader	1
*Angela Kutac	0
Chandra Marshall-Henson	0
Glynn E. Newman	1
*Joan D. Smotzer	0
Terrence Welch	1

*Shana Hope Khader- Resigned 06/03/2022

*Angela Kutac – Appointed -10/13/2021

*Joan D. Smotzer – Appointed 10/5/2021

CIVIL SERVICE ADJUNCT PANEL TRIAL BOARD APPEALS

October 1, 2021 – September 30, 2022

(Includes demotion/discharge appeals)

Appointed Adjunct	Appointed by	Hearings
*John J. Cassen	Gates	0
Althea Harrington	Narvaez	1
*Casandra James	Blackmon	0
Thomas Jefferson	Callahan	1
Angela Kaye Kutac	Johnson	0
*Alendra Lyons	Bazaldua	1
Bridgett Mitchell	Mendelsohn	0
Javier Perez	Resendez	1
Curtis Pierre	Arnold	1
Anjulie Ponce	West	0
*Calvin Robinson	Atkins	1
*Jacqueline Staley	Medrano	0
*James Early Watkins	Moreno	0

*John J. Cassen – End of term 06/30/2022

*Cassandra James – Appointed 10/05/2021

*Alendra Lyons- Reappointed – 08/03/2022

*Calvin Robinson – Holdover

*Jacqueline Staley – End of term 06/30/2022

*James Early Watkins – Appointed – 08/03/2022

ADMINISTRATIVE LAW JUDGE

Administrative Law Judge

*Lakisha M. Thigpen

*James E. Urmin, Sr.

*Karen R. Washington

* Current contract extended to December 31, 2022

Contract Term

January, 2021 - December, 2022

January, 2021 - December, 2022

January, 2021 - December, 2022

Hearings Assigned

0 hearings completed

1 hearings completed

1 hearings completed