



**Civil Service**

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**CITY SECRETARY  
DALLAS, TEXAS**

City of Dallas

# ANNUAL REPORT

2025



# Memorandum



CITY OF DALLAS

DATE February 3, 2026

TO Honorable Mayor and Members of the City Council

SUBJECT **CIVIL SERVICE BOARD FY 2025 ANNUAL REPORT**

I am pleased to announce that on Tuesday, February 3, 2026, the Civil Service Board unanimously approved the FY 2025 Annual Report for the fiscal year ending September 30, 2025.

The Civil Service Board is committed to advancing the City Council's mission of serving and strengthening the Dallas jobs community.

This Annual Report goes beyond the minimum requirements to highlight the Board's dedication to equity, transparency, and responsible stewardship of the City's workforce.

Through this work, the Civil Service Board plays a vital role in supporting the City's operational success, economic stability, and overall quality of life for residents and visitors.

Should you have further questions, please feel free to contact our Civil Service Board Secretary, Jarred D. Davis.

With much appreciation for the opportunity to serve,

Terrence Welch, Chair  
Civil Service Board

c: Civil Service Board  
Kimberly Bizer Tolbert, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Timothy Menke, Inspector General  
Dominique Artis, Chief of Public Safety

Dev Rastogi, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Alina Ciocan, Assistant City Manager  
Donzell Gipson, Assistant City Manager  
Robin Bentley, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Ahmad Goree, Chief of Staff to the City Manager

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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 100,000 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

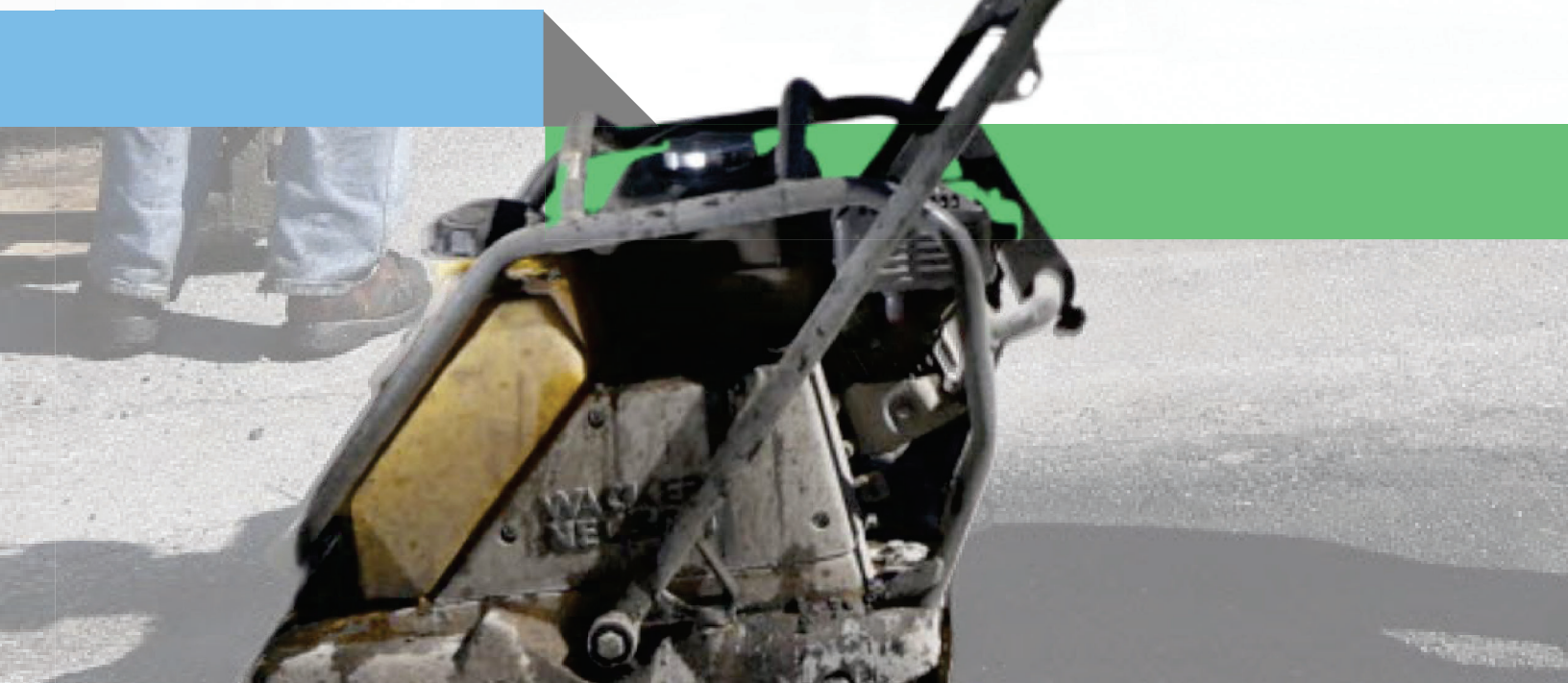
- ▼ Advertises jobs to both current and prospective employees
- ▼ Administers exams

## Test Validation

- ▼ Develops and validates personnel selection tests for civil and uniform positions.

## Administration

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



# Message from the Secretary

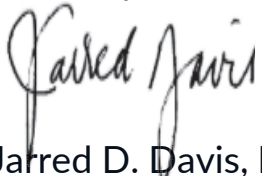
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I am pleased to present the 2025 Civil Service Board Annual Report. Annually, this report provides an overview of our department's accomplishments, key hiring data, and documents the progress we have made in each of our strategic focus areas.

During the last fiscal year, we are proud to have met each of our priorities, while continuing to evolve the department's practices to better support the City of Dallas' critical talent acquisition needs. For example, this year, we collaborated with the Dallas Police Department to revise entry-level officer requirements to provide an additional pathway to employment to meet our public safety hiring goals and maintain staffing levels. Additionally, we successfully completed job analysis studies for critical and hard-to-fill positions within the departments of Code, Water, and Building Services. This work positions us to successfully and effectively recruit and fill critical and hard-to-fill positions that are core to our ability to meet Dallas residents' needs.

Over the next 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  
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, 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 Connect, Collaborate, and Communicate 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.

Civil Service Board	Position
Terrence Welch	Board Chair
Chris Leal	Position 1
Vacant	Position 3
Bridgett Mitchell	Position 4
Vacant	Position 5
Curtis Pierre	Position 6
Pam Gerber	Position 7

Civil Service Adjunct	Appointing District
*Althea Harrington	6
Cassandra James	9
Calvin Robinson	8
Michael Jackson	3
Anjulie Ponce	1
*Alendra Lyons	7
*Criss Lee	11
Javier Perez	5
Lydia Apolinar	2
John Hazelton	13

\*Althea Harrington – Term Completed 10/01/2025

\*Alendra Lyons – Resigned 7/16/25

\*Criss Lee – Term Completed 10/01/2025

# 2025 Priorities



Conduct a comprehensive workforce optimization review designed to strengthen and streamline the recruitment and selection processes for Civil Service recruitment operations.  
*(Talent Attraction, Talent Assessment and Operational Excellence)*



Design and deploy a targeted sourcing and outreach strategy that strengthens recruitment pipelines by fostering partnerships with institutions such as Dallas College, Dallas ISD, UNT Dallas, and veteran/disability employment networks.  
*(Talent Attraction)*



Conduct a comprehensive workforce analysis and develop a five-year vacancy and retirement forecast to inform long-term talent and recruitment planning for critical and hard-to-fill positions.  
*(Talent Attraction)*



Continue departmental process improvement efforts to further streamline the process and effectively manage the scheduling of Trial Board and Administrative Law Judge appeal hearings.  
*(Operational Excellence)*



Continue to work with Information Technology Services and Human Resources to identify a testing and assessment technology solution that supports entry level hiring and the sworn promotional process within the COD's applicant tracking and HRIS system, Workday.  
*(Talent Attraction, Talent Assessment, and Operational Excellence)*



# 2025 Outcomes and Highlights



In support of the Dallas Police Department, the Civil Service Department administered 478 uniform promotional exams for the ranks of Senior Corporal and Lieutenant.



In support of the Dallas Fire Rescue, the Civil Service Department successfully administrated promotional exams and assessment centers for all ranks within the Fire Investigations section.



During the last fiscal year, the department's recruitment and outreach events engaged 3,236 job seekers, resulting in 238 interviews, 64 offers, and 21 hires. These outreach efforts strategically focused on public safety and technical operations roles within Dallas Police Department Communications Division and Dallas Water Utilities.



The Civil Service Department and Dallas Police Department successfully launched an entry-level officer hiring and educational pilot program that provides an additional pathway to employment in direct support of our public safety hiring goals and staffing levels.



In partnership with the departments of Marketing and Human resources, we successfully developed and launched an employment recruitment campaign that successfully increased awareness and interest in City of Dallas career opportunities.

# 2024-2025 Civil Service Performance Overview



## Key Performance Indicators

Indicator	FY 2024-2025	FY 2023-2024	Change
Requisitions Processed	2,455	2,341	+4.9%
Applications Evaluated	108,070	95,432	+13.2%
Positions Filled	1,664	1,589	+4.7%
Average Time to Hire	64 days	68 days	-5.9%

Year-over-year recruitment metrics comparison showing continuous improvement across all key performance indicators.

## Performance Dashboard



Year-over-year recruitment metrics comparison showing continuous improvement across all key performance indicators.

# Overall Requisition to Hire Process

*Average Days & % of Time Taken in the Hiring Process.*

Step	Days	% of Time	Responsible Department
Step 1: Requisition Approval to Candidate Referral	10	5%	Civil Service
Step 2: Candidate Referral to Offer Extension	172	86%	Hiring Department & Human Resources
Step 3: Offer Extension to Start Date	18	9%	Human Resources

## Historical Hiring Timeline (Average Days)

*Comparison of process steps across recent fiscal years.*

Fiscal Year	Approval to Referral (Civil Service)	Referral to Offer (Hiring Dept & HR)	Offer to Start (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
FY 24-25	10 Days	57 Days	18 Days

# Civil Service Hiring By Department

Department	FY24-25
Dallas Water Utilities	188
Police - Civilian	109
Planning & Development	90
Aviation	87
Sanitation Services	71
Code Compliance Services	67
Equipment & Fleet Management	57
Dallas Animal Services	56
Transportation & Public Works	44
Information & Technology Services	36
Facilities & Real Estate Management	29
Fire - Civilian	23
Court & Detention Services	18
Human Resources	11
Housing & Neighborhood Revitalization	8
Convention & Event Services	7
Civil Service	7
Municipal Court - Judiciary	6
Marshal's Office	4
<b>TOTAL</b>	<b>918</b>

Hires made in FY 24-25 may be from candidates tested in FY 23-24

# Top Civilian Positions

*Analysis of most frequent hires and most tested positions in FY 24-25.*

## Top Civilian Hires

Title	# of Hires
Manager (Multiple Titles)	70
Supervisor (Multiple Titles)	67
Code Enforcement Officer I	43
Office Assistant II	29
Administrative Specialist II	27
Crew Leader (Multiple Titles)	22

## Top Civilian Tested Positions

Position	Scheduled	Passed	Pass %
Office Assistant I	262	161	62%
Office Assistant II	668	517	77%
Permit Clerk	301	167	55%
<b>Total</b>	<b>1,231</b>	<b>845</b>	<b>67%</b>

# 2024-2025 Dallas Police Department Communications Testing

*Recruitment and testing funnel for civilian Dallas Police Department communications roles.*

Rank	Applications	Scheduled	Tested	Met Min. Qual.	Show Rate %	% Passed
911 Call Taker Trainee (Civilian)	1092	716	270	255	38%	94%
Police Dispatcher Analyst I (Civilian)	719	162	73	28	45%	38%
Police Report Representative I (Civilian)	1031	854	477	373	56%	78%
Total	2842	1732	820	656	46%	70%

# 2024-2025 Entry-Level Uniform Testing

*Recruitment and testing funnels for sworn Police and Fire positions.*

## Entry-Level Police

Rank	Applications	Scheduled	Tested	Met Min. Qual.	Show Rate %	% Passed
Police Officer Trainee	6469	5120	3599	2542	70%	70%
Total	6469	5120	3599	2542	70%	70%

## Entry-Level Fire

Rank	Applications	Scheduled	Tested	Met Min. Qual.	Show Rate %	% Passed
Fire & Rescue Officer Trainee	3172	2396	1502	1261	63%	84%
Fire Prevention Officer Trainee	430	340	309	208	91%	67%
Single Function Paramedic	89	50	36	24	72%	67%
Total	3,691	2,786	1,847	1,493	66%	81%

# 2024-2025 Uniform Hires & Promotions

*Total hires and promotions for Police and Fire in FY 24-25.*

## Fire Hires & Promotions

Positions	Total
Fire & Rescue Officer Trainee	205
Fire Prevention Officer Trainee	10
Senior Fire Prevention Officer	3
Fire Prevention Lieutenant	1
<b>Total</b>	<b>219</b>

## Police Hires & Promotions

Positions	Total
Police Officer Trainee	334
Police Senior Corporal	17
Police Sergeant	13
Police Lieutenant	15
<b>Total</b>	<b>379</b>

# Outreach & Sourcing Strategy

*Multi-channel recruitment sourcing strategy demonstrating diversified talent acquisition approach.*

CHANNEL	REACH	APPLICANTS	CONVERSION
LinkedIn	113,906 Page Views	45,231	39.7%
Indeed	N/A	11,218	Direct
Social Media (Facebook, Twitter)	N/A	34,904	Direct
Job Fairs	20 Events Attended	1,287	~64/event

## Testing & Assessment Excellence

*Testing and assessment volume demonstrating comprehensive evaluation capabilities.*

Test Type	Total Administered / Proctored
Uniform Written Exams	156
Civilian Written Exams	2,697
Uniform Assessment Center	76



# HEARING ACTIVITY

## **Trial Board & Administrative Law Judge Appeal Hearings**

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 Appellant about the employee's demotion or discharge. It is a quasi-judicial process that results in a decision by the ALJ or Trial Board panel as to whether the discipline is sustained or modified.

## **Grievance Hearings**

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 misapplications of a specific law, ordinance, resolution, policy, rule, or regulation.

## **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.

# HEARING ACTIVITY

## FISCAL YEAR CIVIL SERVICE BOARD APPEAL HEARINGS, CIVIL SERVICE TRIAL BOARD HEARINGS, AND ADMINISTRATIVE LAW JUDGE HEARINGS

October 1, 2024 – September 30, 2025

Hearing Type	Number of Hearings
Rehire Appeal Hearing	6
Grievance Appeal Hearing	6
Trial Board Hearing	4
Administrative Law Judge Hearing	9

Administrative Law Judge	Contract Term
James E. Urmin, Sr.	January 2025 – December 2025
Karen R. Washington	January 2025 - December 2025