

# **JOURNEY** *to* **EXCELLENCE**

2020 ANNUAL REPORT

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## TABLE OF CONTENTS

Department Overview .....	3
Message from the Secretary .....	4
Civil Service Board .....	5
Strategic Focus Areas .....	6
2021 Priorities .....	7
Year End Review .....	8
Requisition Management .....	9
Civilian Hiring .....	10
Uniform Hiring .....	12
Uniform Testing .....	13
Hearing Activity .....	14





## OUR MISSION

**We are intentional and committed to employ and retain the best and brightest workforce, enhancing the vitality and quality of life for all in the Dallas community.**

The Civil Service Department provides employment services for approximately 83% of the positions in the City workforce, including administering promotion systems for the Dallas Police and Fire Departments. Civil Service is committed to establishing a model merit system for our city and providing quality customer service to our internal and community stakeholders.

Civil Service staff evaluates and processes over 50,000 applications annually for approximately 1,500 positions. In addition to direct employment referrals to City departments, Civil Service establishes requirements for employment, designs and validates employment examinations and standards, and administers hearing procedures for employee grievances appeals and appeals of terminations and demotions.





## MESSAGE FROM THE SECRETARY

**It is without question, 2020 was a year of unforeseen and unprecedented challenge.** Nevertheless, 2020 has also been a year of unexpected and unimagined opportunity for organizational innovation and service agility.

Despite the numerous and complex challenges that are consequent of a global pandemic, the Civil Service Department, with the firm support of our Board, is resolved in our commitment to continue the journey to excellence. This remains our commitment because we understand the criticality of our role in supporting the dynamic workforce recruitment and employee appeal hearing needs of the City of Dallas, all while maintaining a resilient employment system grounded in merit, fitness, and equity.

This year we were strategic and intentional in broadening our outreach and marketing efforts to Dallas residents and job seekers. In doing so, during February and March of 2020, we conducted nearly a dozen career and job technical seminars, culminating with a job fair at Red Bird Mall, serving nearly 1500 job seekers, with over 70 City of Dallas departments and external employers present.

Shortly thereafter, the Civil Service Department quickly pivoted and began offering online employment tests and assessments to maintain staffing continuity for positions residents rely on for acceptable public safety and utility service levels.

Over the next fiscal year, we are focused more than ever upon our three strategic focus areas: Talent Attraction, Talent Assessment and Operational Excellence. In doing so, our supporting operational priorities are designed to urgently further our strategy to support and supply the civil service talent needs of an organization providing critical city services.

Thank you for taking the time to review our Fiscal Year 2020 Annual Report. As we collaborate in 2021, I invite you to join me in looking for ways we can continue to positively and effectively reach our goal of employing and retaining the best and brightest workforce, because Dallas is depending on it!

Sincerely,

Jarred D. Davis, MS, Sr. CAAP  
Board Secretary & Director



Terrence Welch  
**Board Chair**



Chandra Marshall-Henson  
**Board Vice Chair**



Shana H. Khader  
**Board Member**



Dr. Glynn E. Newman  
**Board Member**



Gwendolyn W. Satterthwaite  
**Board Member**



Kendall W. Scudder  
**Board Member**



Kyla Cole  
**Board Member**

## CIVIL SERVICE BOARD

The Civil Service Board is a seven-member body authorized by Chapter XVI of the Dallas City Charter to adopt, amend, and enforce a code of rules and regulations subject to City Council ratification to ensure employment and promotion based on merit and fitness. Board meetings are held monthly and are open to the public. The Chair of the Board is appointed by the Mayor; the remaining six members are appointed by City Council.

The Civil Service Board fulfills the City's goals of excellence, equity, empathy, and ethics through:

- Overseeing the design of personnel selection methods to ensure fairness and effectiveness in the selection of applicants for City employment.
- Providing an objective forum through which employees can appeal claims of discrimination and misinterpretation or misapplication of Civil Service rules.
- Serving alongside members of the Civil Service Adjunct Panel to administer Trial Board hearings that grant due process to demoted or terminated employees.

# Strategic Focus Areas

As set forth in the 2018-19 annual report, during the last fiscal year, the Civil Service Department developed a strategic plan with three key focus areas. Annually, these three key focus areas are advanced by the department's operational priorities. As the department set out to meet last year's priorities, COVID-19 unexpectedly suspended many activities and efforts such as job fairs, outreach events, hiring activity, uniform promotional exams and assessment centers, and trial board hearings. Nevertheless, the department has continued to focus on demonstrating success and strategic advancement.



## 2020 KEY ACCOMPLISHMENTS

- Launched "Think Ahead Thursdays" series of job search seminars educating 134 prospective employees on the City of Dallas' employment process, interviewing tips, resume writing and dress-for-success tips. *(Talent Attraction)*
- Key partner for the Dallas Hires event at Red Bird Mall, attracting nearly 1,500 job seekers, featuring 19 City of Dallas departments, 48 local government employers, and 3,000 jobs. *(Talent Attraction)*
- Supported the critical staffing needs of DPD communications positions, (911 Call Taker, Dispatcher, and Police Reports Rep.) migrated to online Civil Service qualification assessments. *(Talent Assessment and Planning)*
- Rescheduled and conducted DF-R, Lieutenant's promotional written exam at the Kay Bailey Hutchinson Convention Center. *(Talent Assessment and Planning)*

# 2021 Priorities

Innovation, agility, and partnerships are the watchwords as we address our Strategic Focus Areas during the coming fiscal year. The Civil Service team will demonstrate its sustained commitment by pursuing these priorities:



## TALENT ATTRACTION

Explore, develop, and execute a virtual and social media Civil Service employment recruitment and outreach strategy to support critical hiring needs.



## TALENT ASSESSMENT

Continue online exam and assessment migration and test development activities to enhance the quality of the candidate talent pools and increase examination show rates.



## TALENT ASSESSMENT

Develop and implement hiring manager pre-recruitment sourcing consultation process to support and promote enhanced and expedited talent identification practices.



## OPERATIONAL EXCELLENCE

Launch a virtual Trial Board hearing option to address suspended hearings and provide future appellants with an alternative hearing method.



## TALENT ASSESSMENT

Resume sworn uniform promotional exams and assessment centers to establish new promotional registers.



# Year End Review

## Summary

Despite the significant and varied challenges to recruitment, outreach, and employment, the Civil Service team continued to partner with departments, divisions, supervisors, employees and the community to position the City of Dallas as an employer of choice by:

- Processing **1,036** employment requisitions.
- Evaluating **54,354** applications for employment.
- Representing the City of Dallas at **24** job fairs.
- Sourcing **6,735** candidates from Social Media platforms such as LinkedIn, Twitter and Facebook.
- Administering **2,588** civil service entry and promotional examinations and assessments.

### Requisitions

<b>8</b>	Day average requisition approval time
<b>2</b>	Day reduction in average requisition approval time
<b>1,036</b>	Requisitions processed
<b>543</b>	Submitted requisitions filled within the fiscal year

### Testing

<b>1,380</b>	Uniform written exams administered
<b>903</b>	Civilian written exams administered
<b>303</b>	Physical ability tests proctored
<b>2</b>	Uniform assessment centers proctored

### Applications

<b>54,354</b>	Applications evaluated and processed
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### Hires

<b>1,526</b>	Civilian and uniform vacancies filled
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### Outreach

<b>6,735</b>	Applicants from social media sources e.g., LinkedIn, Facebook, Twitter
<b>55,067</b>	LinkedIn page views
<b>24</b>	Job fairs attended

### Time to Hire

<b>108</b>	Days to hire
<b>5</b>	Day decrease in average time from FY 2018-2019

### Eligibility Lists

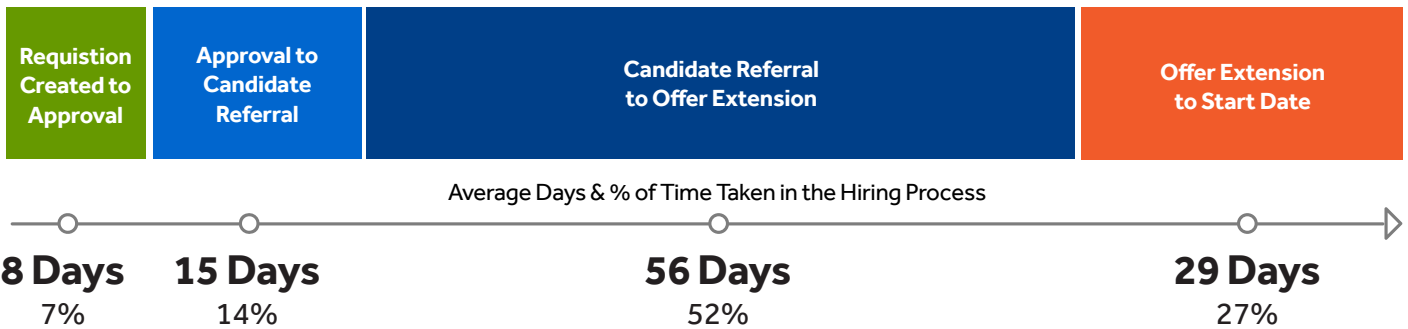
<b>15</b>	Days from requisition approval to referral of eligible candidates
<b>5</b>	Day increase in average time from requisition approval date to referral of eligible candidates



# Requisition Management

**Responsible Departments**

- Hiring Department & Civil Service
- Civil Service
- Hiring Department
- Human Resources & Prospective Employee



## Overall Requisition to Hire Process

Responsible Department	Step 1	Step 2	Step 3	Step 4
	<i>Requisition Created to Requisition Approved</i>	<i>Requisition Approval to Candidate Referral</i>	<i>Candidate Referral to Offer Extension</i>	<i>Offer Extension to Candidate Start Date</i>
	<b>Hiring Department &amp; Civil Service</b>	<b>Civil Service</b>	<b>Hiring Department &amp; Human Resources</b>	<b>Human Resources</b>
FY 17-18	9 Days	8 Days	56 Days	26 Days
FY 18 -19	6 Days	10 Days	75 Days	22 Days
FY 19-20	8 Days	15 Days	56 Days	29 Days

# Civilian Hiring

## Top 10 Civilian Positions

Title	# of Hires
Office Assistant II	31
Water Meter Reader	31
Water Meter Technician	31
Equipment Operator	30
Inspector II	30
Crew Leader	29
Mechanic II	28
Manager II	24
Parking Enforcement Officer	23
Manager III	21
Supervisor III	21



## Civilian Position Testing

Position	Scheduled	Tested	Show Rate	Pass Rate
Customer Service Representative	143	55	38%	78%
Inspector II (Code)	229	136	59%	71%
Office Assistant	279	119	43%	88%
Office Assistant II	139	72	52%	68%
Parking Enforcement Officer	175	46	26%	78%
Police Report Representative (On-site)	128	61	48%	97%
Police Report Representative (Online)	89	46	52%	89%
Public Service Officer	192	77	40%	94%
Security Officer	1	1	100%	100%
Storekeeper II	67	32	48%	66%
Water Meter Reader	564	184	33%	76%
Water Meter Technician	98	54	55%	85%
Water Plant Operator, Apprentice	38	20	53%	70%
<b>Total</b>	<b>2,142</b>	<b>903</b>	<b>50%</b>	<b>82%</b>

# Civilian Hiring

Department	FY 19-20	FY 18-19	FY 17-18
Dallas Water Utilities	271	283	259
Equipment & Fleet Management	86	44	—
Code Compliance Services	76	82	71
Police - Civilian	73	128	124
Communication & Information Services	58	18	30
Dallas Animal Services	57	80	102
Public Works	55	77	54
Aviation	54	97	97
Transportation	49	33	40
Sustainable Development & Construction	46	67	69
Building Services	43	41	101
Sanitation Services	33	45	46
Court & Detention Services	28	44	16
Fire - Civilian	28	34	26
Park & Recreation	23	714	639
Human Resources	20	24	13
Housing	17	25	1
Management Services	10	80	102
Convention & Event Services	2	13	18
Library	1	18	20
Civil Service	—	3	1
Municipal Court - Judiciary	—	1	—
Trinity Watershed Management	—	1	58
<b>TOTAL</b>	<b>1,030</b>	<b>2,405</b>	<b>2,825</b>

Hires made in FY 19-20 may be from candidates tested in FY 18-19

# Uniform Hiring

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## Fire Promotional & Entry-Level Hires

<b>Positions</b>	<b>Hires/Promotions</b>
Fire Battalion Chief	4
Fire Captain	12
Fire & Rescue Officer Trainee	70
<b>Total</b>	<b>86</b>

## Police Promotional & Entry-Level Hires

<b>Positions</b>	<b>Hired/Promoted</b>
Police Lieutenant	15
Police Sergeant	58
Police Senior Corporal	51
Police Officer Trainee	286
<b>Total</b>	<b>410</b>

# Uniform Testing

## Entry-Level Police

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate	Passed
Police Officer Trainee	3,130	2,510	1,242	500	40%	92%
911 Call Taker Trainee (Civilian)	1,739	779	426 (onsite) 246 (online)	139 43	33% 17%	56% 79%
Police Dispatcher (Civilian)	1,126	148	82 (onsite) 29 (online)	30 13	37% 45%	97% 85%
<b>Total</b>	<b>5,995</b>	<b>3,437</b>	<b>2,025</b>	<b>725</b>	<b>34%</b>	<b>82%</b>

## Entry-Level Fire

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate	Passed
Fire & Rescue Officer Trainee	1,109	946	915	655	72%	91%
Candidate Physical Abilities Test	N/A	599	*	303	---	76%
<b>Total</b>	<b>1,109</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

*\*Scheduling for this exam is handled by DFR. Not all candidates who meet minimum qualifications are scheduled.*

## Promotional Exams

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate	Passed
Fire Battalion Chief Assessment Center	---	31	31	26	84%	---
Fire Captain Assessment Center	---	78	78	72	92%	---
<b>Total</b>	<b>---</b>	<b>109</b>	<b>109</b>	<b>98</b>	<b>88%</b>	<b>---</b>

# Hearing Activity

## Trial Board/Administrative Law Judge Appeals

Employees who have been demoted or discharged and have pursued all available hearing opportunities at levels defined in the Personnel Rules and Civil Service Rules may request a final administrative hearing before an Administrative Law Judge (ALJ) or a Trial Board that is comprised of one Civil Service Board member as Chair and two Adjunct Panel members. The ALJ and Trial Board panels are empowered to hear testimony and evidence from both the City and employee about the employee's demotion or discharge. It is a quasi-judicial process that results in a decision by the ALJ or panel as to whether the discipline is sustained or modified.

Members of the Civil Service Board and Adjunct Panel were assigned to nine Trial Boards that resulted in two terminations being sustained, and seven being postponed due to COVID-19 Emergency Declaration. No Administrative Law Judges were assigned during this fiscal year.

### TB Assigned by Department:

DFD - 2  
DPD - 5  
SAN - 2

## Board Governance

Ms. Kyla Cole was appointed as Member of the Civil Service Board by the Dallas City Council.

## Grievances/Complaints/Motions

Grievance appeal hearings are conducted by the Civil Service Board to consider current employees' complaints concerning the employee's working conditions that the employee claims have been adversely affected by a violation, misinterpretation, or misapplication of a specific law, ordinance, resolution, policy, rule, or regulation. The Civil Service Board did not consider any grievance appeal for a current City employee.

## Rehire Eligibility Appeal Hearings

Rehire eligibility appeal hearings are conducted by the Civil Service Board to consider former employees' requests to reapply for City jobs. The Board considers the reasons the former employee was unsuccessful in his/her previous employment with the City, assesses the person's work record in the two or more years since he/she has been gone from City service, and discusses the changes the former employee has made so that the same past behavior or circumstances will not be repeated. The conversation with the former employee is thorough and insightful, providing the Board with a basis to make an informed decision to grant or deny the request. The Civil Service Board considered four rehire eligibility appeals for former City employees. All four appeals were approved.



# Hearing Activity

## FISCAL YEAR HEARING CIVIL SERVICE BOARD TRIAL BOARD APPEALS

October 1, 2019 – September 30, 2020

(Includes demotion/discharge appeals)

Civil Service Board Members	Hearings Assigned
Kyla Cole <i>(appointed 8/26/2020)</i>	0
Shana H. Khader	1
Chandra Marshall-Henson	2
Glynn E. Newman	2
Gwendolyn W. Satterthwaite	1
Kendall W. Scudder	1
Terrence Welch	1

## CIVIL SERVICE ADJUNCT PANEL TRIAL BOARD APPEALS

October 1, 2019 – September 30, 2020

(Includes demotion/discharge appeals)

Appointed Adjunct	Appointed by	Hearings
John J. Cassen	Gates	1
William Cox, III <i>(appointed 8/19/2020)</i>	Kleinman	0
Althea Harrington	Narvaez	2
Thomas Jefferson	Callahan	0
Angela Kaye Kutac <i>(appointed 10/17/2019)</i>	Johnson	1
Alendra Lyons	Felder	1
Bridgett Mitchell	Mendelsohn	1
Javier Perez <i>(appointed 10/22/2019)</i>	Resendez	1
Curtis Pierre	Arnold	1
Anjulie Ponce <i>(appointed 6/1/2020)</i>	West	0
Calvin Robinson	Atkins	2
Jacqueline Staley	Medrano	2

Darryl Baker (resigned 10/4/2019)

John Brent Beckert (term ended 9/30/2019)

Kali Cohn (term ended 9/30/2019)

Matthew Haynie (term ended 9/30/2019)

## ADMINISTRATIVE LAW JUDGE

### Administrative Law Judge

Hobert T. Douglas

Lakisha M. Thigpen\*

James E. Urmin, Sr.\*

Karen R. Washington\*

### Contract Term

January 2018 - December 2019

January 2018 - December 2020

January 2018 - December 2020

January 2018 - December 2020

### Hearings Assigned

0 Hearing Completed

0 Hearing Completed

1 Hearing Completed

1 Hearing Completed

\*Current contract extended to December 31, 2020