

Memorandum

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CITY SECRETARY
DALLAS, TEXAS



CITY OF DALLAS

DATE February 4, 2020

TO Honorable Mayor Eric Johnson and
Members of the City Council

SUBJECT **FY 18-19 Annual Report**

Enclosed please find the Civil Service Board's Annual Report for fiscal year 2018-2019. This is a summary of the many activities, initiatives, and accomplishments during this time. We hope that you will contact us if you have any questions at all. Thank you for your ongoing support.




Terrence Welch, Chair




Chandra Marshall-Henson, Vice-Chair

n/a

Lorraine G. Montemayor



Shana Khader




Glynn E. Newman



Gwendolyn W. Satterwhite



Kendall W. Scudder


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

- c:
- Members of the Civil Service Board
 - T.C. Broadnax, City Manager
 - Chris Caso, City Attorney (Interim)
 - Mark Swann, City Auditor
 - Biliera Johnson, City Secretary
 - Preston Robinson, Administrative Judge
 - Kimberly Bizzor Tolbert, Chief of Staff to the City Manager
 - Majed A. Al-Ghafry, Assistant City Manager
 - Jon Fortune, Assistant City Manager
 - Joey Zapata, Assistant City Manager
 - Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
 - M. Elizabeth Reich, Chief Financial Officer
 - Laila Alequresh, Chief Innovation Officer
 - Directors and Assistant Directors
 - Members of the Civil Service Adjunct Panel
 - Administrative Law Judges

2019



CITY OF DALLAS
CIVIL SERVICE
Annual Report





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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 90,000 applications annually for approximately 2,200 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 internal employee appeals and appeals of terminations and demotions of City employees.

**Our mission is to employ and retain the best and brightest workforce,
enhancing the vitality and quality of life for all in the Dallas community.**



Message from the Secretary

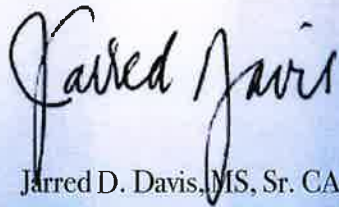
On behalf of the Civil Service Board, I am excited to present our 2018-2019 Annual Report. I hope that you will take a moment to review it and become familiar with the department's accomplishments and our future initiatives.

Since my appointment as the Civil Service Board Secretary and Director in February 2019, the department has placed an intentional focus on clarifying our purpose, evaluating operational effectiveness and efficiencies, and establishing a sustainable service delivery strategy and model. These intentional efforts are designed to better situate our department in fulfilling its charter-driven task of supporting the ever-evolving and dynamic talent acquisition and promotional needs for roughly 83% of the City of Dallas' workforce, while preserving the timeless Civil Service principles of merit and fitness.

In response to feedback from several key stakeholders early in my tenure, we developed and adopted a strategic plan, which is anchored by three critical focus areas, which are: (1) **Talent Attraction**, (2) **Talent Assessment and Planning**, and (3) **Operational Excellence**. We believe our commitment to these focus areas will guide our department in the successful execution of our mission of employing and retaining the best and brightest workforce, enhancing the vitality and quality of life for all in the Dallas community.

Thank you for your support and your interest in the City of Dallas' Civil Service Department. We value your collaboration and look forward to more great things to come in the upcoming fiscal year!

Sincerely,



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





Terrence Welch
Board Chair

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 members.

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

- » Oversee 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.



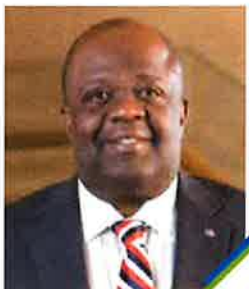
Chandra Marshall-Henson
Board Vice Chair



Shana Khader
Board Member



Lorraine G. Montemayor
Board Member



Dr. Glynn E. Newman
Board Member



Gwendolyn W. Satterthwaite
Board Member



Kendall W. Scudder
Board Member

In executing our mission, we are committed to:

- ›› Partnering with client departments to provide tailored staffing, hiring, and promotional solutions that will enhance the quality and efficiency of the workforce
- ›› Continuously improving the services we provide to City departments through communication, innovation, and anticipation and adjustment to industry trends and best practices
- ›› Providing an impartial hearing process allowing eligible employees to appeal claims of discrimination and unfair application of rules and regulations

Units

The Department is comprised of three units, each playing a critical role in preserving and advancing the merit system and ensuring equity in employment and promotion.



Recruiting & Examining

Advertises jobs to both current and prospective employees



Test Validation

Develops and validates personnel selection tests for civilian and uniform positions



Administration

- › Manages Trial Board and Administrative Law Judge hearings
- › Oversees the rehire eligibility appeals process
- › Analyzes and manages department budget

The Civil Service Department provides employment services for nearly 83% of the City of Dallas' workforce. This strategic action plan was created following a 100-day observation of departmental functions, a thorough review of previous studies (e.g., Hire Dallas I & II, CPS and Hire Dallas Task Force Recommendations), employee focus groups and conducting critical key stakeholder interviews.

For the upcoming fiscal year, the department has collaboratively established operational priorities in the following focus areas: talent attraction, talent assessment, and operational excellence. Developing effective priorities, along with relevant, measurable performance metrics, will better position the department for enduring success.



TALENT ATTRACTION

Transform the Civil Service talent acquisition and hiring process to better attract talent into the City of Dallas' organization.



OPERATIONAL EXCELLENCE

Develop and implement methods and metrics that will guide the evolution of Civil Service practices to enhance effective service delivery to the City of Dallas' organization.



TALENT ASSESSMENT AND PLANNING

Enhance talent assessment and planning practices of the department to better meet the needs of the City of Dallas' organization.





Requisitions

- 6 Day average requisition approval time
- 3 Day reduction in average requisition approval time
- 1,428 Requisitions processed (5% increase)
- 1,004 Submitted requisitions filled within the fiscal year (6% increase)

Applications

- 93,279 Applications evaluated and processed (13% decrease)

Hires

- 2411 Civilian and uniform vacancies filled (15% decrease)

Time to Hire

- 113 Days to hire
- 14 Day increase in average time from FY 2017-2018

Outreach

- 5,181 Applicants from social media sources e.g., LinkedIn, Facebook, Twitter (11% increase)
- 37,269 LinkedIn page views
- 53 Job fairs attended (11% increase)

Testing

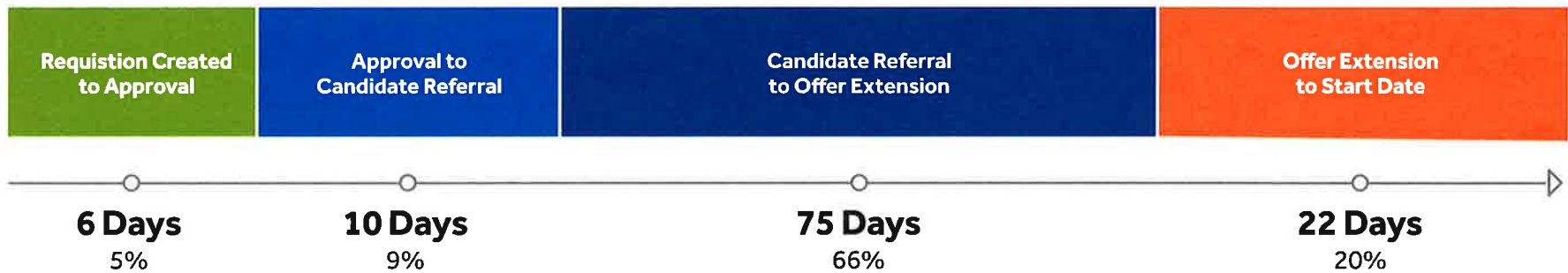
- 2,206 Uniform written exams administered (34% decrease)
- 2,521 Civilian written exams administered (25% decrease)
- 339 Physical ability tests proctored (50% decrease)
- 1 Uniform assessment centers proctors

Eligibility Lists

- 10 Days from requisition approval to referral of eligible candidates
- 2 Day increase in average time from requisition approval date to referral of eligible candidates

Responsible Departments

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



Overall Requisition to Hire Process	Requisition Created to Requisition Approval	Requisition Approval to Candidate Referral	Candidate Referral to Offer Extension	Offer Extension to Candidate Start Date
	Responsible	Hiring Department & Civil Service	Civil Service	Hiring Department
FY 16-17	9 Days	8 Days	52 Days	26 Days
FY 17-18	9 Days	8 Days	56 Days	26 Days
FY 18-19	6 Days	10 Days	75 Days	22 Days

Top 10 Civilian Positions

Title	# of Hires
Inspector II	44
Office Assistant II	39
Manager II	35
Administrative Specialist II	33
Office Assistant, Senior	27
Crew Leader	26
Water Meter Reader	25
Temporary Help (e.g., 311 Call Taker)	24
Water Field Representative	24
Manager III	22

Civilian Position Testing

Position	Scheduled	Tested	Show Rate %	% Passed
Office Assistant	356	221	62%	98%
Office Assistant II	534	281	53%	48%
Customer Service Agent	182	78	43%	82%
Customer Service Trainee (311)	206	131	64%	51%
Customer Service Rep	378	122	32%	71%
Inspector II (Code)	254	133	52%	66%
Parking Enforcement Officer	488	171	35%	75%
Permit Clerk	180	73	41%	92%
Police Reports Rep	181	73	40%	96%
Public Service Officer	633	171	27%	98%
Security Officer	846	325	38%	7%
Storekeeper II	367	84	23%	69%
Water Field Rep	217	70	32%	99%
Water Field Rep II	31	28	90%	100%
Water Meter Reader	1567	490	31%	74%
Water Plant Operator, Appr	175	70	40%	96%
Total	6595	2521	38%	79%



	Department	FY 18-19	FY 17-18	FY 16-17
Top 10 Customer Departments	Park & Recreation	714	639	541
	Dallas Water Utilities	283	259	338
	Police - Civilian	94	124	218
	Aviation	97	97	70
	Code Compliance Services	82	71	174
	Management Services	80	102	82
	Dallas Animal Services	77	54	—
	Public Works	67	63	—
	Sustainable Development & Construction	67	69	98
	Sanitation Services	45	46	63
	Court & Detention Services	44	16	28
	Equipment & Fleet Management	44	—	—
	Building Services	41	101	146
	Fire - Civilian	34	26	25
	Transportation	33	40	—
	Housing	25	1	22
	Human Resources	24	13	10
	Communication & Information Services	18	30	34
	Library	18	20	26
	Convention & Event Services	13	18	32
Civil Service	3	1	11	
Municipal Court - Judiciary	1	—	—	
Trinity Watershed Management	1	58	67	
	Total	1905	1848	1985

Hires made in FY 18-19 may be from candidates tested in FY 17-18



Fire Promotional & Entry-Level Hires

Positions	Hires
Fire Driver Engineer	28
Fire Captain	7
Fire Battalion Chief	1
Fire Prevention Officer	11
Senior Fire Prevention Officer	0
Fire Prevention Lieutenant	2
Fire Prevention Captain	0
Fire Prevention Section Chief	0
Fire & Rescue Trainee	137
Total	186

Police Promotional & Entry-Level Hires

Positions	Hires
Police Senior Corporal	8
Police Sergeant	22
Police Lieutenant	8
Police Officer Trainee	282
Total	320



Entry-Level Police

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate %	% Passed
Police Officer Trainee	6,700	4,344	2,561	1,382	54%	96%
911 Call Taker Trainee	1,209	500	556*	156	28%	53%
Police Dispatcher	1,845	148	154*	37	24%	95%
Total	9,754	4,992	3,271	1,575	48%	92%

*This number includes candidates who applied and met minimum qualifications in fiscal year 17-18.

Entry-Level Fire

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate %	% Passed
Fire & Rescue Officer Trainee	945	403	791*	494	62%	91%
Candidate Physical Abilities Test**	N/A**	451	451	339	75%	72%
Total	945	—	1242	833	67%	83%

*This number includes candidates who applied and met minimum qualifications in fiscal year 17-18.

**All candidates passing the written exam for Fire & Rescue Officer Trainee are eligible to take the Candidate Physical Abilities Test.

Promotional Exams

Rank	Applications	Met Minimum Qualifications	Scheduled	Tested	Show Rate %	% Passed
Fire Captain Written Exam	114	114	114	98	86%	80%
Fire Battalion Chief Written Exam	51	50	50	39	78%	79
Total	165	—	164	137	84%	80%

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 13 Trial Boards that resulted in seven terminations being sustained, two withdrawn, two reinstated, one postponed and one suspended. Two Administrative Law Judges were assigned that resulted in two terminations being sustained during this fiscal year.

TB Assigned by Department:

EBS - 3
DPD - 2
DAS - 2
DFD - 2
DWU - 1
CVS - 1
CES - 1
CCS - 1

ALJ Assigned by Department:

HOU - 1
PBW - 1

Board Governance

Mr. Terrence Welch was appointed as Chair of the Civil Service Board by Mayor Eric Johnson. Ms. Shana Khader, Mr. Glynn E. Newman, Ms. Gwendolyn W. Satterthwaite, and Mr. Kendall W. Scudder were appointed as Members 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 separated 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 thirteen rehire eligibility appeals for former City employees. Twelve eligibility appeals were approved, and one denied.

TRIAL BOARD APPEALS

October 1, 2018 – September 30, 2019

(Includes demotion/discharge appeals)

Civil Service Board Members	Hearings Assigned
Dr. Troy Coleman*, Chair	0
Flora Hernandez*, Vice-Chair	2
Mark Guckian	0
Shana Khader <i>(appointed 4/10/2019)</i>	0
Chandra Marshall-Henson	2
Lorraine Montemayor	2
Glynn E. Newman <i>(appointed 9/4/2019)</i>	0
Nirav Sanghani*	2
Gwendolyn W. Satterthwaite <i>(appointed 9/25/2019)</i>	0
Kendall W. Scudder <i>(appointed 9/18/2019)</i>	0
Terrence Welch <i>(appointed Chair 9/27/2019)</i>	4
David Wiley* <i>(appointed 1/23/2019)</i>	0

*Mark Guckian (resigned 12/31/2018) *Nirav Sanghani (resigned 3/18/2019)

*Dr. Troy Coleman (end of term 9/30/2019) *Flora Hernandez (end of term 9/30/2019)

*David Wiley (end of term 9/30/2019)

TRIAL BOARD APPEALS

October 1, 2018 – September 30, 2019

(Includes demotion/discharge appeals)

Appointed Adjunct Panel by Hearings	Appointed by	Hearings
Darryl Baker	Griggs	3
John Brent Beckert	Rawlings	3
John J. Cassen	Gates	1
Kali Cohn <i>(appointed 6/5/2019)</i>	Kingston	0
Althea Harrington <i>(appointed 3/20/2019)</i>	Narvaez	0
Matthew Haynie	Felder	2
Thomas Jefferson	Callahan	3
Alendra Lyons	Felder	3
Robert Murphy <i>(resigned 6/25/2019)</i>	Greyson	2
Glynn Newman <i>(moved to Board 9/4/2019)</i>	Kleinman	2
Curtis Pierre <i>(appointed 3/20/2019)</i>	Arnold	0
Calvin Robinson	Atkins	3
Jacqueline Staley	Medrano	3

ADMINISTRATIVE LAW JUDGE

Administrative Law Judge	Contract Term	Hearings Assigned
Hobert T. Douglas	January, 2018 - December, 2019	0 hearings completed
Lakisha M. Thigpen	January, 2018 - December, 2019	0 hearings completed
James E. Urmin, Sr.	January, 2018 - December, 2019	1 hearing completed
Karen R. Washington	January, 2018 - December, 2019	1 hearing completed