



**SERVICE  
FIRST,  
NOW!**

**Nina Arias**

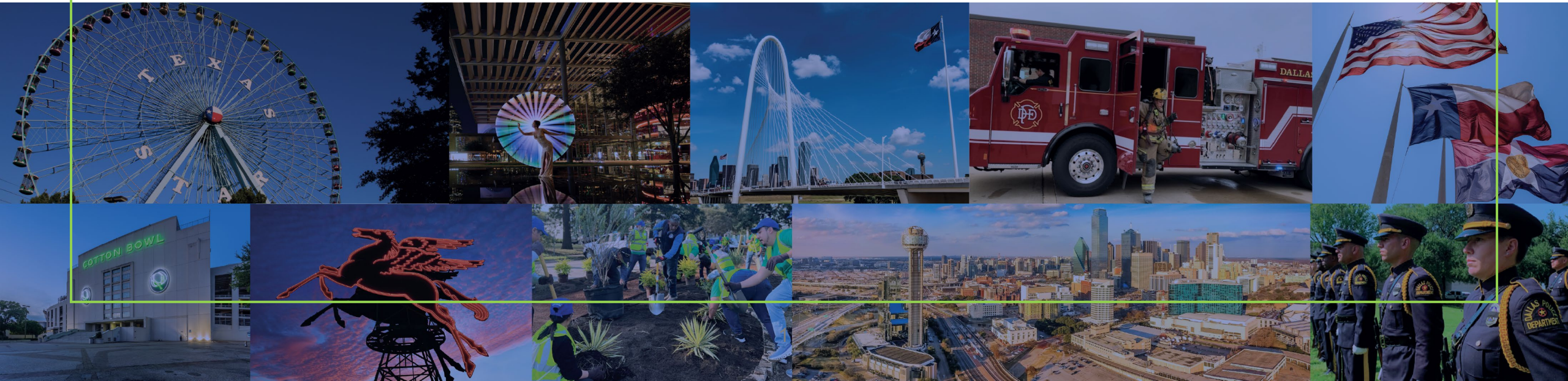
*Director*

Human Resources

# Overview of Department of Human Resources

**Committee on Government Efficiency**

May 11, 2026





**HR Mission, Strategy, Goals, and Structure**  
**HR Services, Staffing Levels, and Workload**  
**HR Benchmarks to Other Cities**  
**Talent Acquisition: HR & Civil Service Responsibilities**

# HR Strategy & Roadmap

## What We Do

**Compensation**  
Strategy & Administration

**Talent Acquisition**  
Hiring & Recruitment

**Employee Well-Being**  
Benefits & Engagement

**Talent Development**  
Organizational Effectiveness

**Employee Relations**  
Compliance

## What Matters Most

**Staffing Stability**

**Talent Retention**

**Career Mobility**

**Manager Effectiveness**

## How We'll Achieve It

### People

Talent Development  
Employee Engagement

### Process

Streamlined Hiring  
Policy Updates

### Planning

Strategic Workforce Planning  
Succession Planning

### Technology

Workday Optimization  
HR Systems Upgrade

Vacancy Rate: 19% → 15%  
2024 2025

Turnover: 11% → 10%  
2024 2025

Internal Promotions: → 25%  
2026 goal

Manager Feedback: → 10%  
2026 goal

**2026**

Strategic Workforce Planning  
Performance Management Update

**2027**

**How We Measure Success**  
Advanced Analytics  
Wellness Expansion

**2028**

Strategic Staffing  
Workforce Excellence

3  
**Where We're Headed**



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# Who We Are & Our Mission

## Our Mission

Partner with managers at the city of Dallas as they develop, motivate, and reward their teams.  
Provide tools, processes, and systems to empower managers to attract, recruit, and retain talented people to serve our residents.

### **We are Leader-led, HR-enabled:**

City Leaders drive strategy and culture | HR enables progress with tools, insight, and support.

### **We Collaborate for Impact:**

Build relationships across the City for shared success and to foster continuous improvement.

### **We are People-Centered, Data-Driven:**

People are at the heart of everything we do, and progress depends on pairing human focus with data-driven insights.

### **We prioritize Employee Wellbeing:**

Value every voice and foster a workplace that cares for the holistic health, safety, and satisfaction of our people.

### **We Pursue Continuous Growth:**

Continuously learn, adapt, and improve by trying new ideas, challenging the status quo, and delivering a service that meets the evolving needs of our employees and residents.

# HR Services by Component – as of May 1, 2026

**13,613**  
TOTAL CITY EMPLOYEES  
SERVED

**41**  
DEPARTMENTS  
SUPPORTED

**1,481,992**  
TOTAL ANNUAL  
TRANSACTIONS

## Benefits Administration 12 Staff

**64,809**  
Annual Transactions

**24,212**  
Enrolled employees &  
dependents

**\$9M**  
Annual savings negotiated

**3**  
Health Plans managed

## Recruitment & Talent Acquisition 16 Staff

**458,694**  
Annual Transactions

**161,502**  
Applications processed

**2,002**  
Positions filled

**65 days**  
Average time to hire

## Performance Management 2 Staff

**46,532**  
Annual Transactions

**7,916**  
Operational Objectives

**1,794**  
Feedback

**83**  
Performance Improvement  
Plans

## Learning & Development 3 Staff

**> 40,000**  
Training hours delivered

**13,288**  
Employees trained

**> 10,000**  
Courses offered

**6375**  
Annual Transactions

## Compensation

**10 Staff**

**84,592**  
Annual Transactions

**4,681**  
Compensation Changes

**3,432**  
Job Offers Processed

**1,571**  
Job Profiles Managed

# HR Services by Component – as of May 1, 2026 (continued)

**13,613**  
TOTAL CITY EMPLOYEES  
SERVED

**41**  
DEPARTMENTS  
SUPPORTED

**1,481,992**  
TOTAL ANNUAL  
TRANSACTIONS

**HR Consulting**  
**23 Staff**  
135,995  
Annual Transactions  
  
2,281  
Leaves of Absence  
Managed  
  
1,887  
Terminations Managed  
  
105  
Investigations Completed

**HR Information  
System**  
**10 Staff**  
1,481,992  
Workday Transactions  
  
5232  
Trouble Tickets Managed  
  
3,956  
Custom Reports Managed  
  
159  
Business Processes  
Managed

**Policy & Records  
Management**  
**2 Staff**  
2202  
Personnel file updates  
  
394  
Open record requests  
  
251  
Personnel file requests  
  
28  
Administrative Directives  
managed

**Workforce  
Planning**  
**2 Staff**  
8  
Departments in pilot  
  
4,819 (35%)  
Positions analyzed  
  
182  
Strategic roles identified  
  
>200  
Workforce action items

# HR Staff

HR Services	HR/Benefits Staff
Budget and Project Management	3
Compensation	10
Executive Leadership	3
HR Consulting (5 Department Funded)	23
HR Information Systems	10
Performance Management	2
Policy and Records Management	2
Talent Acquisition & Onboarding (1 Dep Funded)	16
Training and Development	3
Workforce Planning	2
<b>Total HR Staff</b>	<b>74</b> (59.34 FTEs)
Interns – Organization	18
<b>Total Positions</b>	<b>92</b>
Benefits and Employee Wellbeing	12 (10 FTEs)

# HR Budget: Dallas vs Peer Cities (excluding benefits)

Dallas, TX ~13,600 Employees	Houston, TX ~21,000 Employees	San Antonio, TX ~12,800 Employees	Austin, TX ~14,000 Employees	Phoenix, AZ ~14,000 Employees
<b>1:230</b> HR: Employee Ratio	<b>1:97*</b> HR: Employee Ratio	<b>1:212*</b> HR: Employee Ratio	<b>1:98*</b> HR: Employee Ratio	<b>1:130*</b> HR: Employee Ratio
<b>\$8.9M</b> HR Budget	<b>\$32.9M</b> HR Budget	<b>\$9.7M</b> HR Budget	<b>\$23.7M**</b> HR Budget	<b>\$20M</b> HR Budget
<b>\$654</b> HR Cost/Employee	<b>\$1,566</b> HR Cost/Employee	<b>\$760</b> HR Cost/Employee	<b>\$1,692**</b> HR Cost/Employee	<b>\$1,429</b> HR Cost/Employee

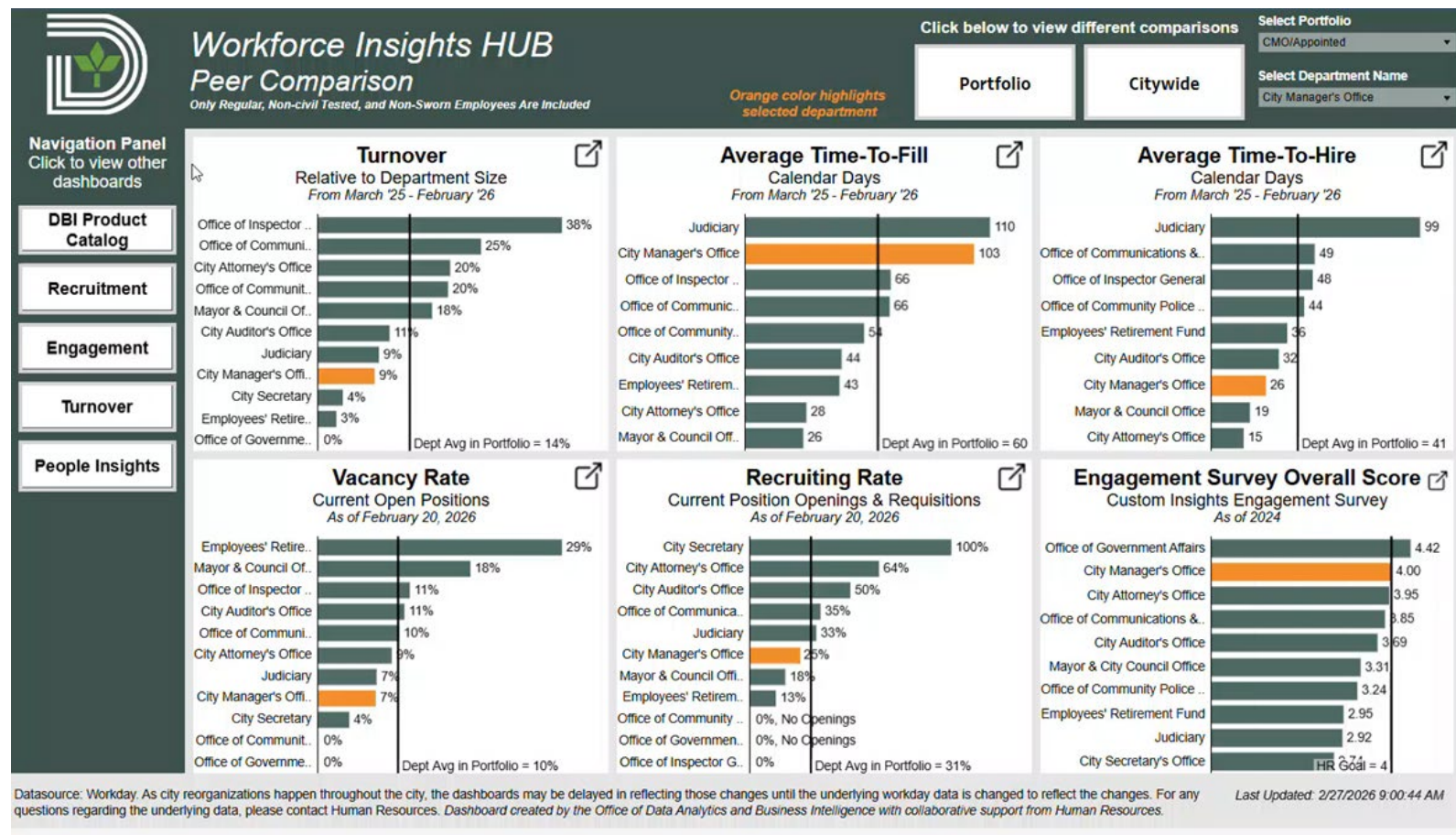
\* Includes Civil Service Administration

\*\* Includes Benefits Admin and Risk Management

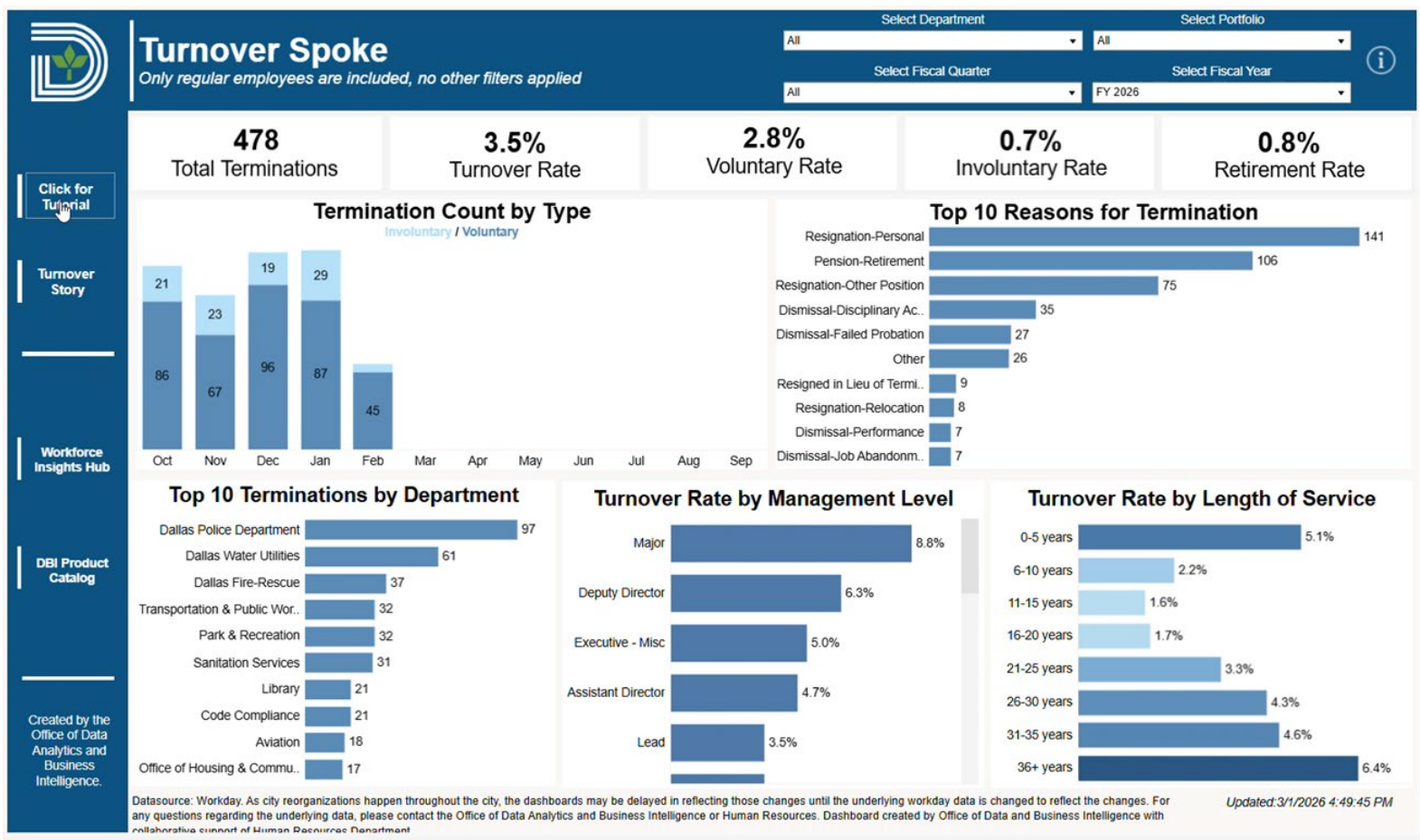
# Metrics

## Key Talent Metrics (City wide)

Vacancy Rate (FY24/25)	15%
Turnover rate (FY24/25)	10.8%
Applicant - Average Time-to-hire (2025)	65 days
Internal Promotion (FY25/26 as of March 31)	26%



# Metrics



# Talent Acquisition – HR & Civil Service Responsibilities

Steps in Recruitment Process	Civil Service/ Non-Uniform		Non-Civil Service	Uniform Staff – Police and Fire		
	Civil Service	HR	HR	Civil Service	HR	DPD/DFR
Assign Compensation		✓	✓		✓	
Develop Job Descriptions		✓	✓		✓*	
Post Job – Source Applicants	✓		✓	✓		
First Screen: Minimum Qualifications	✓		✓	✓		
Testing – New Hires and Promotions	✓		✓	✓		
Second Screen: Narrow Applicant List for Fit		✓*	✓*			✓
Interview and Selection		✓*	✓*			✓
Offer and Salary Negotiation		✓	✓			✓
Background Check, Orientation/Onboarding		✓	✓		✓	✓
<b>Total</b>	13,751 Staff 4,911 Requisitions 3,320 New Hires		4,210 Staff 1,289 Requisitions 479 New hires	3,042 Staff 3,622 Requisitions 2,314 New hires**	4,100 DPD Staff 423 New hires	2,399 DFR Staff 104 New hires

\* Performed by the Hiring Manager/Department Staff in collaboration with HR Partner  
 \*\* Includes interns, temporary, and seasonal staff

# Introducing Talent Central: *Gateway to Dallas Employment*

In FY 2025-26, the **Human Resources and Civil Service Departments** in collaboration with **DPD, DFR, ITS, and CCX** will launch **Talent Central** as the sole gateway for all City employment.

**What It Is:** A centralized, public-facing recruitment hub unifying hiring for all non-uniform (Civil Service and non-Civil Service) and uniform (Police and Fire) positions.

### **A Dual-Access Model:**

- **Physical Hub:** A modern, walk-in center designed as an "Ongoing Career Fair".
- **Digital Gateway:** A single online portal for all job types, simplifying the applicant experience.

**Key Benefit for Departments:** This unified approach provides coordinated processes, shared scheduling tools, and ultimately, improved hiring results.

# Forging a Cross-Functional Partnership



## Human Resources:

Appointed to oversee and champion the City-wide talent acquisition strategy. HR will manage the overall strategy, develop onboarding guides, and use Workday to identify critical roles.



## Civil Service Department (CVS):

A key partner in Talent Central, Civil Service will leverage Workday to support department leaders and coordinate targeted recruitment for critical roles. They will also work to ensure online testing validation rules are consistent with in-person tests.



## Communications and Customer Experience/311 (CCX/311):

Appointed to oversee all marketing and advertising aimed at hiring quality public servants. This department will develop a refreshed brand identity and a standardized toolkit for all departments.



## Dallas Police Department (DPD):

DPD will work with Civil Service to implement more effective screening processes. The strategy supports DPD's aggressive hiring goals.



## Dallas Fire-Rescue (DFR):

The strategy supports DFR's need for a sophisticated, data-driven recruiting program and process improvements to decrease hiring times. It also addresses recommendations to revise interview procedures.

# Appendix



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# The City of Dallas Unified Talent Acquisition Strategy

Strengthening Our Workforce Through  
Collaboration and Innovation

**Nina Arias**

*Director*  
Human Resources

**Jarred Davis**

*Board Secretary*  
Civil Service



# Why a Unified Strategy?

## A Strategic Imperative:

- To become the premier public sector employer in Texas, we must unify our approach to attracting, hiring, and retaining top talent across all departments.

## Addressing the Challenge:

- We face nationwide challenges in recruiting qualified personnel, especially for critical positions. A unified strategy helps us generate awareness and change misperceptions about public service careers.

## Audit-Driven Improvements:

- This strategy directly addresses recommendations from the 2023 Talent Acquisition Audit, focusing on efficiency, effectiveness, and alignment with the City's goals.



# The Six Pillars of Talent Acquisition at the City of Dallas



## **Compelling Employer Value Proposition (EVP):**

Inspiring candidates by showing the unique value of serving Dallas.



## **Sustainable Talent Pipelines:**

Building robust, long-term candidate pools through strategic partnerships.



## **Accessible Central Hub (Talent Central):**

Creating a seamless physical and digital candidate experience.



## **Career Growth & Advancement:**

Providing clear career ladders to retain and motivate staff.



## **Technology-Enabled, Data-Driven Recruitment - Workday:**

Using modern tools to optimize hiring speed, quality, and fairness.



## **Cohesive Candidate & Stakeholder Experience:**

Ensuring transparency and collaboration at every step.

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**Key Benefit for Departments:** This unified approach provides coordinated processes, shared scheduling tools, and ultimately, improved hiring results.

# New Talent Central Website

ITS is developing a new Careers Website: [Talent Central Home](#)

**What It Is:** A centralized, digital gateway for all job types, for a more intuitive and engaging experience for external candidates.

## **Goal:**

- **Showcase career pathways:** Civilian, Fire, Police
- **Pre-filtered job search:** Faster, easier application process
- **Testimonials and FAQ:** For transparency, ease of use, and engagement
- **Promote upcoming events:** Easy to use events calendar for hiring events
- **Featured Banner:** To promote critical position openings

**Key Benefit for Departments:** Streamlined hiring process with better-qualified applicants and faster candidate matching.