

ANNUAL REPORT 2024





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OUR MISSION

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

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



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

RECRUITING & EXAMINING

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

TEST VALIDATION

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

ADMINISTRATION

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



MESSAGE FROM THE SECRETARY

On behalf the City of Dallas' Civil Service Board, I hereby present the 2024 Annual Report. Annually this report is prepared to provide an overview of our accomplishments, hiring data, and shares the progress made toward each of our strategic focus areas.

During the last year we are proud to have met each of our operational priorities, while making considerable strategic progress that will situate us to meet mission-critical public service talent imperatives. For example, this year, in partnership with other key stakeholders, the department implemented a new applicant tracking system that will undoubtedly advance the organization's talent acquisition and management capabilities and transform the applicant experience. Further, notable gains were made in identifying strategic employment recruitment branding and marketing needs, resources, and opportunities for the development of a long-term strategic plan that will ensure our success as we recruit for scarce talent in a highly competitive job market.

This consequential work is done while continuing to identify day-to-day opportunities for process improvement and operational excellence. For example, this year, we successfully collaborated with Dallas Fire-Rescue and Dallas Police Departments to undertake a hiring process improvement and efficiency study. This comprehensive process and efficiency study resulted in identifying several opportunities for process improvement or change that would eliminate redundancy, increase efficiency, or otherwise support a decrease in the time-to-hire rate for entry-level sworn positions.

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

Sincerely,

Jarred D. Davis, MS
Board Secretary & Director

CIVIL SERVICE BOARD

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

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

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



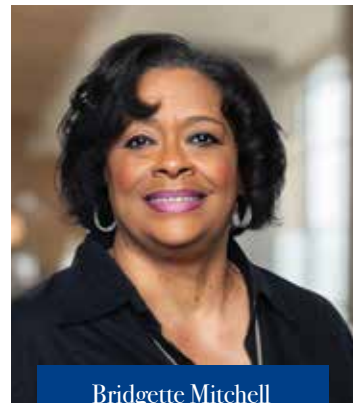
Terrence Welch
Board Chair



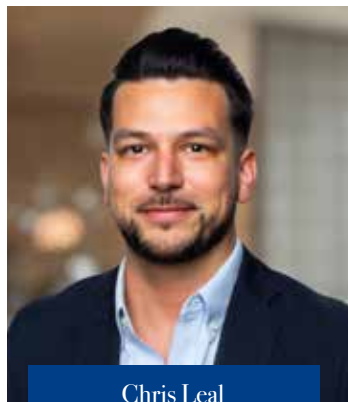
Kyla Cole
Board Member



Angela Kutac
Board Member



Bridgette Mitchell
Board Member



Chris Leal
Board Member



Curtis Pierre
Board Member



Pam Gerber
Board Member



2024 PRIORITIES



TALENT ASSESSMENT

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



TALENT ATTRACTION

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



TALENT ASSESSMENT

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



OPERATIONAL EXCELLENCE

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



OPERATIONAL EXCELLENCE

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

2024 OUTCOMES AND HIGHLIGHTS

In support of the Dallas Police Department, the Civil Service Department administered 529 uniform promotional exams across the ranks of Senior Corporal, Sergeant, and Lieutenant.

In an ongoing effort to understand talent sourcing and pools, the department undertook a minimum qualification review initiative, updating over 100 job descriptions to support more accurate and effective recruitment.

The Civil Service Department supported and participated in 23 hiring events resulting in 221 on-the-spot job offers.

In partnership with Information Technology and Human Resources, successfully launched new applicant tracking system resulting in the Civil Service Department processing and supporting over 2,800 requisitions and reviewed nearly 90,000 applicants.

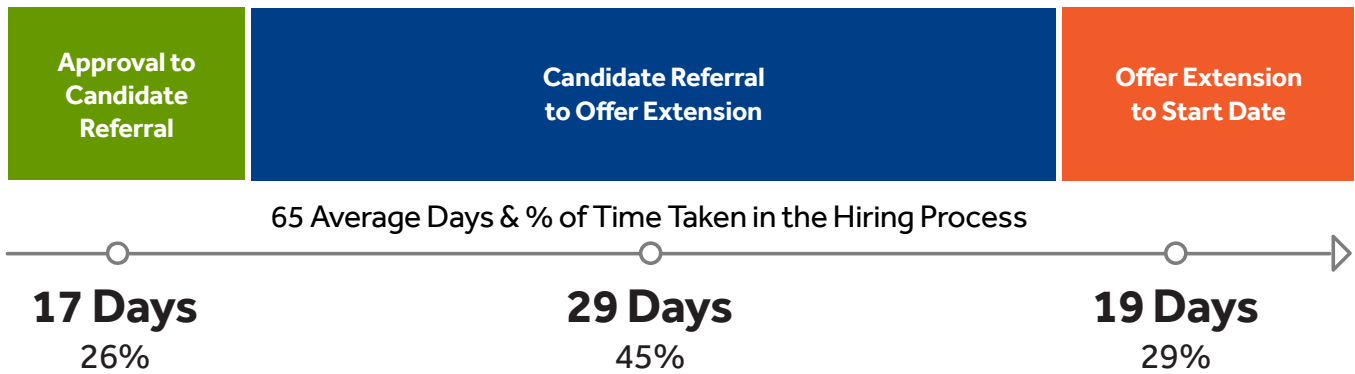
Successfully continued the ongoing job analysis and validation studies for the critical and hard-to-fill positions of 911 Call Taker, Permit Clerk, and Water Meter Technician I. Talent assessments and recruitment efforts have been updated to reflect job analysis outcomes.

In partnership with the departments of Marketing and Human resources, developed and proposed a comprehensive branding campaign that highlights and builds awareness for City of Dallas talent opportunities.

REQUISITION MANAGEMENT

Responsible Departments

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



Overall Requisition to Hire Process	Step 1	Step 2	Step 3
	<i>Requisition Approval to Candidate Referral</i>	<i>Candidate Referral to Offer Extension</i>	<i>Offer Extension to Candidate Start Date</i>
	Civil Service	Hiring Department & Human Resources	Human Resources
FY 21-22	12 Days	50 Days	27 Days
FY 22-23	9 Days	45 Days	17 Days
FY 23-24	17 Days	29 Days	19 Days

▲ Indicates Days in NeoGov
(October 1, 2023-February 13, 2024)

■ Indicates Days in Workday
(February 14-September 30, 2024)

CIVILIAN HIRING BY DEPARTMENT

Department	FY23-24	FY22-23	FY21-22
Dallas Water Utilities	227	346	320
Police - Civilian	182	167	90
Code Compliance Services	106	245	160
Aviation	82	114	78
Development Services	63	191	97
Equipment & Fleet Management	45	66	37
Dallas Animal Services	36	82	77
Sanitation Services	34	52	34
Transportation	31	67	70
Marshall	24	--	--
Public Works	22	131	83
Fire - Civilian	19	40	32
Building Services	18	37	26
Information & Technology Services	15	36	22
Court & Detention Services	11	55	35
Human Resources	9	19	5
Planning and Development	9	--	--
Housing & Neighborhood Revitalization	8	20	7
Convention & Event Services	5	10	1
Municipal Court - Judiciary	2	--	--
Civil Service	2	5	--
Total	950	1,683	1,174

Hires made in FY 23-24 may be from candidates tested in FY 22-23



CIVILIAN HIRING

Top Civilian Positions

Title	# of Hires
Supervisor (Multiple Titles)	62
Office Assistant II	46
Manager (Multiple Titles)	43
Administrative Specialist II	36
Crew Leader (Multiple Titles)	34
Code Enforcement Officer II	29
Heavy Equipment Operator	24

Civilian Position Testing

Position	Scheduled	Tested	Show Rate%	% Passed
Office Assistant I	544	230	42%	50%
Office Assistant II	235	119	51%	69%
Permit Clerk	368	214	58%	69%
Total	2539	1105	48%	67%

UNIFORM TESTING AND HIRING

Entry-Level Police

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate %	% Passed
Police Officer Trainee	2672	1466	1466	1046	71%	89%
911 Call Taker Trainee (Civilian)	764	553	553	199	36%	67%
Police Dispatcher (Civilian)	666	429	429	159	37%	56%
Total	4,102	2,448	2,448	1,404	48%	71%

Entry-Level Fire

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate %	% Passed
Fire & Rescue Officer Trainee	2310	1381	1381	1088	79%	92%
Candidate Physical Abilities Test	N/A	999	*	263	--	76%
Fire Prevention Officer Trainee	306	227	227	201	89%	68%
Single Function Paramedic	200	151	151	113	75%	92%
Total	2,816	2,758	2,758	1,665	81%	82%

Promotional Exams

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate %	% Passed
Fire Driver Engineer	158	151	151	98	65%	74%
Total	158	151	151	98	65%	74%

Uniform Hiring & Promotions

Fire - Uniform

127

Fire & Rescue Officer Trainee

20

Fire Prevention Officer Trainee

Police - Uniform

198

Trainee Police Officer

92

Police Senior Corporal

65

Police Sergeant

24

Police Lieutenant



REQUISITIONS

Requisitions

2,812	Requisitions processed
1,557	Submitted requisitions filled within the fiscal year

Applications

90,314	Applications evaluated and processed
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Hires

1,617	Civilian and uniform vacancies filled
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Time to Hire

65	Days to hire
3	Day decrease in average time from FY 2022-2023

Outreach & Sourcing

105,841	LinkedIn page views
19,610	Applicants from Indeed
31,979	Applicants from social media sources (e.g., LinkedIn, Facebook, Twitter)
23	Job fairs attended

Testing

529	Uniform written exams administered
2,699	Civilian written exams administered
136	Physical abilities tests proctored



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 five Trial Boards that resulted in four terminations being sustained, and one being reinstated. Civil Service held nine Administrative Law Judge hearings that resulted in three terminations being sustained, three terminations and one demotion being reinstated, one termination being abated, and one demotion being settled.

TB Assigned by Department:

DPD – 2
DFD – 1
TPW – 1
CODE – 1

ALJ Assigned by Department:

DPD – 7
DPD – 2

Board Governance

Three new Civil Service Board members were appointed by the Dallas City Council during this fiscal year, Mr. Curtis Pierre, Mr. Chris Leal, and Ms. Pam Gerber.

Grievances/Complaints/Motions

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

Rehire Eligibility Appeal Hearings

Rehire eligibility appeal hearings are conducted by the Civil Service Board to consider former employees' requests to reapply for City jobs. The Board considers the reasons the former employee was unsuccessful in his/her previous employment with the City, assesses the person's work record in the two or more years since he/she has been departed 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. Two appeals were approved and one was postponed.



HEARING ACTIVITY

FISCAL YEAR HEARING CIVIL SERVICE BOARD TRIAL BOARD APPEALS

October 1, 2023 – September 30, 2024

(Includes demotion/discharge appeals)

Civil Service Board Members Hearings Assigned

Kayla G. Cole	2
Angela Kutac	0
Terrence Welch	2
Bridgette Mitchell	0
*Chris Leal	0
*Curtis Pierre	1
*Pam Gerber	0

- *Chris Leal – Appointed 10/05/2023
- *Curtis Pierre – Appointed 10/6/2023
- *Pam Gerber – Appointed 10/6/2023

CIVIL SERVICE ADJUNCT PANEL TRIAL BOARD APPEALS

October 1, 2023 – September 30, 2024

(Includes demotion/discharge appeals)

Appointed Adjunct Appointed by Hearings

Althea Harrington	Narvaez	1
Casandra James	Blackmon	0
*Thomas Jefferson	Callahan	0
Alendra Lyons	Bazaldua	2
Javier Perez	Resendez	1
Anjulie Ponce	West	2
*Calvin Robinson	Atkins	1
*Lidia Apolinar	Moreno	0
Criss Lee	Schultz	2
*John Hazelton	Willis	0
*Michael Jackson	Gracey	1

- *Thomas Jefferson – Resigned 01/01/2024
- *Calvin Robinson – Holdover
- *Lidia Apolinar – Appointed 10/6/2023
- *John Hazelton – Reappointed 10/12/2023
- *Michael Jackson – Appointed 10/26/2023

ADMINISTRATIVE LAW JUDGE

Administrative Law Judge

- *James E. Urmin, Sr.
- *Karen R. Washington

* Current contract extended to December 31, 2024

Contract Term

- January 2023 - December 2024
- January 2023 - December 2024

Hearings Assigned

- 4 hearings completed
- 5 hearings completed