



Dallas Park & Recreation

# Human Capital Management Talent Acquisition Update

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April 21, 2022

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# PARK AND RECREATION DEPARTMENT

## THE MISSION

Champion lifelong recreation and serve as responsible stewards of the city's parks, trails and open spaces

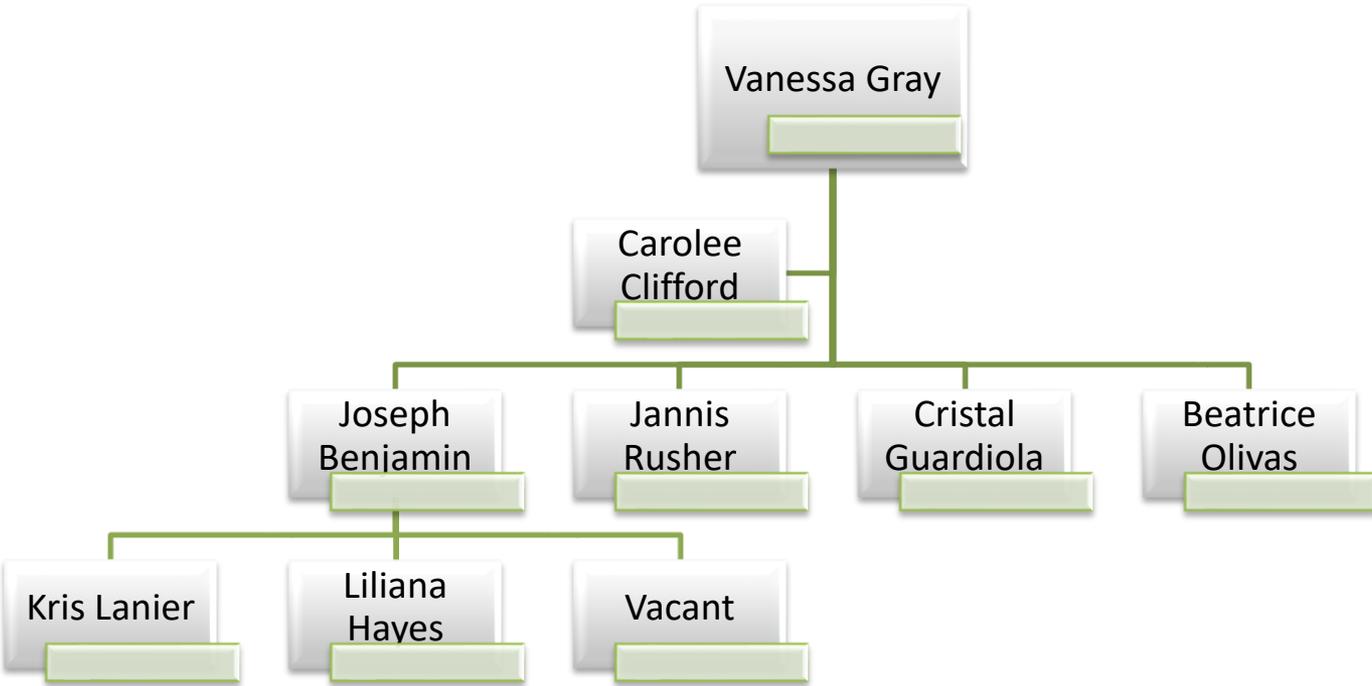
## THE VISION

A comprehensive system of parks, trails, open spaces and recreation facilities that sustains, inspires and invigorates.

# Purpose

To provide a general update on staffing levels and talent acquisition activities.

# Our Division



# Division Objectives

## **PKR – HR assists the department achieve its goals through:**

- Promoting the recruitment and retention of qualified employees;
- Valuing, encouraging, and supporting a diverse workforce;
- Championing career and professional growth through training and development of employees and managers;
- Providing a safe, healthy and inclusive working environment;
- Cultivating a culture of engagement through recognition, effective communication and regular feedback;
- Clearly communicating the policies, procedures and practices to the workforce; and
- Promotion of a teamwork philosophy inspired through effective organizational skills, proactive efforts, and a balance between professionalism and the ability to have fun!

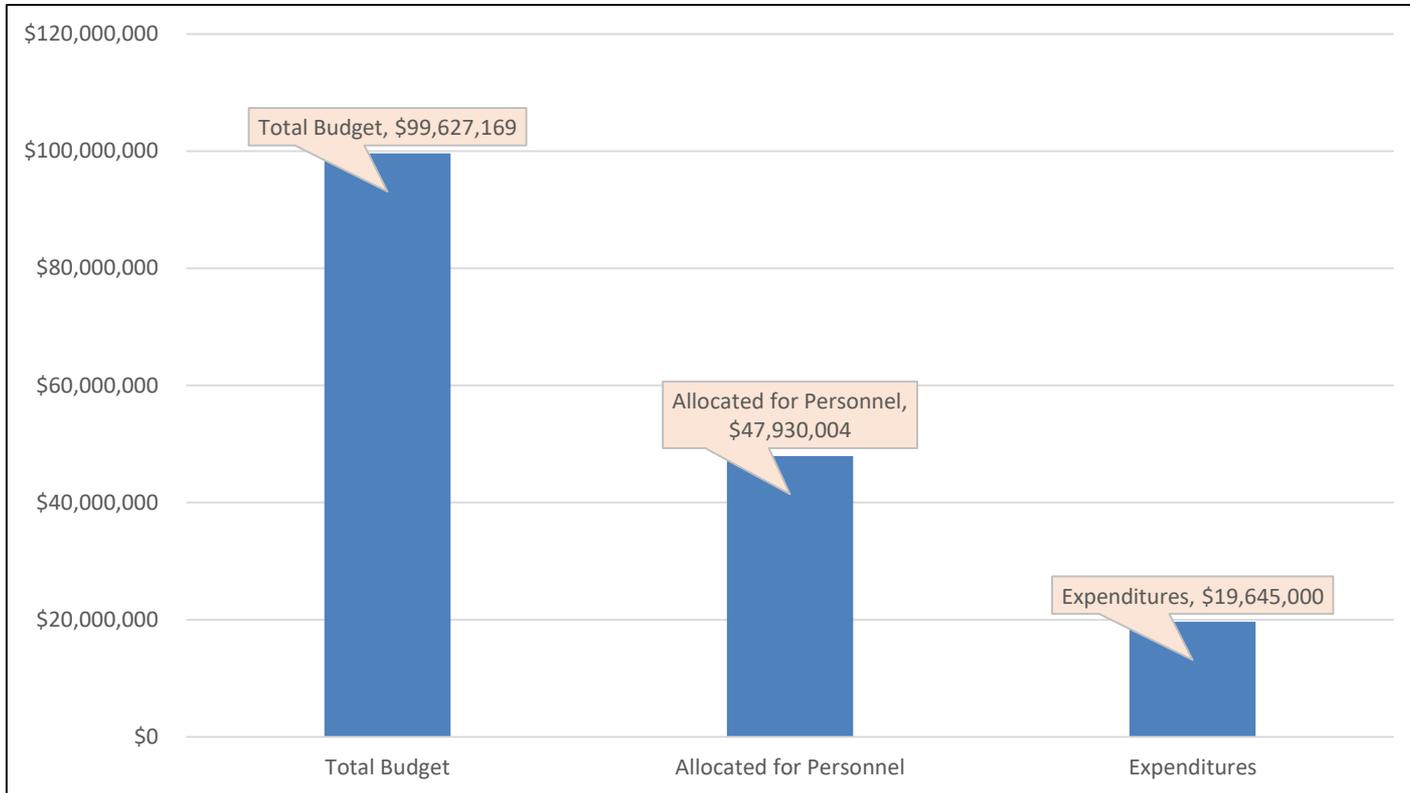
# Organization Responsibilities

## DEPARTMENT OVERVIEW

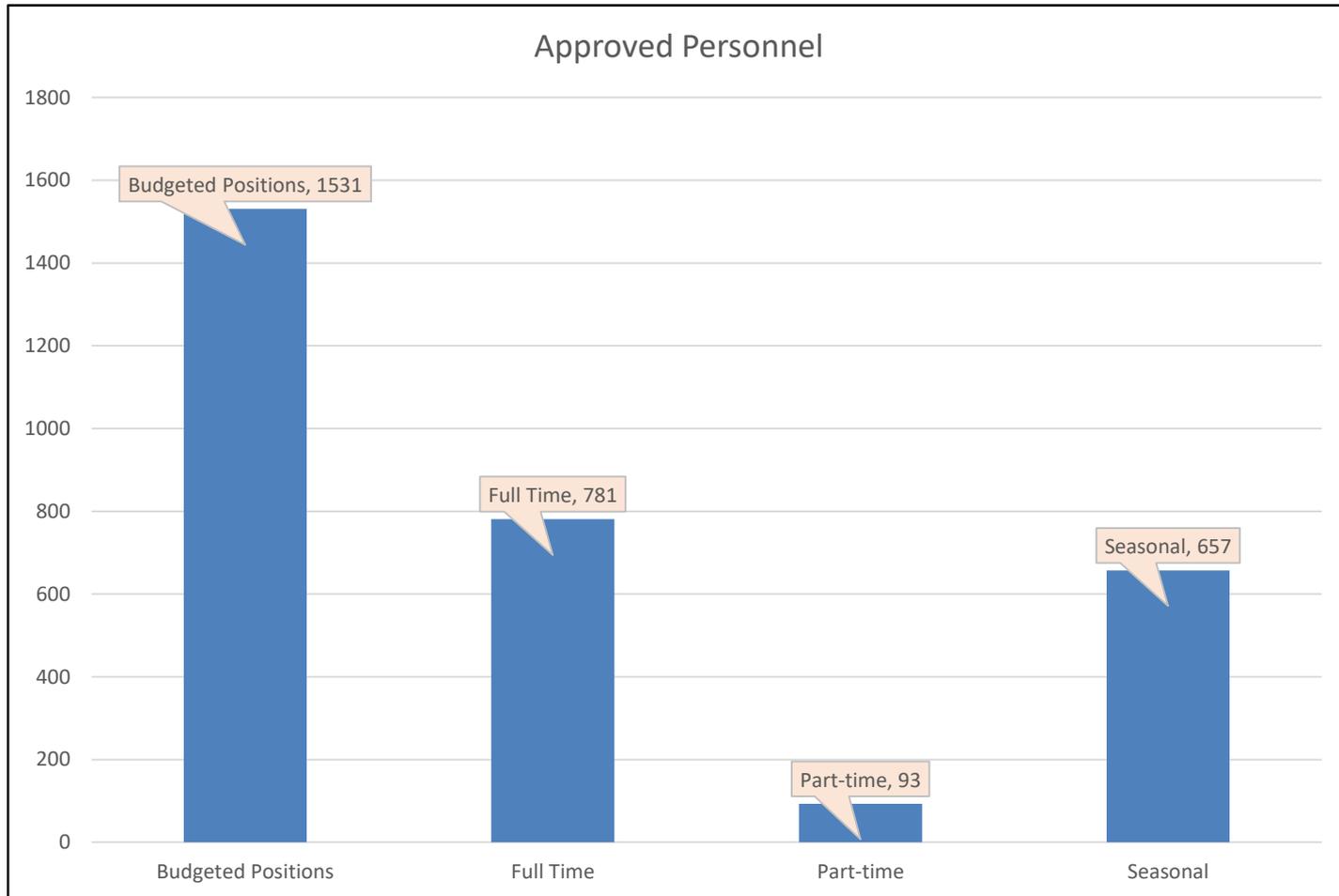
Dallas Park and Recreation Department oversees the management, capital improvements, and maintenance of:

- 397 parks
- 154 miles hike and bike trails
- 43 recreation centers
- 20 off-site after-school programs
- 19 Send-A-Kid-To-Camp sites
- Southern Skates Roller Rink
- Youth Boxing Facility
- Senior Activity Center
- 19 aquatic facilities
- 3 DISD pool pilot sites
- 6 golf courses
- 5 tennis centers
- Fair Park
- Dallas Zoo
- Dallas Arboretum
- Cedar Ridge Preserve
- Texas Discovery Garden
- MoneyGram Soccer Complex
- Trinity River Audubon Center
- Elm Fork Shooting Range
- 25+ concession operations at the athletic fields and parks

# Human Capital Budget Analysis



# Headcount Analysis



Vacancies: 378    Vacancy Rate: 25%

# Job Fair Stats

## FY 2021-2022 Job Fair Comparison Stats



## FY 2021-2022 Job Fair - Days to Onboard Past Proposed Start Date



# Top PKR Vacancies

- **Top 5 vacancies that are hardest to fill**
  - Pool Mechanics (3)
  - Sr. Irrigation Technicians (6)
  - Park Maintenance Workers\* (16)
  - Recreation Center Assistants\* (142)
  - Most trades
- **Top 5 positions where we have the most vacancies**
  - Recreation Center Assistants\* (142)
  - Community Recreation Program Coordinators (16)
  - Park Maintenance Workers\* (16)
  - Crew Leaders (6)
  - Managers (10) & Supervisors (15)

\* Top 5 vacancies and Top 5 hardest to fill

# Process Review

- Observation and feedback about the delays in the hiring process led to a hiring process review;
- PKR HR staff manually analyzed the last 113 hires in the PKR for FY: 21-22;
- In some instances, it took 20 to 39 days to hold interviews and make an offer;
- The process then shifts to Central HR for background checks and offer letters to be sent to the applicant; and
- The Central HR process average timeframe was taking 20 days. There were a few extremes of 46 and 91 days.

# Process Improvements

## **Considering difficulties to hire, we have employed the following tactics:**

- Held three (3) in person PKR job fairs, one (1) Aquatics Job Fair, and attended the Citywide job Fair;
- Participated in two (2) virtual hiring events to publicize job fairs;
- Posted events on social media, in city facilities ...;
- Partnered with Texas Workforce Solutions, Texas Workforce Commission, and the City's Fresh Start Program;
- Offered hiring incentives for Summer Seasonal Employees;
- Arranged alternative fast track hiring with the City's temporary help service to onboard new hires;
  - If we refer candidate to agency – we pay a 38% upcharge fee
    - No minimum # of hours required, no buyout fee
  - If agency refers candidate to PKR, the agency fee is built into bill rate
    - Candidate must work 480 hours before we can hire them, or we pay a buyout fee

# Challenges and Steps Taken to Address

**Challenges:** This country is dealing with a shortage of workers exacerbated by the pandemic – “The Great Resignation”;

The City of Dallas is not exempt;

However, our current level of 378 vacancies presents a major staffing challenge;

## **Our Strategy:**

- Met with Central HR to apprise them of the time study and devised a plan.
  - offered seasonal summer processing help to central HR process our Summer Seasonal hires;
  - Suggested resumption of use of the Desired Start Date Chart (based on a 3 - week timeframe);
  - Requested PKR again be allowed to
    - Issue our own Offer Letters (**Rejected**); and
    - Enter the background info into the system (**Rejected**)

## In Summary:

- We have Studied 6+ months of hiring.
- We examined the combined process of the PKR pre-hiring process and the HR on-boarding process;
- The hiring process ranged on average from a total of 6 weeks to as long as 173 days total (in an extreme instance);
- Processes are being implemented with the goal to reduce the talent acquisition timeframe (within PKR and Central HR ) to a two to three-weeks **TOTAL** onboarding process;

## What's Working Well:

- The work relationship between PKR HR and Central HR has improved;
  - The Job Fair Fast Track Hiring;
  - Central HR has added a weekly New Employee Orientation
  - Quarterly meetings with Central HR to discuss PKR operational needs and to request necessary accommodations.
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## In Summary:

**To begin to move the needle, we have:**

- Improved communication and coordination between PKR and Central HR.
- Employed job fairs with an expected 3-week turnaround
- Began providing a list of step-by-step instructions to the hiring managers and supervisors.
- Upon verbal acceptance of the offer, the PKR Hiring Manager will send the candidate a “What’s Next Text” and “What’s Next Detailed Email”;
  - This communication informs the prospective employee of what is next to help alleviate delays on their end.
- Continued to monitor and analyze the data and make modifications as necessary to improve the process.



Dallas Park & Recreation

# Questions and Answers