



 CITY OF DALLAS
CIVIL SERVICE

ANNUAL REPORT

THE PURSUIT
OF EXCELLENCE

21

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**“EXCELLENCE IS NEVER
AN ACCIDENT. IT IS ALWAYS
THE RESULT OF HIGH
INTENTION, SINCERE EFFORT,
AND INTELLIGENT EXECUTION;
IT REPRESENTS THE WISE
CHOICE OF MANY ALTERNATIVES
- CHOICE, NOT CHANCE,
DETERMINES YOUR DESTINY.”**

- ARISTOTLE





MESSAGE FROM THE SECRETARY

It my pleasure to present to you the 2021 City of Dallas Civil Service Board Annual Report. As we grappled to respond and serve in a global pandemic, almost everyone readily acknowledges 2020 taught us so many unexpected lessons in organizational innovation and agility. In many ways, 2021 was a continuation of those lessons and opportunities, requiring us to still pivot and remain agile amidst continued uncertainty and unpredictability. The Civil Service Department is proud of the results and progress made toward meeting its 2021 priorities, while also directly supporting the urgent hiring needs that directly impact public safety and the delivery of key neighborhood services.

Both the department and Board remain steadfast in their commitment to that charter-driven mission to hire and retain the best and brightest workforce for Dallas. In so doing, last year we collaborated with the Dallas Police Department and the Department of Code Compliance and Neighborhood Services to design and execute city-wide hiring events to staff critical 911 Telecommunicator and Code Compliance Officer positions. Additionally, the department was able to resume and complete all Dallas Fire-Rescue Operational promotional exams and assessment centers, while also successfully transitioning to virtual employee hearings, and launching online employment skill assessments.

This year we are excited to continue our work, guided by our three Strategic Focus Areas: Talent Attraction, Talent Assessment and Planning, and Operational Excellence. As you review this report, I also encourage you to review our operational priorities as they establish our continued intention to transform and evolve the Civil Service talent acquisition and hiring processes to better attract highly talented public servants to join us at the City of Dallas!

Sincerely,

Jarred D. Davis, MS, Sr. CAAP
Board Secretary & Director

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.



OUR MISSION

IN EXECUTING OUR MISSION, WE ARE COMMITTED TO:

- >> Partnering with client departments to provide tailored staffing, hiring, and promotional solutions that will enhance the quality and efficiency of the workforce
- >> Continuously improving the services we provide to City departments through communication, innovation, anticipation and adjustment to industry trends and best practices
- >> Providing an impartial hearing process allowing eligible employees to appeal claims of discrimination and unfair application of rules and regulations

UNITS

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

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



2021 PRIORITIES

Last year the Civil Service Board and Department collaboratively established five operational priorities designed to establish and advance progress toward our three strategic focus areas of Talent Attraction, Talent Assessment and Planning, and Operational Excellence.



1

TALENT ATTRACTION

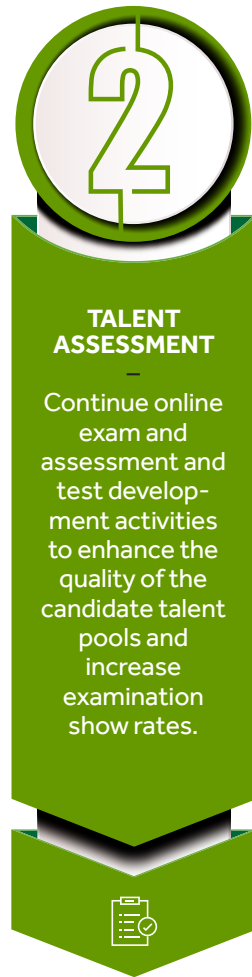
Explore, develop, and execute a virtual and social media Civil Service employment recruitment and outreach strategy to support critical hiring needs.



[OUTCOME]

Launched on-site hiring events for Dallas Police Department civilian positions; held three events with 49 offers of employment extended.


Collaborated with Code Compliance during two hiring events for Equipment Operators and Crew Leaders; 44 offers of employment extended.



2

TALENT ASSESSMENT

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



[OUTCOME]

Completed transition of all active Civil Service examinations to an online format accessible to candidates for employment.

Conducted validation study to re-evaluate the 911 Call Taker Trainee exam content, validity and cut scores.



3

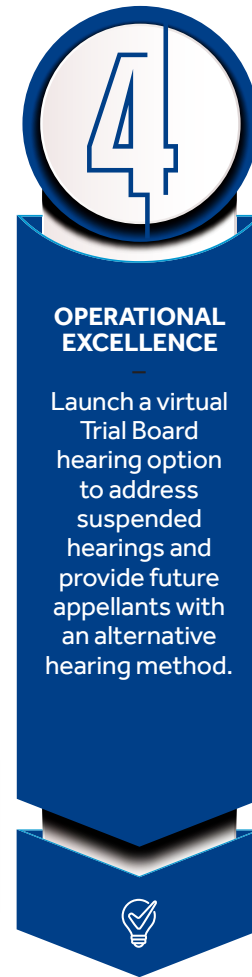
TALENT ASSESSMENT

Develop and implement hiring manager pre-recruitment sourcing consultation process to support and promote enhanced and expedited talent identification practices.



[OUTCOME]


Due to competing operational priorities, this priority went unaddressed in the last fiscal year.



4

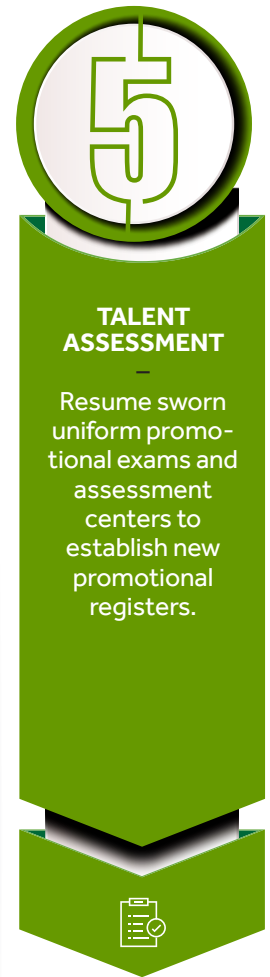
OPERATIONAL EXCELLENCE

Launch a virtual Trial Board hearing option to address suspended hearings and provide future appellants with an alternative hearing method.



[OUTCOME]


Developed and executed virtual hearing protocols, resulting in the completion of 2 virtual trial board hearings.



5

TALENT ASSESSMENT

Resume sworn uniform promotional exams and assessment centers to establish new promotional registers.



[OUTCOME]

Completed Dallas Fire-Rescue Fire Operations promotional activities that were suspended due to COVID-19.

Resumed Fire Rescue Officer Trainee entry level testing activities including written exam and physical abilities testing.

2022 PRIORITIES



BE INNOVATIVE

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



BE VISIBLE

Develop and launch a new Civil Service website to enhance the City of Dallas' employment branding strategy and social media presence.
(Talent Attraction)

BE SMART

Streamline and expand the trial board hearing process to include both virtual and hybrid options, while continuing to reduce the number of backlogged hearing requests.
(Operational Excellence)



BE STRATEGIC

Identify critical and hard-to-fill positions and began initiating planning sessions with hiring departments to establish strategic recruitment plans to meet hiring goals.
(Talent Assessment)

1

2

3

4

STRATEGIC FOCUS AREAS

TALENT ATTRACTION

Transform the Civil Service talent acquisition and hiring process to attract qualified talent into the City of Dallas' workforce

OPERATIONAL EXCELLENCE

Develop, implement and track metrics that guide and identify improvement opportunities, enhancing department service delivery to internal and external stakeholders

TALENT ASSESSMENT AND PLANNING

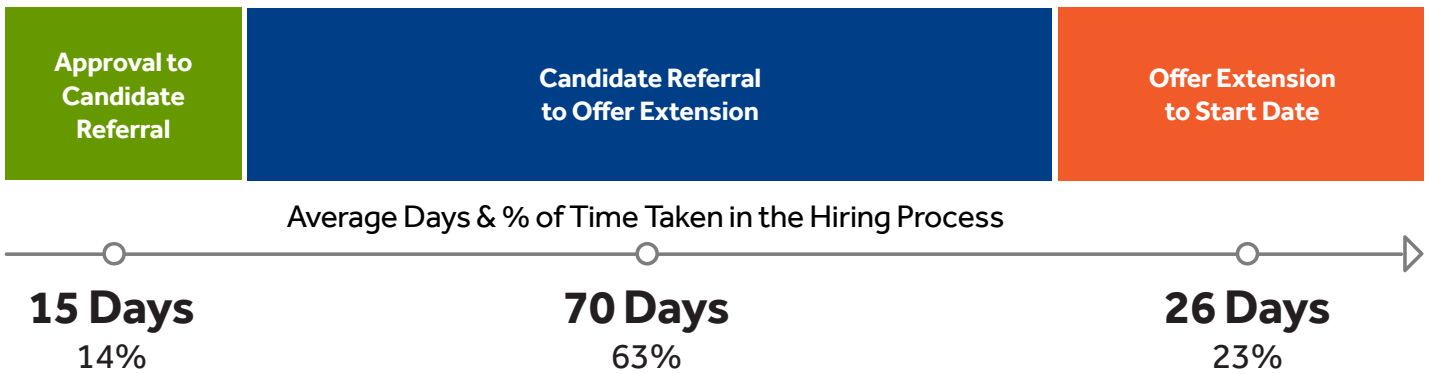
Enhance talent assessment and planning practices of the department to better meet the needs of the City of Dallas' organization



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



CIVILIAN HIRING

Department	FY 20-21	FY 19-20	FY 18-19
Dallas Water Utilities	318	271	283
Police - Civilian	311	73	128
Code Compliance Services	119	76	82
Public Works	89	55	77
Aviation	87	54	97
Equipment & Fleet Management	71	86	44
Court & Detention Services	65	28	44
Dallas Animal Services	64	57	80
Development Services	55	46	67
Sanitation Services	51	33	45
Transportation	37	49	33
Information & Technology Services	29	58	18
Human Resources	26	20	24
Building Services	21	43	41
Fire - Civilian	11	28	34
Housing & Neighborhood Revitalization	10	17	25
Civil Service	4	0	3
Convention & Event Services	3	2	13
Municipal Court - Judiciary	2	0	1
Park & Recreation	--	23	714
Management Services	--	10	80
Library	--	1	18
Trinity Watershed Management	--	--	1
Total	1,373	1,030	1,952

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



CIVILIAN HIRING

Top 10 Civilian Positions

Title	# of Hires
911 Call Taker Trainee	68
Inspector II (Code)	60
Office Assistant II	42
Water Meter Technician	40
Crew Leader	38
Administrative Specialist II	36
Heavy Equipment Operator	24
Inspector (Code)	23
Senior Crew Leader (Water Utilities)	23
Supervisor III (Communications)	22

Civilian Position Testing

Position	Scheduled	Tested	Show Rate%	Pass Rate%
Office Assistant (Online)	343	178	52%	75%
Office Assistant (On-site)	5	2	40%	100%
Office Assistant II (Online)	834	428	51%	61%
Office Assistant II (On-site)	22	10	45%	90%
Permit Clerk (Online)	116	69	59%	57%
Permit Clerk (On-site)	2	1	50%	100%
Police Reports Representative (Online)	336	222	66%	88%
Police Reports Representative (On-site)	7	6	86%	83%
Total	1,665	916	56%	82%



UNIFORM TESTING

Entry-Level Police

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate %	Passed %
Police Officer Trainee	3,347	2,095	2,080 (online) 15 (onsite)	1,498 (online) 14 (onsite)	72% 93%	93%
911 Call Taker Trainee (Civilian)	5,012	2,415	2,220 (online) 195 (onsite)	1,068 (online) 153 (online)	48% 78%	46% 29%
Police Dispatcher (Civilian)	1,901	267	262 (online) 5 (onsite)	133 (online) 5 (onsite)	51% 100%	72% 60%
Total	10,260	4,777	4,777	2,871	74%	66%

Entry-Level Fire

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate %	Passed %
Fire & Rescue Officer Trainee	1,295	928	928	775	84%	85%
Candidate Physical Abilities Test	N/A	680	*	274	---	81%
Fire Prevention Officer Trainee	800	544	544	437	80%	73%
Total	2,095	2,152	1,472	1,486	82%	80%

*All candidates passing the written exam for Fire & Rescue Officer Trainee are eligible to take the Candidate Physical Abilities Test. Scheduling for this exam is handled by DFR. Not all candidates who meet minimum qualifications are scheduled.

Promotional Exams

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate %	Passed %
Fire Lieutenant	238	238	238	186	78%	86%
Assessment Center						
Total	238	238	238	186	78%	86%



UNIFORM HIRING

Fire Promotional & Entry-Level Hires

Positions	Hires/Promotions
Fire Battalion Chief	1
Fire Captain	5
Fire Lieutenant	33
Fire Drive Engineer	73
Fire & Rescue Officer Trainee	94
Fire & Rescue Reappointments	4
Total	210

Police Promotional & Entry-Level Hires

Positions	Hires/Promotions
Police Officer Trainee	178
Police Officer Reappointment	1
Total	179



YEAR IN REVIEW

Requisitions

- 2,002** Requisitions processed
- 1,209** Submitted requisitions filled within the fiscal year

Applications

- 72,805** Applications evaluated and processed

Hires

- 1,761** Civilian and uniform vacancies filled

Time to Hire

- 111** Days to hire
- 3** Day increase in average time from FY 2019-2020

Outreach & Sourcing

- 59,688** LinkedIn page views
- 13,509** Applicants from Indeed
- 5,058** Applicants from social media sources (e.g., LinkedIn, Facebook, Twitter)
- 18** Job fairs attended

Testing

- 2,724** Uniform written exams administered
- 2,275** Civilian written exams administered
- 274** Physical abilities tests proctored
- 1** Uniform assessment center proctored

Eligibility Lists

- 15** Days from requisition approval to referral of eligible candidates
- 0** Day increase in average time from requisition approval date to referral of eligible candidates



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 sixteen Trial Boards that resulted in two terminations being sustained, one being settled, and thirteen being postponed due to COVID-19 Emergency Declaration. Two Administrative Law Judges were assigned and postponed due to COVID-19 Emergency Declaration during this fiscal year.

TB Assigned by Department:

DPD – 10
SAN – 2
DFD – 2
PWB – 1
AVI – 1

ALJ Assigned by Department:

CTS – 1
CCS – 1

Board Governance

No new Civil Service Board members were appointed by the Dallas City Council during this fiscal year.

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 appeals 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 during this fiscal year. Four appeals were approved, and one appellant did not appear for the hearing.

HEARING ACTIVITY

FISCAL YEAR HEARING CIVIL SERVICE BOARD TRIAL BOARD APPEALS

October 1, 2020 – September 30, 2021

(Includes demotion/discharge appeals)

Civil Service Board Members	Hearings Assigned
*Kyla G. Cole	2
*Shana Hope Khader	3
*Chandra Marshall-Henson	2
*Glynn E. Newman	3
*Gwendolyn W. Satterthwaite	2
*Kendall W. Scudder	2
*Terrence Welch	2

- *Terrence Welch – term extended to 9/30/2023
- *Kyla G. Cole - term extended to 9/30/2023
- *Shana Hope Khader - term extended to 9/30/2023
- *Chandra Marshall-Henson - term extended to 9/30/2023
- *Glynn E. Newman - term extended to 9/30/2023
- *Gwendolyn W. Satterthwaite – (term ended 9/30/2021)
- *Kendall W. Scudder – (term ended 9/30/2021)

CIVIL SERVICE ADJUNCT PANEL TRIAL BOARD APPEALS

October 1, 2020 – September 30, 2021

(Includes demotion/discharge appeals)

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

- *Curtis Pierre - term extended to 9/30/2023
- *Althea Harrington - term extended to 9/30/2023
- *Thomas Jefferson - term extended to 9/30/2023
- *Javier Perez - term extended to 9/30/2023

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
- 0 hearings completed
- 0 hearings completed