

Special called Meeting of the Dallas Civil Service Board

Present:

Chair Anita Childress, Vice-Chair Flora Hernandez, John Ting, Sharon Van Sell, and David Wilkins

Absent:

Jeff Bryan, Terry Welch

Attendees:

Milton Henderson, Assistant City Attorney
Georgi Brooks-Newton, Quality Manager
Melbia Patterson, Rehire Eligibility Applicant
Thomas Smith, IT Manager
Roland Uzu, Sr. IT Manager

Civil Service Department Staff:

Chely Caraveo, HR Analyst II
Michelle Hanchard, Assistant Director
Millie Laird, Coordinator IV
Shari Mallet, Sr. HR Analyst
Patricia Marsolais, Civil Service Board Secretary
Pamela McDonald, Manager of Examining and Recruitment Division
Ana Monzon, Executive Assistant
Dawne Payne, Coordinator IV
Poornima "Savina" Rikhillal, Budget Analyst
James Tornabene, Test Validation Specialist
Andy Yurkon, Test Validation Specialist
Joseph Zaragoza, Test Validation Specialist

The meeting was called to order at 9:35 a.m.

AGENDA ITEM 1-Approve the Minutes of the Tuesday, October 6, 2015 regular meeting (Part I)

This item was deferred until a voting quorum was present. New Board member David Wilkins was unable to vote not having been present at the October meeting.

AGENDA ITEM 2-Hear the rehire eligibility appeal of Melbia Patterson, a former employee with the Parks and Recreation Department

The Board heard the rehire eligibility appeal of former Park and Recreation employee Melbia Patterson. After much discussion with Ms. Patterson about her previous employment with the City, her subsequent employment, and consideration of material provided for the Board's review, the Board voted three to one to approve her request to apply for employment opportunities with the City.

Voting Aye: Childress, Van Sell, Wilkins
Voting Nay: Hernandez

AGENDA ITEM 3-NEOGOV Conference Report

Eight members of the City attended the annual NEOGOV Conference in October including representatives from the Civil Service Department, Civil Service Board, and Human Resources Department. Coordinator Dawne Payne described the conference as a good source of information and a great way to network with other jurisdictions. Ms. Payne's presentation covered action items, future action plans, and what is forthcoming from NEOGOV.

Immediate action items include updating the previous NEOGOV job pages to become career pages. The transition to career pages will improve the quality of job listings and opportunities with the City. Content will be reduced so that the most important parts will stand out. Other areas of interest to a candidate will be covered in a link to "frequently asked questions". These pages will be designed to be accessible from multiple devices, such as laptops, touch pads, and smart phones. The use of social media to connect with candidates is part of an evolving plan to be current in reaching out to prospective applicants. Ms. McDonald said staff will have the new pages for the Board to look at a future meeting.

Additionally, an update to a different text editor is taking place in order to comply with Americans with Disabilities Act (ADA) guidelines. Disability questions will be added to the application template so individuals can self-identify if they are disabled.

Beginning November 13th, the application process will go green. Paper response notices to applicants will no longer be issued. In addition, a future action item includes a 45-day free trial for Facebook to post positions. Staff is conferring with the Public Information Office (PIO) to ensure that this does not interfere with the City's Facebook content. The Vice-Chair requested staff to ask NEOGOV what other cities are doing with Facebook. Mr. Ting will be the Board's social media point person. Ms. Hernandez will take on that role for NEOGOV. Dr. Van Sell recommended investigation of Research Gate and LinkedIn, both of which are additional methods of reaching highly qualified job candidates.

Other subjects discussed were uploading exam scores directly from ParScore, having an IT person on staff to deal with department IT issues, and future NEOGOV enhancements such as giving hiring managers the ability to sort their lists. The department will be doing its own assessment of what is being used in NEOGOV and the additional functionality that can be implemented.

AGENDA ITEM 1-Approve the Minutes of the Tuesday, October 6, 2015 regular meeting (Part II)

The Board approved the minutes of the October 6, 2015 regular meeting. A quorum of members present at that meeting exists with Mr. Ting's arrival.

AGENDA ITEM 4-Briefing on ISO 9001-2008 certification for the Test Development and Validation Division

Joseph Zaragoza, Test Validation Specialist, briefed the Board on the status of the ISO 9001-2008 certification process. Georgi Newton, City of Dallas Quality Manager, was present to assist Mr. Zaragoza during his presentation. Mr. Zaragoza explained the purpose of the certification. Mr. Zaragoza talked about each of the three quality objectives, which are: (1) achieving at least 75%

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incumbent participation in a given job analysis, (2) ensuring that at least 75% of the Knowledges, Skills, Abilities, and Other Characteristics (KSAOs) that meet the inclusion criteria and are feasibly measurable are assessed using the chosen selection instruments, and (3) at least 60% of test takers report an acceptable or higher level of written examination and/or assessment center test experience. Discussions ensued regarding the objectives. As a result of the discussion, objective #3 was changed from 60% to 75%, the survey questions for objective #3 will be reevaluated, and terminology will be clarified (e.g., participation, inclusion criteria, feasibly measurable, and chosen section instruments). Mr. Zaragoza also stated that management reviews were held monthly. During this review, management discussed the evaluation process for vendor performance, identified corrective and preventive actions and planned the acquisition of material resources that would aid in better work performance. Mr. Zaragoza also mentioned that the Quality Management System (QMS) Bulletin is distributed to provide information about the process. The Board questioned the mission statement that is on the QMS Bulletin and requested that it be reexamined.

AGENDA ITEM 5-Presentation on Lean Six Sigma Green Belt Project

Coordinator Millie Laird gave the Board an overview on her Lean Six Sigma Green Belt Project. Ms. Laird is in the first class of Green Belts selected by the City Manager's Office Center for Performance Excellence. Her training spanned the months of June through August. The process improvement project that she is working on targets the former City employee (CFE) review part of the application process. Ms. Laird described the hypothesis for the project, which is to facilitate the review of former city employees' at a later time in the application evaluation process. This will significantly reduce the time spent on this step. The Chair and Vice-Chair questioned why the review of FCEs is a problem that needed analysis with such a complex approach. The discussion shifted to the department analysts' reliance on information contained in the Lawson system. The Chair suggested it might be more logical to accept the information in Lawson. Both the Chair and Vice-Chair advocate that HR be engaged on this matter. Civil Service is spending a lot of time and resources on a process where its confidence in the data is poor. The problem must be communicated to HR and an understanding reached that confirms that the data available may impact the results of the application screening process. Both departments need work on the problem and fix it.

The Chair thanked staff for working on this issue in such detailed way. Ms. Laird added that the project is not in the implementation phase yet but expects it will be in the next week or so.

AGENDA ITEM 6-Board Training Session Schedule

The department will conduct training sessions for the Board members. The training sessions are designed to explain the duties and processes of the department (e.g., Examining and Recruitment, Job Analysis, Test Development/Candidate Physical Ability Test (CPAT), Trial Board (TB) and Administrative Law Judge (ALJ) Hearings, and Budget and Finance). The Board received the training schedule. Patricia Marsolais, Secretary to the Board stated that one date had not been finalized. She said that the only available date for the Examining and Recruitment training session was the afternoon of Wednesday, November 18th. The Board agreed on that date as well as the time frame of 1:00 p.m. to 4:00 p.m. The other training dates are:

Job Analysis-December 16, 2015;
Test Development/CPAT-January 19, 2016;
TB/ALJ Hearings-February 18, 2016; and
Budget and Finance-March 15, 2016

AGENDA ITEM 7-Test Development and Validation Division report

Assistant Director Michelle Hanchard briefed the Board on the division's testing projects, activities and issues. She reported that the 311 Call Taker position was added to the test schedule and explained their plan for vetting approximately 900 applicants.

Ms. Hanchard also reported that the testing site has been reserved for the Fire Rescue Officer Trainee exam in February.

The Chair asked if any other tests were being developed in response to departmental requests. The following are being developed, per the request of departments: a performance test for Laborers in Park and Recreation, a writing sample for the Executive Assistant in the City Manager's Office, and a writing sample for the Senior Animal Services Officer (SAO) in Code Compliance Services (CCS). Staff had begun the job analysis process for CCS, but the timeline of 12-15 weeks was not compatible with the department's timeline. After discussion regarding CCS' needs for the SAO, the SAO will be added to the testing schedule. Mr. Zaragoza advised that there are ways to expedite or enhance the job analysis process, but there would be tradeoffs. The expedited process would be more general. A conversation would need to occur with the department director, Kris Sweckard, regarding expectations.

Ms. Hanchard gave an update on the alternate Senior Corporal examination administered on October 23, 2015 to a candidate returning from military duty. During this update she described the challenge/review process for the multiple-choice examination.

The technology briefing included a report on the status of the video recording study contract, which was given to Ergometrics to sign. CritiCall has been installed on all but a few computers. A pilot test on CritiCall, using the Water Field Representative II E test has been scheduled. This pilot will simulate an actual test administration and grading. The Business Development and Procurement Department (Purchasing) is waiting for the approval of the requisition to purchase the Gravic software. Staff was unable to obtain the status of the purchase of an additional SPSS license (Statistical Package for Social Sciences) from Purchasing. All of the existing paper-and-pencil tests have been transferred to the CritiCall program.

The job analyses for the Fire uniformed ranks are in progress. The consultant was in Dallas conducting job observations and focus groups. Staff accompanied the consultant on the job observations and participated in the focus group discussions to understand the various ranks in preparation for test development.

Ms. Hanchard reported that staff is currently analyzing job analysis data. Pamela McDonald, Manager of the Examining and Recruitment Division said that the Police Department wants to advertise the 911 position again. Discussion followed on the timeline and the feasibility of expediting the project, the advertising schedule, test plan development, comparing results to the current test, and use of the job analysis results. The Chair suggested that staff talk with the Police Department about deferring the posting of the 911 position until the job analysis project is complete.

Ms. Hanchard briefed the Board on the other job analysis projects that are in progress. The Water Field Representative II E position is in the analysis phase; staff is conducting job observations and developing task statements. The Police job analyses specifications

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for the Request for Confidential Sealed Proposals was sent to the Purchasing Department for review. Staff has been conducting research on job analyses especially as it relates to developing minimum hiring qualifications. There was also discussion on the AutoGOJA program developed by the Biddle Consulting Group and its potential use in the City's process, particularly in conducting job analyses for over 700 classifications. Ms. Hanchard will conduct research on automated job analysis programs.

Ms. Hanchard reported on the CPS Consulting recommendation that the Civil Service Department provide oversight over the development and administration of all examinations. Currently, there are some departments developing and administering their own tests. The Department's response to this recommendation was to send directors a letter asking them if they developed and/or administered any tests, and in what areas do they feel testing is needed. Suggestions for follow up included a second survey (online), addressing the directors at the directors' meeting, direct calls, and supervisor/manager training or let the task force address the issue.

AGENDA ITEM 10-Update on 2014-15 Goals and Objectives and the Development of Goals and Objectives for 2015-16 (Part I)

Communication and Information Services (CIS) employees Thomas Smith, IT Manager, and Rowland Uzu, Senior Manager updated the Board on the findings, testing, and implementation of a grievance/hearing tracking system for the Civil Service Department. CIS has obtained one license for a product called Smart Schedule. It has been tested within their environment. The templates to use the software have been developed. Soon the software will be installed on several Civil Service computers for testing. The Vice-Chair asked if the system could be linked to the City Attorney's Office (CAO). Mr. Uzu replied that such an integration would be tricky due the different system the CAO uses and the issues concerning confidentiality of the legal information contained in the CAO environment. The new system will be a significant advancement in scheduling and tracking hearings.

AGENDA ITEM 8-Examination and Recruitment Division report

Examining and Recruitment Manager Pamela McDonald gave the Board an overview of her division's activities. She explained the monthly Report in great detail for the benefit of the new Board members. Her report included information on requisitions received and processed, vacancies, applications received and processed, applicants scheduled to test and applicants actually tested, and the hires made.

Ms. McDonald briefed the Board on the recruitment and testing activities for the 911 Call Taker, Police Officer Trainee and Fire-Rescue Officer Trainee (FROT). Staff is traveling with the Fire Department to conduct off site testing.

Ms. McDonald applauded her team for meeting the division's service level agreement (SLA). She explained the division's SLA. Analysts notify hiring managers of the number applications received from postings. For positions that have fewer than 100 applicants, a complete list of eligible candidates will be referred to the hiring managers within five to eight business days of the job posting close date. For positions with over 100 applications, the first 100 applications will be reviewed and eligible candidates will be referred within five to eight business days of the job posting close date. The remaining applications will be reviewed and referrals made on a weekly basis until complete. On positions requiring testing, hiring managers will receive eligible list(s) in three to six weeks, depending on the number of applicants testing. There was additional discussion regarding this topic.

Coordinator Dawn Payne provided summary of the 2015 hiring efforts for the 911 Call Taker position. She provided information on vacancies, posting, hiring, testing, etc.

Ms. Payne provided an overview of the services rendered to Dallas Animal Services (DAS). She reported that all qualified candidates have been referred to DAS. Civil Service was asked to repost the Senior Animal Services Officer position. Ms. Payne stated that the division is soliciting feedback about the eligible list from Jody Jones, Senior Hiring Manager, and Dr. Payton, who oversees the veterinary services (e.g., why candidates were not interviewed, why candidates were not selected, etc.). This was done to determine how best to help the department get the needed employees. Ms. Payne also summarized the recruitment efforts for DAS. The Examining and Recruitment Division participated in job fairs in conjunction with Texas Workforce Solutions. DAS advertised some positions in trade publications, which resulted in more qualified applicants. Ms. Payne reported that DAS did not indicate that there was a problem with minimum qualifications or the quality of the candidates they received. They requested more candidates.

AGENDA ITEM 9-Update to the Civil Service Department's response to CPS Consulting Hiring Practices Report findings

Due to the lateness of the hour, Pam McDonald gave a brief update on the progress made in responding to the recommendations in the 2014 CPS Consulting Hiring Practices Report. More positions are being posted continuously. The number of revised minimum qualification templates has increased to 351. Staff did some employee training in October for Dallas Water Utilities and Code Compliance. Over 100 people attended. The NEOGOV Autoscore feature is being used to evaluate 365 positions. The rest of the CPS action items were covered earlier in the meeting as part of other agenda items.

AGENDA ITEM 10-Update on 2014-15 Goals and Objectives and the Development of Goals and Objectives for 2015-16 (Part II)

The discussion resumed on the progress with staff goals and objectives for FY 2014-15. Conversation turned to fleshing out the Board calendar to include a two-year cycle. Staff will insert what information is available through 2017. In particular, information about the biannual Board appointment process is important. The Chair said that the calendar is looking good but asked whether it could be integrated into the Board members' personal calendars. She requested three months of the calendar at each Board meeting with updates to it. The calendar will be placed on the Board's web page.

AGENDA ITEM 11-Discussion of draft Board calendar

This matter was discussed as part of agenda item 10.

AGENDA ITEM 12-Designate panel members for Trial Board hearings

The Chair designated Terrence Welch, Virgil Lang, and Robert Murphy to hear the Kojo Nkansah appeal hearing. Mr. Welch will serve as Chair.

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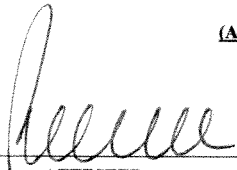
The Chair designated Sharon Van Sell, Calvin Robinson, and Daryl Baker to hear the Thomas Evans appeal hearing. Dr. Van Sell will serve as Chair.

AGENDA ITEM 13-Director's Report

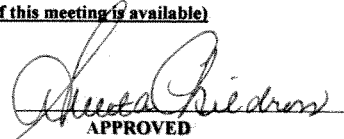
The Chair advised the director that she would like this report to show what the director is contributing to the process. It should be at a strategic level. The Board is looking for how it plugs into the strategic issues going on at the City. Mr. Ting added that matters that come before the City Council during the month that mention or refer to Civil Service are the kinds of things that he would like to see included in the report. The Chair added that the hiring issue is something the director should comment on. Proactivity with departments to see if the department is meeting their needs is crucial and should be part of the report.

There being no further business, the Civil Service Board meeting adjourned at 4:49 p.m.

(A complete transcription of this meeting is available)



ATTESTED



APPROVED