

Memorandum

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CITY SECRETARY
DALLAS, TEXAS

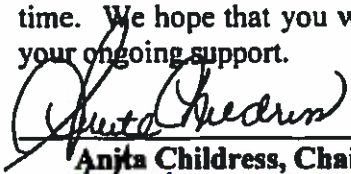


DATE February 6, 2018

TO Mayor Mike Rawlings and
Members of the City Council

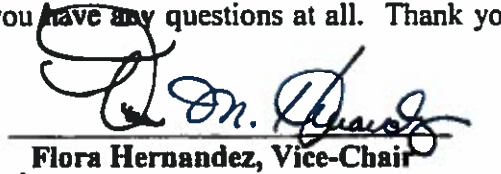
SUBJECT FY 16-17 Annual Report


Enclosed please find the Civil Service Board's Annual Report for fiscal year 2016-2017. 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


Mark R. Gookian


John Ting


Flora Hernandez, Vice-Chair


Chandra Marshall-Henson

Elizabeth A. VanOort


Terrence Welch

Pamela McDonald
Interim Secretary
Civil Service Board

- c: Members of the Civil Service Board
- T.C. Broadnax, City Manager
- Jon Fortune, Assistant City Manager
- Joey Zapata, Assistant City Manager
- Jody Puckett, Interim Assistant City Manager
- Majed Al-Ghafry, Assistant City Manager
- M. Elizabeth Reich, Chief Financial Officer
- Craig D. Kinton, CPA, City Auditor
- Larry Casto, City Attorney
- Biliera Johnson, Interim City Secretary
- Daniel F. Solis, Administrative Judge
- Members of the Civil Service Adjunct Panel
- Administrative Law Judges
- Ayeh Powers, Executive Assistant City Attorney
- Carrie Prysock, Assistant to the City Manager



CIVIL SERVICE BOARD

ANNUAL REPORT FY 2016-2017

A YEAR OF INNOVATION

FROM THE DIRECTOR



On behalf of the Civil Service Board, I proudly present the City of Dallas Civil Service Department Annual Report for Fiscal Year 2016-2017. This year we **RAISED THE BAR** in our efficiency and quality of service provided to our customers, and I hope you enjoy and take pride in the accomplishments of the Civil Service Department.

The quality of life in our great City is enhanced through the vital services provided by our City employees. As Civil Service ensures employment and promotion for approximately 83% of the positions in the City work force, it stands to reason that the quality of the services provided by the City are, in part, affected by the results provided by the Civil Service Department.

To answer this call, our dedicated staff have gone above and beyond and have worked tirelessly to achieve some incredible results. Even while evaluating 26% more applications, we've assisted in reducing the overall time to hire by an additional 9 days since FY 2015-2016, making for a total reduction of 32 days since FY 2014-2015. As you will see in this report, our staff received a record number of applications, provided eligible candidates to hiring managers faster, incorporated social media recruiting strategies, increased exposure of City of Dallas jobs to prospective employees, administered more tests, shortened the overall time to hire, and filled more vacancies than the previous fiscal year.

As we continue to improve the efficiency and quality of the services provided, the Civil Service Department also strives to become more of a strategic partner to our uniform and civilian stakeholders by adapting to their changing needs. This fiscal year was marked with staggering attrition rates in our Police, Fire, and 911 departments. To assist Dallas Police and Dallas Fire-Rescue departments in filling those vacancies, the Civil Service Department administered promotional written exams and applicable assessment centers for all of the uniformed tested positions within a single calendar year. In addition, Civil Service reached an exciting breakthrough with the successful pilot of our new testing software that will provide civilian hiring managers with fewer, yet more qualified candidates.

We also achieved our goal of becoming a community partner by participating in 20 job fairs and creating the Dallas T.E.A.C.H job application method, which provides prospective applicants and employees seeking promotion with tips and tricks for improving their chances of success in the application process.

Much of what we have accomplished could not be achieved without the steady leadership and strategic vision of our Civil Service Board. I want to thank the board for upholding the values of the Merit System, and for continuously pushing us to improve and excel. Although, we are proud of all we have achieved this past year, we understand that, as a department, there is more to be accomplished.

Thank you for taking the time to review the contents of this report. I look forward to continuing to work to improve the quality and efficiency of the City's workforce.

A handwritten signature in blue ink that reads "Pamela McDonald". The signature is fluid and cursive.

Pamela McDonald
Interim Secretary to the Civil Service Board



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OVERVIEW

CIVIL SERVICE BOARD

About the 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. Civil Service rules and regulations apply to approximately 83% of the positions in the City work force. 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 Councilmembers.

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



Regulating 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.



Anita Childress
Chair



Flora Hernandez
Vice-Chair

Board Members



Mark Guckian
(Appointed 11/1/2017)



Chandra Marshall-Henson
(Appointed 11/14/2017)



John Ting



Elizabeth VanOort



Terrence Welch

Previous Members

David Wilkins
(Resigned 10/3/2016)

Jeff Bryan
(Resigned 9/8/2017)

Sharon Van Sell
(Resigned 9/30/2017)

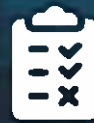
ABOUT THE CIVIL SERVICE DEPARTMENT

The Civil Service Department serves as the hiring arm for approximately **83%** of the positions in the City workforce. Civil Service is committed to establishing model merit system for our city and providing quality customer service to our internal and community stakeholders.



Mission

To employ and retain the best and brightest workforce, enhancing the vitality and quality of life for all in the Dallas community. To accomplish our mission, we:



Establish Qualifications



Evaluate Applications



Test Applicants (if applicable)

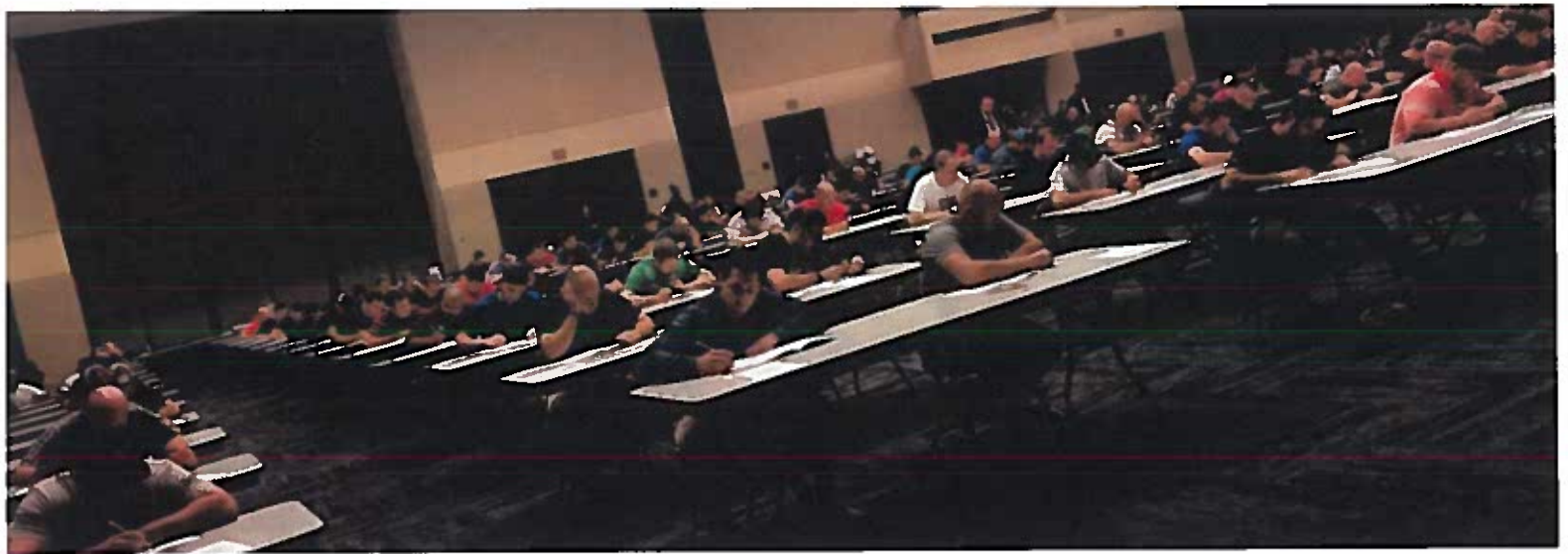


Refer Qualified Candidates

Values

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



Divisions

The Department is comprised of three divisions, each playing a critical role in ensuring equity in employment and promotion.

Recruiting & Examining

- Advertises jobs to both current and prospective employees
- Cooperates with hiring managers to define minimum qualifications
- Evaluates applicants' eligibility
- Administers written and computer-based exams

Test Validation

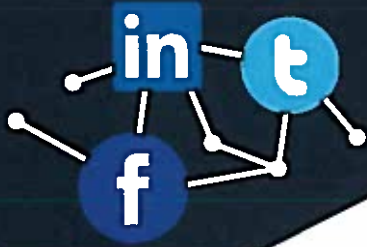
- Develops and validates personnel selection tests for civilian and uniform positions
- Performs job analyses for testing purposes
- Ensures selection procedures used by the city are legally defensible

Administration

- Plans Trial Board and Administrative Law Judge hearings
- Coordinates rehire eligibility appeals
- Analyzes and manages department budget

Social Media Recruiting

The Civil Service Department expanded its social media presence by advertising positions on LinkedIn, Facebook, and Twitter. The increase in social media advertising played a role in increasing the number of job applications by almost 30,000 from last year.



Proactive Approach to Hiring

To expedite the hiring process, the Civil Service Department provided hiring managers with real-time hiring data, equipping them with a snapshot of vacancies in their department. Civil Service also followed up with hiring managers and set deadlines for vacancies to be filled. This proactive approach to hiring played a role in reducing the overall time to hire by 9 days.



A YEAR OF INNOVATION



New Testing

To provide fewer, yet more qualified candidates to hiring managers, the Civil Service Department implemented new skills-based testing software. The new software directly assesses skills necessary for job performance. New video based testing practices were also incorporated into the uniform promotional exams.

T.E.A.C.H Method

To assist prospective employees in the application process, the Civil Service Department created the T.E.A.C.H method. The T.E.A.C.H method provides job seekers with tips and tricks that will boost the attractiveness of their job application and increase their chance of being hired by the City.



NOTABLE ACHIEVEMENTS

109,091
applications

received in FY 2016-2017, which is a 26% increase from the previous year. This is the highest recorded total to date

2,495
hires made

9
days faster

time-to-hire since FY 2015-2016

32
days faster

time-to-hire since FY 2014-2015

6,009
tests

administered to uniform and civilian candidates

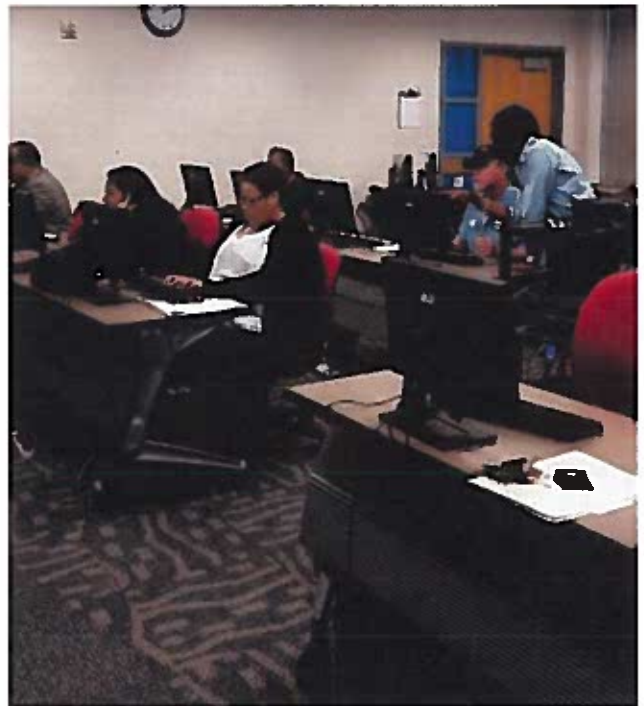
20
Job fairs

The seal of the Dallas Police Department is prominently displayed at the top of the page. It features a five-pointed star in the center, surrounded by a circular border with the words "POLICE" at the top, "DALLAS" on the left, and "TEXAS" on the right. The seal is set against a background of a brick building.








CIVIL SERVICE HIGHLIGHT

911 HIRING

This fiscal year was marked with high attrition rates in the 911 department. To assist Dallas Police in filling those vacancies, the Civil Service Department changed the posting period to continuous to allow for more consistent applications. Civil Service also attended the 911 job fair and assisted applicants with their applications, evaluated **7,769** applications and administered **1200** exams. These efforts, along with the hard work of the police department, led to the hiring of **64 Call Taker Trainees** compared to 10 hired during the previous fiscal year. To avoid a future attrition crisis, Civil Service partnered with Police to initiate a recruiting and retention study that identified key turnover drivers, and provide possible solutions to mitigate the findings.



YEAR END REVIEW

 Requisitions	9	day average requisition approval time
	1	day reduction in average requisition approval time
	1,201	requisitions processed
	86.70%	requisitions processed within 3 days of final approval
	816	submitted requisitions filled within the fiscal year
 Applications	109,091	applications evaluated and processed
	2495	civilian and uniform vacancies filled
 Outreach	6,771	applicants from social media sources (e.g., LinkedIn, Facebook, Twitter)
	169	hires from LinkedIn
	5	Facebook Career Pages created
	20	job fairs attended
 Eligibility Lists	7.51	days to refer list of eligible candidates to hiring managers
	43	days from final requisition approval to final referral of eligible candidates
	2.5	day reduction in average time from requisition final approval date to final referral of eligible candidates
 Time to Hire	94.5	days to hire
	9	day reduction in average time to hire from FY 2015-2016
 Testing	2,613	uniform written exams administered
	3,137	civilian written exams administered
	259	physical ability tests proctored
	5	uniform assessment centers proctored
 Appeals	4,200	appeals and grievance actions
	100%	appeals completed within 60-90 days
	18	Trial Boards administered

Hires by Department

The Civil Service Department filled vacancies for **206** unique positions across **26** departments. Below is a breakdown of the number of hires made in each department for FY 2016-2017:

Department	Number of Hires
Park & Recreation	541
Dallas Water Utilities	338
Police - Civilian	218
Fire - Uniform	195
Police - Uniform	190
Code Compliance Services	174
Equipment & Building Services	146
Mobility & Street Services	100
Sustainable Development & Construction	98
Management Services	82
Aviation	70
Trinity Watershed Management	67
Sanitation Services	63
Communication & Information Services	34
Convention & Event Services	32
Court & Detention Services	28
Library	26
Fire - Civilian	25
Housing & Community Services	22
Civil Service	11
Human Resources	10
Office of Financial Services	9
Employees' Retirement Fund	5
Municipal Court - Judiciary	5
City Controller's Office	4
Office of Procurement Services	2
Total	2,495

Civilian Hiring

The Civil Service Department filled **2,110** civilian and **385** uniform vacancies in the fiscal year, **556** more positions filled than FY 2015-2016. Included below is a table summarizing the civilian positions which were filled the most during the previous fiscal year:

Top 10 Hired Civilian Positions for FY 2016 - 2017

	Position	Number of Hires
#1	Pool Associates	207
#2	Recreation Center Assistants	201
#3	Office Assistants	120
#4	Inspectors	113
#5	Supervisors	92
#6	911 Call Takers	71
#7	Coordinators	65
#8	Managers	64
#9	Mechanics	59
#10	Crew Leaders	53

Uniform Hiring

Fire		
Rank	Tested	Hired/Promoted
Fire & Rescue Officer Trainee	588	123
Fire Prevention Officer Trainee	153	17
Fire Captain	94	43
Fire Battalion Section Chief	36	11
Police		
Rank	Tested	Hired
Police Officer Trainee	1390	190



SUMMARY OF ACTIVITIES

RECRUITMENT

Requisitions

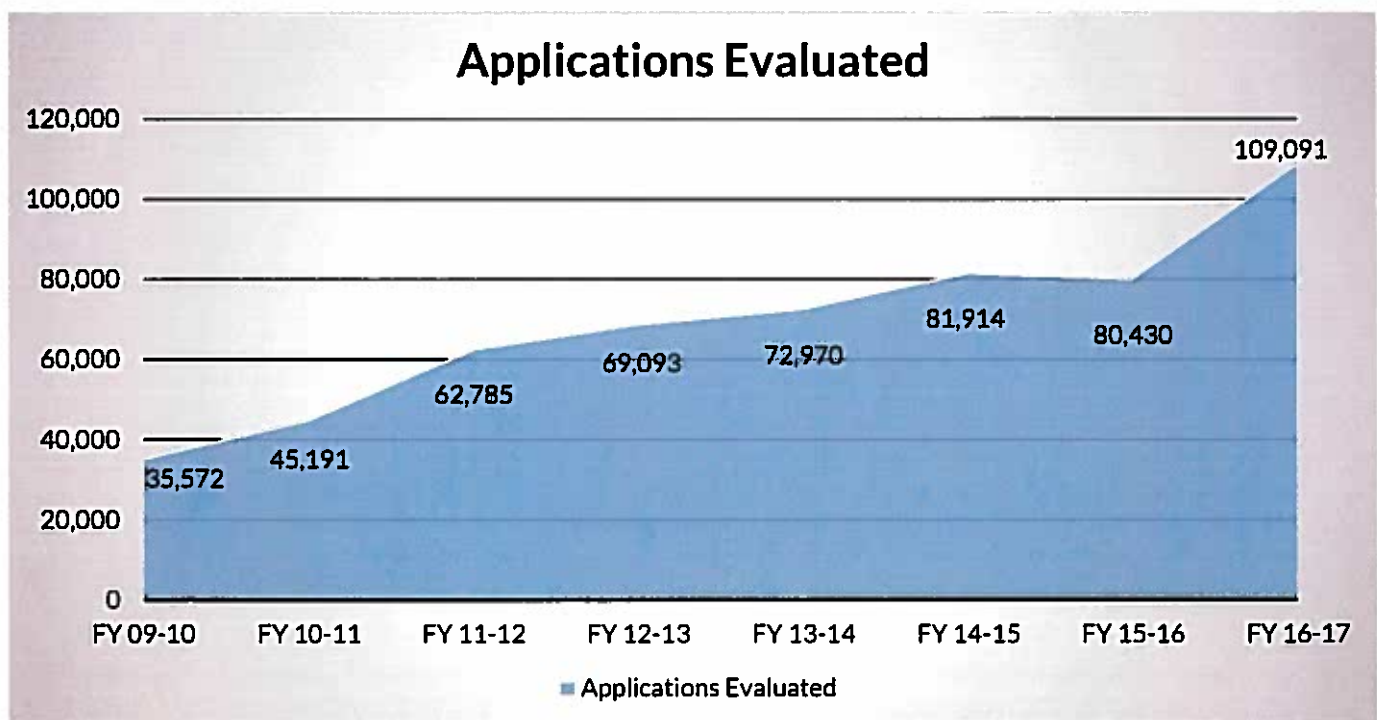
- The Service Level Agreement (SLA) for processing requisitions was decreased from five business days of final approval to fewer than three business days of final approval. This measure was met over 86.7% of the time. "Processing" includes reviewing the requisition for accuracy, referring the existing 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 10 days to 9 days. This timeframe begins when the requisition is created in the department and ends when the final approval has been completed. This reduction was accomplished with the cooperation of department management through additional training of hiring managers provided by Civil Service staff.
- Civil Service reviewed and processed 1,201 requisitions for 26 departments. Many requisitions were submitted for multiple vacancies. 816 of the requisitions submitted within the fiscal year were also filled during the fiscal year. The percentage of requisitions submitted and filled within the fiscal year increased from 46.4% (FY15-16) to 67.9% due to the reduction in the overall time to hire process.



Human Resource Analyst II Tara Humphrey and Recruiter Janina Gilbert at the Big Tex Job Fair

Applications

- Civil Service staff evaluated and processed (i.e., changed candidates' status within NEOGOV, sent notices to candidates) a record number of applications this year. The 109,091 applications were used to fill 2,226 civilian and uniform vacancies. The sharp increase in applications received can be attributed to three changes made by the Civil Service Department: (1) the implementation of LinkedIn Recruiter, (2) the increased use of social media advertising, and (3) the increased number of positions posted continuously.



LinkedIn Recruiter and Social Media

- Implemented LinkedIn Recruiter in October 2016. The City has 51 job posting slots which were utilized at 100%. LinkedIn Recruiter provides added exposure to posted positions through Traffic Drivers and Work with Us tools. These campaigns involve job ads with links that redirect users to the City of Dallas Career pages. The system tracks the click-through rate which is the rate that users click on the ads and are redirected to the City's page.
 - Traffic Drivers ads for City of Dallas positions are placed on LinkedIn career and job pages based on each user's background, preferences and search parameters. The click-through rate for this campaign is currently at .24% for City of Dallas ads; this is three times the online media industry average of .08%.
 - The Work with Us tool utilizes the ad space on City of Dallas employees' LinkedIn profile pages to post current job vacancies. Viewing user profiles is the number one activity performed by LinkedIn users. This campaign has a click-through rate of 1.1% which is almost 14 times the media industry average.

The system also tracks 'Job Apply' rate (the rate which the user clicks the apply link from the job posting) and the re-engagement rate (the return of traffic within six months).

- The City's Job Apply rate for 2017 is 9.7%; this is nearly 45% higher than the peer average of 6.7%.
- The re-engagement rate for the LinkedIn Career page is 46%.
- Increased the use of Facebook and Twitter to post job vacancies. Created five Facebook Career Pages that can target postings for specific work areas/departments which included: Careers with the City, Engineering, Dallas Water Utilities and Dallas Animal Services.

Eligible Lists

- Overall, Civil Service reduced the average time to refer a list of eligible candidates to hiring managers from 8.10 days to 7.51 days*. The average time to refer a list of eligible candidates is measured from the final approval date of the requisition to the day candidates are first referred to hiring managers. By reducing the time to deliver a list of eligible candidates to hiring managers, hiring managers were able to begin their selection process sooner.

**These numbers include the referral of existing eligible lists (no job posting) and the initial list of eligible candidates generated from a job posting.*

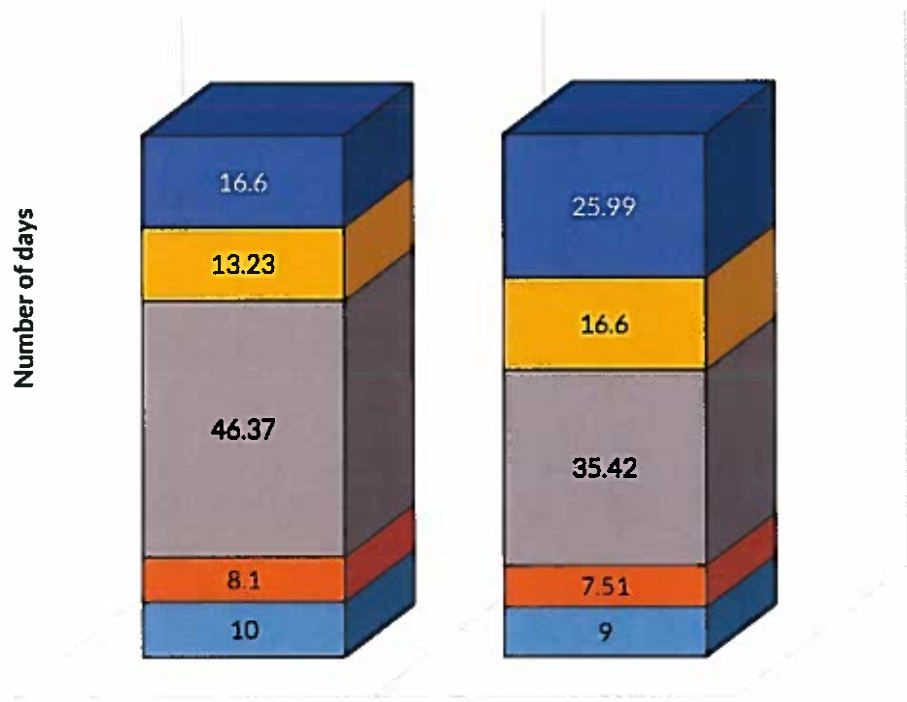
- Civil Service continues to refer eligible candidates to hiring managers after the first referral. Overall, Civil Service reduced the average time from the requisition final approval date to the final referral of eligible candidates (e.g., complete list of eligible candidates) from an average of 54.47 days to an average of 42.93 days.* This average includes 95 continuous/seasonal positions.

Conclusions

- Overall, the process from requisition (req.) creation to the candidate start date decreased from an average of 103.62 days to an average 94.52 days, a reduction of approximately 9 days. Notably, the portion of the hiring process under Civil Service's direct control decreased from an average of 54.47 days to an average of 42.93 days, a reduction of approximately 11.5 days.

Process Step	FY 15-16	FY 16-17	Responsible Department(s)
Req. Creation to Final Approval	10.00 days	9.00 days	Hiring Department & HR
Req. Final Approval to First Referral	8.10 days	7.51 days	Civil Service
First Referral to Final Referral	46.37 days	35.42 days	Civil Service & Hiring Department
Final Referral to Offer Made	13.23 days	16.60 days	Hiring Department
Offer Made to Candidate Start Date	25.92 days	25.99 days	Hiring Department & HR
Total	103.62 days	94.52 days	

Overall Requisition to Hire Process



	FY 15-16	FY 16-17
■ Offer Made to Candidate Start Date	16.6	25.99
■ Final Referral to Offer Made	13.23	16.6
■ First to Final Referral	46.37	35.42
■ Final Approval to First Referral	8.1	7.51
■ Req Creation to Final Approval	10	9

TEST ADMINISTRATION

Uniform Exams

To assist the Dallas Fire and Dallas Police Departments with their high attrition rates, the Civil Service Department began the process of administering written exam and applicable assessment centers to all the Fire and Police ranks. The Civil Service Department administered the following exams and provided lists of eligible candidates to the Fire and Police departments to facilitate the hiring of candidates for entry-level positions and the promotion of existing officers to higher level positions.

Fire

Rank	Scheduled	Tested	Passed	Failed	Hired/Promoted
Fire & Rescue Officer Trainee	724	588	554	34	123
Candidate Physical Abilities Test	*	259	210	49	
Fire Prevention Officer Trainee	211	153	74	79	17
Fire Battalion Section Chief	47	36	33	3	11
Fire Captain	104	94	75	19	43
Fire Lieutenant	221	202	181	21	1**

*All candidates passing the written exam for Fire & Rescue Officer Trainee are eligible to take the Candidate Physical Abilities Test; scheduling for this exam is handled by Fire.

**Promotions made from eligible lists created from promotional exams administered in prior fiscal years.

Police

Rank	Scheduled	Tested	Passed	Failed	Hired/Promoted
Police Officer Trainee	2869	1390	1051	339	190
Police Lieutenant	234	150	122	28	0*

*Promotions will be made in FY2017-2018.

The Test Development and Validation staff assisted in the hiring of the Police Chief by developing exercises and interview questions to use during the interview process.

Civilian Testing

In addition to Police & Fire positions, the Civil Service Department also addressed the testing needs for Civilian classifications. In particular staff administered tests to 3137 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 Report Representative
Public Service Officer
Security Officer
Storekeeper II
Water Field Representative
Water Field Representative II
Water Meter Reader



Test Validation Analyst Adam Thurley talking with executive staff from various departments about the benefits of our new testing programs during the Office Assistant II Testing kick-off meeting

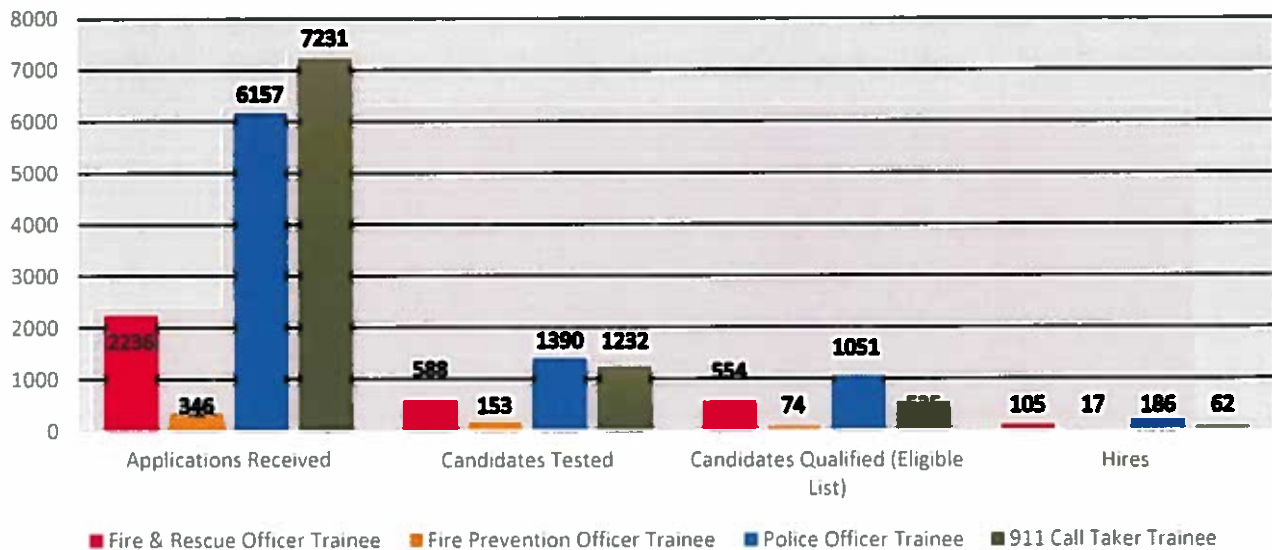
Summary of Exams Administered

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)	2,613
Uniform examinations (CPAT)	259
Civilian examinations	3,137
Total Number of Examinations Administered	6,009

Summary of Entry-Level Public Safety Exams Administered

Public Safety Entry-Level Exams



OUTREACH

Job Fairs and Off-Site Testing

We increased access to applicants by participating in outreach opportunities such as job fairs and off-site testing. Staff participated in the following job fairs:

- JOBCON 2017
- 100k Opportunity Job Fair
- 2017 Senior Source Job Fair
- Hurricane Harvey Hiring Event
- Hiring Red, White, & You Job Fair
- Goodwill Job Connection Job Fair
- Dallas Mayor's Back to School Fair
- 12th Annual Career Resource Center
- Job Fair of Dallas - Catalyst Career Group
- District 10 Job Fair (Forest Lane Academy)
- EmployAbility Career Expo 2016 (October)
- Buckner Wynnewood Community Fair (April)
- EmployAbility Career Expo 2017 (September)
- Buckner Wynnewood Community Job Fair (June)
- Congressman Marc Veasey's 4th Annual Job Fair
- 911 Call Taker Trainee Job Fair (Workforce Center)
- Everything Business Hiring Event (Irving Workforce Center)
- The Opportunity Workforce Center Multi-Employer Hiring Event
- Summer Technical, Health Care, & Finance Hiring Event (Workforce Center)
- End-of-Summer Technical, Health Care, & Finance Hiring Event (Workforce Center)



- Staff traveled with the Police and Fire Departments to assist in recruiting efforts by administering the entry-level uniform exams in the following cities:

Houston, TX
San Antonio, TX

New Orleans, LA
Santa Ana, CA

311 Mobile City Hall

Continued to create a specialized weekly flyer to distribute information regarding hard-to-fill positions.

DID YOU KNOW?

The Civil Service Department provides employment services for 83% of the City workforce

New jobs
posted every
Sunday!

Check us out



Establish
Qualifications



Evaluate
Applications



Test Applicants
(if applicable)



Refer Qualified
Candidates

SO YOU WANT TO APPLY TO

THE CITY OF **DALLAS?**

WE'LL **T.E.A.C.H** YOU HOW!



The Dallas Civil Service Department wants to help you shine during the application process. Use the T.E.A.C.H. method when completing your next application to avoid common mistakes made when applying

T

TAKE YOUR TIME

Invest in yourself! Set aside at least 30 mins to complete your application. Rushing may lead to incomplete submissions, spelling errors, and other costly mistakes.

E

EMPHASIZE YOUR EXPERIENCE

The best applications are tailored to each position. To do this, research the position, put your most relevant experience first in the application, and be thorough. Don't skip the details and leave us hangin'!

A

ANSWER SUPPLEMENTAL QUESTIONS

Remember, résumés are not reviewed in the initial screening. So if you put "see résumé" in your application, chances are it will not be reviewed. Oh, and be honest!

C

CHECK AGAIN

Check and double check your application for accuracy before submitting it. Look for mistakes such as spelling & grammar errors and outdated information.

H

HAVE QUESTIONS?

Ask Civil Service BEFORE submitting your application, or visit our FAQ page.



Contact Dallas Civil Service at: (214) 670-5915

About T.E.A.C.H.

The T.E.A.C.H. job application technique was developed to assist applicants with the City of Dallas hiring process and increase their success in being placed on eligibility lists. A flyer with the following information was distributed via the City's email system to all current employees and will be given to staff at the Dallas Library to be placed in all Dallas library locations.

Staff also developed training for T.E.A.C.H. that is scheduled for FY2017-2018.

JOB ANALYSIS PROJECTS

Police Uniform Ranks

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

- Trainee Police Officer
- Senior Corporal
- Sergeant
- Lieutenant

911 Call Taker Trainee

Began projects to address the 911 high attrition rate. These projects include improving the exit interview to understand why employees are leaving their 911 positions; surveying incumbents to ascertain the aspects of their jobs that impact their job satisfaction and intentions to leave; and exploring personality measures to help make better selection decisions and decrease turnover.

Civilian Classifications

Job analyses were completed for the Manager II, IT Manager, Supervisor IV Environmentalist, and Supervisor IV Maintenance classifications to create preferred qualifications. Preferred qualifications assist hiring managers in finding candidates who meet the specific needs of the departments.

Critical skills, knowledges and abilities were identified for the Office Assistant II classification. This information was used to develop a job-related test comprised of test modules such as Windows 7, Microsoft Word and Outlook, keyboarding, spelling, customer service, etc.

TRAINING

Society of Industrial and Organizational Psychology (SIOP)-April 2017

Two staff members attended the SIOP Conference for professional development purposes. A sample of workshops attended include:

- **Unproctored Internet Testing**
This session looked at the benefits and concerns regarding unproctored internet testing and testing on mobile devices.
- **Trends in Testing**
This session looked at trends in testing such as machine learning, gaming, and the five-factor model used to measure personality and assessment center performance.
- **Recruiting and Retention for Law Enforcement**
This session examined the issues facing law enforcement agencies across the country, such as a decrease in the number of applications received, no shows for tests, increase in applicants failing the background check, and increased competition with other agencies; and possible solutions to some of the problems.



Employment Analyst Shari Mallet delivering a training to new hiring managers on how to submit requests to fill vacancies

International Personnel Assessment Council (IPAC) Annual Conference-July 2017.

Two staff members attended the IPAC Conference for professional development purposes. The following workshops were attended:

- Creative Structured Interviews and Situational Judgment Questions
- Identifying Organizational Developmental Needs from Assessment Center Data
- Integrating Software into Testing Procedures

One staff member was selected as the Logistics Coordinator for the 2018 annual conference in Alexandria VA. Responsibilities include working with vendors to coordinate the flow, timing, and spacing of events.

NEOGOV Training Conference-October 2016

Implemented the following features that were presented at the conference.

- Utilized the updated Report Builder to collect data and develop reports for departments, hiring managers and the Board.
- Trained department users and released the updated Online Hiring Center (the interface used by Hiring Managers)
- Utilized Biddle software (OPAC) to develop a skills-based exam for Office Assistant II

SHRM Certification

One staff member obtained his SHRM certification. Other staff in the department are pursuing professional developmental and education to qualify for the SHRM certification.

QUALITY MANAGEMENT

ISO 9001-2008 Certification

Two of three divisions are now ISO certified. The Administration Division, certified in FY2016-2017 and the Test Development and Validation Division, certified in FY2015-2016 are both certified under the 2008 standards. Both divisions will transition to the 2015 standards next year.

- Certification demonstrates the ability to consistently provide products that meet customer needs and applicable statutory and regulatory requirements, and enhance customer satisfaction.
- Policies and procedures were developed and revised to ensure compliance with department standards, reduce/eliminate potential errors, and deliver excellent customer service.
- Progress and decisions made were communicated via monthly management review meetings and Quality Management System bulletins.

MISCELLANEOUS

Employee Advisory Council (EAC)

Two staff members served on the A-Team 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 was replaced by Tem Lawal who serves as the Chair of the Training and Development Committee. EAC member Dawne Payne served as the Vice Chair of the A-Team EAC. She was replaced by Erin Smith who was also elected the Vice Chair of the A-Team EAC.

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 three terminations being sustained, one suspended, and five reinstatements.
- No Administrative Law Judges were assigned during this fiscal year.

BOARD ACTIVITIES

Board Governance

- The Board proactively oversaw departmental operations including emphasis on development of performance standards, stake holder satisfaction, process improvements, and technological enhancements.
- Fire Chief David Coatney spoke to the Civil Service Board about the challenges the Fire Department is facing. One of the challenges is attrition which is plaguing both the Fire and Police Departments. The Fire Department requested that all four of the Fire Operations exams be administered in FY2016-17. The Police Department also asked that all of its promotional exams be administered this fiscal year. Because of the need for Dallas Police Department promotional testing and Dallas Fire Department promotional testing in this fiscal year, Chief Coatney asked that Civil Service consider outsourcing the Fire examinations. Chief Coatney stated that because Civil Service is understaffed, overworked and oversees the civilian as well as uniformed services, and because of the timing of the tests, he would prefer to have all tests outsourced. Deputy Chief Scott Walton spoke about the Dallas Police Department's (DPD) situation. DPD currently has an unusually high attrition. They lost 294 officers in fiscal year 2015-16 due to the anticipated changes in the pension fund. DPD's most critical testing need is the Lieutenant rank, although tests are needed for all ranks. Chief Walton agreed with Chief

Coatney regarding evaluating all the options to get testing done for both departments. Chief Walton added that DPD planned to hire 449 additional officers in fiscal year 2016-17 and that Civil Service will be responsible for vetting the applicants for eligibility. Staff worked to obtain a consultant to assist in administering Police and Fire promotional exams and assessment centers.

- The Board closely followed staff's efforts and the overall situation in filling the critical 911 call-taker, Police Officer Trainee and Fire and Rescue Officer Trainee positions. Monthly briefings by staff and the Dallas Police and Fire Departments took place.
- Board member Terry Welch presented a draft resolution for the Board's consideration. The resolution explains some of the issues that have arisen over the years regarding the overlapping jurisdiction between the Human Resources and Civil Service Departments. The resolution asks the City Council to direct the City Manager's office to review the hiring function and to consolidate the hiring function in the Human Resources Department. Mr. Welch emphasized that only the hiring function is the focus of the resolution. Civil Service will maintain the grievance appeals process.
- Vice Chair Hernandez offered the Board an alternative option for achieving greater accountability by integrating the hiring activities for classified positions within the Civil Service Department. Civil Service recruits for all positions in the classified service, which includes uniform and most civilian positions not exempt by the charter, and this recruitment effort constitutes approximately 85 percent of hiring in the City of Dallas. The proposal focused on aligning hiring services including onboarding within the Civil Service Department, which by charter includes all hiring activity from initial city employment through promotional employment opportunities in all positions within the City of Dallas. Ms. Hernandez stated that currently Civil Service is held accountable for hiring activities for which it has no ability to control or influence. By aligning all hiring responsibility for Civil Service positions within the Civil Service Department, it would reduce confusion and hold the Civil Service Department accountable for all hiring activity within the classified service.
- The Board considered the matter of retired police officer Maria Kaminiske's letter requesting reinstatement from disability retirement to the position of firefighter pursuant to Civil Service Rule XXV. The matter was discussed at several meetings. After a thorough review of the information provided and a discussion with the Pension Board Council and Representative as well as Ms. Kaminiske, the Board directed Ms. Kaminiske to be reexamined by a physician of the police department's choosing to confirm her fitness to do the job.

- The Board was briefed on the joint efforts of Civil Service and Human Resources to staff Dallas Animal Services. In an effort to help with the hiring process, the Examining Division processed requisitions within three business days and provided eligible lists to the department within 10 days from the closing of position postings. Civil Service and Human Resources provided training to City employees on how to apply for positions and the application process.
- The Board monitored the recruitment process for the appointment of the Administrative Law Judge Panel slated to serve the January 1, 2018 to December 31, 2019 contract term.
- The Open Records Coordinator for the City gave the Board a thorough overview of the Open Records process for the City.
- The Board thanked Mr. Jeffery Bryan and Ms. Sharon Van Sell for their many years of dedicated service to the Board and the citizens of Dallas.

Grievances/Complaints/Motions

There were no grievances or complaints for Fiscal Year 2016-17.

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 nine rehire eligibility appeals for former City employees. Seven eligibility appeals were approved, and two denied.



Civil Service Board Fiscal Year Activity Report October 1, 2016 – September 30, 2017

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

Civil Service Board Members

Hearings Assigned

Anita M. Childress, Chair	0
Flora M. Hernandez	1
John Ting	2
Jeff Bryan*	2
Elizabeth VanOort	1
Sharon Van Sell*	1
Terrence Welch	2
David Wilkins*	0

*Mr. Wilkins (Resigned October 3, 2016)

*Mr. Bryan (Resigned September 8, 2017)

*Ms. Van Sell (Resigned, September 30, 2017)

**Civil Service Adjunct Panel
Trial Board Activity
October 1, 2016 – September 30, 2017
Trial Board Appeals
*(These include demotion/discharge appeals)***

Appointed Adjunct Panel by Hearings

Darryl Baker	Griggs	2 hearings
John J. Cassen	Gates	0 hearing
Elizabeth Mast	Kingston	1 hearings
Ken Montgomery (Appointed March 22, 2017)	Clayton	1 hearing
Robert Murphy	Greyson	4 hearings
Anthony Rios (Appointed March 22, 2017)	Young	1 hearing
Calvin Robinson	Atkins	2 hearings
Angel Saucedo (Appointed April 19, 2017)	Callahan	1 hearing
Jaqueline Staley	Medrano	3 hearings
Thomas Jefferson	McGough	2 hearings
Korey D. Mack (Resigned January 4, 2017)	Young	1 hearing



**Administrative Law Judge
Appeal Activity
October 1, 2016 – September 30, 2017**
(These include demotion/discharge appeals)

Administrative Law Judge

Contract Term

Douglas Lapidus

January, 2016 - December, 2017

Doreen McGookey

January, 2016 - December, 2017

LaKisha Thigpen

January, 2016 - December, 2017

Ifeyinwa J. Seales

January, 2016 - December, 2017

James Urmin, Sr

January, 2016 - December, 2017

There were no Administrative Law Judge hearings for FY 2016-17