

# Memorandum

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DALLAS, TEXAS




CITY OF DALLAS


DATE February 7, 2017

TO Mayor Mike Rawlings and  
Members of the City Council


SUBJECT FY 15-16 Annual Report

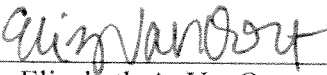
Enclosed please find the Civil Service Board's Annual Report for fiscal year 2015-2016. This is a summary of the many activities, initiatives, and accomplishments during this time. We hope that you will contact us if you have any questions at all. Thank you for your ongoing support.

  
Anita Childress, Chair

  
Flora Hernandez, Vice-Chair

  
Jeff Bryan

  
John Ting

  
Elizabeth A. VanOort

  
Sharon Van Sell

  
Terrence Welch

Pamela McDonald  
Interim Secretary  
Civil Service Board

- c: Members of the Civil Service Board  
T.C. Broadnax, City Manager  
Mark McDaniel, Acting First Assistant City Manager  
Eric Campbell, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Craig D. Kinton, CPA, City Auditor  
Larry Casto, City Attorney  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Members of the Civil Service Adjunct Panel  
Administrative Law Judges  
Aych Powers, Executive Assistant City Attorney  
Elsa Cantu, Assistant to the City Manager

**ANNUAL REPORT TO THE CITY COUNCIL  
BY THE  
CIVIL SERVICE BOARD**

**FOR THE TERM  
October 1, 2015 – September 30, 2016**

**Members of the Civil Service Board**

Anita Childress, Chair (Re-appointed 10/14/2015)

Flora Hernandez, Vice-Chair (Re-elected Vice-Chair January 5, 2016)

Jeff Bryan

John Ting

Sharon Van Sell

Terrence Welch

David Wilkins (Resigned 10/3/2016)

Elizabeth VanOort (Appointed 10/19/2016)

**Pam McDonald  
Interim Secretary to the Civil Service Board**

# EXECUTIVE SUMMARY

One of the City of Dallas' overarching goals is to provide excellent government services to meet the needs of the City. The Civil Service Department (CVS) supports and contributes to this goal by recruiting and identifying qualified eligible candidates for hire, providing candidates to hiring managers in an expedient manner; incorporating technology initiatives in the hiring process, analyzing jobs to develop job-related tests, attending various job fairs, ensuring department staff stay abreast of current knowledge and trends in the human resources industry, and pursuing quality management initiatives.

The Examining Division staff concluded the work on the process improvement recommendations from the CPS-HR Consulting Group and began work with the HIRE DALLAS task force which was charged with suggesting further improvements to the hire process that is shared by Civil Service and Human Resources. With the assistance of members of the Board, staff was able to complete 50% of the recommendations for our department while assisting with the recommendations made for both HR and Civil Service together. In the Neogov applicant tracking system, staff implemented changes to improve the applicant experience (Career pages, Facebook integration, self-scheduling) and assisted hiring managers by providing qualified candidates in a timely manner through improvements to the delivery of eligible lists. Staff reduced the average time to refer a list of eligible candidates to hiring managers from 12.91 days to 8.10 days. 89% of the eligible lists provided by staff were delivered within 20 days of receiving a requisition. Staff met with Dallas Animal Services to collaborate on the hiring process for their division and also participated in the weekly Boston Consulting Group (BCG) taskforce meetings. Staff assisted with 70 hires in 25 different classifications.

After the July 2016 shooting of four Dallas Police officers and one Dart Police Officer, staff worked diligently with the Dallas Police Department to fill recruitment needs. From the date of the tragic incident until the end of the fiscal year, staff evaluated over 1,709 applications and Dallas Police Department made 20 hires for the Police Officer Trainee position.

Job analyses were completed for 10 Fire Rescue ranks (e.g. Fire Fighter, Fire Lieutenant, and Fire Captain) as well as for the 911 Call Taker position. Written paper-and-pencil examinations were computerized. Software was purchased to facilitate the integration between the applicant tracking system and examinations. Staff attended workshops (such as Technology in selection: When is it appropriate; New features with the NEOGOV tracking system; and Novel Approaches to Situational Judgment Tests) to maintain and enhance their knowledge base.

Throughout the 2015/2016 fiscal year the Civil Service Department is committed to partnering with our client departments to provide tailored staffing, hiring and promotional solutions that will enhance the quality and efficiency of the City's workforce.

# CIVIL SERVICE BOARD

## KEY FUNCTIONS

### Merit System:

As authorized by Chapter XVI of the City Charter, the Civil Service Board is empowered to adopt, amend and enforce a code of rules and regulations subject to Council ratification to ensure employment and promotion based on merit and fitness.

### Screens and Certifies Eligible Candidates for Hire:

The Board, through the Civil Service Rules, regulates the design of personnel selection methods to ensure fairness and effectiveness in selection of applicants for City employment. Under the direction of the Board, the Civil Service Department reviews, evaluates and qualifies applicants for 90% of the positions in the City's workforce and refers qualified candidates to hiring managers for interview and selection.

### Appeals Process:

The Board provides an objective forum through which employees and applicants can appeal charges of discrimination and misinterpretation or misapplication of Civil Service rules. The Board, serving with the members of the Civil Service Adjunct Panel, administers the Trial Board hearing system to provide due process for those employees who are terminated or demoted. Staff provides assistance to Administrative Law Judges in hearings under their jurisdiction.

## GUIDING PRINCIPLES

- The citizens of Dallas deserve employees of the City who are competent to perform the duties of their positions without regard to political influence.
- Employees of the City and applicants for City employment deserve to be considered for employment and promotion based only on their individual merit and fitness without regard to race/national origin, age, religion, gender, marital status, sexual orientation, disability, political opinions or affiliations. Physical impairments should be considered in employment only as they may affect the performance of the essential duties of the position sought.
- Employees must be treated with dignity and fairness in discipline, termination, reduction in force, promotion, transfer and assignment.

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# SUMMARY OF ACTIVITIES

## A. NOTABLE STAFF ACTIVITIES

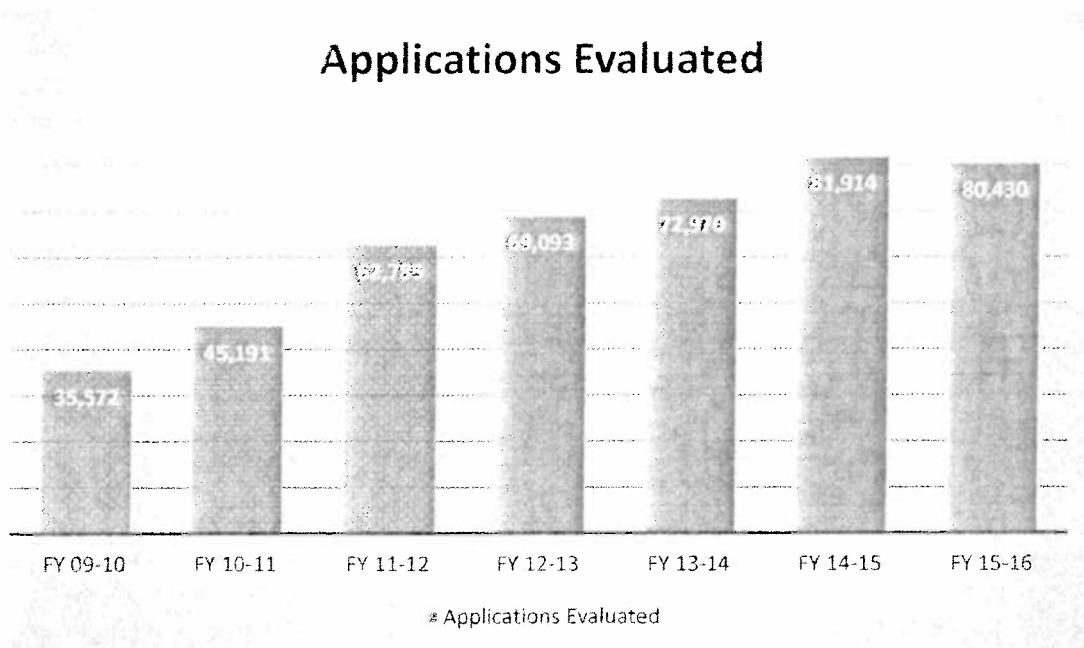
### RECRUITMENT

#### Requisitions

- Service Level Agreement for processing requisitions (within three to five business days of final approval) was met over 95% of the time. "Processing" includes reviewing the requisition for accuracy, referring the existing list of eligible candidates or assigning the requisition to an HR Analyst to post/advertise the position.
- The average requisition approval time was reduced from 12.8 days to 10 days. This timeframe begins when the requisition is created in the department and ends when the final approval has been completed. Based on a HIRE DALLAS recommendation, CVS staff, in conjunction with HR, contributed to this reduction by conducting audits of departments with high approval times to identify potential process changes. With the cooperation of department management, the number of required approvals was reduced which, positively affected the overall approval time.
- Civil Service reviewed and processed 1,483 requisitions for 28 departments. Many requisitions were submitted for multiple vacancies. 882 of the requisitions submitted within the fiscal year were also filled during the fiscal year.

#### Applications

- Staff evaluated, tested (where applicable) and electronically processed (e.g., changed candidates' statuses, sent notices to candidates, etc.) 80,430 applications which were used to fill 1,939 civilian and uniform vacancies.



## A. NOTABLE STAFF ACTIVITIES (continued)

- Implemented a Subject Matter Expert (SME) review for two departments:
  - 311 - Customer Service Agent (Temp to Perm) 311 utilized the SME process for four postings in 2016. The posting and testing period averaged 18 days from position open until final exam; 49 hires were made using the eligible lists generated through this process.
  - CIS – Programmer Analyst III (Angular and Node) Since the SME review was initiated for the IT positions late in the fiscal year, the effectiveness of this process for CIS will be evaluated early next fiscal year.

### Eligible Lists

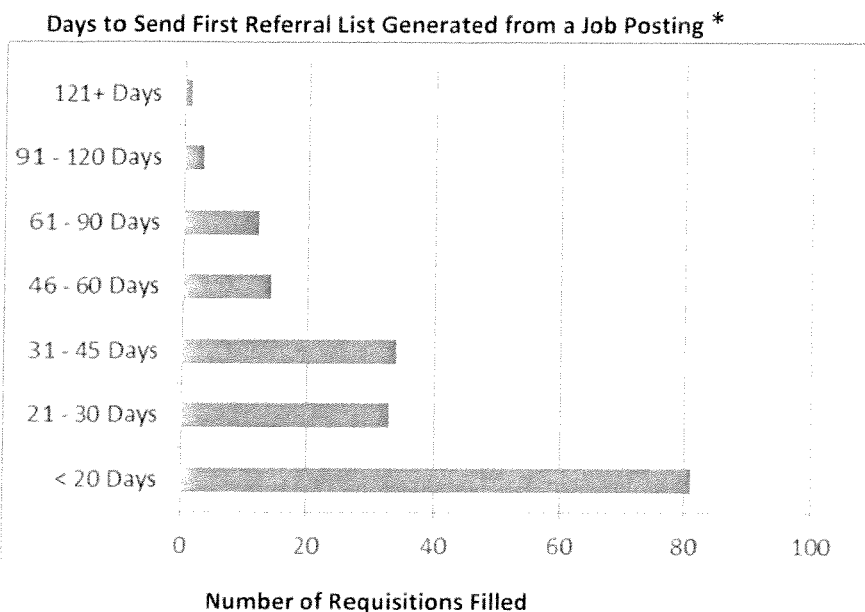
- Eligibility List Lifespan changed the length of time a candidate may remain on an eligible list for civilian positions from twelve months to six months. This change was implemented, effective on October 1, 2015, based on feedback provided by hiring managers via surveys conducted by the HIRE DALLAS task force. Hiring managers expressed a need for eligible lists to be refreshed with new candidates more frequently and a shorter lifespan for eligibility helps ensure this will occur. Some accommodations were made for the hard-to-fill civilian positions in the Police Department due to the delay in the checking of candidates' background information.
  - Out of 882 requisitions submitted and filled in FY 15-16, 704 requisitions received existing eligible lists within less than 11 days of the requisition final approval date (the date the requisition is received by CVS. This is 80% of all requisitions submitted AND filled in FY15-16.
- 178 of all requisitions submitted AND filled in FY15-16 received initial lists of eligible candidates generated from a job posting.
  - 64% of these requisitions received the initial list of eligible candidates within 30 days.
  - 27% of these requisitions received the initial list of eligible candidates within 60 days.
  - 9 % of these requisitions received the initial list of eligible candidates within 90 days.
  - 2 % of these requisitions received the initial list of eligible candidates within 91 + days.

#### Additionally:

- 19 % of these requisitions received last referral within 30 days.
  - 27 % of these requisitions received last referral within 60 days.
  - 19 % of these requisitions received last referral within 90 days.
  - 35 % of these requisitions received last referral within 91 + days.
- Average time to provide a referral list was 8.1 days, compared with to 12.91 days in FY 14-15. This time was measured from the requisition final approval date (the date the requisition is received by CVS) to the day candidates were first referred to Hiring Managers. Referring candidates to hiring managers more quickly allows them to begin their selection process sooner.

**A. NOTABLE STAFF ACTIVITIES** (continued)

**Number of Days from Receipt of Requisition by CVS until the First Referral of Eligible Candidates to Hiring Managers for Lists Generated from a Job Posting (Requisitions submitted AND filled in FY15-16)**



\* Measures the # of days from the date Civil Service receives an approved requisition from the departments thru the first date candidates were referred

64% of first referrals of eligible candidates generated from a job posting were submitted to the departments within 30 days of requisition final approval

< 20 Days	81
21 - 30 Days	33
31 - 45 Days	34
46 - 60 Days	14
61 - 90 Days	12
91 - 120 Days	3
121+ Days	1
	<b>178</b>

<sup>1</sup> \*These numbers include the referral of existing eligible lists (no job posting) and the initial list of eligible candidates generated from a job posting.

- Requisition Approval to Final Referral Overall, the average time from the requisition final approval date (the date the requisition is received by CVS) to the final referral of eligible candidates (complete list of eligible candidates) did increase from an average of 34.62 days to an average of 54.47 days.<sup>1</sup>

This increase was due to the increased number of hard-to-fill/continuous postings, extended postings for seasonal positions for the Park & Recreation Department, as well as posting periods extended beyond the standard seven days at the request of the hiring managers.

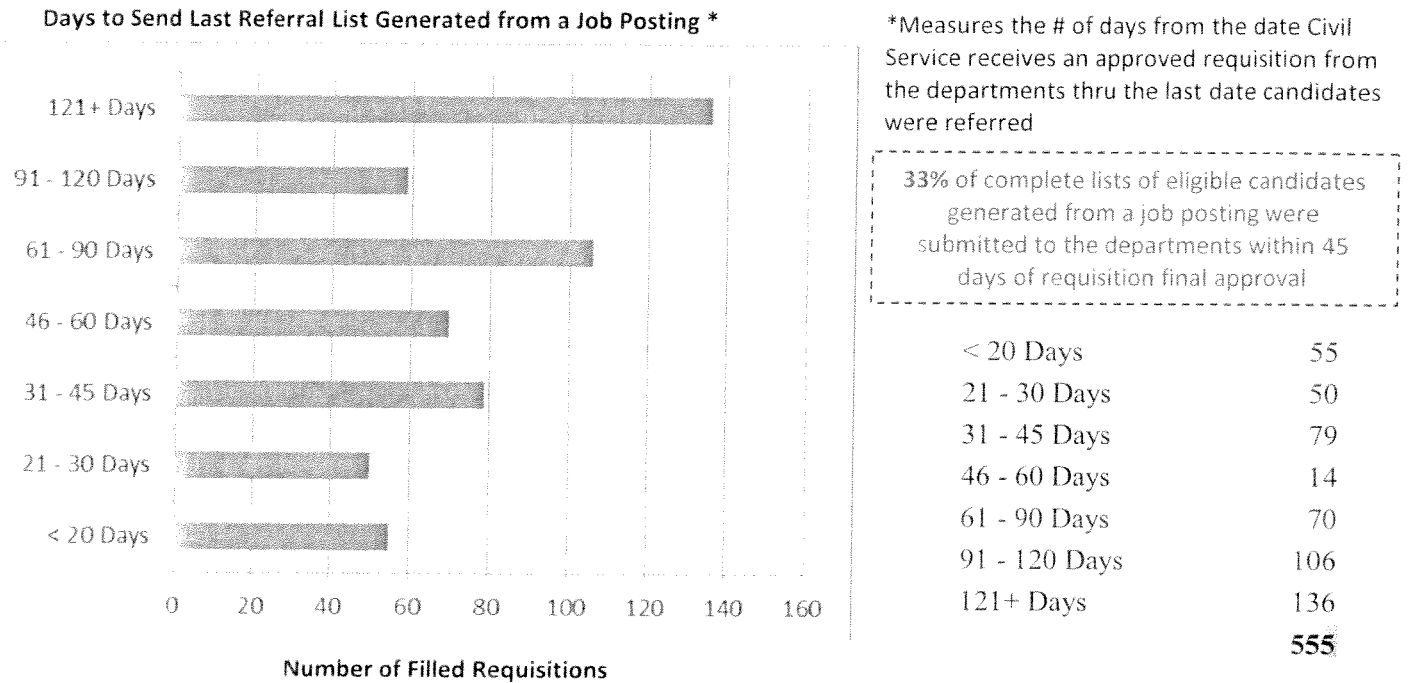
- In 2015 (calendar year), CVS posted 83 continuous/seasonal positions. The requisitions for these positions represent 32.88 % of all filled requisitions for FY15-16.

555 of all requisitions submitted AND filled in FY15-16 received lists of eligible candidates generated from a job posting. 33% of these requisitions received the entire list of eligible candidates within 45 days. *These totals include requisitions that may have received an existing list of eligible candidates before receiving a list of candidates generated from a job posting.*

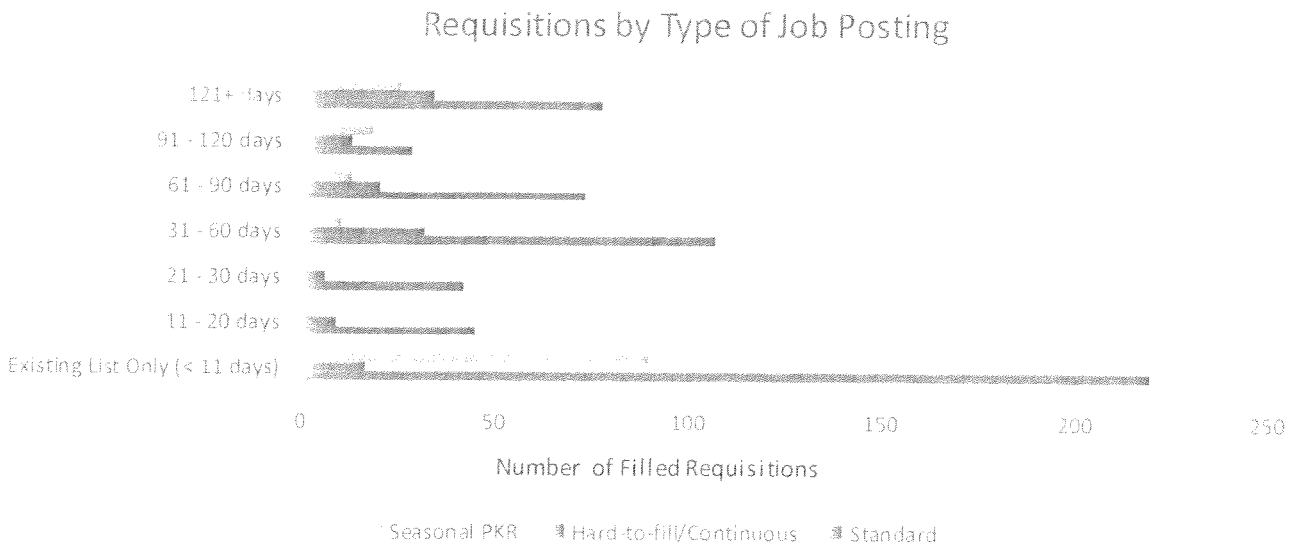


**A. NOTABLE STAFF ACTIVITIES** (continued)

**Number of Days from Receipt of Requisition by CVS until the Last Referral of Eligible Candidates to Hiring Managers (Complete List of Candidates) for Lists Generated from a Job Posting (Requisitions submitted AND filled in FY15-16)**



**Number of Days from Receipt of Requisition by CVS until the Last Referral of Eligible Candidates to Hiring Managers (Complete List of Candidates) (All requisitions submitted AND filled in FY15-16)**

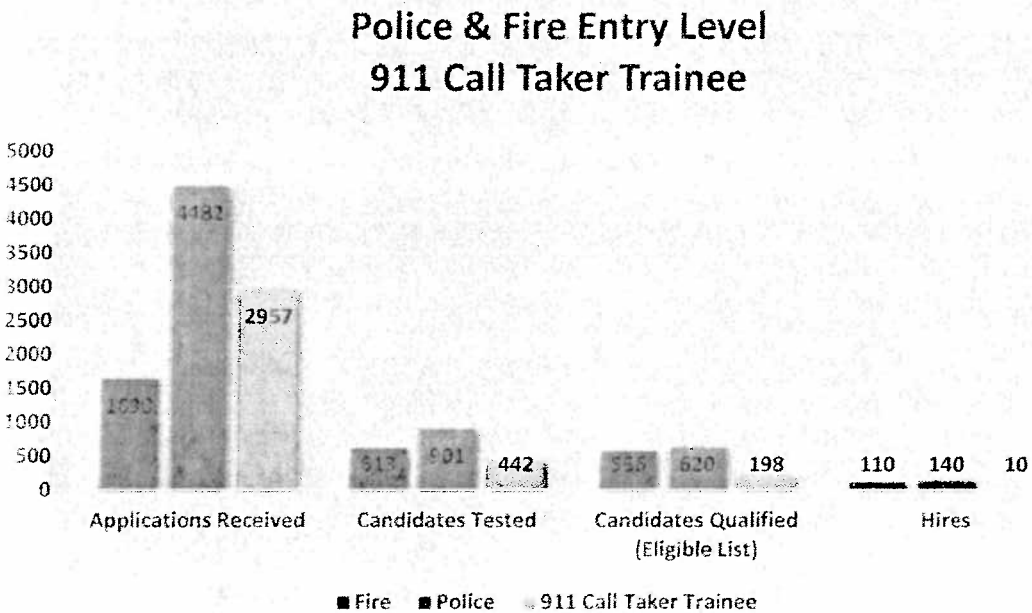


**A. NOTABLE STAFF ACTIVITIES (continued)**

Conclusions

- Overall, the process from requisition creation to the candidate start date decreased from an average of 129.57 days to an average of 103.62 days.

Process Step	FY 14-15	FY 15-16	Responsible Department(s)
Req. Creation to Final Approval	12.80 days	10.00 days	Hiring Department & HR
Req. Final Approval to First Referral	12.91 days	8.10 days	Civil Service
First Referral to Final Referral	21.71 days	46.37 days	Civil Service & Hiring Department
Final Referral to Offer Made	54.66 days	13.23 days	Hiring Department
Offer Made to Candidate Start Date	27.49 days	25.92 days	Hiring Department & HR
<b>Total</b>	<b>129.57 days</b>	<b>103.62 days</b>	



## **A. NOTABLE STAFF ACTIVITIES (continued)**

### **JOB ANALYSIS PROJECTS**

Fire Uniform Ranks: Identified the critical skills, knowledges, and abilities of 10 Fire uniform ranks through comprehensive job analyses. The results of these analyses will serve as the foundation to develop job-related examinations that reflect changes in the fire fighter industry and to ensure that the Fire Department can hire a more knowledgeable workforce. Job analyses were conducted for the following ranks:

- Fire Rescue Officer Trainee
- Driver Engineer
- Fire Rescue Lieutenant
- Fire Rescue Captain
- Fire Rescue Battalion Chief
- Fire Prevention Officer Trainee
- Senior Fire Prevention Officer
- Fire Prevention Lieutenant
- Fire Prevention Captain
- Fire Prevention Section Chief

Police Uniform Ranks: Initiated comprehensive job analyses for four Police uniform ranks to ensure that current processes and procedures are reflected in the entry level and promotional tests. The last in depth job analyses were conducted over 10 years ago and may not reflect the changes made to the police service industry. These job analyses will ensure that the Police Department can hire a more knowledgeable workforce. Job analyses are being conducted for the following ranks:

- Trainee Police Officer
- Senior Corporal
- Sergeant
- Lieutenant

911 Call Taker Trainee: Supported the hiring managers in hiring the most qualified candidates for this position by developing job-related minimum qualifications, a dispatcher test using the Biddle Consulting Group's CritiCall software, and interview questions. The test was based on the results of an in depth job analysis.

Civilian Classifications: Job Analyses were initiated for the following classifications: 311 Call Taker, Executive Assistant, Laborer (Parks), and Permit Clerk.

### **TECHNOLOGY INITIATIVES**

Video Recording of Assessment Centers: Examined the possibility of incorporating video recording in assessment centers. A consultant conducted the study and produced a report that included feedback received from candidates, best practices on developing exercises, implementing the video recording process and a cost estimate to do so.

## A. NOTABLE STAFF ACTIVITIES (continued)

Computerized Testing: Improved the testing process by transferring written paper and pencil examinations to a computerized environment. Pilot testing for all computerized examinations were completed. Began administering computerized examinations.

### Software Purchases

- NEOGOV Biddle Integration. Procured NEOGOV Biddle Integration software. Insight, NEOGOV's online applicant tracking and career portal integrates with the Biddle Consulting Group employment assessment and test validation suite including software such as office skills testing, dispatcher testing, office and interpersonal competence video testing, and job analysis software.

## QUALITY MANAGEMENT

### HIRE Task Force Recommendations and Accomplishments

- Recommendation: Conduct requisition audits on departments with high approval times to identify if there are process changes that can be made in their approval chain.
  - Staff worked with HR to reduce requisition approval time from 12.8 days to 10 days. This metric will continue to be monitored for further improvement.
- Recommendation: Revise Civil Service rule requirement to post positions in newspaper of record, utilize savings to support recruitment efforts to promote positions in sources that might yield a more diverse candidate pool.
  - Although the Civil Service rule requirement is still being reviewed, staff has begun to post open positions on Facebook and Twitter. The use of LinkedIn has been initiated.
- Recommendation: Adjust the job postings to only post the minimum to midpoint of the salary range or to clearly identify the minimum to midpoint as the target hiring range.
  - Staff has received all special pay scales from HR Compensation that were approved for FY16-17. All current postings will be updated with this information by the end of October 2016.
- Recommendation: Revise Civil Service rules to allow list eligibility to extend 60 days beyond receipt by the department
  - Staff has developed a method to extend the eligibility of candidates for an additional 60 days beyond the expiration date. Procedures are being developed and will be implemented immediately following completion.
- Recommendation: For lists with more than 100 eligible candidates, allow hiring managers to indicate whether they would like to receive lists at one time or in increments.
  - In order to reduce the application processing time for large recruitments, staff has proposed a shorter Service Level Agreement (SLA) to be implemented by the end of October.
    - The first referral will be completed within 8 business days of the position close date; the final referral will be completed within 10 business days of the first referral. This will result in a 10-day decrease from the current SLA. (This SLA does not apply to tested positions or continuous postings.)

## A. NOTABLE STAFF ACTIVITIES (continued)

- Recommendation: Work with the hiring authority during the requisition process to determine if they are interested in receiving eligible candidates that do not meet the location, hours, or department for the position being filled. Filter lists as necessary.
  - Coordinators and analysts are adding supplemental questions to job postings as needed so the information is available for hiring managers.
- Recommendation: Review application notifications and update to notify candidates of updates in the hiring process as appropriate.
  - Applicants' accounts show open requisitions to which they have been referred. Once the position is filled the requisition is removed.
- Recommendation: Establish procedures for including Civil Service in the position allocation process during budget to plan for recruiting new positions. Civil Service should utilize this information to contact departments that may need to establish Minimum Qualifications (MQs) or Preferred Qualifications (PQs) for a new position.
  - Staff will utilize the Position Classification Allocation (PCA) report provided by HR once it has been finalized to begin planning for the recruitment of newly added positions.
- Recommendation: Develop a shared position questionnaire that can be used and shared by HR and Civil Service during positions development/reclassification/minimum qualification process.
  - Both documents have been reviewed. The HR document (Position Review Questionnaire) will be used by employees to describe their position responsibilities during HR Compensation's scheduled review. The CVS document (Subject Matter Expert [SME] Questionnaire) will be used by hiring managers to identify the requirements and preferences for their vacant positions.

In addition to the above recommendations, HIRE DALLAS made 9 other recommendations that staff is continuing to implement.

### ISO 9001-2008 Certification for the Test Development and Validation Division

Received certification that demonstrates the ability to consistently provide products that meet customer needs and applicable statutory and regulatory requirements, and enhance customer satisfaction.

Developed and revised policies and procedures to ensure compliance with department standards, reduce/eliminate potential errors, and deliver excellent customer service.

Communicated progress and decisions made via monthly management review meetings and Quality Management System bulletins.

## TRAINING

### Society of Industrial and Organizational Psychology (SIOP).

Several staff members attended the SIOP Conference from April 14-16, 2016 for professional development purposes. The following workshops were attended:

## A. NOTABLE STAFF ACTIVITIES (continued)

- **Novel Approaches to Situational Judgment Test:**  
This session looked at how situational judgment tests have been used over the years and how they are changing selection methods.
- **Assessments on the Go: Designing and Implementing Mobile-Friendly Assessments**  
This session looked at the opportunities of developing selection tools that are designed for the applicant to take using their tablet or smart phone.
- **Functional Job Architecture: Practical Solutions for Large-Scale Job Analysis**  
This session was lessons learned and best practices for conducting large-scale job analyses. Most of the examples were much larger than the City of Dallas, but some of the lessons learned apply to the department's challenges.
- **Death by a Thousand Items: Challenges From Survey Fatigue**  
This session discussed finding a balance between accuracy from having enough items to inaccuracy because respondents stopped answering conscientiously.

### The International Personnel Assessment Council (IPAC) Annual Conference-July 2015.

One staff member attended the IPAC Conference from July 31 to August 3, 2016 for professional development purposes. The following workshops were attended: A start to finish primer for developing selection and promotion assessments, Leadership for engagement; The job analysis is complete, now what?; Smith v. Boston: The Decision and Insiders perspective; Technology in selection: When is it appropriate?; Contemporary Content – Oriented Validation Research; Using Exit Survey Data in Organizational Health Assessment; Best Practices for Generating Test Specifications from Job Analysis Results.

Several of the sessions validated the current practices used by the City of Dallas Civil Service Department (A start to finish primer for developing selection and promotion assessments; The job analysis is complete, now what?; Contemporary Content – Oriented Validation Research; and Best Practices for Generating Test Specifications from Job Analysis Results). As these topics were discussed attendees from all over the country discussed their current practices which for the most part were consistent with what the City of Dallas currently does, specifically in the areas of test development, content validation approaches, and analysis of job analysis data.

### NEOGOV Training Conference-October 2015

Implemented the following features that were presented at the conference.

- Updated the previous NEOGOV job pages to the new Career Pages. These pages are designed to be accessible from multiple devices, such as laptops, touch pads, and smart phones.
- Updated to a new text editor to comply with the Americans with Disabilities Act (ADA)
- Facebook integration – Utilized a 45-day free trial to post positions on Facebook.
- Utilized self-scheduling feature for two-thirds (10 out of 15) civilian exams.
- Activated the eligible list expiration function; this prevents hiring managers from taking action on referred applicants after their eligibility expires.

## TESTING

The Test Development and Validation staff assisted in the hiring of the Fire Chief and the Chief Financial Officer by developing exercises and interview questions to use during the interview process. Feedback from the City Manager's Office was positive. City management expressed satisfaction with the

## A. NOTABLE STAFF ACTIVITIES (continued)

communication regarding test development, as well as with the assessment and interview questions developed. Management felt the assessment helped identify the best candidate.

### SHRM Certification

Staff in the department are pursuing professional developmental and education to qualify for the SHRM certification.

### Uniform Testing

The Civil Service Department assisted the City of Dallas in obtaining and maintaining a knowledgeable workforce that allowed the City to carry out its obligations and cultivate citizen trust and satisfaction. The following job related tests were developed and administered to aid the Fire and Police Departments in hiring the most qualified applicants for City jobs.

### Fire

- Fire Rescue Officer Trainee
  - No. of applicants tested (written exam) 613
  - No. of applicants tested (CPAT) 312
  - No. of applicants hired 110
  
- Fire Rescue Driver Engineer
  - No. of candidates promoted 11
  
- Fire Rescue Lieutenant
  - No. of candidates promoted 3

### Police

- Police Officer Trainee
  - No. of applicants tested 901
  - No. of applicants hired 140
  
- Police Senior Corporal
  - No. of candidates promoted 120
  
- Police Sergeant
  - No. of candidates promoted 22

The promotional exams were administered in prior fiscal years. Promotions were made from these eligible lists.

## A. NOTABLE STAFF ACTIVITIES (continued)

### Civilian Testing

In addition to Police & Fire positions, the Civil Service Department also addresses testing needs for Civilian classifications. In particular staff administered tests to 2264 applicants for the following positions to enable departments to hire the most qualified applicants for City jobs:

- 911 Call Taker Trainee
- Apprentice Water Plant Operator
- Customer Service Agent
- Customer Service Representative
- Inspector II Code
- Office Assistant
- Office Assistant II D
- Parking Enforcement Officer
- Police Dispatcher
- Police Reports Representative
- Public Service Officer
- Security Officer
- Storekeeper II
- Water Field Representative
- Water Field Representative II
- Water Meter Reader

### Summary

The Civil Service Department ensures a knowledgeable workforce that can carry out business practices in a professional, ethical and transparent business environment by assessing applicants' job skills and abilities through job-related examinations.

Uniform examinations (written)	1514
Uniform examinations (CPAT)	312
Civilian examinations	2264
Total Number of Examinations Administered	4090

## **OUTREACH**

Increased access to applicants and enhanced applicants' ability to acquire information about the employment process and the City of Dallas by engaging in a number of outreach opportunities such as job fairs and off site testing. Staff participated in the following job fairs:

- ITT Technical Institute Career Fair (2 times)
- Dallas Recruiters & Human Resources Professionals
- Dallas Animal Services Job Fair
- Amazon Career & Resources Fair
- Congressman Mark Veasey's Job Fair
- SE Dallas Community Job Fair
- Devry University Network Career Fair
- DPARD Seasonal Job Fair



## A. NOTABLE STAFF ACTIVITIES (continued)

11<sup>th</sup> Annual Community Courts & K104's Morning Team Career Fair 2016  
Richland College Job Fair (DCCCD)  
Buckner Wynnewood-Oak Cliff Community Job Fair  
Community Career & Job Fair 2016 (Paul Quinn College)  
2016 Job & Resource Fair (Harry Stone Rec Center)  
South Oak Cliff Job Fair  
Veterans Career Fair (Hiring Our Heroes)  
Workforce Solutions of Dallas Job Fair (Towne Market WFC)  
Workforce Solutions of Dallas Job Fair (Irving WFC)  
Network Connections Career Fair  
VFW Veterans Hiring Event & Job Fair  
Mayor's Neighborhood Conference  
Workforce Solutions of Dallas Job Fair (SW Center)  
Parks and Recreation Job Fair (Nash Davis Rec Center)  
Civil Service Career Fair (Oak Gardens Church of Christ)  
Oak Cliff Community Job Fair  
Hire Experience Job Fair 2016

Staff traveled with the Police Department to assist in recruiting efforts by administering the Police Officer Trainee examination in Fort Hood, Texas.

Staff traveled with the Fire & Rescue department and administered the Fire & Rescue Officer Trainee examination in the following cities:

San Antonio, TX  
Memphis, TN  
Baton Rouge, LA

Began developing a weekly flyer for the "311 Mobile City Hall" to distribute information regarding hard-to-fill positions.

## MISCELLANEOUS

### Employee Advisory Council (EAC)

Two members served on an EAC to help ensure equality of treatment and opportunity for employees. EACs were created to promote morale, a positive work environment, and encourage active participation in the decision-making process. EACs are dedicated to promoting career advancement, professional development, as well as serving as a channel of communication between employees and the leadership team.

EAC member Andrew Yurkon served as the Interim Chair of the Training and Development Committee. EAC member Dawne Payne served on the Training and Development Committee as well as the Morale and Work Environment Committee.

## **B. 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 is 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 10 Trial Boards that resulted in five terminations being sustained, two withdrawn, and three reinstatements.
- Administrative Law Judges were assigned to two hearings resulting in one termination being sustained and one postponed.

## **C. BOARD ACTIVITIES**

### **BOARD GOVERNANCE**

- The Board thanked Mr. Albert Turner and Mr. Johnny Clark for their many years of dedicated service to the Board and the citizens of Dallas. The Board welcomed two new members Mr. John Ting and Mr. David Wilkins.
- Board member Flora Hernandez was unanimously re-elected as Vice-Chair on January 5, 2016.
- The Board proactively oversaw departmental operations including emphasis on development of performance standards, stakeholder satisfaction, process improvements, and technological enhancements.
- HIRE DALLAS Task Force project was initiated in the fall of 2015 as a joint collaboration with the City Manager's Office and the Civil Service Board. HIRE DALLAS was tasked by the City Manager to conduct an in-depth hiring process review and streamline the process for the hiring managers. The project objectives were 1) attract highly qualified candidates to the City of Dallas 2) increase customer satisfaction with hiring process 3) reduce time-to-hire. Methodology included survey of peer cities and hiring managers, process mapping, review of existing rules and a review of current technology. Vice Chair Flora Hernandez joined the HIRE DALLAS Task Force project and assisted in research, process mapping and recruitment process for the Civil Service department. The HIRE DALLAS Task Force provided recommendations and an implementation plan to improve the hiring process. The Board received detailed monthly updates from staff on steps taken to comply with the HIRE DALLAS recommendations.

## **C. BOARD ACTIVITIES (continued)**

- The Board considered several recommendations from board member Terry Welch with a proposal for restructuring. These recommendations include the combining of Civil Service and HR into one department with the possible name being “Employee Services Department”. The new department would be one-stop shopping for the entire personnel function of the City. Responsibilities would include determining qualifications for positions, posting job openings, recruitment, testing, hiring, on-boarding, and orientation for new employees. The Civil Service Board would still direct the Civil Service Secretary to administer that portion of the department that handles grievances, discipline, and appeals. The objectives for restructuring were 1) greater accountability 2) less diffusion of responsibility 3) greater coordination of hiring efforts 4) evaluation and utilization of financial resources.
- The Board discussed the vacancies on the Adjunct Panel with City Secretary Rosa Rios. The Vice-Chair addressed the Council on August 5, 2015 to encourage Council members to appoint members to the Civil Service Board and Adjunct Panel.

## **GRIEVANCES/COMPLAINTS/MOTIONS**

There were no grievances or complaints for Fiscal Year 2015-16.

## **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 takes into account 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 six rehire eligibility appeals for former City employees. Three eligibility appeals were approved, two denied, and one deferred.

**Civil Service Board  
Fiscal Year Activity Report  
October 1, 2015 – September 30, 2016**

**Trial Board Appeals**  
*(These include demotion/discharge appeals)*

<u>Civil Service Board Members</u>	<u>Hearings Assigned</u>
Anita M. Childress, Chair	1
*Johnny Clark	1
Jeff Bryan	1
Flora M. Hernandez	0
John Ting	2
Sharon Van Sell	2
Terrence Welch	2
David Wilkins (Resigned 10/3/2016)	1

\*Mr. Clark (Term ended October 28, 2015)

**Civil Service Adjunct Panel  
 Trial Board Activity  
 October 1, 2015 – September 30, 2016  
 Trial Board Appeals  
 (These include demotion/discharge appeals)**

<b><u>Appointed Adjunct Panel</u></b>	<b><u>By</u></b>	<b><u>Hearings</u></b>
Darryl Baker	Griggs	2 hearings
John J. Cassen	Margolin	1 hearing
Virgil Lang (Resigned 01/20/2016)	Allen	1 hearing
Elizabeth Mast	Kingston	0 hearings
Robert Murphy	Greyson	4 hearings
Jaime Resendez (Position forfeited 04/29/2016)	Callahan	2 hearings
Calvin Robinson	Atkins	4 hearings
Jaqueline Staley	Medrano	4 hearings
Thomas Jefferson (Appointed 01/20/2016)	McGough	0 hearings
Korey D. Mack (Appointed 02/10/2016)	Young	1 hearing

**Administrative Law Judge  
Appeal Activity  
October 1, 2015 – September 30, 2016  
(These include demotion/discharge appeals)**

<u>Administrative Law Judge</u>	<u>Contract Term</u>	<u>Hearings Assigned</u>
Douglas Lapidus	January, 2016 - December, 2017	1 hearing completed
Doreen McGookey	January, 2016 - December, 2017	0 hearing completed
LaKisha Thigpen	January, 2016 - December, 2017	0 hearing completed
Ifeyinwa J. Seales	January, 2016 - December, 2017	0 hearing completed
James Urmin, Sr.	January, 2016 - December, 2017	1 hearing completed

*ALJs were requested to be the hearing officers at two hearings during this fiscal year. One hearing was sustained and one postponed.*