

Memorandum

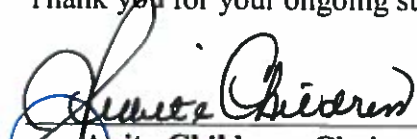


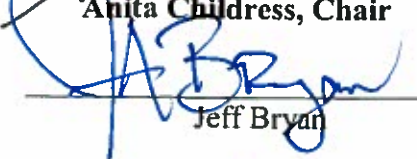
DATE March 2, 2016


TO Mayor Mike Rawlings and
Members of the City Council


SUBJECT FY 14-15 Annual Report

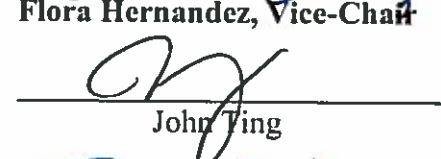
Enclosed please find the Civil Service Board's Annual Report for fiscal year 2014-2015. This is a summary of the many activities, initiatives, and accomplishments during this time. We hope that you will contact us if you have any questions at all. Thank you for your ongoing support.



Anita Childress, Chair


Jeff Bryan


unavailable to sign
Sharon Van Sell


Flora Hernandez, Vice-Chair


John Ting


Terrence Welch


David Wilkins

Patricia Marsolais, PHR, SHRM-CP, IPMA-CP, CBM, CSSBB, CLSSS
Secretary
Civil Service Board

- c: Members of the Civil Service Board
A. C. Gonzalez, City Manager
Ryan S. Evans, First Assistant City Manager
Eric Campbell, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Craig D. Kinton, CPA, City Auditor
Warren M.S. Ernst, City Attorney
Rosa A. Rios, City Secretary
Administrative Judge Daniel F. Solis, Judiciary
Members of the Civil Service Adjunct Panel
Administrative Law Judges
Aych Powers, Executive Assistant City Attorney
Elsa Cantu, Assistant to the City Manager

**ANNUAL REPORT TO THE CITY COUNCIL
BY THE
CIVIL SERVICE BOARD**

**FOR THE TERM
October 1, 2014 – September 30, 2015**

Members of the Civil Service Board

Anita Childress, Chair
Flora Hernandez, Vice-Chair (Elected Vice-Chair January 6, 2015)
Sydney Miller, Vice-Chair (Resigned from Board January 6, 2015)
Jeff Bryan
Johnny Clark (Term ended November 2, 2015)
John Ting
Albert Turner (Term ended September 30, 2015)
Sharon Van Sell
Terrence Welch
David Wilkins

**Patricia Marsolais
PHR, SHRM-CP, IPMA-CP, CBM, CSSBB, CLSSS
Secretary to the Civil Service Board**

CIVIL SERVICE BOARD

KEY FUNCTIONS

Merit System:

As authorized by Chapter XVI of the City Charter, the Civil Service Board is empowered to adopt, amend and enforce a code of rules and regulations subject to Council ratification to ensure employment and promotion based on merit and fitness.

Screens and Certifies Eligible Candidates for Hire:

The Board, through the Civil Service Rules, regulates the design of personnel selection methods to ensure fairness and effectiveness in selection of applicants for City employment. Under the direction of the Board, the Civil Service Department reviews, evaluates and qualifies applicants for 90% of the positions in the City's workforce and refers qualified candidates to hiring managers for interview and selection.

Appeals Process:

The Board provided an objective forum through which employees and applicants can appeal charges of discrimination and misinterpretation or misapplication of Civil Service rules. The Board, serving with the members of the Civil Service Adjunct Panel, administers the Trial Board hearing system to provide due process for those employees who are terminated or demoted. Staff provides assistance to Administrative Law Judges in hearings under their jurisdiction.

GUIDING PRINCIPLES

- The citizens of Dallas deserve employees of the City who are competent to perform the duties of their positions without regard to political influence.
- Employees of the City and applicants for City employment deserve to be considered for employment and promotion based only on their individual merit and fitness without regard to race/national origin, age, religion, gender, marital status, sexual orientation, disability, political opinions or affiliations. Physical impairments should be considered in employment only as they may affect the performance of the essential duties of the position sought.
- Employees must be treated with dignity and fairness in discipline, termination, reduction in force, promotion, transfer and assignment.

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SUMMARY OF ACTIVITIES

A. NOTABLE STAFF ACTIVITIES

RECRUITMENT

Eligible Lists

- Implemented NEOGOV's "autoscore" function to automate the applicant screening process. Auto-scoring is most commonly used to automate the process of screening applicants for desirable qualifications. The autoscore function requires the establishment of a series of job specific questions in order to evaluate an applicant's satisfaction of the required qualifications. The use of autoscore resulted in the following benefits:
 - Significantly decreased the time it takes to screen candidates for the necessary qualifications.
 - Reduced the time to refer eligible lists to hiring authorities from three months to fewer than three weeks.

Civil Service recommended and the City Council approved the request to change the length of time a candidate can remain on an eligible list for civilian positions. Candidates may remain on a list for six months instead of six months for external candidates and one year for internal candidates. This change ensures that hiring managers consistently receive fresh and active lists of candidates.

Applications

- Enhanced the success in recruiting for hard-to-fill positions by working with hiring authorities to post 83 classifications as open continuous.
 - Revised/updated the minimum qualifications for positions
 - Assisted in posting jobs in trade magazines
 - Extended postings from one week to continuous, until a sufficient pool of qualified candidates were provided to the hiring authorities.

This type of posting helped expand the pool of candidates in many critical jobs (e.g. 911, IT, Engineers, and Heavy Equipment Operators).

Additionally, the format of the minimum qualifications was changed to make job requirements clearer to the applicant. Added or revised almost 400 sets of qualifications to be more job specific so that hiring authorities could more easily identify the best qualified candidates to consider.

Requisitions

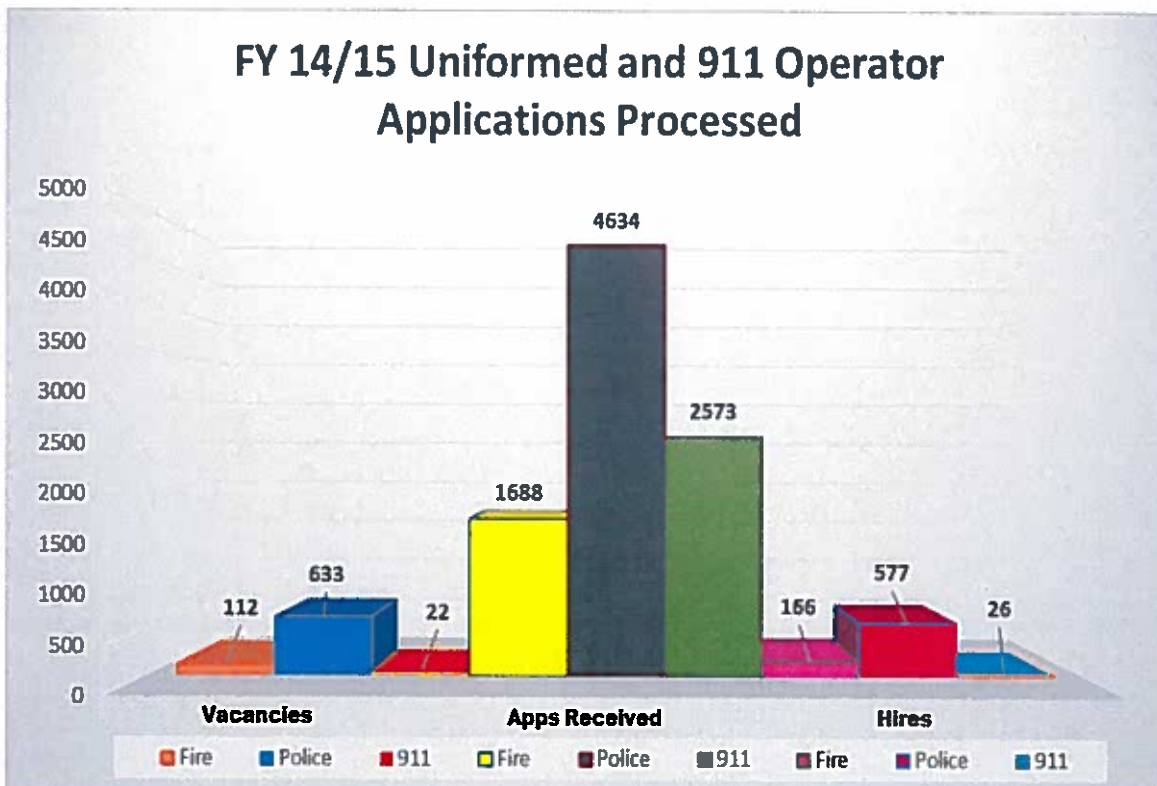
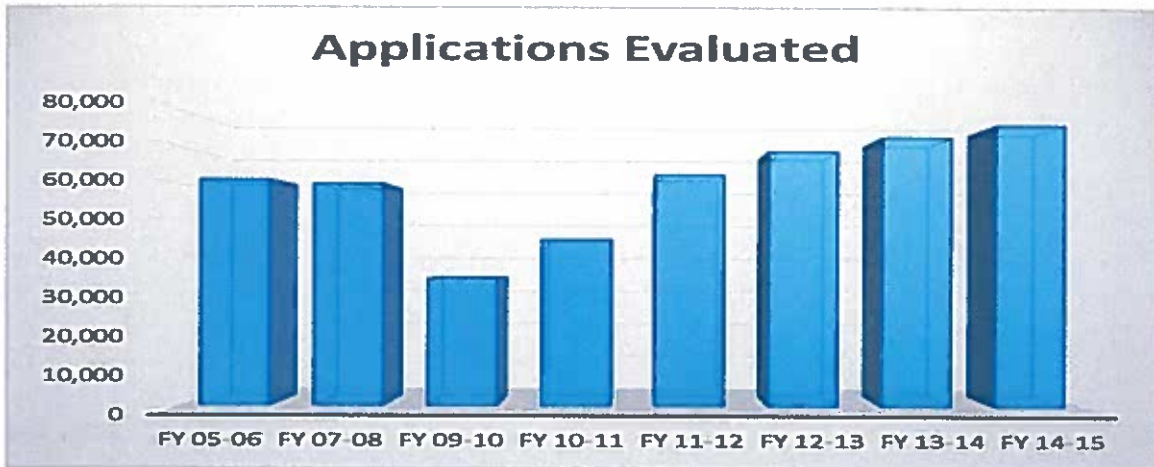
- Civil Service worked with Human Resources to decrease the number of required approvals on requisitions. With the City Manager's approval, this process change was put into effect immediately.

A. NOTABLE STAFF ACTIVITIES *(continued)*

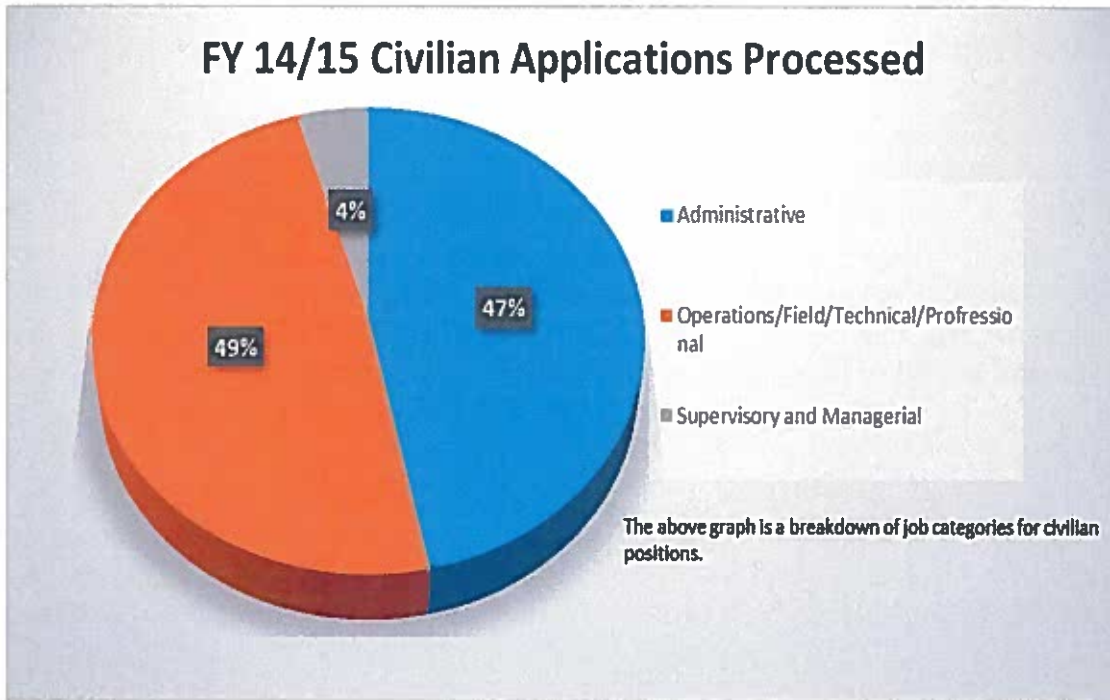
- Reduced the Service Level Agreement to process requisitions from five to ten business days to three to five business days.

Conclusion

- Staff processed 81,914 applications for employment. This represents a 12.2% increase over fiscal year 2013-2014. Working with hiring managers, the Civil Service Department reviewed, autoscored, evaluated and prepared lists of eligible candidates to fill 2,126 requisitions for promotional and open positions.



A. NOTABLE STAFF ACTIVITIES (continued)



Administrative	e.g., Customer Service Representative, Customer Service Agent, Administrative Specialist, Office Assistant
Operations/Field/Technical /Professional	e.g., Crew Leader, Water Field Representative, Library Associate, Security Officers
Supervisory and Managerial	e.g., Manager I – III and Supervisor I - IV

JOB ANALYSES PROJECTS

911 Call Taker Trainee: Analyzed the 911 Call Taker Trainee job to determine the critical knowledges, skills, and abilities needed to successfully perform the duties of this job. The 911 Call Taker position is a hard-to-fill position that has a high turnover rate. The information obtained during this analysis will help determine the minimum qualifications, test, and interview questions so that the best candidates are considered and hired.

Fire Uniform Ranks: Initiated comprehensive job analyses for 10 Fire uniform ranks to ensure that current processes and procedures are reflected in the entry level and promotional tests. The last in depth job analyses were conducted over 10 years ago and do not reflect the changes made to the fire service industry. These job analyses will ensure that the Fire Department can hire a more knowledgeable workforce. Job analyses are being conducted for the following ranks:

- | | |
|-----------------------------|---------------------------------|
| Fire Rescue Officer Trainee | Fire Prevention Officer Trainee |
| Driver Engineer | Senior Fire Prevention Officer |
| Fire Rescue Lieutenant | Fire Prevention Lieutenant |
| Fire Rescue Captain | Fire Prevention Captain |
| Fire Rescue Battalion Chief | Fire Prevention Section Chief |

A. NOTABLE STAFF ACTIVITIES (continued)

Water Field Representative II E: Evaluated this position to update the current testing process. The new testing process will include three components: 1) a written test, 2) customer service and leadership writing exercises, and 3) an interview. These components will be based on the results of a comprehensive job analysis. During the job analysis process, Water Department hiring managers stated they were very happy with the service the Civil Service Department provides them and look forward to the additional recommendations suggested in an effort to get the best qualified candidates.

Office Assistant B: Appraised this classification to determine the most important skills, knowledges, and abilities required for this job so that hiring managers can select applicants' whose skills meet their business needs.

Office Assistant II D: Initiated a study of the Office Assistant II D position to develop job-related assessments (e.g., tests, interview questions, minimum qualifications, etc.) to assist departments in hiring the best candidates.

TECHNOLOGY INITIATIVES

Video Recording of Assessment Centers

Investigated the use of technology in the assessment center process, especially the use of video recording by observing the video recorded assessment center process for the City of Columbus, Ohio, as well as obtaining a consultant to study the use of video recording for the City of Dallas.

An assessment center consists of a standardized evaluation of behaviors such as problem solving, customer service, conflict resolution, management and supervisory skills, and leadership that cannot be measured with a multiple-choice examination. Raters are brought in from other cities to rate City of Dallas candidates for police and fire promotional ranks.

Computerized Testing

Began the transformation of the written examination process to a computerized environment by purchasing computers and transferring existing civilian paper-and-pencil tests to a computerized testing program.

Software Purchases

Acquired and upgraded software designed to aid staff in conducting business processes faster and more efficiently. Such software included:

- Gravic. This software will be used primarily in the assessment center process. The software allows the user to design and print fill-in-the-bubble forms for surveys, tests, assessments, etc. using plain paper. The forms can then be scanned using an image scanner or multi-function printer and the data analyzed.
- SPSS. The department purchased a second license for SPSS (Social Package for Social Sciences) to allow more than one person to conduct statistical analyses at the same time.
- Software programs such as CritiCall Dispatcher Test, and ParTest and ParScore which allow

A. NOTABLE STAFF ACTIVITIES (continued)

the development and scoring of paper-and-pencil tests used primarily for Police and Fire examinations.

QUALITY MANAGEMENT

CPS HR Consulting Study of the City of Dallas' Hiring Process

- Recommendation: Conduct planning meetings with departments, especially for hard-to-fill positions and consider having more positions posted on a continuous recruitment basis.

Action: Identified and posted hard-to-fill positions on a continuous basis so departments will have a sufficient number of applicants to assess.

- Recommendation: Offer department-wide training on the requisition process as well as add online tutorials to broaden training availability

Action: Conducted training, in conjunction with the Human Resources Department, on the requisition process for managers and supervisors. Conducted training for employees regarding submitting applications.

Expanded training opportunities by placing tutorials on the requisition process online for easy access.

- Recommendation: Streamline the requisition process by reducing the number of required approvals.

Action: Streamlined the submission of a requisition to the Civil Service Department by eliminating the approval from the City Manager's Office and reducing approvals in departments where appropriate.

ISO 9001-2008 Certification for the Test Development and Validation Division

Initiated the ISO 9001-2008 Certification process to demonstrate the ability to consistently provide products that meet customer needs and applicable statutory and regulatory requirements, and enhance customer satisfaction.

Developed and revised policies and procedures to ensure compliance with department standards, reduce/eliminate potential errors, and deliver excellent customer service.

Communicated progress and decisions made via monthly management review meetings and Quality Management System bulletins.

Lean Six Sigma Project

Analyzed the Former City Employees' (FCE) work flow process to reduce the process time and cost. One staff member was trained in the inaugural City of Dallas Lean Six Sigma Green Belt.

A. NOTABLE STAFF ACTIVITIES (continued)

Lean Six Sigma is a strategic business methodology that focuses on customer satisfaction, cost, quality, process speed and the elimination of waste in a process. The program training consisted of 80 hours of instruction on Lean Six Sigma methodologies. At the end of the classroom phase of the program, a work flow process was identified for analysis and improvement. The first part of the employment application review process, which consists of reviewing former City employees' (FCE) personnel files for determining rehire status, was chosen as a starting point for an overall application process improvement. A team made up of Civil Service staff was selected to map the process and identify variables that effect a positive or negative outcome. Several areas were identified as problem areas, including steps that could be eliminated. A new process map was created which should drastically decrease the amount of staff time spent on the FCE review process. The changes in the process are planned to commence during the last half of November 2015.

TRAINING

NEOGOV Training Conference-October 2014.

Implemented the following features that were presented at the conference.

Employed the autoscore feature of NEOGOV to automatically and quickly assess whether candidates met the minimum job qualifications so they can be further evaluated and referred to the hiring authorities.

Utilized the Automatic Candidate Referral feature of NEOGOV to refer candidates, without Civil Service evaluation, to non-Civil Service departments for seasonal employment.

IPMA-HR Annual Conference-September 2015.

Staff attended sessions to maintain and enhance the knowledge and skills needed to deliver professional service and contribute to increased public confidence. Sessions included Revolutionizing Government Recruiting, and Innovation Through Inclusion: A Case Study – The City of Dallas Texas.

Two staff members received their certifications (October 2014) and two attended certification classes (September 2015). The IPMA-CP certification is focused on the public sector and is competency-based. It is a designation that symbolizes excellence as an HR expert, a business partner, a leader and a change agent in the field of human resources and shows commitment to the profession.

HR Certification Institute.

The Secretary to the Civil Service Board was granted recertification as a (PHR) by the HR Certification Institute. The PHR certification demonstrates mastery of the technical and operational aspects of HR practices and U.S. laws and regulations.

A. NOTABLE STAFF ACTIVITIES (continued)

The Society for Industrial and Organizational Psychology (SIOP) Annual Conference-April 2015.

This conference was a great benefit to the department as it allowed staff to stay abreast of current trends in the field of test development as well as identify practices and concepts to consider incorporating into the department's operations. Some of the topics covered were General Performance Effects in Assessment Center Ratings, Issues and Technology Advancements in Test Development, Workplace Technology Implementation, and Assessment Center Redux: There's No One Best Way, Can Computers Score Essays As Well As Raters, Harnessing Technology to Facilitate Interviewing, and Non-Traditional Interview Questions.

The International Personnel Assessment Council (IPAC) Annual Conference-July 2015.

Attendance at this professional research conference allowed staff to keep up with the latest research and recently developed, innovative practices in the field of industrial and organizational psychology. Some of the topics covered were Situational Judgment Tests in Action, Assessment Center Best Practices and Innovations, Video-Based Testing, Collecting Multiple Measures in a Single Assessment, Hiring in the Fast Lane, Developing Written Exams and In-basket Exercises, and Statistical Approaches for Measuring Adverse Impact and Banding.

The Dallas Area Industrial Organizational Psychologists (DAIOP) Meeting-March 2015.

The meeting focused on the evolving world of personality testing. A panel of experts discussed the recent changes in personality testing and client concerns regarding fairness. DAIOP is a group of practitioners and academics in the Dallas/Fort Worth Metroplex area who share a common interest in industrial/organizational psychology.

TESTING

Uniform Testing

The Civil Service Department assisted the City of Dallas in obtaining and maintaining a knowledgeable workforce that allowed the City to carry out its obligations and cultivate citizen trust and satisfaction. The following job related tests were developed/administered to aid the Fire and Police Departments in hiring the most qualified applicants for City jobs.

Fire

- Fire Rescue Officer Trainee
 - No. of applicants tested (written exam) 718
 - No. of applicants tested (CPAT) 358
 - No. of applicants hired 108

- Fire Rescue Driver Engineer
 - No. of candidates promoted 24

A. NOTABLE STAFF ACTIVITIES (continued)

○ Fire Rescue Lieutenant No. of candidates promoted	8
○ Fire Rescue Captain No. of candidates promoted	5
○ Fire Rescue Battalion Chief No. of candidates promoted	3
○ Fire Prevention Officer Trainee No. of applicants promoted	18

The Fire promotional exams and Fire Prevention Officer Trainee exam were administered in prior fiscal years. Promotions were made from these eligible lists.

Police

○ Police Officer Trainee No. of applicants tested No. of applicants hired	981 207
○ Police Senior Corporal No. of candidates tested (written exam) No. of candidates promoted	579 313
○ Alternate Police Senior Corporal Written Exam (The written exam was administered to a candidate who returned from active military duty.) No. of candidates tested	1
○ Police Sergeant No. of candidates promoted	44
○ Police Lieutenant No. of candidates promoted	5

The Police Sergeant and Lieutenant promotional exams were administered in prior fiscal years. Promotions were made from these eligible lists.

Civilian Testing

In addition to Police & Fire positions, the Civil Service Department also addresses testing needs for Civilian classifications. In particular staff administered tests to 2,729 applicants for the following positions to enable departments to hire the most qualified applicants for City jobs:

A. NOTABLE STAFF ACTIVITIES (continued)

Office Assistant B	Apprentice Water Plant Operator
Office Assistant II D	Inspector II Code
911 Call Taker Trainee	Customer Service Representative
Police Dispatcher	Customer Service Agent
Storekeeper II	Water Meter Reader
Security Officer	Water Field Representative

Summary

The Civil Service Department ensures a knowledgeable workforce that can carry out business practices in a professional, ethical and transparent business environment by assessing applicants' job skills and abilities through job-related examinations.

Uniform examinations (written)	2279
Uniform examinations (CPAT)	358
Civilian examinations	2729
 Total Number of Examinations Administered	 5366

OUTREACH

Increased access to applicants and enhanced applicants' ability to acquire information about the employment process and the City of Dallas as well as complete applications by engaging in a number of outreach opportunities such as job fairs and off site testing. Staff participated in the following job fairs:

Veterans Job Fair-SW Workforce Center,
ITT Tech Job Fair,
Paul Quinn Community Center Job Fair,
UNT Meet & Greet,
Texas Veterans Community Job Fair,
Great Community Baptist Church Job Fair,
Employment Ability Career Expo,
as well as job fairs for the entry-level ranks for the Police and Fire Departments.

Staff traveled with the Police Department to assist in recruiting efforts by administering the Police Officer Trainee examination in Fort Hood, Texas.

MISCELLANEOUS

Employee Advisory Council (EAC)

Staff served on an EAC to help ensure equality of treatment and opportunity for employees. EACs were created to promote morale, a positive work environment, and encourage active participation in the decision-making process. EACs are dedicated to promoting career advancement, professional development, as well as serving as a channel of communication between employees and the leadership team.

A. NOTABLE STAFF ACTIVITIES (continued)

Diversity Roundtable

Staff participated in the City's efforts to address diversity throughout the City. The Office of Ethics and Diversity established a Diversity Roundtable comprised of employees who represent each City Department. The members of the Roundtable are charged with making recommendations on how to address diversity throughout the City.

Open Records

Staff process twenty open records requests and subpoena requests to comply with transparency in government.

IPMA-HR Awards Committee

Staff participated on the 2015 IPMA-HR Awards Committee. This committee is responsible for evaluating the nominations for the association's annual Honorary Life Membership and the IPMA-HR Awards for Excellence submitted by the general membership and making recommendations to the Executive Council.

B. 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 is 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 to five Trial Boards that resulted in two terminations being sustained, one dismissed, one reinstatement, one motion for a rehearing denied, and one settlement.
- Administrative Law Judges were assigned to three hearings resulting in two terminations being sustained and one case settled after phase I of the hearing.

C. BOARD ACTIVITIES

BOARD GOVERNANCE

- The Board proactively oversaw departmental operations including emphasis on development of performance standards, stake holder satisfaction, process improvements, and technological enhancements.

C. BOARD ACTIVITIES (continued)

- CPS Human Resource Consulting Representatives Geralyn Gorshing and Niki Polk briefed the Board on the findings and recommendations contained in the 2014 report on City of Dallas hiring practices. CPS was commissioned by the City Manager to review the hiring process for city positions. The study covered the process from the initial position requisition through selection and onboarding of the individual chosen for the job. Ms. Gorshing is director of marketing and client project manager for CPS. Ms. Polk was the project manager and main consultant for the Dallas study.

Ms. Polk described the steps of the study from gathering data on how the process currently works, holding focus groups with hiring managers from city departments, and sending out a survey to NEOGOV Workforce Management System users to collect data on all facets of the process. In analyzing the data, mapping out the current process and developing recommendations, CPS drew upon other experienced personnel in its organization to form a project team with a good cross-mix of talent.

Major themes and recommendations that emerged from the study were in part:

1. Commitment on the part of Civil Service (CVS) and Human Resources (HR) representatives to improve the process and become more customer-centric.
 2. Confusion on the part of hiring managers as to whether CVS or HR handles an assigned task. This leads to varying levels of satisfaction with the current process. Regular training of supervisors and managers is suggested.
 3. More positions and/or classifications should be considered across the board.
 4. Gaps in communication exist between CVS and HR. Both departments need to do a better job of presenting a united front.
 5. Both CVS and HR have a position description questionnaire (PDQ) in order to collect information about the duties of the job and the needed skills and abilities to perform it. Reconciliation of the PDQ issue should be explored.
- The Board received detailed monthly updates from staff on steps taken to comply with the CPS recommendations.
 - Board member Flora Hernandez was elected Vice-Chair on January 6, 2015 to replace Sidney Miller who resigned from the Board due to health reasons. The Board thanked Mr. Miller for his many years of dedicated service to the Board and the citizens of Dallas.
 - The Board undertook a thorough review of the Criminal Convictions Matrix used in the evaluations of candidates recommended for hire in Civil Service departments. The Matrix was first adopted by the Board in the 1990s and modified in 2004. The Matrix falls within the jurisdiction of the Board based on City Charter mandates. The Chair had been contacted by a member of the City Council who requested the Board take a fresh look at it to ensure it was not prohibitive in employing past offenders. Civil Service and Human

C. BOARD ACTIVITIES (continued)

Resource Department staff briefed the Board on the matter in several meetings throughout the year. The Board worked thoroughly on the issues surrounding the Human Resources Department as a starting point for the review. Lengthy discussions took place in November 2014, May, June, August, and September 2015. After consideration of all information and discussion the Board approved revisions to the Matrix. A copy of the revised Matrix and detailed explanation of the changes to it are in the appendix.

- The Board considered Chief Bright's request to extend the Fire Operations Battalion Chief list for another 90 days after its expiration on January 2, 2015. In his comments explaining the request, the Chief related the need for the extension to the tragic death of a firefighter in a motel fire. An investigation was conducted into the events at the fire, and recommendations were made on how the department can improve its processes to keep personnel safe at a fire scene. One recommendation was to establish a dedicated safety officer who responds to every fire. This would include potentially promoting six additional Battalion Chiefs. By extending the list the Chief will have the needed time to consider and implement this recommendation. The Board voted unanimously to extend the list.
- The Board considered Chief Brown's request to extend the eligibility list for Police Lieutenant for another year beyond its scheduled expiration of January 29, 2015. Assistant Police Chief Tom Lawrence explained the reasons for requesting the extension. The current list has been in effect for 18 months. With pending closure to the DROP program (Deferred Retirement Action Program) at the end of March it is possible that employees who become eligible for the program and cannot enroll in it will opt to retire. If this occurs it will have a significant impact on promotional opportunities to the rank of lieutenant. Chief Martinez noted that there are 58 candidates left on the list. Chief Lawrence explained that the DROP Program allows an officer to retire on duty while continuing to work for the department and contribute to the pension plan. The pension an officer would have been authorized at the time goes into the DROP system. It is, in essence, a type of annuity that is managed by the pension fund. The Chair asked if the department is doing anything to forestall the potential impact of closing off DROP. Chief Lawrence indicated that there really wasn't anything that could be done because it's in the hands of the pension board at this point. The Chief added that the department is going to revisit the possibility of a lateral program where officers will be in the academy for 36 weeks after coming from another department. This will not help with the loss of mid-level officers such as Lieutenants though. The Board voted unanimously to extend the eligible list for another year.
- The Board Vice-Chair worked closely with the staff to develop aspirational goals and objectives that challenged the status quo and are more strategic in nature. The driving force is the CPS hiring practices report and the provision of timely eligible lists to departments for open positions.
- The Board considered a change in Civil Service Rule IX Section 2. REGISTER OF ELIGIBLES. The change arose out of a recommendation in the CPS Hiring Practices Report that eligible lists of candidates be six months in length instead of six months for external candidates and one year for internal candidates. A robust discussion took place about the ramifications of this change, its impact on existing lists, and the workload

C. BOARD ACTIVITIES (continued)

implications for Civil Service. A public hearing was held to receive comments on the proposed change. The only comment on the proposed change was a written communication from the Black Employees Support Team (BEST) President Beverly Davis expressing BEST's opposition to the modification. After closing the public hearing the Board unanimously approved the proposed wording. The matter will be forwarded to the City Council for final review and approval.

- Televising the Board meetings began with the August meeting.
- The Board discussed the vacancies on the Adjunct Panel with City Secretary Rosa Rios. The Vice-Chair addressed the Council on August 5, 2015 to encourage Council members to appoint members to the Civil Service Board and Adjunct Panel.
- The Board considered the matter of retired firefighter Glenda Eller's April 23, 2015 letter requesting reinstatement from disability retirement to the position of firefighter pursuant to Civil Service Rule XXV. The matter was discussed at several meetings. The Board requested the Police and Fire Pension Board provide complete medical documentation and records of Ms. Eller's condition. It also requested Ms. Eller furnish records of independent medical evaluations she has obtained. After a thorough review of the information provided and a discussion with the Pension Board Council and Representative as well as Ms. Eller, the Board directed Ms. Eller to take the Fire Candidate Physical Ability Test (CPAT) to confirm her fitness to do the job.

GRIEVANCES/ COMPLAINTS/ MOTIONS

- The Board heard the grievance appeal of Driver Engineer Allen Thornton of the Dallas Fire-Rescue Department on October 7, 2014. In his grievance Driver Engineer Thornton claimed that the Civil Service Department violated Rule XIV, PROMOTIONS Section 6 of the Dallas Civil Service Rules when one or both of his assessors were allegedly sleeping before or during his oral presentation on March 26, 2014 as part of the three day assessment center for Fire Operations Captain. The grievance was dismissed on the basis of being untimely. The Chair stated that there is an interest in this issue and the Board would like to explore it in a less formal proceeding.
- The Board heard the grievance appeal of Senior Corporal Derrick Banks of the Dallas Police Department on November 5, 2014. Corporal Banks asserted that the Civil Service Department violated Civil Service Rule VIII, Conduct of Examinations, Section 2 when it disqualified him from taking the Sergeant promotional examination for bringing a cell phone into the examination room despite multiple advisements not to do so. The Board denied Corporal Banks' grievance on his failure to meet the burden of proof.
- The Board considered Fire Driver Engineer Allen Thornton's motion for a rehearing of his October 7, 2014 grievance on January 6, 2015. After hearing arguments from both sides, the Board voted unanimously to deny the motion for rehearing.
- The Board heard the grievance appeal of Senior Contract Compliance Administrator Kojo Nkansah of the Housing and Community Services Department on March 5 and June 2,

C. BOARD ACTIVITIES (continued)

2015. In his grievance Mr. Nkansah claimed that the Housing and Community Services Department discriminated against him when it made interim appointments to a Manager III and Manager II position. After hearing testimony and evidence for two days the Board ruled that Mr. Nkansah did not establish by a preponderance of the evidence the existence of discrimination based on protected classes as it affected his training, promotion, advancement, or transfer.

- The Board heard the grievance appeal of Bright Siaw-Afriyie on February 4 and March 3, 2015. In his grievance Mr. Siaw-Afriyie claimed the Communication and Information Services (CIS) Department discriminated against him in violation of the City of Dallas Personnel Rules, Section 34-35 (a) and (b) when it did not promote him to Project Manager III. Based on the testimony and evidence presented on two hearing days the Board determined that the grievant did not establish by a preponderance of the evidence that he was discriminated against as it related to the promotional issue.
- The Board heard the grievance appeal of Senior Contract Compliance Administrator Jacqueline Jones of the Housing and Community Services Department on April 7, 2015. Ms. Jones claimed that the Housing and Community Services Department discriminated against her in violation of the City of Dallas Personnel Rules, Section 34-35, (a) and (b), Fair Employment Practices, when it made interim appointments for a Manager III position and a Manager II position on June 26, 2013 and July, 10, 2013 respectively. The Board moved to deny the grievance for lack of jurisdiction. The Board was without jurisdiction to hear the grievance because it did not have a request for a hearing at its level that met the specific requirements outlined in the Personnel Rules for doing so.

REHIRE ELIGIBILITY APPEAL HEARINGS

Rehire eligibility appeal hearings are conducted by the Civil Service Board to consider a former employee's request to reapply for City jobs. The Board takes into account 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 three rehire eligibility appeals for former City employees. All were approved.

Civil Service Board's Annual Report

Summary of Activities

	2014 – 2015 Actual	2015 - 2016 Estimated
<u>Application Processing</u>		
No. of Applications Processed	81,914	77,000
No. of Applicants Tested (Civilian & Uniform written examinations)	5,008	5,500
No. of Positions Filled (permanent)*	2,627	1,500

	2014 – 2015 Actual	2015 - 2016 Estimated
<u>Test Development Projects for Uniform and Civilian Services</u>		
No. of Civilian Examinations	0	7
No. of Uniformed Written Examinations	2 [^]	2 [^]
No. of Job Analyses* Completed	1	18*
Total Test Development Projects	3	27
Miscellaneous Projects**	6	6
No. of Fire Physical Ability Tests***	358	400

*The Civil Service Department does not control the number of vacancies submitted per requisition.

[^]The number of uniform written examinations and assessment centers may increase as officers return from temporary military service and take a comparable examination based on the Uniformed Services Employment and Reemployment Rights Act (USERRA).

*A job analysis is a process used to identify the essential skills, knowledge, abilities and personal characteristics of jobs. This information is then used as a basis for developing job related selection instruments as required by federal and other statutes.

Job analyses are slated for 10 Fire uniformed ranks. These job analyses will be conducted by an outside agency. Job analyses are also planned for 4 Police uniformed ranks. These job analyses will be conducted by an outside agency.

****Staffing efforts will also focus on departmental records retention and organization, establishing standard operating procedures, computerizing written civilian examinations, pursuing ISO certification, technology initiatives, Request for Confidential Sealed Proposal Process for Police job analyses, and departmental testing.**

*****The physical ability test includes tasks that evaluate several different aspects of a candidate's physical ability such as agility, strength, coordination, balance and stamina. These tests are administered at an off-site facility arranged by the Fire Department to candidates who have passed the written examination.**

**Civil Service Board
Fiscal Year Activity Report
October 1, 2014 – September 30, 2015**

Trial Board Appeals
(These include demotion/discharge appeals)

<u>Civil Service Board Members</u>	<u>Hearings Assigned</u>
Anita M. Childress, Chair	0
*Sidney Miller, Vice-Chair	2
Jeff Bryan	1
Johnny L. Clark	1
Flora M. Hernandez	1
Albert T. Turner	1

*Mr. Miller resigned January 7, 2015

**Civil Service Adjunct Panel
 Trial Board Activity
 October 1, 2014 – September 30, 2015
 Trial Board Appeals
 (These include demotion/discharge appeals)**

<u>Adjunct Panel</u>	<u>Appointed By</u>	<u>Hearings</u>
Darryl Baker	Griggs	2 hearings
John J. Cassen	Margolin	1 hearing
Virgil Lang	Allen	0 hearings
Elizabeth Mast	Kingston	0 hearings
Michael Przekwas (Resigned 02/19/2015)	Medrano	0 hearings
Robert Murphy (Appointed 01/07/15)	Greyson	1 hearings
Calvin Robinson	Atkins	2 hearings
John Ting (Moved to Board on 11/01/2015)	Callahan	2 hearings
Sharon L. VanSell	Alonzo	1 hearings
Terrence Welch (Moved to Board on 10/01/2015)	Kleinman	3 hearings

**Administrative Law Judge
Appeal Activity
October 1, 2014 – September 30, 2015
(These include demotion/discharge appeals)**

<u>Administrative Law Judge</u>	<u>Contract Term</u>	<u>Hearings Assigned</u>
Willie Crowder	January, 2014 - December, 2015	1 hearing completed
Douglas Lapidus	January, 2014 - December, 2015	0 hearings completed
Kelsie McQuieter	January, 2014 - December, 2015	0 hearings completed
LaKisha Thigpen	January, 2014 - December, 2015	1 hearing completed
James Urmin, Sr.	January, 2014 - December, 2015	1 hearing completed* (After testimony in phase I the parties agreed to settle)

**ALJs were requested to be the hearing officer at three hearings during this fiscal year. Two of the hearings were sustained and one was settled.*

Appendix

PRIOR CONVICTIONS – ELIGIBILITY WORKSHEET (Civil Service Rule VI, Sec 6A) (Approved September 1, 2015)
 (Departments may have higher standards based on the nature of assignments.)

NATURE/STATUS OF CONVICTION	Barred Until Resolved	Eligible to apply after a seven (7) year waiting period ¹ with two (2) year documented stable ² work history within five (5) years prior to application. ³	Eligible to apply after a five (5) year waiting period ¹ with two (2) year documented stable ² work history within three (3) years prior to application. ³	Eligible after a two (2) year waiting period ¹ with two (2) year documented stable ² work history. ³	Review on a case-by-case basis	Review for Job Relatedness
FELONIES (List A) (attached)		X				X
FELONIES (List B) (attached)			X			X
FELONIES AND MISDEMEANORS (List C) (attached)				X		X
OTHER MISDEMEANORS (List D) (attached)						X
PENDING CHARGES and DEFERRED ADJUDICATION for CHARGES on Lists A & B AND Felonies on List C (attached)	X					
PENDING CHARGES and DEFERRED ADJUDICATION for Misdemeanor Charges on List C (attached)					X	X
PENDING CHARGES and DEFERRED ADJUDICATION (List D) (attached)						X

1 Wait time begins from the later of the following dates: 1. The release from prison/jail; or 2. The date of disposition/conviction of crime
 2 Stable employment has been defined as having no more than three different employers during a two-year period.
 3 Work history requirement can be earned concurrently with the wait time

List A (Felonies)	List B (Felonies)	List C (Felonies & Misdemeanors)	List D (Other Misdemeanors)
<ul style="list-style-type: none"> • Arson • Aggravated Assault • Bribery • Burglary • Child Molestation • Aggravated Domestic Violence • Indecency with a Child • Kidnapping • Manslaughter • Murder • Rape • Terroristic Threat • Robbery • Sexual Assault 	<ul style="list-style-type: none"> • Drugs: Cultivation • Drugs: Intent to Deliver • Drugs: Delivery • Credit Card Abuse • Embezzlement • Forgery • Fraud • Theft • Criminal Conspiracy 	<p><u>Felonies</u></p> <ul style="list-style-type: none"> • Child • Abandonment/Endangerment • Criminal Mischief • Drug Possession • DWI/DUI • Obscenity • Obstruction • Retaliation • Stalking • Unlawful Carrying of a Weapon • Unlawful Restraint <p><u>Misdemeanors</u></p> <ul style="list-style-type: none"> • Misdemeanors for Charges on Lists A & B • False Alarm or Report • Indecent Exposure • Prostitution • Public Lewdness • Simple Assault 	<ul style="list-style-type: none"> • Misdemeanors for (felony) charges on List C • Criminal Trespass • Disturbing the Peace • Disorderly Conduct • Gambling • Graffiti • Harassment • Issuance of a Bad Check (Hot Check) • Leaving a Child in a Vehicle • Public Intoxication • Reckless Conduct • Theft under \$50.00 • Vandalism