

Office of the City Auditor



Audits of Talent Acquisition

Rory Galter, Audit Manager

Tuesday, April 9, 2024
Public Safety Committee Meeting



The Audit Plan broke the talent acquisition audit into the following three audits:

- **Audit of Talent Acquisition**
- **Audit of Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection**
- **Audit of the Dallas Police Department Uniform Personnel Recruitment and Selection**



Objectives and Scope

1. Are candidate sourcing strategies and community outreach effective?
2. Does the candidate selection process reflect best practices and promote a quality hire?
3. Are candidate sourcing strategies aligned with the City's diversity strategy?

The scope includes a review of recruitment and selection activities and documentation from Fiscal Year 2020-21 and Fiscal Year 2021-22.

Breakdown of Recommendations

- 34 total recommendations
- 9 recommendations are common across all reports
- 8 recommendations directed to the Chief of Dallas Fire-Rescue Department, one accepted risk, and all low risk
- 6 recommendations directed to the Chief of Dallas Police Department, one high risk, and rest low risk



Recommendations to Chief of the Dallas Fire-Rescue Department

1

Benchmark the Dallas Fire-Rescue Department Recruiting Section staffing to identify sufficient resource levels to implement more process efficiency analysis and talent acquisition cycle modifications.

2

Track process change impacts on quantitative time-to-hire metrics in the future. Based on the analysis, identify process improvements to decrease talent acquisition times.

3

Adopt a seasonal/cyclical batch hiring process.

4

Allocate additional resources to develop and execute a sophisticated, data driven recruiting program.



Recommendations to Chief of the Dallas Fire-Rescue Department

5

Revise interview procedures to replace the current in-person, Candidate Interview Board interview methodology with a recorded interview model.

6

Clarify for the Dallas Fire-Rescue Department Human Resources Section and Candidate Interview Board interview requirements.

7

Ensure Candidate Interview Board member training is provided on the use of the candidate rating criteria.

8

Revise the candidate ranking to consider factors other than the Candidate Interview Board rating.



Recommendations to Chief of the Dallas Police Department

High Risk Rating

Establish a polygraph test that at minimum:

1

- Ensures an independent secondary test should an initial test be deemed inconclusive or failed.
- Establishes a process with a clearly defined polygraph test appeal process.



Recommendations to Chief of the Dallas Police Department

2

Increase communication between the Civil Service Department and the Dallas Police Department Recruiting Division to review, identify, and implement more effective minimum qualification screening processes.

3

Review the background investigation procedures with an eye toward reducing the basic tasks that consume investigator's time and delay the hiring process.

4

Provide dedicated space and a modern web-based testing platform to improve the psychological testing process.

5

Conduct an analysis to determine the efficacy and timing of each component of the background investigation process.

6

Review the current vendor effectiveness and adherence to *U.S. Equal Employment Opportunity Commission Employment Tests and Selection Procedures* related to medical exams.

APPENDIX



Common Recommendations Across All Reports



Common Recommendations Across All Reports

1

Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Plan.

2

Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.

3

Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.

4

Allocate sufficient budget and resources to continue to fully implement one software platform that allows more efficient workflow, single electronic submission of application and hiring documents, reporting on application demographic information and meaningful interdepartmental communication through the hiring process.



Common Recommendations Across All Reports

5

Assign a single City Department to oversee marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.

6

Human Resources Director develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.

7

Eliminate the candidate freeze rule.



Common Recommendations Across All Reports

8

Ensure similar rules regarding test taker validation exist for online Civil Service tests as they do for in-person.

9

Civil Service Director develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.

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