

Memorandum



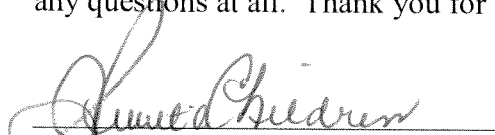
CITY OF DALLAS

DATE March 3, 2015

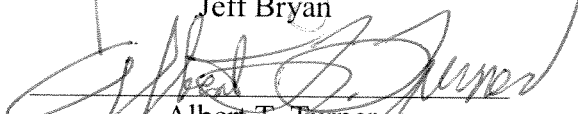
TO Mayor Mike Rawlings and
Members of the City Council

SUBJECT FY 13-14 Annual Report

Enclosed please find the Civil Service Board's Annual Report for fiscal year 2013-2014. 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 M. Childress, Chair



Jeff Bryan



Albert T. Turner



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


Flora M. Hernandez, Vice-Chair


Johnny L. Clark


Sharon L. Van Sell

- 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
Ayeh 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, 2013 – September 30, 2014**

Members of the Civil Service Board

Anita M. Childress, Chair

Flora Hernandez, Vice-Chair (Elected January/6/2015)

Sidney J. Miller, Vice-Chair (Resigned January 7, 2015)

Jeff Bryan

Johnny Clark

Victoria Neave (Resigned May 2, 2014)

Albert Turner

Sharon Van Sell (Appointed November 18, 2014)

**Patricia Marsolais
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.

Appeal's Process:

The Board provides 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

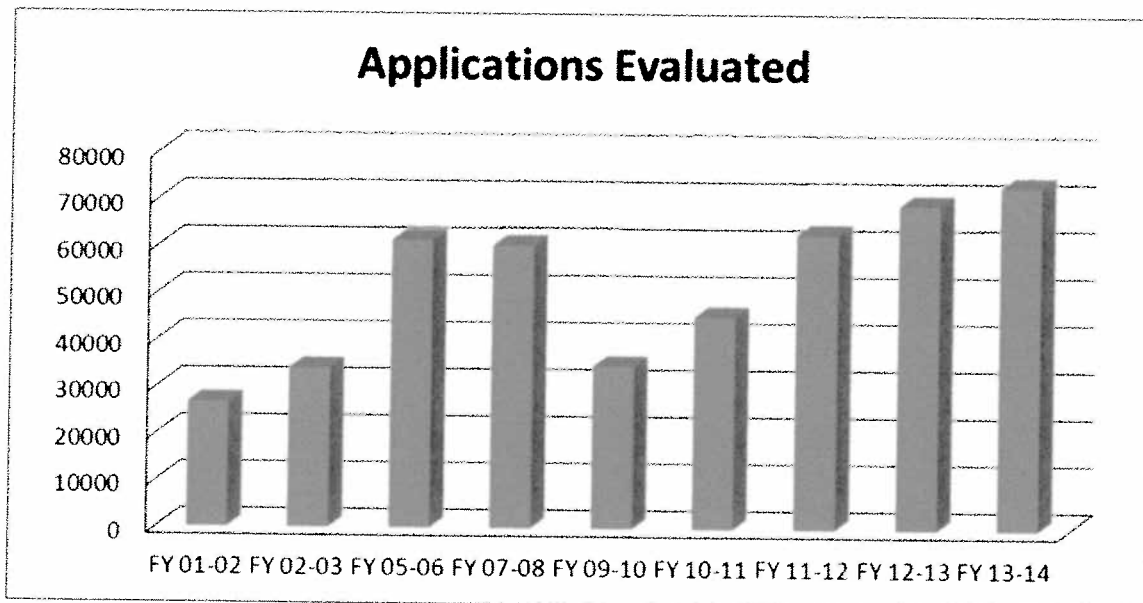
Requisitions

- Working with hiring managers, the Civil Service Department reviewed, evaluated and prepared lists of eligible candidates to fill 2,219 requisitions for promotional and open positions. Vacancies can be posted as promotional when there is a sufficient pool of candidates in the workforce from which to draw. Otherwise, positions are advertised and internal and external candidates may apply to fill an open position.

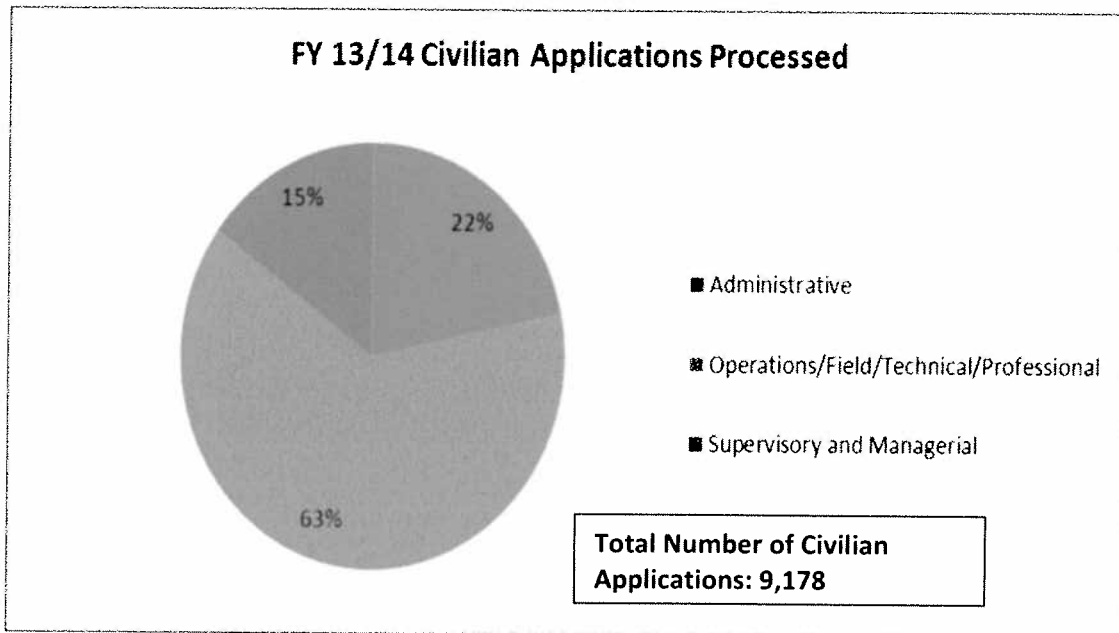
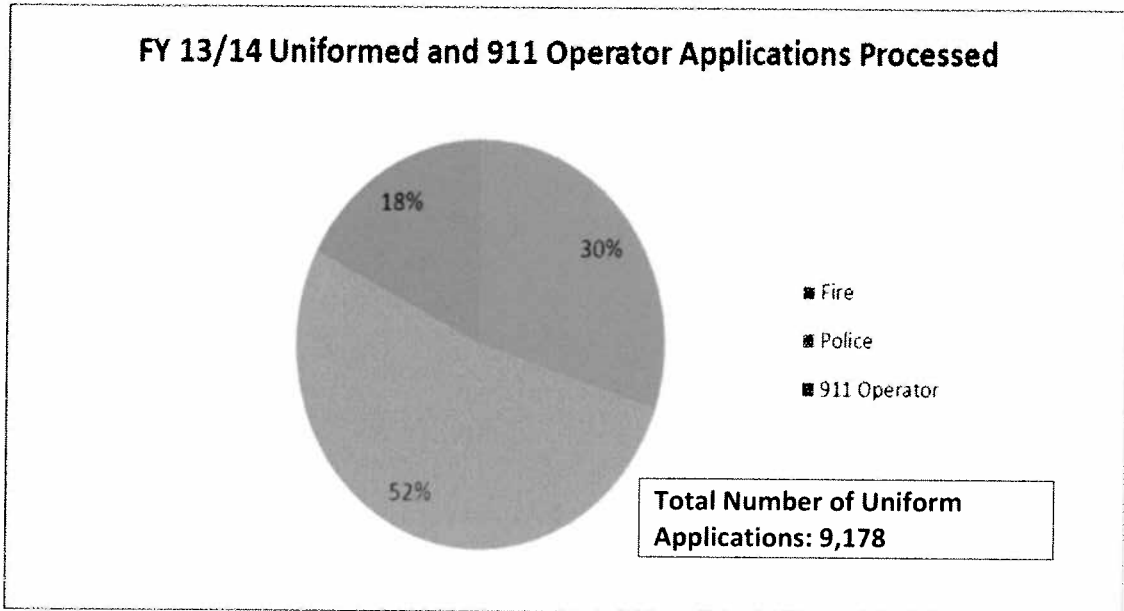
Advertising strategies include using the Dallas Morning News, the NEOGOV workforce management system, schools, colleges, trade publications and applicable media.

Applications

- Staff evaluated 72,970 applications for employment. This represents a 5.7 % increase over fiscal year 2012-2013.



A. NOTABLE STAFF ACTIVITIES (continued)



A. NOTABLE STAFF ACTIVITIES (continued)

Outreach

- Staff participated in the 33rd Congressional District job fair sponsored by Congressman Marc Veasey, the “Junior Park Ambassador Back to School Exposition” job fair sponsored by City Councilmember Dwaine R. Caraway, as well as job fairs for the entry-level ranks for the Police and Fire Departments. Staff provided information on open positions, how to apply with the City of Dallas, and job requirements.
- Staff traveled with the Police Department to assist in recruiting efforts by administering the Police Officer Trainee examination to 24 candidates at Fort Hood, Texas.

TESTING

Uniform Testing

- Staff is responsible for developing and administering examinations for 14 police and fire ranks (entry level and promotional). For promotional ranks, a new test is developed each time it is given. The testing process for the first promotional level is comprised of a 100 question multiple-choice examination (written examination) only. Subsequent promotional level examinations consist of a 100 question multiple-choice examination and an assessment center. An assessment center consists of a standardized evaluation of behaviors such as problem solving, customer service, conflict resolution, management and supervisory skills, leadership, that cannot be measured with a multiple-choice examination. Only those candidates who pass the written examination are eligible to participate in the assessment center.

Construction of the written examination is a multi-step process that includes verifying sources from which to develop questions, writing test questions, and setting the pass point for the examination.

Construction of the assessment center is a multi-step process that includes developing the test exercises (e.g., personnel problem, operational problem or policy issue), planning the logistics of the assessments center, and obtaining and training the assessors or raters.

A. NOTABLE STAFF ACTIVITIES (continued)

- Uniform test activities for fiscal year 2013-2014 are listed below.

Fire

○	Rescue Officer Trainee	
	No. of applicants tested (written exam)	758
	No. of applicants hired	103
○	Fire Operations Driver Engineer	
	No. of candidates tested (written exam)	507
	No. of candidates promoted	148
○	Fire Operations Lieutenant	
	No. of candidates tested (written exam)	173
	No. of candidates tested (assessment center)	119
	No. of candidates promoted	62
○	Fire Operations Captain	
	The written exam took place in fiscal year 2012-2013	
	No. of candidates tested (assessment center)	80
	No. of candidates promoted	38
○	Alternate Fire Operations Captain Written Exam (The written exam was administered to a candidate who returned from active military duty.)	
	No. of candidates	1
○	Alternate Fire Operations Captain Assessment Center (The assessment center (one test exercise) was re-administered at the direction of the Civil Service Board)	
	No. of candidates tested	1

A. NOTABLE STAFF ACTIVITIES (continued)

The Civil Service Department is also responsible for administering the Candidate Physical Abilities Test (CPAT) to Fire Rescue Officer Trainee candidates who pass the written examination. This test is a sequence of eight events that requires the candidate to progress along a predetermined path from event to event in a continuous manner. The events are stair climb, hose drag, equipment carry, ladder raise and extension, forcible entry, search, rescue, and ceiling breach and pull.

- No. of candidates tested 397

Police

- Police Officer Trainee
 - No. of applicants tested 1,222
 - No. of applicants hired (5 academy classes) 235
- Police Sergeant
 - No. of candidates tested (written exam) 226
 - No. of candidates tested (assessment center) 153
 - No. of candidates promoted 35
- Alternate Police Sergeant Assessment Center
(Candidate involved in an accident prior to original assessment center)
 - No. of candidates tested 1

Civilian Testing

- Staff administered examinations to 2,904 applicants for civilian positions. Examinations included Office Assistant B, Office Assistant II D, 911 Call Taker Trainee, Police Dispatcher, Storekeeper II, Security Officer, Apprentice Water Plant Operator, Inspector II Code, Customer Service Representative, Customer Service Agent, Water Meter Reader, and Water Field Representative.

Summary

- Uniform examinations (written) 2,887
 - Uniform examinations (assessment center) 354
 - Uniform examinations (CPAT) 397
 - Civilian examinations 2,904
- Total Number of Examinations Administered 6,542

A. NOTABLE STAFF ACTIVITIES (continued)

JOB ANALYSES

A job analysis is a process used to identify the essential skills, knowledges, 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.

- Staff re-evaluated the **Customer Service Agent** position because of significant changes to the job. A second job analysis was completed using the CritiCall test validation software. The CritiCall test software is a product of the Biddle Consulting Group used to test applicants for dispatch positions.
- Staff conducted task updates for the **Fire Operations Lieutenant, Driver Engineer** and **Police Senior Corporal** to determine if the jobs, based on the tasks collected from the original job analyses, have changed significantly over the years. A task update involves convening focus groups to determine changes, deletions, and additions to the job tasks and calculating a similarity index.
- Staff and the Dallas Fire-Rescue Department issued a Request for Confidential Sealed Proposals for job analyses for all Fire Operations and Fire Prevention uniformed ranks. The results of a job analysis are used to develop job-related assessment tools. To help fire personnel better understand what a job analysis is and the importance of it, staff scheduled job analysis educational sessions for all uniformed Fire-Rescue Department members including command staff.

TRAINING

- Staff attended the Society for Industrial and Organizational Psychology (SIOP) annual conference. Some of the topics covered were behaviorally anchored rating scales, setting passing scores, calculating adverse impact, making the most of your subject matter experts (focus groups), technology and the assessment center, assessment center and criterion validity. This was a great benefit to the department as it allowed staff to stay abreast of current trends in the field of test development.
- Staff attended the NEOGOV Annual Training Conference (workforce management applicant tracking). This included sessions on system administration, autoscoring applications and networking sessions with other agencies who are utilizing the autoscoring feature in NEOGOV. The conference enhanced staff knowledge on the autoscoring process. Autoscoring enables staff to quickly and effectively screen candidates based on their responses to job-specific supplemental questions. Staff is working on adding the autoscoring feature to all advertised positions. Applications will be autoscored based on supplemental questions in the job application and given a pass or fail rating. The department's goal is to have all advertised positions auto-scored by the end of fiscal year 2014-2015.
- Staff is working with departments to revise/update minimum qualifications to reflect more

job-specific requirements for the hiring departments.

A. NOTABLE STAFF ACTIVITIES (continued)

TECHNOLOGY INITIATIVE

- The orientation video for the Police Sergeant written examination was available on-line for the first time to candidates who signed up for the examination. The process allowed candidates to confirm that they watched the video in its entirety. Staff developed and scripted the video.

SPECIAL PROJECT

- CPS HR Consulting was hired by the City to analyze the hiring practices performed by the City for civilian personnel and to recommend areas for improvement. Civil Service embraced the opportunity to work with the consultant and the Human Resources Department to review and evaluate current practices and procedures. Staff participated in discussions with the consultant and offered suggestions to facilitate the collection of meaningful data from customer departments. Both the Civil Service and Human Resources Departments received briefings by CPS on the project at milestone points.

Listed below are recommendations CPS made to the Civil Service Department as a result of their review:

- Conduct planning meetings with departments, especially for hard-to-fill positions, and consider having more positions posted on a continuous recruitment basis for these jobs;
- Offer department-wide training on the requisition process as well as add on-line tutorials to broaden training availability;
- Streamline the requisition process by reducing the number of required approvals;
- Enable departments to use lists generated for other departments with similar openings;
- Send complete candidate eligible lists to departments after all applications have been processed;
- Consider modifying the length of time an eligible list is active; and
- Consider computer-based testing where practical.

The department is working to implement these recommendations: specifically, the increased use of autoscoring applications, institution of continuous opening for hard-to-fill positions, and heightened recruitment planning activities with departments.

A. NOTABLE STAFF ACTIVITIES (continued)

MISCELLANEOUS

- Staff responded to 182 open records requests as well as subpoena requests. In some cases, hundreds of pages were collected for a single request.
- Staff developed and is continuing to refine procedures, guidelines, and checklists for numerous test and recruitment processes used by the department to ensure compliance with Department Standards and reduce\eliminate potential errors.

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. ALJs and Trial Board members are City Council appointees. An ALJ or Trial Board 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 twelve Trial Boards resulting in nine terminations being sustained, two appeals withdrawn and one settlement.
- Administrative Law Judges were assigned to four hearings resulting in three sustained and one withdrawal.

C. BOARD ACTIVITIES

GRIEVANCES/COMPLAINTS

- The Board heard the grievance appeal of job applicant David Hammers in which he claimed discrimination based on his race, sex, and/or age in the hiring process for the Sanitarian position in the Code Compliance Department. The City was represented by Assistant City Attorney Nicholas Palmer. The grievant was not present. Mr. Palmer made a motion to dismiss the grievance since the grievant has the burden of proof and must present his case. The City's motion to dismiss the grievance was granted.

C. BOARD ACTIVITIES (continued)

- The Board heard the grievance appeal of Fire Prevention Captain William Moore in which he claimed that the Civil Service Department violated Rule IV Unclassified and Classified Service Section 4 and/or Rule VIII Conduct of Examinations Section 2 of the Civil Service Rules when it set the revised pass point for the June 22, 2012 Fire Prevention Section Chief's written examination. The Civil Service Department was represented by Assistant City Attorney Ayeah Powers. Assistant Director Michelle Hanchard was the department representative. Captain Moore was represented by Attorney Rhonda Cates. After hearing testimony and receiving evidence from both sides, the Board voted unanimously to deny the allegation pertaining to Rule IV, Section 4 of the Civil Service rules. The Board voted five to two that the department had violated Rule VIII, Section 2 of the Civil Service rules. As a remedy, the Board extended the life of the eligibility list for six months after its scheduled expiration date of May 27, 2014.
- The Board heard the grievance appeal of Applicant David Hammers in which he claimed the Equipment and Building Services Department discriminated against him on the basis of his age, sex, and/or race when he was notified that he would not receive any further consideration for the position of Assistant Director of Equipment and Building Services. The City was represented by Assistant City Attorney Nicholas Palmer. Mr. Hammers represented himself. Equipment and Building Services Director Errick Thompson was the representative for the department. Mr. Palmer made a pre-hearing motion to dismiss the grievance because it did not contain all of the items necessary to state a complaint for a hearing before the Board. Specifically, the Board could not grant any remedy in this case because of the nature of the position for which Mr. Hammers applied. The position Mr. Hammers sought is excluded from the grievance process according to applicable rules. The Board Chair granted the City's motion to dismiss the grievance because the Board lacked jurisdiction over the matter.
- The Board heard the grievance appeal of Fire Driver Engineer Steve Bailey in which he claimed that the Civil Service Department violated Rule VIII, Conduct of Examinations Section 2 and Rule VI, Application For Examination Section 6(A) of the Civil Service Board Code of Rules and Regulations in disqualifying him from the Fire-Rescue Lieutenant's written promotional examination on January 6, 2014 for bringing a cell phone to the examination. The City was represented by Assistant City Attorney Nicholas Palmer. Pamela McDonald, Manager of Examining and Recruitment for the Civil Service Department, was the department representative. Driver Engineer Bailey was represented by Tom Taylor of the Dallas Fire Fighters Association. The Board deliberated after hearing testimony and receiving evidence from both sides. Mr. Bryan recused himself from deliberating or participating in any decision regarding the grievance because he was not present for all of the testimony. Mr. Clark left the meeting early due to a prior commitment. He did not cast a vote. There were four Board members present and eligible to deliberate. The decision was split in deciding if Driver Engineer Bailey established by a preponderance of the evidence that the Civil Service Department violated Rule VIII. On the advice of counsel, a split decision means there is a lack of a majority that the rule was violated; therefore, the grievance was denied by effect because there was no majority. The Board voted unanimously that Rule VI was not violated.

C. BOARD ACTIVITIES (continued)

- The Board heard the grievance appeal of Bright Siaw-Afriyie in which he claimed that the Communication and Information Services (CIS) Department discriminated against him in violation of Personnel Rules, Sections 34-35 (a) and (b), Fair Employment Practices, when it did not promote him to Senior IT Manager. The City was represented by Assistant City Attorney Dixon Merkt. Mr. Siaw-Afriyie represented himself with assistance from Attorney Phil Burleson, Jr. Assistant CIS Director Justine Tran was the representative for the CIS Department. After hearing testimony and receiving evidence from both sides, the Board voted unanimously to deny the grievance.
- The Board considered Driver Engineer Steve Bailey's motion for a rehearing on his grievance. Attorney Bob Gorsky represented Driver Engineer Bailey in the motion for rehearing of the grievance that was originally heard by the Board in July 2014. Nicholas Palmer, Assistant City Attorney discussed the circumstances under which the Board can grant a rehearing. In this matter the Board could only grant a rehearing under the rules if its decision exceeded its authority, and this was not the case. The Board voted four to one to deny Mr. Bailey's request for a rehearing.
- The Board heard the grievance appeal of Fire Lieutenant JC Rodriguez in which he claimed that the Civil Service Department violated Rule VIII, Conduct of Examinations, Section, 2 of the Civil Service Rules when it allowed him to see the same assessor twice during the three day assessment center for Fire Operations Captain in November 2013. Mr. Rodriguez represented himself. The department was represented by Assistant City Attorney Nicholas Palmer. Mr. Rodriguez had rejected Civil Service Director Patricia Marsolais' remedy of administering the final day of the assessment center for him again. He asked the Board to allow him to retest on all three assessment center exercises. After hearing testimony and receiving evidence from both sides, the Board voted unanimously that Rule VIII, Section 2 of the Civil Service rules was violated when Lieutenant Rodriguez was seen by the same assessor twice. The remedy that the Board ordered was that Lieutenant Rodriguez be reassessed for day three only of the 2013 Fire Operations Captain assessment center with the new scores for that third day being used to calculate his overall score and placement on the eligible list.
- In an Executive Session the Board consulted with and received legal advice from the City Attorney about a formal complaint by David Hammers against a Civil Service Department employee and a lawsuit styled David Hammers v. City of Dallas, et al, Cause No. 3-13-CV-3659-M. After the Executive Session, the Chair announced that the Board would hear Mr. Hammers' September 9, 2013 grievance. After hearing that grievance, the Board planned to conduct an investigation into the September 24, 2013 complaint filed by Mr. Hammers against the Civil Service Board Secretary.

The Chair of the Civil Service Board and the Secretary to the Civil Service Board recused themselves from participating in all matters and future matters concerning David Hammers because of pending litigation.

C. BOARD ACTIVITIES (continued)

- The Board conducted an investigation of the formal complaint submitted by David Hammers against the Civil Service Board Secretary. The investigation was conducted by the Civil Service Board as a public hearing. The process was a fact-gathering process. The Board's objective was to pursue the investigation to ascertain if there were issues with the process or operation of the department related to the complaint. Mr. Hammers complained that the Secretary to the Civil Service Board was untimely in her responses to his grievances. Mr. Hammers stated he was not seeking any specific remedy, just that the Board take whatever action it thinks it should take. After hearing testimony from both parties, the Board agreed to give Ms. Marsolais more time to address the Board on the timeliness issues for Mr. Hammers' two grievances.
- The Board concluded the investigation, issued findings, and took action on the formal complaint filed by David Hammers against The Civil Service Board Secretary. Ms. Childress recused herself from participating in these proceedings. Vice-Chair Sidney Miller assumed the position of Chair. The Board voted unanimously to conclude the investigation and accept the findings of the investigation. The findings were as follows:
 - The pre-hearing deadline of five working days detailed in the Dallas City Personnel Rules, Section 34-b(1), to set a hearing date, develop a statement of questions and to transmit that information to each party involved posed an unreasonable time frame for completion of the tasks by the Civil Service staff and others involved in the process of establishing hearing dates.
 - Any noncompliance with meeting this pre-hearing deadline in regards to Mr. Hammers did not impact Mr. Hammers' complaints to be processed and the hearing dates established nor were his rights as a job applicant impaired.
 - The board will take action to recommend changes to the personnel rules to apply a more workable time frame to replace the five working days now cited.
 - No further action on this matter will be taken by the Board.
- The Board discussed and acted on the complaint submitted by David Hammers against the Civil Service Department Assistant Director, dated May 6, 2014. The Chair recused herself from participation in this matter and designated Vice-Chair Sidney Miller to preside. The Secretary also recused herself from involvement in this matter. The Acting Chair contended that the Assistant Director in her capacity as Acting Secretary during the referenced hearing carried out her duties in issuing the respective subpoenas that Mr. Hammers requested. The Board voted unanimously to take no further action on Mr. Hammers' May 6, 2014 complaint.

C. BOARD ACTIVITIES (continued)

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 eight rehire eligibility appeals for former City employees. Three were approved, four were denied and one was deferred to a later date based on the former employee's request.

BOARD GOVERNANCE

- The Board undertook a robust effort to discuss amendment recommendations to the City Charter during the months long Charter review process. The Board submitted proposed changes and commented on those the Charter Review Commission had received from other sources. The Board was briefed by the City Secretary and City Attorney's Office on the Charter Review Process. The Chair and Secretary to the Board made presentations to the Charter Review Commission about changes that would impact the operation and reporting structure of the department. The Chair and Secretary answered questions from Commission members. Board member Flora Hernandez served as the Board's point person for Charter review activities. The Secretary attended weekly Charter Review Commission meetings. The following two items, technical amendments, were submitted to the voters in November 2014 for approval:
 - City Charter Chapter XVI Sec. 12(a) "Allow the Civil Service Board to designate the Secretary of the Trial Board, rather than the City Council;"
 - City Charter Chapter XVI Sec. 12(c) "Change the time frame from 10 days to ten working days to be consistent with the Personnel Rules."
- A Special Called Board meeting was held with staff members of the Police, Fire, and Civil Service Departments to further evaluate technology opportunities in testing. The objective of the initiative is to improve the process for test takers, enhance transparency, and improve the reliability of examinations. The meeting also included an outline of the reinstated IT Governance Process by the staff of the Communications and Information Services Department (CIS). Through business technology requests, the CIS Department will review and facilitate technology initiatives proposed by departments, such as the use of video recording in assessment centers.

C. BOARD ACTIVITIES (continued)

- The Board monitored the recruitment process for the appointment of the Administrative Law Judges to serve for the January 1, 2014 to December 21, 2015 contract term. A panel of five judges was appointed by the City Council.
- The Board closely followed the prospective Police and Fire major job analysis initiative through monthly reports and discussion with staff. The Request for Competitive Sealed Proposals (RFCSP) is the initial component in securing a vendor to carry out this important project. An updated job analysis will ensure that entry level and promotional examinations are based on current job requirements and responsibilities.
- At a special called meeting, the Board took action on Fire Chief Bright's request to extend the Fire-Rescue Officer Trainee's list from March 30, 2014 to May 30, 2014 and the Fire Prevention Officer Trainee's list from August 24, 2014 to September 30, 2014. This will enable the Chief to hire recruits off existing lists to fill vacancies that arise. Doing so is a practical and cost-saving measure.
- The Board participated in intensive training on budget and financial management of the department. The training included a comprehensive overview of the budget process, financial target analysis, procurement process, and expenditures.
- The Chair suggested that the staff develop and implement some type of outreach effort to educate the uniformed services on the test process from beginning to end. A better understanding of the process will alleviate concerns that can result in grievances.
- The Board received monthly reports from the department's Examining and Recruitment, Test Development and Validation, and Administration Divisions. Throughout the year, the Board drilled down on the topics covered in these reports with staff and suggested changes to fine tune the data contained in them. The objective of the reports is to monitor and measure the department's core deliverables, all with the goal of enhancing customer service.
- The Board obtained legal advice from the City Attorney's office on its responsibility under Civil Service Rule XIII Employee Performance. Under this rule the Civil Service Board is to receive a report covering each six month period indicating employees who are performing at or above an acceptable level. For those employees who fall below an acceptable level, the department head must send the Board a report describing the deficiency in performance, the level of performance required to remove the deficiency, the date on which performance will next be reviewed, and the possible discipline that could result if the deficiency is not removed. City Charter Chapter XVI Sec. 7 defines the Board's authority for carrying out this responsibility. The Board explored the practical application of this with staff, the Human Resource Department, and City Manager, with the objective of setting up a more defined process to ensure that the requisite reporting occurs.

C. BOARD ACTIVITIES (continued)

RULES, POLICIES, PROCEDURES AND PROJECTS

- The Board held discussions with staff and experts in the field of Industrial/Organizational Psychology about the use of technology to improve the Police and Fire assessment center promotional processes. The use of video recording to capture some or part of a candidate's presentation to evaluators was central to the conversations.
- Board members worked closely with the staff on expenditures and budget initiatives to address equipment and other needs. The department plans to add laptops, desktop printers, and a camcorder for on-site scoring of tests and assessment center orientations.
- The Board directed staff to add the following action items to the sign-up process for uniformed promotional examinations. They are:
 - The test validation team is to make every effort to schedule the orientation sessions for candidates after the sign-up period ends;
 - At the orientation session a master list of those who have signed up to test will be used to identify candidates who did not sign up for the examination so there will be no misunderstandings;
 - Employee associations must be proactive in assisting members in the sign-up process.

These ideas resulted from the concerns expressed to the Board by a candidate who thought he had signed up for a test and learned at an orientation session that he had not.

- The Board watched the department's inaugural candidate orientation video for the Police Sergeant's promotional written examination at a monthly meeting.
- The Chair attended an administration of the Fire Candidate Physical Abilities test (CPAT), as well as the sign-in portion of a large written promotional test at the Dallas Convention Center. Several Board members attended portions of an assessment center to observe how the process works.
- The Board, and City Attorney's Office finalized revisions to the Personnel Rules on the subpoena process for hearings. Sections 34-4, 34-22, 34-23, 34-24, 34-25, 34-27, 34-28, 34-35, 34-38, 34-39, 34-40, and 34-43 were amended. The revised rules allow for both sides in a case to be made aware of each other's subpoenas (witnesses and/or documents), ascertain the impact of the requested information and, if necessary, make an objection for an Administrative Law Judge or a Trial Board to rule on prior to the hearing. The revised rules were passed by the City Council in September 2014.

Civil Service Board's Annual Report

Summary of Activities

PERFORMANCE MEASURES

	2013 – 2014	2014 - 2015
	Actual	Estimated
<u>Application Processing</u>		
# of Applicants Processed	72,970	75,000
# of Applicants Tested (Civilian & Uniform written examinations)	5,791	5,000
# Positions Filled (permanent)	1,802	1,000

	2013 – 2014	2014 - 2015
	Actual	Estimated
<u>Test Development Projects for Uniform and Civilian Services</u>		
# of Assessment Centers	5 [^]	3 [^]
# of Civilian Examinations	1	5
# of Uniformed Written Examinations	3 [^]	4 [^]
# of Job Analyses* Completed	5	18*
Total Test Development Projects	14	30
Miscellaneous Projects**	2	4
# of Fire Physical Ability Tests***	397	425

[^]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.

**Staffing efforts will also focus on departmental records retention and organization, establishing standard operating procedures, computerizing written civilian examinations, and pursuing ISO certification.

***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, 2013 – September 30, 2014**

Trial Board Appeals
(These include demotion/discharge appeals)

Civil Service Board Members

Hearings Assigned

Anita M. Childress, Chair	1
Sidney Miller, Vice-Chair	3
Jeff Bryan	3
Johnny L. Clark	2
Flora M. Hernandez	1
Victoria Neave	0
Albert T. Turner	2

**Civil Service Adjunct Panel
Trial Board Activity
October 1, 2013 – September 30, 2014
Trial Board Appeals
(These include demotion/discharge appeals)**

<u>Adjunct Panel</u>	<u>Appointed By</u>	<u>Hearings</u>
Darryl Baker (Appointed 2/26/2014)	Griggs	0 hearings
John J. Cassen	Margolin	2 hearings
Patricia Lee Gurson (Term ended 02/26/14)	Jasso	2 hearings
Virgil Lang	Allen	4 hearings
Elizabeth Mast (Appointed 3/26/2014)	Kingston	2 hearings
Michael Przekwas	Medrano	4 hearings
Daniel L. Powell (Resigned 01/27/14)	Greyson	2 hearings
Calvin Robinson	Atkins	1 hearing
John Ting (Appointed 3/26/2014)	Callahan	1 hearing
Sharon L. VanSell	Alonzo	5 hearings
Terrence Welch (Appointed 5/14/2014)	Kleinman	2 hearings

**Administrative Law Judge
Appeal Activity
October 1, 2013 – September 30, 2014
(These include demotion/discharge appeals)**

<u>Administrative Law Judge</u>	<u>Contract Term</u>	<u>Hearings Assigned</u>
Willie Crowder	January, 2014 - December, 2015	2 hearings completed*
Douglas Lapidus	January, 2014 - December, 2015	1 hearing completed
Kelsie McQuietor	January, 2014 - December, 2015	1 hearing completed
LaKisha Thigpen	January, 2014 - December, 2015	0 hearings completed
James Urmin, Sr.	January, 2014 - December, 2015	0 hearings completed

**ALJs were requested to be the hearing officer at four hearings during this fiscal year. However, one case had been postponed until the resolution of pending criminal charges since December 2013 and then a request to withdraw the appeal was submitted. The remaining three other cases were sustained.*