

A sunset over a body of water with a dark beach in the foreground. The sun is low on the horizon, creating a warm orange and yellow glow in the sky. The water is calm with gentle ripples.

# Sunset Review Update

**CIVIL SERVICE AND HUMAN RESOURCES PROJECT**  
**APRIL 25, 2022**

# Recent Assessment History

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## **City Manager and Civil Service Board**

2014 CPS HR Consulting issued report on hiring practices

2015 Hire Dallas task force established, City Council Briefing December 7, 2016

2019 Civil Service Board Chairman Best Practices Study (Civil Service Focused)

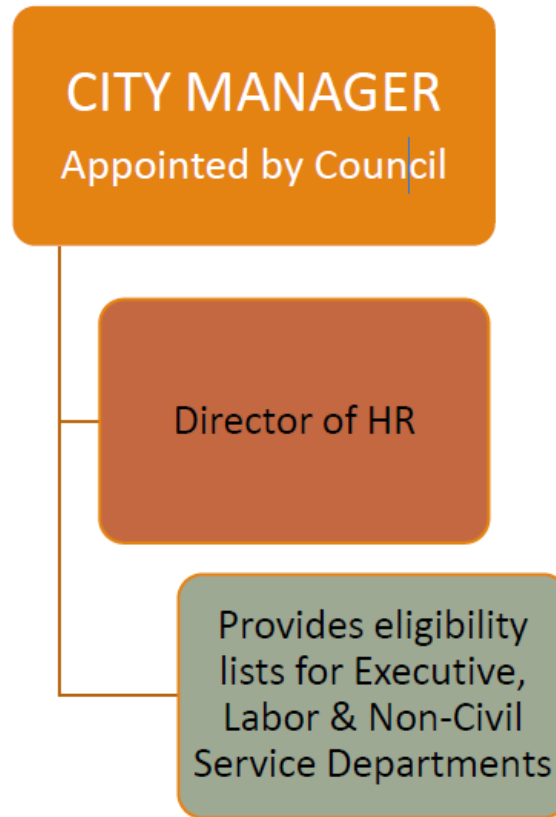
2021 CPS HR Consulting Phase I focused on Talent Acquisition Recruiting Branding, Onboarding Strategies, Enhance Candidate Experience

## **Office of the City Auditor**

2022 Baker Tilly contracted to audit Human Resources/Civil Service Talent Acquisition and Uniform (Dallas Police and Dallas Fire-Rescue) Personnel Recruitment and Candidate Selection

# Reporting Structure

- Reduced accountability (including identifying responsibilities)
- Hiring responsibilities are divided between Civil Service and Human Resources
- Overlap in hiring
  - Job classification – process for evaluating duties, responsibilities, tasks, and authority levels
  - Job titles and compensation plans – developed by HR with minimum requirements and CS independently develops them.



Seven-member body that meets monthly. Chair is appointed by Mayor and six members are appointed by the City Council.



# Description of Services

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## Civil Service

- Civilian and Uniform recruitment
- Application processing and minimum qualifications
- Employment examinations and hearing procedures
- Uniform testing
- Reduction-in-Force
- Grievance and appeal hearings - Protection for the employee

## Human Resources

- Employee relations and departmental support
- Job classification and compensation
- Executive recruitment and labor hiring
- Benefits
- Training
- Meet and confer contract negotiations

# 2016 Hire Dallas Report Results

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A hiring system divided between two departments is not the most efficient way to operate.

## Options to Move Forward

1. No change to department structure – Continue to improve hiring time
2. Consolidate hiring functions into Civil Service
3. Consolidate hiring functions into Human Resources (***Recommendation in 2016 Hire Dallas Report***)
4. Consolidate all Civil Service activities into Human Resources including Civil Service Board

## Goals for Various Options

- Increase accountability
- Streamline hiring process
- Increase communication on employee hiring, onboarding, recruiting and other activities
- Allow Civil Service Board to focus on grievances and appeals

# Assessments In Action

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## **City Manager's Office**

- CPS HR Consulting working on talent acquisition, recruiting branding, onboarding strategies, enhancing the candidate experience

## **Mayor and City Council**

- Sunset Review Charge - Overlap of services between Civil Service and Human Resources
- Government Performance & Financial Management Committee - Establishing the direction of the Sunset Review

## **Office of the City Auditor - Fiscal Year 2022 Approved Audit Work Plan**

- Baker Tilly Audit of Talent Acquisition for Human Resources/Civil Service (in process)
- Baker Tilly Audits Dallas Fire-Rescue and Dallas Police Personnel Recruitment and Candidate Selection (in process)
- Civil Services Personnel Appeals process and Sanitation Department Personnel Decision-Making process (not started)

# Performance Audit compared to a Sunset Review

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## Performance Audit

- Reasonable Assurance
- Narrow in scope
- Risk based model
- External facing – public accountability
- Independence and objectivity
- Internal controls and viability

## Sunset Review

- Program workflows and design
- End-to-end process (broader in scope)
- Change
- Internal facing - “is this working?”
- Partnership with management
- Expected outcomes

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