

# Memorandum



DATE February 7, 2012

TO Mayor Mike Rawlings and  
Members of the City Council

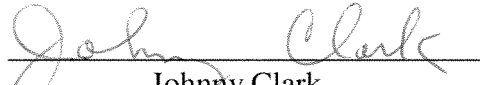
SUBJECT FY 10/11 Annual Report

**HAND DELIVERED**

Enclosed please find the Civil Service Board's Annual Report for fiscal year 2010-2011. This is a summary of the many activities, initiatives, and accomplishments and we know that there are some we have missed. We hope that you will contact us if you have any questions at all. Thank you for your ongoing support.

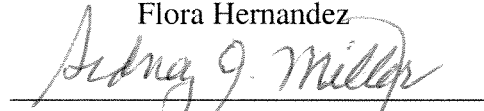
  
George L. Allen, Jr.

No longer on the Board  
Walter Laidlaw

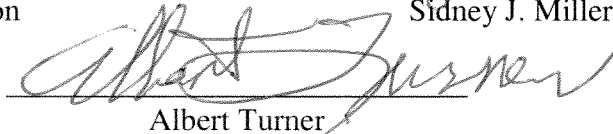
  
Johnny Clark

Unavailable to sign  
Flora Hernandez

  
Edwin Hickson

  
Sidney J. Miller



  
Albert Turner

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

- c: Members of the Civil Service Board  
Mary K. Suhm, City Manager  
A. C. Gonzalez, First Assistant City Manager  
Ryan S. Evans, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Forest Turner, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Craig D. Kinton, CPA, City Auditor  
Thomas P. Perkins Jr., City Attorney  
Rosa A. Rios, Acting City Secretary  
Judge C. Victor Lander, Judiciary  
Members of the Civil Service Adjunct Panel  
Administrative Law Judges  
Janice S. Moss, Executive Assistant City Attorney  
Stephanie Pegues Cooper, Assistant to the City Manager

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

**FOR THE TERM  
October 1, 2010 – September 30, 2011**

**Members of the Civil Service Board**

Ron Chapman, Jr., Chair (Resigned 8/5/2011)

George L. Allen, Jr., Acting Chair

Walter Laidlaw, Vice-Chair

Johnny Clark

Michelle Collins (Resigned 12/26/10)

Flora Hernandez (appointment to full Board 12/7/2011)

Edwin W. Hickson

Sidney J. Miller – (appointment to full Board 2/16/2011)

Pat Parrish – (Holdover -Replaced 11/17/10)

Albert Turner

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

# **CIVIL SERVICE BOARD**

## **MISSION STATEMENT**

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 for approximately 90% of the positions in the City work force. The Board regulates the design of personnel selection methods to ensure fairness and effectiveness in selection of applicants for City employment. 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.

## **OBJECTIVES**

- 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.

## **SUMMARY OF ACTIVITIES**

### **A. REHIRE ELIGIBILITY APPEAL HEARINGS**

The Civil Service Board considered 7 rehire eligibility appeals for former City employees.

### **B. NOTABLE STAFF ACTIVITIES**

- The City of Dallas currently uses CritiCall software from Biddle Consulting Group to test applicants for Fire Dispatch, Police Dispatch and 9-1-1 positions. CritiCall also tests for other job-related skills necessary in the dispatching environment such as multi-tasking. Biddle Consulting Group (BCG) conducted the first national job analysis study 10 years ago and sought to update its report with current information and statistics. BCG asked agencies to participate in its current National Dispatcher/Call taker job analysis project. The City of Dallas responded and provided subject matter experts from Police 9-1-1, Police Dispatch and Fire Dispatch for the study. The Civil Service Department served as the contact for Biddle Consulting Group. The report was published through the CritiCall User's Group web pages in May 2011. The City of Dallas is listed as a participating public safety agency.
- Staff conducted 14 separate administrations of the Police Officer Trainee examination.
- Staff administered the Fire Rescue Officer Trainee Examination to 815 candidates.
- Staff administered the Candidate Physical Abilities Test (CPAT) to 409 Fire-Rescue Officer Trainee candidates who passed the written examination.
- Staff developed and administered the Police Senior Corporal Examination to 411 candidates.
- Staff administered one alternate written promotional examination.
- Staff responded to open records requests as well as interrogatories and production requests.
- Staff developed and is continuing to refine procedures/guidelines/checklists for numerous test and recruitment processes used by the department.
- Staff evaluated 45,191 applications for employment.
- Staff administered 3,505 written examinations – 1,634 uniform; 1,871 civilian.
- A total of 944 positions were filled as a result of recruiting activities.
- Staff responded to 1,183 requisitions to fill promotional and open positions.
- Staff provided assistance to over 132 at risk employees and staff processed over 3,933 RIF (Reduction In Force) employee applications during August-September 2011.

## **B. NOTABLE STAFF ACTIVITIES (Continued)**

- Staff worked closely with Human Resources in coordinating job fairs and training for Riffed employees
- Staff participated in the following activities:
  - Job Fairs
  - Neogov Navigate Through the Application Process Training
  - Neogov Department User Training

## **C. TRIAL BOARD/ADMINISTRATIVE LAW JUDGE APPEALS**

1. Members of the Civil Service Board and Adjunct Panel served on eight Trial Boards resulting in six terminations being sustained and two modifications.
2. Administrative Law Judges heard four hearings resulting in one termination being sustained, one reinstatement, one settlement, and one demotion being modified.

## **D. BOARD ACTIVITIES**

1. The Board was briefed several times during the fiscal year on the Administrative Law Judges (ALJ) recruitment process.
2. The Board was advised on the department's role in the City's reduction-in-force (RIF) process. The effort was a robust and active undertaking that succeeded in engaging employees, managers, and supervisors in an opportunity to learn the application process, interviewing skills and adapting to change. It was a collaborative effort with the Human Resources Department.
3. The Board received information several times from staff on Police and Fire testing projects including the administration of the entry-level examination for Fire-Rescue trainee. This particular examination has had 2,000 applicants in the past.
4. The Secretary gave the Board an overview of the final fiscal year 2010-2011 budget. The department fared better in the end, losing only one employee, than the five anticipated in May. Vice-Chair Allen praised the Secretary for the tremendous job she did to save the jobs. As part of the current budget every member of the staff took a pay cut and has eight mandatory city leave days. The Secretary described the budget process as the most difficult one she's gone through in her more than 30 years of municipal government service.

## **D. BOARD ACTIVITIES** (Continued)

5. The Board heard the discrimination grievance appeal of Dallas Police Department employee Cynthia Grant alleging discrimination based on race in the selection process for the Civilian Police Crime Technician position. The City was represented by Assistant City Attorney Jennifer Huggard. The grievant represented herself. After offering Ms. Grant several opportunities to present testimony and evidence, she declined. She said she had no evidence. As a result, the Board granted the City's motion for a directed verdict and denied the grievance.
6. The Chair advised the Board that the grievance brought by Fire Lieutenant Mike McCloskey had been successfully resolved to the mutual satisfaction of all parties. A meeting was held with Lieutenant McCloskey, the City, and the other Lieutenant who could have been affected by Lieutenant McCloskey's grievance.
7. In department news the Secretary reported that she was invited to join two internal committees. They are the Compliance Committee and the CIS Task Force. The Compliance Committee is responsible for monitoring and addressing compliance-related issues associated with laws related to federal healthcare programs. The CIS Task Force is charged with studying the Communication and Information Services Department over ten weeks to probe allegations that have been asserted in the news recently.
8. Chairman Ron W. Chapman, Jr. announced his resignation from the Board with mixed emotions. He said he leaves the Board in good hands and encourages all to carry forward the work that has been done. Vice-Chair George Allen, Jr. will assume the duties of Chair until the Mayor appoints a new Chair. The Board thanked Mr. Chapman for his service on the Board and wished him well.
9. The Secretary updated the Board on the Administrative Law Judge Recruitment process. The contract position was advertised and over 30 people applied. The matrix of applicants with their qualifications has been submitted to Shun Session, the City Manager's Office liaison to the Judicial Nominating Commission (JNC). The Council-appointed JNC will vet the candidates and forward its recommendations to the Ad Hoc Council Legislative Committee. This body of councilmembers will consider the nominees and forward a slate of three to five candidates to the City Council for approval. The new two year contract period runs from January 1, 2012 to December 31, 2013.
10. The Secretary briefed the Board regularly on the development of the fiscal year 2011-2012 budget. She is optimistic that there will be no reductions this year.

# Civil Service Board's Annual Report

## Summary of Activities

### PERFORMANCE MEASURES

	<b>2010 – 2011</b>	<b>2011 - 2012</b>
	<b>Actual</b>	<b>Estimated</b>
<b><u>Application Processing</u></b>		
# of Applicants Processed	45,191	40,000
# of Applicants Tested	3,505	2,500
# Positions Filled (permanent)	944	1,000

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	<b>2010 – 2011</b>	<b>2011 - 2012</b>
	<b>Actual</b>	<b>Estimated</b>
<b><u>Uniform and Civilian Services</u></b>		
# of Assessment Centers	0 <sup>^</sup>	1 <sup>^</sup>
# of Civilian Written Examinations*	0	0
# of Uniformed Written Examinations	2 <sup>^</sup>	5 <sup>^</sup>
# of Job Analyses** Completed	0	
Total Test Development Projects	2	6
Miscellaneous Projects***	1	1
# of Fire Physical Ability Tests****	409	450

<sup>^</sup>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).

\*Existing examinations will be entered/finalized in the new test development software ParTest.

\*\*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.

\*\*\*Staffing efforts will focus on departmental records retention and organization and establishing standard operating procedures.

\*\*\*\*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. The Fire Department wants to explore the possibility of administering the written exam on a monthly basis and the CPAT on a quarterly basis.

**Civil Service Board  
Fiscal Year Activity Report  
October 1, 2010 – September 30, 2011**

**Trial Board Appeals  
(These include demotion or discharge appeals)**

<u>Civil Service Board Members</u>	<u>Completed</u>
<b>Ron Chapman, Jr., Chair</b> (Resigned 8/5/2011)	<b>0</b>
<b>George L. Allen, Jr., Vice Chair</b> (became Acting Chair 8/5/11)	<b>2</b>
<b>Johnny Clark</b>	<b>1</b>
<b>Michelle Collins</b> (Resigned 12/29/10)	<b>0</b>
<b>Edwin Hickson</b>	<b>2</b>
<b>Walter Laidlaw</b> (became Vice-Chair 9/6/11)	<b>1</b>
<b>Sidney Miller</b>	<b>1</b>
<b>Albert Turner</b>	<b>1</b>



**Civil Service Adjunct Panel  
 Trial Board Activity  
 October 1, 2010 – September 30, 2011  
 Trial Board Appeals  
 (These include demotion or discharge appeals)**

<u>Adjunct Panel</u>	<u>Appointed By</u>	<u>Completed</u>
Alan Dabdoub (Resigned 2/18/2011)	Leppert	0 hearings
Patricia Lee Gurson	Jasso	2 hearings
Flora Hernandez	Margolin	1 hearing
Edwin Hickson	Neumann	1 hearing
Johnny Jefferson	Davis	4 hearings
Virgil Lang	Allen	3 hearings
Michael Leach (Resigned 4/28/2011)	Natinsky	2 hearings
Sid Miller	Koop	3 hearings
Carl “Cam” Modecki (Ineligible to continue service 11/7/2011)	Hunt	1 hearing
Michael Nicholais	Hill	1 hearing
Calvin Robinson	Atkins	1 hearing

**Administrative Law Judge  
Appeal Activity  
October 1, 2010 – September 30, 2011  
(These include demotion or discharge appeals)**

<u>Administrative Law Judge</u>	<u>Contract Term</u>	<u>Completed Hearings</u>
Willie Crowder*#	January, 2008 - December, 2011	2 hearings completed
Valerie Carrillo##	July, 2010 - December, 2011	2 hearings completed

\*Contract extended by the City Council from December 31, 2009 through June 30, 2010

#Re-appointed effective July 1, 2010

##Appointed July 1, 2010