Update Regarding the Talent Acquisition Audit

GPFM
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City of Dallas

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Agenda

- 2023 Talent Acquisition Audit
  - Findings
  - Action Plan
  - Work Completed/In Progress

- Talent Acquisition Workday Implementation

- Branding for Talent Attraction

- Next Steps

2023 Talent Acquisition Audit

2023 Talent Acquisition Audit

- Audit concluded the City generally met the objectives of the audit including:
  - Talent Acquisition process is efficient
  - Candidate sourcing and community outreach is effective
  - Candidate selection process reflects best practices and promotes quality hires
  - Candidate sourcing strategies align with City's diversity strategies

Recommendations for Improvement

- Audit concluded with recommendations for improvement:
  - Six to the City Manager
    - 1 High Risk
    - 5 Moderate Risk
  - Eight to Director of Human Resources
    - 8 Low Risk
  - Six to Director and Board Secretary of Civil Service Department
    - 2 Moderate Risk
    - 3 Low Risk
  - Six to Chief of Dallas Police Department
    - 1 High Risk
    - 5 Moderate Risk
  - Eight to Chief of Dallas Fire Department
    - 8 Low Risk

2023 Audit Recommendations
City Manager

Risk Rating	Recommendations	Action Plan	Implementation Date	Action to Date
High	Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.	The City Manager will oversee the establishment and reporting of key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.	3/31/2025	Workday implementation incorporated performance evaluations and increases data driven human capital management with connection of performance metrics. Also, Workday data feeds the Diversity Board which is refreshed quarterly.
Moderate	Develop a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.	The City Manager's Office will oversee the development of a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.	6/30/2025	City Manager's Office provided resources to establish a unit dedicated to workforce planning within the HR department. This unit will be responsible for the creation of the workforce development plan. In addition, HR is providing monthly talent data to executives including open positions, open requisitions, average time to fill, and turnover trends.
Moderate	Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.	The City Manager will oversee defining what a "Quality Hire" is for each department and identifying trackable metrics based on that definition.	6/30/2025	A tiered "Quality Hire" framework has been developed and is currently being implemented. (See appendix for details.) The associated metrics are under refinement to ensure alignment with departmental leadership objectives and to support ongoing talent management efforts.

Risk Rating	Recommendations	Action Plan	Date	Action to Date
Moderate	Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.	The City Manager will appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.	3/31/2025	The Human Resources department was appointed to oversee the City-wide talent acquisition strategy for all City employees.
Moderate	Assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.	The City Manager will assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.	3/31/2025	Communications & Customer Experience / 311 was appointed to oversee the marketing and advertising efforts aimed at hiring quality public servants City-wide. **Next Steps:** The marketing and advertising strategy and toolkit development is underway with Human Resources & Civil Service (including DPD and DFR)
Moderate	Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow, single electronic submission of application and hiring documents, reporting on application demographic information and meaningful interdepartmental communication throughout the hiring process.	The City Manager will allocate sufficient budget and resources to continue fully implementing one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the hiring process.	3/31/2026	Investment in Workday as the single software platform for Human Capital Management and Talent Acquisition has increased workflow and interdepartmental communication. Workday is a dynamic tool allowing for continual improvement and streamlining in response to Workday data and interdepartmental teams' collaboration on process improvement.

Risk Rating	Recommendations	Action Plan	Implementation Date	Action to Date & Next Steps
Low	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.	The Human Resources department will 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 and include an invitation for new hires to speak directly with a department leader or a Human Resources Department representative about their experience at the City.	3/31/2025	Onboarding orientation updated and refined to support new-hires. Feedback survey created and data from responses is currently being tracked and reviewed. **Next Steps:** The development of the 30, 60, and 90-day new-hire guide is in progress.
Low	Incorporate pulling a report of all position requisitions on a weekly basis into the Human Resources Partner requisition approval process to identify outstanding approvals. If possible, set the report to note variances from the prior week for the Human Resources Partner to quickly identify new requisitions or approval changes.	To improve workflow efficiency, the HR department will compile a weekly report on pending position requisitions. This report will track the progress of workflows from the hiring manager's requisition and departmental approvals to completion, identifying any delays or pending approvals within the process. The data will be displayed on a centralized dashboard for department leaders' oversight.	6/30/2025	Recruiting reports and dashboards for department leader oversight are being created from Workday data. Metrics for task completion, number of touchpoints in the process, stage cycle time, and process efficiency are being created and audited. Average time to fill has decreased and workflows are being further refined and optimized. Workday dashboards are being utilized by HR Talent Acquisition team to identify any delays or pending approvals. **Next Steps:** Report will be created to monitor workflow efficiency at every stage. Collaboration with **DBI** to underway to establish talent dashboards for leaders and stake holders.

2023 Audit Recommendations – Action Plan and Next Steps
Human Resources

Risk Rating	Recommendations	Action Plan	Implementation Date	Action to Date & Next Steps
Low	Coordinate with the Civil Service Department to identify potential non-civil service positions which are critical to the City operations to implement targeted recruitment outreach.	The Human Resources department presently uses several methods for targeted recruitment of key roles, including social media, direct outreach on LinkedIn, engaging with third-party recruiters, and participating in job fairs and community events. With the implementation of the Succession Planning module of Workday, the HR department will work with department leaders to identify critical roles and coordinate targeted recruitment efforts for these positions with the Civil Service department.	3/31/2025	Targeted recruitment outreach is actively occurring on multiple platforms. Workday Implementation of Talent module providing data on time to fill positions to support identification of critical and hard to fill roles. HR is coordinating directly with individual departments to respond to their unique recruitment needs. Integrations with recruiting sites, such as LinkedIn, to streamline recruitment processes is ongoing. **Next Steps:** Succession planning implementation within Workday is pending full roll out in November 2024. HR is currently coordinating with department leaders to further improve targeted recruitment efforts.
Low	Review the approval level requirements by grade level to standardize and reduce approval level requirements across positions.	The Human Resources department will review the number of levels required in the position approval workflows established by department leaders to identify opportunities for increased efficiencies and for reducing the number of approval levels required.	3/31/2025	Item is implemented. Deployment of Workday Talent module in February 2024 decreased the number of approvals required in position and candidate workflows. **Next Steps:** Ongoing refinement and review of workflows.

2023 Audit Recommendations – Action Plan and Next Steps
Human Resources

Risk Rating	Recommendations	Action Plan	Implementation Date	Action to Date & Next Steps
Low	Review how *"exceptional hire"* requests are approved by the Human Resources Department Total Rewards & Onboarding Division and implement a more expedient process.	The Human Resources department will review how "exceptional hire" requests are approved by the Human Resources Department Total Rewards Unit and implement a more expedient process.	6/30/2025	Compensation study completed and salary ranges updated. Advanced Compensation module is pending February 2025. **Next Steps:** Administrative directive is under review and revision. AD 3-04 Hiring Practices is under review and the exceptional hire process will be added to this document providing process and practice.
Low	Assess the viability of implementing a contingent hire offer based upon successful completion of all vetting requirements within a set-time frame after the start date.	The audit's recommendation to permit applicants to commence work before receiving background check results is acknowledged. We will consult legal counsel to thoroughly assess the potential risks of departing from the standard practice. We will also evaluate the benefits of a less conservative approach to expedite the City's hiring process and present options for consideration by the CMO.	3/31/2025	The HR Department currently issues contingent offer letters to all applicants, complying with legal restrictions that prevent us from conducting background checks before extending an offer. Historically, applicants are not allowed to start work until their background checks are complete, especially for DOT drivers due to their extensively regulated vetting requirements. This practice is rooted in our commitment to maintaining public trust and avoiding legal and operational complications arising from offer rescissions. **Next Steps:** Further consultation with legal counsel is in progress.

2023 Audit Recommendations – Action Plan and Next Steps
Human Resources

Risk Rating	Recommendations	Action Plan	Implementation Date	Action to Date & Next Steps
Low	Develop an onboarding process that balances the expediency of establishing a start date for newly hired employees with providing the Human Resources Department Total Rewards & Onboard Division and Information and Technology Services Department sufficient time to gather start date resources.	The Human Resources department will review the onboarding process to identify opportunities to better balance the expediency of establishing a start date for newly hired employees with providing the Human Resources Department Onboard Unit and Information and Technology Services Department sufficient time to gather start date resources.	3/31/2026	Average time to fill metric decreased post implementation of Workday Talent module. Metric includes time from offer to start date. **Next Steps:** A comprehensive project is in place from the Office of Chief of Strategy to map and measure the ITS onboarding process in collaboration with HR Onboarding and improve procedures as appropriate.
Low	Develop a structured report-to-work process for temporary, contractor and contingent employees in collaboration between the Human Resources Department Total Rewards & Onboarding Division and Information and Technology Services Department.	The Human Resources department will develop a structured report-to-work process for temporary, contractor, and contingent employees in collaboration with the Information and Technology Services Department.	3/31/2026	All city temps are in the Workday system. Collaboration between HR, Civil Service, ITS, Accounts Payable, Procurement and BMS is crucial for accurate tracking of other types of talent across the City. **Next Steps**: An assessment will be conducted by the HR Workforce unit to identify the feasibility of tracking all employee-related activities, including those of temporary and contingent workers, on a unified platform.

2023 Audit Recommendations – Action Plan and Next Steps
Civil Service

Risk Rating	Recommendations	Action Plan	Implementation Date	Action to Date & Next Steps
Moderate	Eliminate the candidate freeze rule.	During the audit process, the Civil Service Department discovered the "candidate freeze rule." The department investigated the history, necessity, and immediately discontinued the practice of administratively freezing or barring job candidates for thirty (30) days.	05/01/2021	No pending actions..
Low	Build a process to solicit feedback from the hiring managers during and after the candidate pool review stage to train Civil Service Analysts and improve their understanding of the hiring manager and position needs	The Civil Service Department has developed and quarterly deploys a hiring manager survey to assess the department's efficacy and efficiency in supporting talent acquisition needs. Further, in collaboration with the Human Resources department, both departments will continue develop and refine our new-hire feedback survey for both Civil Service and non-Civil Service positions.	02/28/2022	No pending actions
Moderate	Ensure similar rules regarding test taker validation exist for online Civil Service tests as they do for in-person.	The Civil Service department will continue to investigate and explore online examination security technology that integrates with COD's current applicant tracking system.	3/31/2025	Progress is being made. Collaboration between HR, Civil Service, ITS, and BMS is crucial for effective, robust talent acquisition technology management to meet the City's dynamic hiring needs. **Next Steps**: An assessment is underway to identify the feasibility of Civil Service sworn and civilian testing needs in Workday.

2023 Audit Recommendations – Action Plan and Next Steps
Civil Service

Risk Rating	Recommendations	Action Plan	Implementation Date	Action to Date & Next Steps
Low	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.	The Civil Service Department developed and deploys a hiring manager survey to assess the hiring and recruitment support efficacy and efficiency. Further, in collaboration with the Human Resources department, both departments will will develop a 30, 60, and 90-day new-hire orientation guide and continue managing the new hire feedback survey for both Civil Service and non-Civil Service positions.	3/31/2025	New hire survey has been updated to capture additional satisfaction data points. Feedback survey created and data from responses is currently being tracked and reviewed. **Next Steps:** The development of the 30, 60, and 90-day new-hire guide is in progress.
Low	Coordinate with the Human Resources Department to identify potential non-civil service positions which are critical to the City operations to implement targeted recruitment outreach.	Civil Service currently uses varied sourcing and targeted recruitment strategies to bolster the health of prospective applicant pools. In conjunction with Human Resources, Civil Service will leverage the implementation of Workday, to further support department leaders, identify critical roles and coordinate targeted recruitment efforts for these positions	6/30/2025	Targeted recruitment outreach is actively occurring on multiple platforms. Workday Implementation of Talent module providing data on time to fill positions to support identification of critical and hard to fill roles. The department is coordinating directly with individual departments to respond to their unique recruitment needs. Integrations with recruiting sites, such as LinkedIn, to streamline recruitment processes is ongoing.

Workday Implementation

Workday Implementation - Background

Prior to Workday Talent Acquistion Module implementation:

- Patchwork of software applications and data spreadsheets
- Disjointed email communications and interactions between candidates, hiring managers, talent acquisition, and onboarding
- Key Performance Metrics inconsistently tracked due to lack of data reporting consistency
- Negative feedback due to lack of real-time communication and time delays to potential candidates
- Lack of procedural integrity

These concerns were addressed in Talent and Recruitment Workday module Implementation (February 2024).

What is Workday?

Workday is a living system of record that will continue to grow with our needs, updates, and improvements in our procedures and security needs.

- Cloud-based HCM (Human Capital Management) platform.
- Manages HR, Payroll, Benefits, Recruiting, and more.
- Improves self-service capabilities for employees.
- Streamlines workflows and reduces manual processes.

Talent Acquisition Improvements

A candidate-centric hiring process with a seamless, personalized, and engaging experience through intuitive applications, tailored interactions, and automated and timely feedback.

Increased data accuracy

- Duplication management function
- Singular reporting source connecting data
- Stakeholder dashboards

Improved data security

- Specified security roles
- Employee information secured
- One system of record

Streamlined business processes

- Improved communication and transparency
- Decrease of time to fill positions
- Automated processes- job descriptions, offer letters
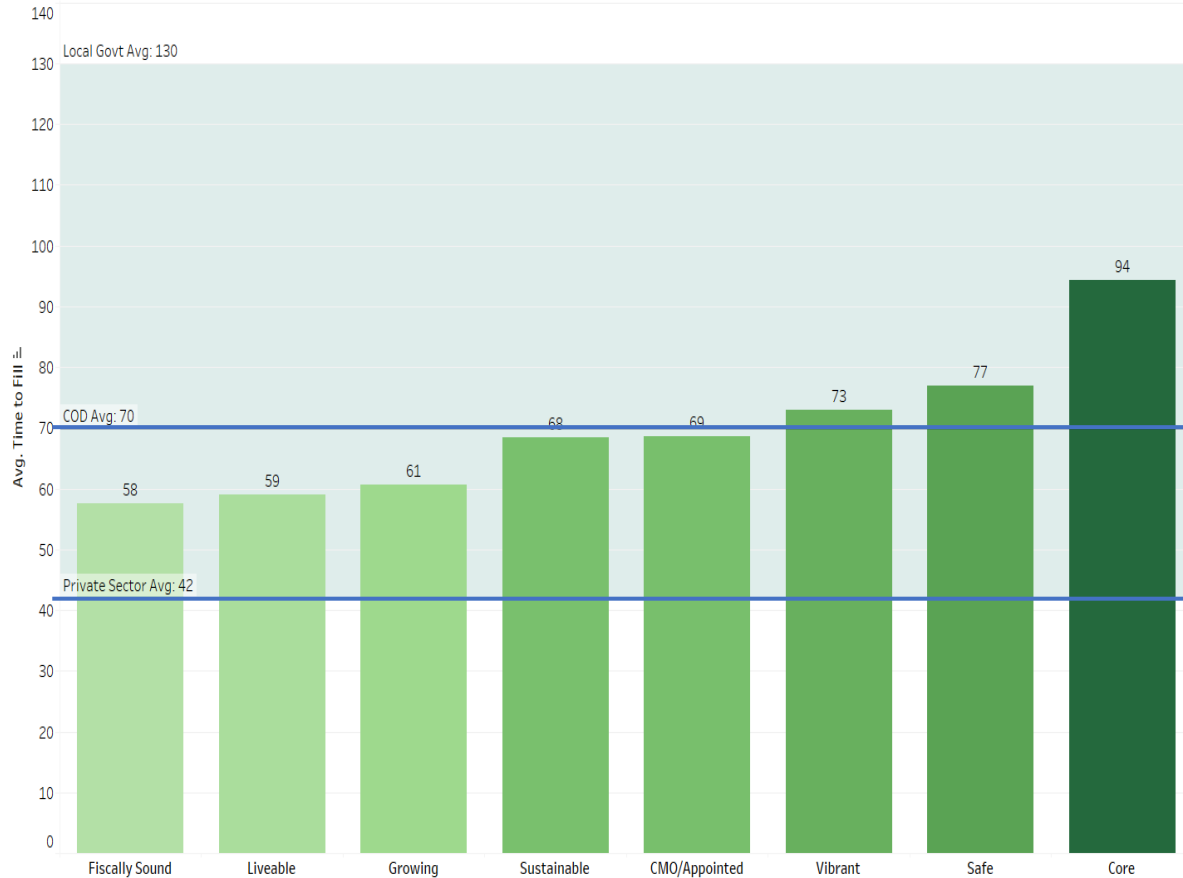
Talent pipeline insight

- Candidate profiles summary view
- Leaders can track hiring process in real time
- Open positions versus open requisitions reporting
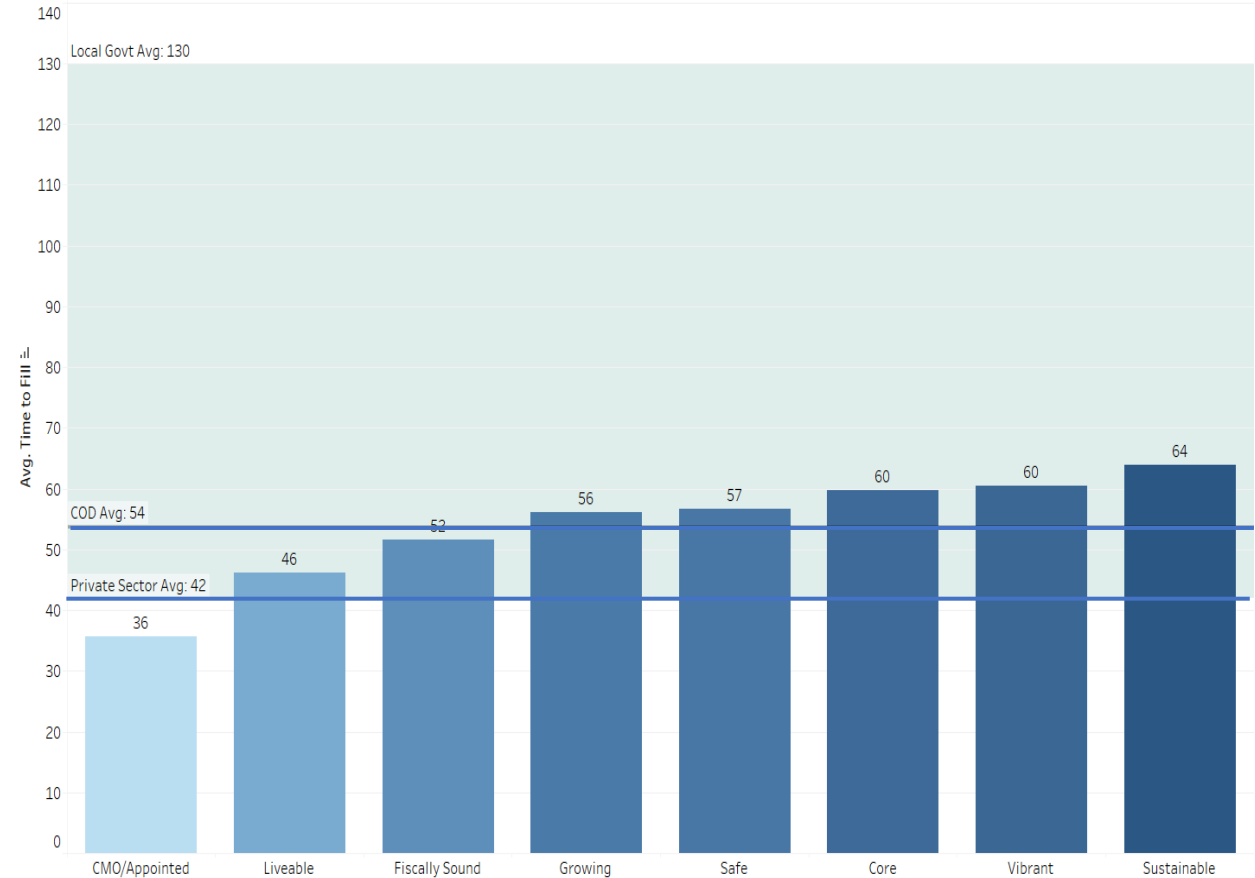
COD vs National Average Time to Fill

Average Time to Fill Requisitions- 2023 to January 2024
NeoGov

Average Time to Fill Requisitions- February to September 2024
Workday

NeoGov/Pre-Implementation: COD average time to fill positions for January 2024 averages at 70 days.

Post Workday Implementation: COD average time to fill positions from February 15 to July 31, 2024 averages at 54 days.

Improved Candidate Experience

- System tracks stages of process in real-time
  - External candidates apply to roles in system
  - Internal candidates can view open roles and quickly apply (auto-fill application) utilizing their profile
  - Candidates receive responsive updates to their stage in hiring process and remaining steps
- Pending Integrations with LinkedIn

Current Scope and Challenges

WORKDAY MODULE	STATUS	DATE
Recruiting/Onboarding	deployed	2/14/2024
Talent/Performance	deployed	2/14/2024
Benefits	upcoming	*1/1/2025
Advance Compensation	upcoming	*2/14/2025
Learning Management System	upcoming	*2/14/2025

Challenges

- Testing software integration complexities - Resolution in progress
- Payroll Implementation Issues: The initial payroll and core employee data implementation required ongoing remediation effort – Resolution in progress
- Resource Allocation: Previous payroll deployment absorbed significant resources, impacting the pace of subsequent module implementations - Resolution in progress

*target

Workday - Next Steps

- Next Steps:
  - Continued deployment of remaining Workday modules.
  - Evaluate service delivery model.
  - Establishing a governance framework for ongoing maintenance and optimization.

Branding

Challenges of Talent Attraction

THE CURRENT PROBLEM:

While the City of Dallas has made progress in recruiting, employing and retaining a diverse, talented and engaged workforce, there is reason for concern on the future pipeline of prospective City workers. The challenge extends beyond critical and hard-to-fill positions with the younger generations not feeling compelled to seek a public service career due to misperceptions around working environment, growth opportunities, compensation and benefits.

THE PROPOSED SOLUTION:

As one of the largest public sector employers in Texas, the City of Dallas offers unmatched benefits and career opportunities. We must generate awareness of benefits, opportunities and advantages of a public service career in order to change misperceptions by highlighting civil service and city employees' substantial energy, power and impact.

THE EXPECTED OUTCOME:

Build a robust and sustainable talent attraction pipeline and, ultimately, make the civil and public service a sought-after career and the City of Dallas the premier public sector employer in Texas.

From Talent Attraction Marketing Strategy Draft

Branding- Next Steps

- Next Steps:
    - Refreshed brand identity for the City of Dallas as a whole
    - Citywide communications strategy to include messaging about working at the City of Dallas and the benefits of living here
    - Standardized toolkit with graphics
    - Messaging tailored to candidate profiles
    - Talent attraction may focus intentionally on current hiring challenges
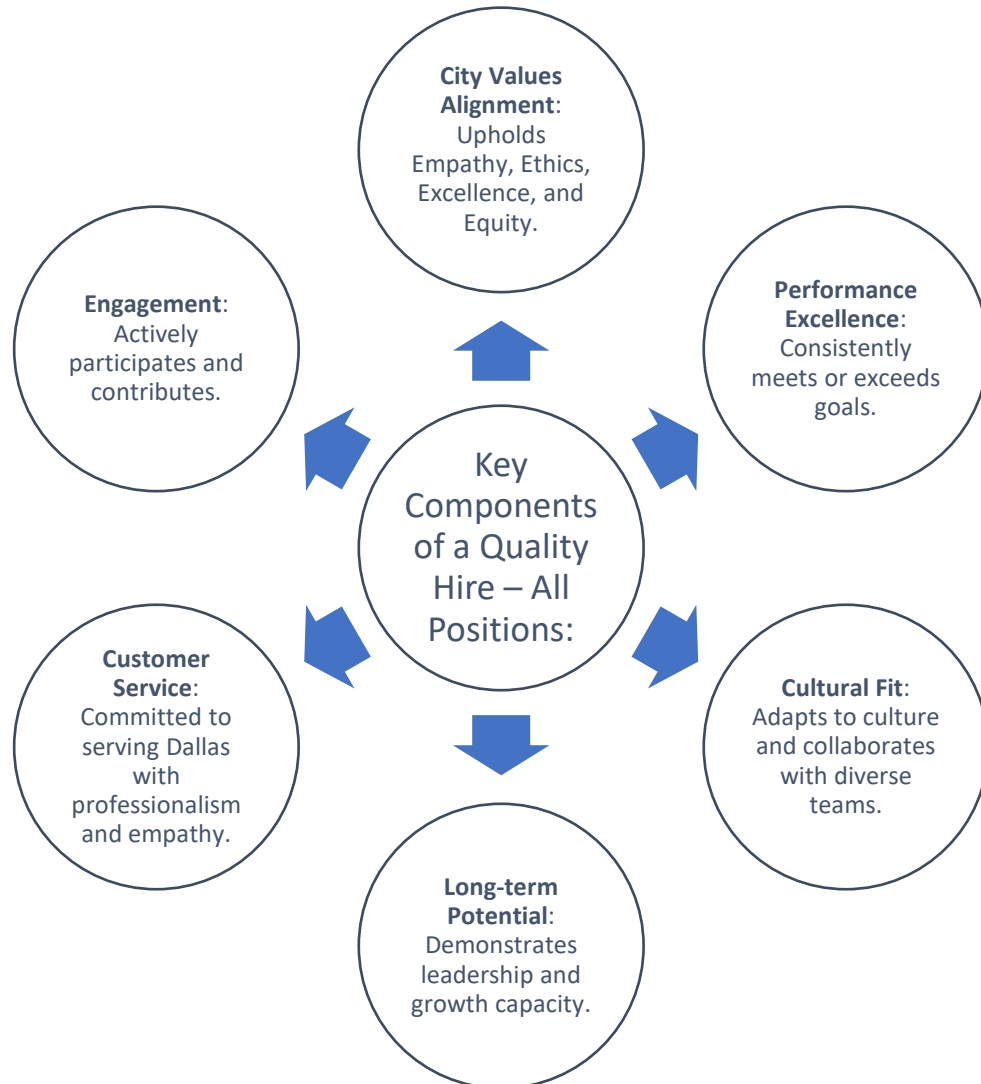   - Recommend market research in relation to proposed brand

Appendix

Quality Hire Framework

City Values Alignment: Upholds Empathy, Ethics, Excellence, and Equity.

Engagement: Actively participates and contributes.

Performance Excellence: Consistently meets or exceeds goals.

Key Components of a Quality Hire – All Positions:

Customer Service: Committed to serving Dallas with professionalism and empathy.

Cultural Fit: Adapts to culture and collaborates with diverse teams.

Long-term Potential: Demonstrates leadership and growth capacity.

A "quality hire" not only meets the qualifications for their role but also demonstrates the potential to excel and contribute significantly to the City of Dallas' success over the long term.

Metrics to measure success, include: Pre-hire offer conversion rates | Employee performance reviews | Early retention rates (beyond probationary period) | Time to productivity | Employee engagement scores | Internal promotion rates | Hiring manager satisfaction | Diversity, inclusion and belonging data

Position-Specific Quality Hire Criteria

Executive and Management Employees

- Demonstrates strong leadership skills and strategic thinking
- Effectively manages teams and resources
- Drives organizational growth and achieves departmental goals
- Exhibits excellent communication and stakeholder management skills

Professional and Technical Employees

- Possesses relevant qualifications, certifications, and expertise
- Demonstrates proficiency in job-specific technical skills
- Exhibits strong analytical and problem-solving abilities
- Contributes to process improvements and innovation

Support and Administrative Employees

- Demonstrates reliability, attention to detail, and quality work
- Exhibits excellent interpersonal and customer service skills
- Efficiently manages administrative tasks and supports team objectives
- Shows initiative in improving work processes
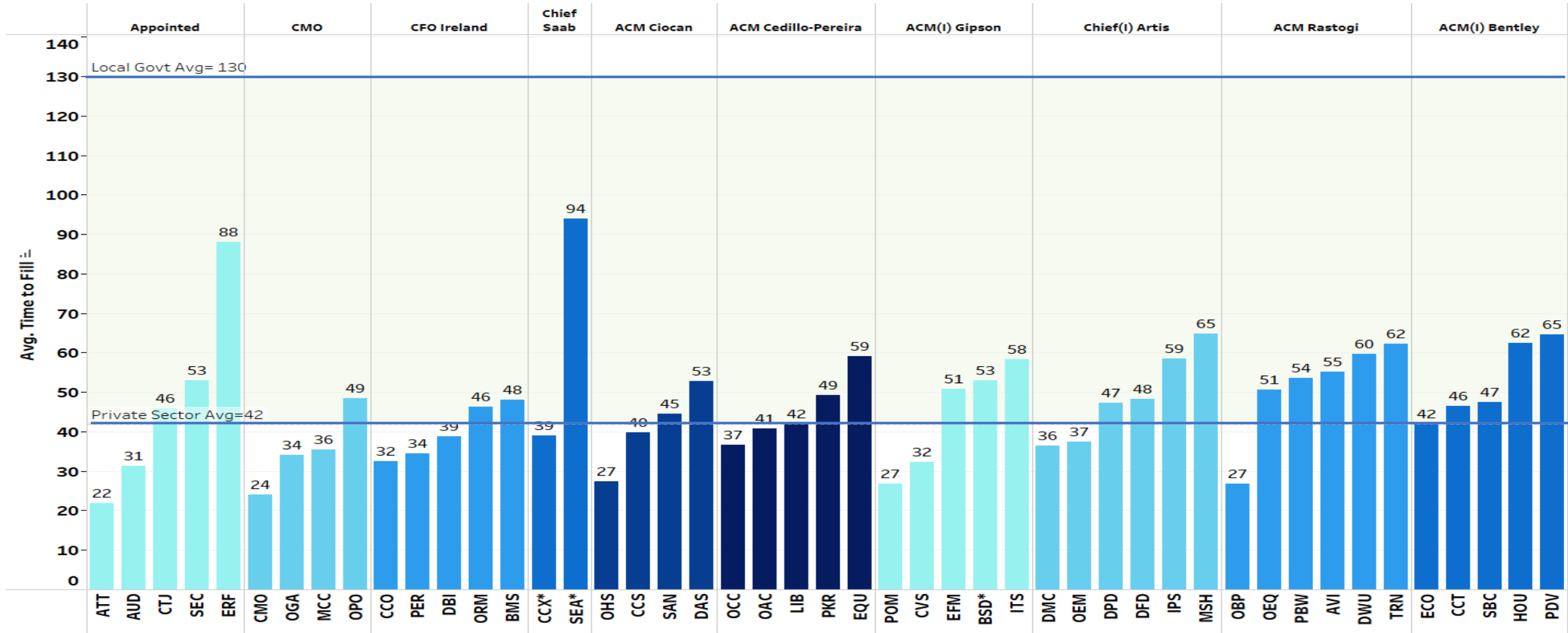
Uniform Employees (Police, Fire, etc.)

- Possesses necessary training, certifications, and physical abilities
- Demonstrates integrity, ethical conduct, and commitment to public safety
- Exhibits excellent judgment and crisis management abilities
- Engages positively with the community

Average Time to Fill
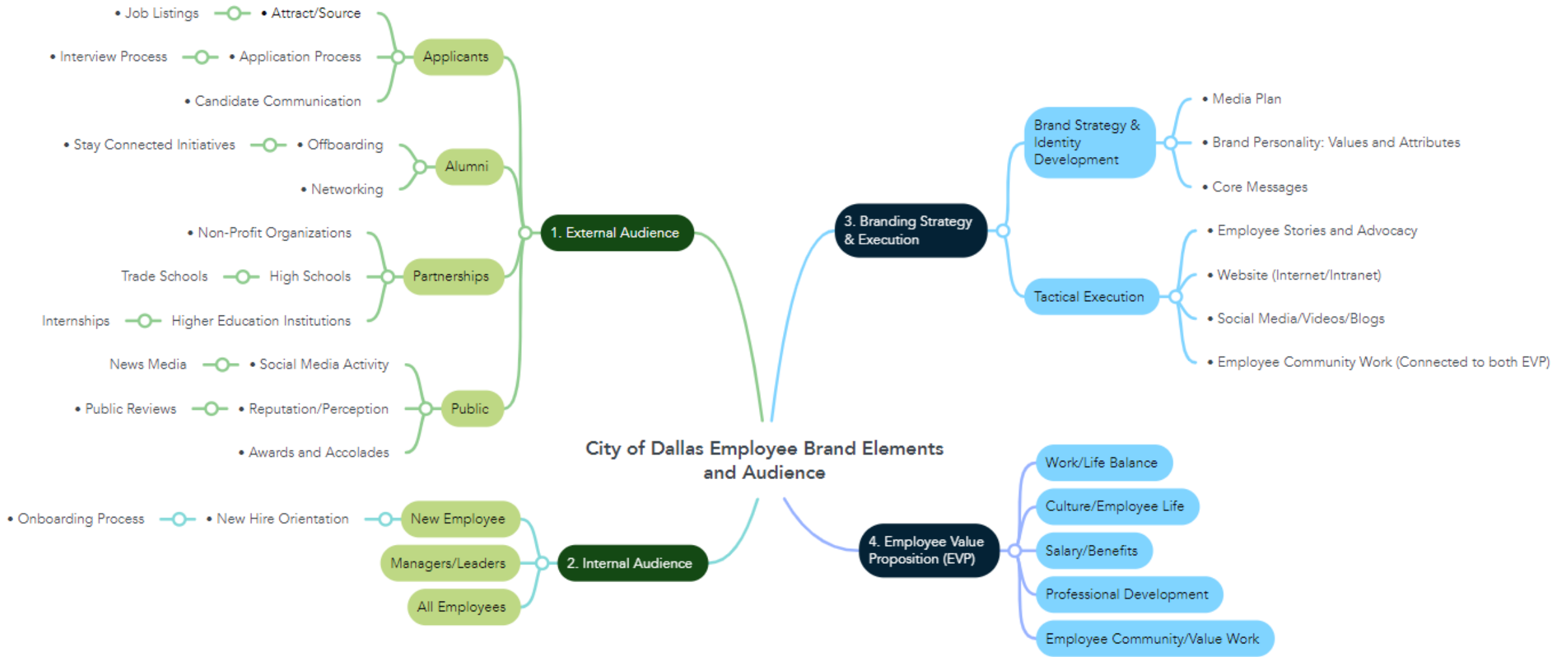

Average Time to Fill by Department
Feb 15- July 31, 2024

Private Sector Time to Fill: 42 days   Local Govt Time to Fill: 130 days

CITY OF DALLAS EMPLOYER BRAND ELEMENTS

IMPLEMENTATION STRATEGY (WHO, WHEN, WHERE)

BRAND ARCHITECTURE (WHAT, WHY)

DRAFT

Branding- Talent Attraction

- Talent Attraction Marketing Strategy draft previously created
  - Presented September 2023 to WEE
  - Collaboration with Communication, Outreach & Marketing, Human Resources, Civil Service, and The Voice Society
- Strategy created but put on shelf due to Workday module implementation and budget restrictions
- Brand developed in general sense to apply to all talent attraction

From Talent Attraction Marketing Strategy Draft

BRANDING MESSAGING ARCHITECTURE

GOAL	Generate awareness of the benefits, opportunities and advantages of considering a public service career to attract qualified candidates to apply and work for the City of Dallas.

TARGET	DFW residents seeking employment.

	Educate	**Differentiate**	**Motivate**
MESSAGING PILLARS	Create robust content to inform and educate prospective employees about the types of jobs and characteristics associated with working for the City.	Compare and contrast vs. private and nonprofit sectors, emphasize growth opportunities and highlight the unique benefits of pursuing a career working for Dallas.	Provide incentive mechanisms and simple resources to apply, with clear and transparent timelines, evaluation processes and predictable outcomes.

			Sense of Urgency	**Instant Gratification**
REASONS TO BELIEVE (RTBs)	• Types of jobs/departments • Overall benefits/advantages • Compensation • Substantial impact of public service • Testimonials • FAQs/Fact Sheets	• Work/life balance • Culture, energy and empowerment • Empathy, Ethics, Excellence, Engagement, Equity • Merit system	• Apply now CTA • Positions fill up fast/ # of applicants • Real-time chat	• Motivators to apply (e.g. easy online application, updates within 48 hours) • Common application platform • Real-time status tool

VALUES	Service first culture. Committed to building a workforce that delivers services with Empathy, Ethics, Excellence, Engagement, Equity. Follow a model merit system and provide quality customer service to all internal and community stakeholders. Driven by Diversity and Inclusion initiatives. Dedicated to Openness, Transparency and Accountability.

City of Dallas

Leading the Way. Powered by You.

This concept recognizes the City of Dallas as a leader and innovator while also recognizing that the City could not run without its employees, those who make things happen.

Leading the Way. Powered By You. is a "rallying cry" interpreted as "a great city powered by great people" and can be represented through the voice of the City or in first person through individual employee testimonials.

DRAFT

Branding- Talent Attraction

Draft Implementation Strategy Communication Pillars

CONSISTENT BRAND VOICE

Ensure consistency in tone and style through all written, verbal or in-person communication initiatives for all brand elements, from mission and values, to messaging pillars and calls to action.

VOICE OF THE EMPLOYEE

Engage and encourage current team members and alumni to participate in making our employer brand visible, well-known, well-respected and sought-after.

TRAINED POINTS OF CONTACT

Managers and supervisors should be trained to understand our employer brand and how to reinforce and communicate it with current team members and prospective employees on a continual basis.

MULTI-CHANNEL AND MULTI-MEDIA

Use a variety of graphic, audio, video and in-person communication channels including website content, newsletters, testimonial videos, print materials, paid advertising, events, community outreach and internal training and onboarding materials.

From Talent Attraction Marketing Strategy Draft

YOUNGER GENERATIONS ARE OFTEN DRIVEN BY INSTANT GRATIFICATION

The idea that younger generations are driven by instant gratification may influence their expectations and behavior when it comes to the job application process. Younger job seekers may be more likely to expect a fast response or to want to know where their application stands in the process.

58% of millennials expect to hear back from a potential employer within a week of submitting their application, compared to just 39% of baby boomers. This suggests that younger generations may be more likely to become impatient if they do not receive a quick response to their job application. [Source: Indeed]

Additionally, younger job seekers may be more likely to use technology to track the status of their job application. A survey conducted by the talent management software company iCIMS found that 71% of millennials and 60% of Gen Z (born between 1997 and 2012) would be likely to use an app to track the status of their job application, compared to just 24% of baby boomers.
[Source: iCIMS]