

Memorandum



CITY OF DALLAS

DATE February 5, 2019

TO Mayor Mike Rawlings and
Members of the City Council

SUBJECT **FY 17-18 Annual Report**

Enclosed please find the Civil Service Board's Annual Report for fiscal year 2017-2018. 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.




Dr. Troy E. Coleman, Chair

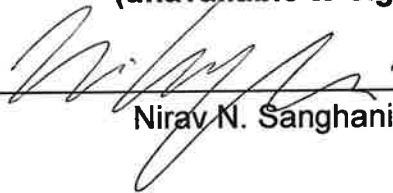


Flora Hernandez, Vice Chair

Chandra Marshall-Henson
(unavailable to sign)



Lorraine G. Montemayor



Nirav N. Sanghani



Terrence Welch

Pamela McDonald
Interim Secretary
Civil Service Board

c: Members of the Civil Service Board
T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Carol A. Smith, City Auditor (Interim)
Billerae 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

CIVIL SERVICE BOARD

Annual Report

SERVICE FIRST



FY 2017-2018

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 2017-2018. This year we put SERVICE FIRST in meeting the needs of our client departments and the citizens of Dallas. The Civil Service Department and its employees understand and embrace the reason we are here: SERVICE!

We recognize that providing employment and promotional services for approximately 83% of the positions in the City workforce is an important responsibility that affects the quality of life of the citizens of Dallas. In response to this challenge, the Civil Service Department has wholeheartedly embraced the Service First mentality and the core values of the City of Dallas: Empathy, Ethics, Excellence, and Equity and have made significant contributions in each of these areas.

Empathy

Through listening and understanding our customers' needs, we created tailored examinations for four entry-level positions. We increased the number of Civil Service exams administered by 7% and the number of civilian and uniformed vacancies filled by 14%. Our efforts can more clearly be seen in our uniformed positions where we administered 31% more exams resulting in an 85% increase in Police-Uniform and a 222% increase in Fire-Uniform vacancies filled.

Ethics

The Civil Service Department embraces the ethical values of the City by providing a fair and unbiased forum for current and former employees to appeal demotions, discharges, the misapplication of a City rule or policy, or reapply for City positions. In Fiscal Year 2017-2018, members of the Civil Service Board and Adjunct Panel were assigned to eight Trial Boards that resulted in seven terminations being sustained and one dismissed. The Civil Service Board heard one grievance which was dismissed, and five re-hire eligibility appeals of which three were approved, one dismissed, and one postponed.

Excellence

Civil Service is committed to continuous improvement. All three divisions of the department participated in ISO 9001:2015 certification process. The Department provided numerous professional development opportunities for its employees including attending professional conferences and providing targeted Workday training. We also achieved numerous operational efficiencies including a 13% increase in requisitions processed, an 8.3% increase in requisitions processed within 3 days of final approval and a 16% increase in submitted requisitions filled within the year.

Equity

The Civil Service Department strives to meet the diverse needs of our community and provide access to opportunities for employment within the City. This year we participated in 40 job fairs representing a 100% increase over the previous year. We also implemented a new strategy in attending three virtual job fairs to extend our outreach efforts.

I would personally like to thank the Civil Service Board for their strong leadership, strategic vision, and commitment to upholding the values of the Merit System. We look forward to providing tailored products and services to meet your hiring needs in fiscal year 2018-2019.



Pamela McDonald
Interim Secretary to the Civil Service Board



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The image features a tall, modern tower with a spherical top, likely a telecommunications tower, set against a cloudy sky. In the foreground, there is a large, red, stylized sculpture of a winged horse, possibly a Pegasus, mounted on a blue metal structure. The tower has a central vertical shaft with blue-tinted glass panels and a spherical top section with a complex, grid-like metal structure. The sculpture is a vibrant red with white outlines and is positioned in front of the tower's base.

SERVICE FIRST

Overview



Dr. Troy Coleman
Chair
(Appointed 5/2/2018)



Flora Hernandez
Vice-Chair



Mark Guckian



Chandra Marshall-Henson



Lorraine Montemayor
(Appointed 8/1/2018)



Nirav Sanghani
(Appointed 3/21/2018)



Terrence Welch

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. 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.**

Previous Members

Elizabeth VanOort
(Forfeited 2/1/2018)

Anita Childress
(Resigned 5/11/2018)

John Ting
(Resigned 6/11/2018)

About Civil Service

The Civil Service Department serves as the recruiting function for approximately **83%** of the positions in the City workforce, which equated to filling 2,836 out of roughly 3,000 vacancies this fiscal year. Civil Service is committed to establishing a model merit system for our city and providing quality customer service to our internal and community stakeholders.



Our 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



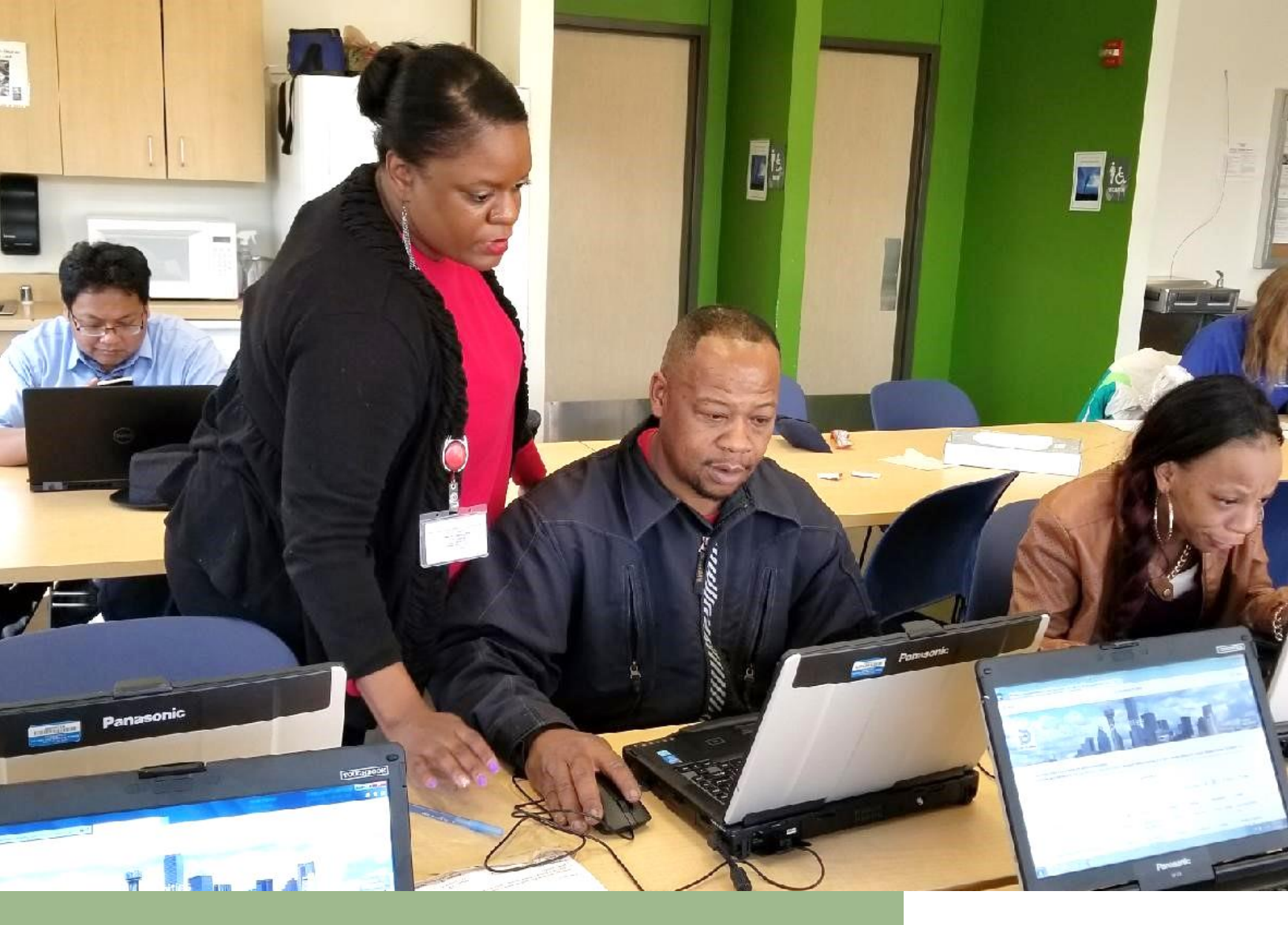
Evaluate Applications



Test Applicants
(if applicable)



Refer Qualified Candidates



Our 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 protecting the merit system and ensuring equity in employment and promotion.

Recruiting & Examining

- Advertises jobs to both current and prospective employees
- Determine the minimum qualifications in conjunction with hiring managers
- 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

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





CIVIL SERVICE HIGHLIGHT

Dallas Fire-Rescue Department

One of Civil Service’s main goals in the fiscal year was to help public safety increase their staffing. At the start of the year, Dallas Fire-Rescue was significantly understaffed. To increase staffing, Civil Service and Dallas Fire-Rescue agreed to an aggressive hiring strategy. Exams for the entry-level, Fire Rescue Officer Trainee (FROT), position were administered bi-monthly instead of annually, physical abilities tests were administered by Civil Service staff and Dallas Fire-Rescue personnel year-round instead of during just the spring and summer months, and Civil Service completed the promotional exams for Fire

Operations and Prevention within the fiscal year. The efforts generated a 222% increase in the number of vacancies filled for Dallas Fire-Rescue. It is expected that DFR will be fully staffed in the upcoming fiscal year.

	FY 16-17	FY 17-18	%Change
Exams Administered	588	1372	+ 133%
Physical Ability Tests	259	674	+ 160%
Hires	195	628	+ 222%



Dallas Police Department

Civil Service is constantly researching new and innovative ways to assist our uniformed customers. In 2018, we created and launched an online practice exam for DPD Candidates.

This will allow Civil Service to:

- Aid potential applicants by preparing them for the Civil Service Exam
- Collect demographic data on participants
- Provide DPD recruiting with a tool to help applicants understand more about the police hiring process

Study Guide Time Used - 00:00:40

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25
26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50

Dallas Civil Service Department
Police Officer Practice Exam

INTRODUCTION

This practice exam is designed to help you prepare for the City of Dallas Police Department Entry-Level Written Exam.

The online practice exam consists of fifty (50) multiple-choice sample questions divided among eight (8) test sections. The official exam consists of eight (8) similarly constructed test sections. The questions on the online practice exam are sample questions that are designed to prepare you for the types of questions you may encounter on the official exam. Do not attempt to memorize the practice questions and answers. Sample questions on the practice exam will not appear on the official exam.

You will be provided scratch paper during the official exam and are encouraged to use scratch paper while taking the online practice exam. You will also be provided a calculator during the official exam and can use one while taking the online practice exam. Keep in mind that mobile devices (cellphone, smartphone, smartwatch, tablet, etc.) are not allowed into the official exam.

Before taking the official exam, it is advised you read the content under 'Study Guide' at the top of the practice test screen. This additional information regarding the DPD Entry-Level Written Exam can be very useful and will aid you in your testing efforts. Read the Study Guide thoroughly and please call DPD recruiting at 214-671-4409 with any additional questions.

SAVE AND QUIT << BACK REVIEW NEXT >>

Year End Review

Requisition Life Cycle

Requisitions	<p>8.84 day average requisition approval time (3% decrease)</p> <p>0.16 day reduction in average requisition approval time</p> <p>1,361 requisitions processed (13% increase)</p> <p>95% requisitions processed within 3 days of final approval (8.3% increase)</p> <p>945 submitted requisitions filled within the fiscal year (16% increase)</p>
Outreach	<p>5,805 applicants from social media sources (e.g., LinkedIn, Facebook, Twitter) (14% decrease)</p> <p>10+ LinkedIn Career Pages created</p> <p>40 job fairs attended (100% increase)</p>
Applications	<p>107,103 applications evaluated and processed (2% decrease)</p>
Testing	<p>3,354 uniform written exams administered (28% increase)</p> <p>3,344 civilian written exams administered (7% increase)</p> <p>674 physical ability tests proctored (160% increase)</p> <p>6 uniform assessment centers proctored (20% increase)</p>
Eligibility Lists	<p>8.25 days to refer list of eligible candidates to hiring managers</p> <p>42.25 days from final requisition approval to final referral of eligible candidates</p> <p>0.75 day increase in average time from requisition final approval date to final referral of eligible candidates</p>
Hires	<p>2,836 civilian and uniform vacancies filled (14% increase)</p>
Time to Hire	<p>95.33 days to hire</p> <p>0.83 day increase in average time to hire from FY 2017-2018</p>

Hires by Department

The Civil Service Department filled vacancies for 236 unique positions across 28 departments. Below is a breakdown of the number of hires made in each department for FY 2017-2018:

Department	FY17-18 Hires	FY16-17 Hires	% Change
Park & Recreation	639	541	+ 18.11%
Fire – Uniform	628	195	+ 222.05%
Police – Uniform	349	190	+ 83.68%
Dallas Water Utilities	259	338	- 23.37%
Police – Civilian	124	218	- 43.11%
Management Services	102	82	+ 24.39%
Building Services	101	146	- 30.82%
Aviation	97	70	+ 38.57%
Code Compliance Services ^Y	71	174	- 59.20%
Sustainable Development & Construction	69	98	- 29.59%
Public Works ^X	63	--	--
Trinity Watershed Management	58	67	- 13.43%
Dallas Animal Services ^Y	54	--	--
Sanitation Services	46	63	- 26.98%
Transportation ^X	40	--	--
Communication & Information Services	30	34	- 11.76%
Fire – Civilian	26	25	+ 4.00%
Library	20	26	- 23.07%
Convention & Event Services	18	32	- 43.75%
Court & Detention Services	16	28	- 42.86%
Human Resources	13	10	+ 30.00%
Mobility & Street Services ^X	3	--	--
Office of Financial Services	3	9	- 66.67%
Housing	1	22	- 95.45%
Civil Service	1	11	- 90.91%
Employees' Retirement Fund	1	5	- 80.00%
Office of Budget*	1	--	--
Planning & Urban Design*	1	--	--
Total	2,836	2,495	+ 13.67%

X Mobility & Street Services was split into Public Works and Transportation

Y Dallas Animal Services separated from Code Compliance Services

* Civil Service did not hire for these departments in FY 16-17

Hires by Position

The Civil Service Department filled 1,857 (12% decrease) civilian and 979 (154% increase) uniform vacancies in the fiscal year, 341 more positions filled than in FY 2016-2017.



Top 10 Civilian Positions Hired

	Position	# of Hires
1	Recreation Center Assistants	225
2	Lifeguards	159
3	Managers	107
4	Inspectors	99
5	Supervisors	89
6	Pool Associates	73
7	Office Assistants	64
7	Customer Service Agents	64
9	Mechanics	55
10	Administrative Specialists	47

Fire Department

Rank	Tested	Hired
Fire & Rescue Officer Trainee	1372	268
Fire Driver Engineer	556	194
Fire Lieutenant ^X	175	93
Fire Captain ^Y	--	18
Fire Battalion Section Chief ^Y	--	5
Senior Fire Prevention Officer	33	23
Fire Prevention Lieutenant ^Z	51	16
Fire Prevention Captain ^Z	20	9
Fire Prevention Section Chief ^Z	5	2
Total	2,212	628

Police Department

Rank	Tested	Hired
Police Officer Trainee	1019	200
Police Senior Corporal	376	76
Police Sergeant	207	58
Police Lieutenant ^Y	--	15
Total	1,602	349

^XAssessment center only (Written exam was administered in FY16-17)

^YThe promotional process was completed in FY16-17, but hires were made from that list in FY17-18

^ZIncludes the number of candidates who took the written exam plus the assessment center participants.



SERVICE FIRST

Summary of Activities

Recruitment

Civil Service strives to continually improve the quality of our candidate pool by using the latest recruiting best practices. A variety of methods were used to attract and engage potential applicants including LinkedIn, social media, job boards, job fairs, and virtual job fairs.

Requisitions

The Service Level Agreement for processing requisitions is three business days after the final department approval. This measure was met over 95% of the time; an increase of 8.3% from last fiscal year. "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 by 3% or slightly less than 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 1,361 requisitions for 26 departments, which was a 13% increase from FY17-18. Many requisitions were submitted for multiple vacancies. 945 of the requisitions submitted within the fiscal year were also filled during the fiscal year. Even with the increased number of requisitions, the percentage of requisitions submitted and filled increased from 67.9% to 69.4%.



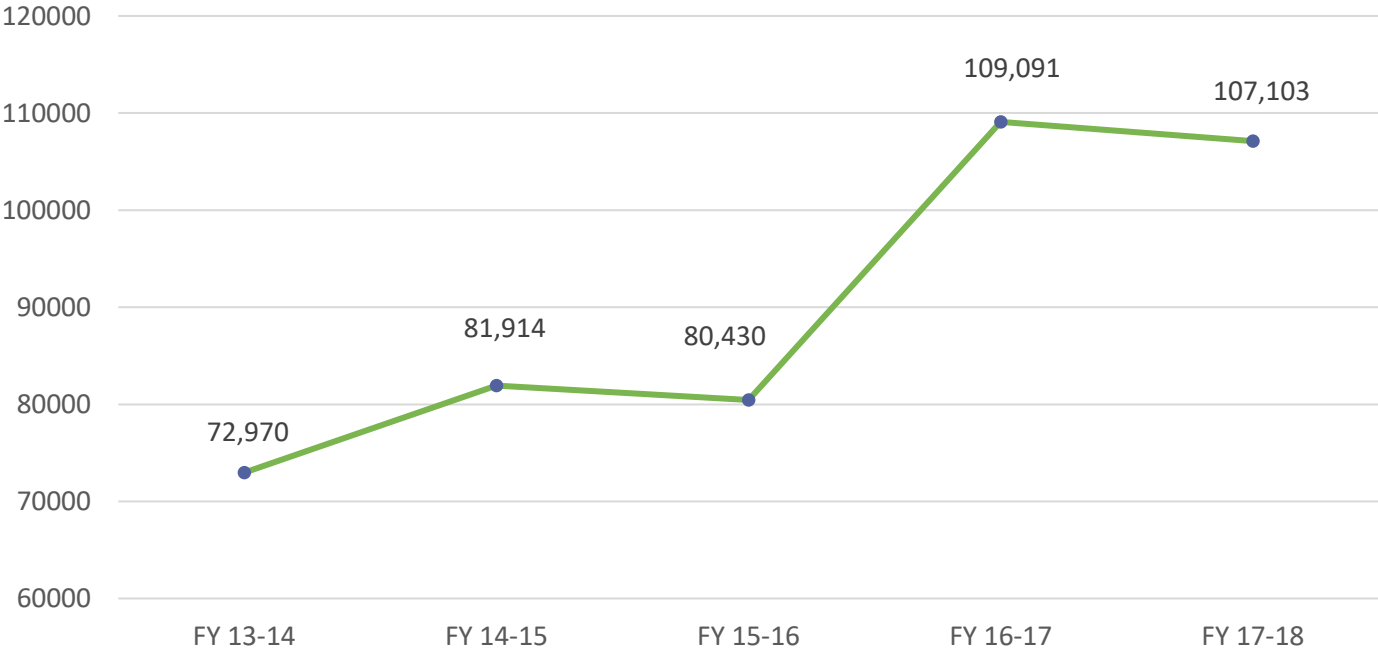
LinkedIn and Social Media

The Civil Service Recruiter increased the use of social media (LinkedIn, Facebook, Twitter), which resulted in a 14% increase in the number of applicants from these sources. Staff utilized non-paid sources for the last half of this fiscal year since the contract for LinkedIn Recruiter (paid service) was not renewed. Even with limited resources, the use of social media had a positive effect on the candidates available to hiring managers.

Applications

Civil Service staff evaluated and processed (i.e., changed candidates' statuses within NEOGOV, sent notices to candidates) 107,103 applications this year. Although this represents a slight decrease from the previous fiscal year (2%), the number of civilian and uniform vacancies filled increased by 14% to a total of 2,836. Even though the Civil Service Department no longer had the use of LinkedIn Recruiter, the increased use of social media advertising and the use of continuous postings for hard-to-fill positions resulted in the increased number of positions filled despite a reduction in applications.

Applications Evaluated



Job Fairs

Civil Service helped to make City of Dallas positions more accessible by participating in outreach opportunities such as job fairs and virtual careers fairs. We doubled the number of job fairs from 20 to 40 in FY17-18.

Career Job Fairs (FY 2017-2018)	
Dallas Mayor's Back to School Fair	South Oak Cliff Community Job Fair
Veterans Affairs (VA) Hiring Event	Texas VFW host a Veterans Career Fair
Veterans Job Fair hosted by the Southwest Black Chamber of Commerce	6th Annual Hiring Red, White & You! Job Fair
33rd Congressional District Job Fair	Buckner Wynnewood Family Hope Center Hiring Event 2018
Educational Opportunity Fair	Workforce Solutions Professional Hiring Event at Irving Workforce Center
EmployAbility Career Expo	DeSoto Works Job Fair
Irving Workforce Solutions Center	Urban Inter-Tribal Center of Texas, UITCT Job Fair
Lee Hecht Harrison Winter Job Jam	Dallas ISD District / Community 18+ Program - Career Extravaganza
Dallas Animal Services	Mesquite WFC Multi Employer Hiring Event
BIG TEX State Job Fair	DCT LiveWell and Transformance first annual Oak Cliff Job Fair
Lee Hecht Harrison Spring Job Jam	Mesquite WFC Multi-Employer Hiring Event
Goodwill Industries -Job Connection	The Opportunity Workforce "Multi-Employer" Hiring Event
Bahama Beach Waterpark Job Fair	Lee Hecht Harrison Summer Job Jam
Recreation Services Seasonal Job Fair	The Potter's House Military Veteran Ministry for Employment Career Summit
Dev Mountain's Meet & Hire Lunch	Project Safe Neighborhoods Community Job Fair
Eastfield College DCCCD	Balch Springs Public Library Hiring
Richland College Spring Job Fair	Goodwill Job Connection Fall Job Fair w/ Christian Community Action (CCA)
2018 Collin College Job Fair	Tarrant County College Trinity River 2018 Fall Job Fair
Verna's H.E.L.P. Foundation Job Fair	Dallas Animal Services
13th Annual Career & Community Fair City of Dallas Community Courts & K104's Morning Team	Workforce Solutions of North Central Texas Presents An IT/ Finance/ Sales/Marketing Industry Focused Hiring Event



Exhibition Hall
Next Booth
Previous Booth
Connect with Reps
f t in



Rep Dashboard

Event Recruitment Focus Statement | Jobs | About Us | Products /Services | Videos



CIVIL SERVICE HIGHLIGHT

Virtual Career Fairs

Virtual career fairs aid in large hiring needs for mid to senior level professionals from various functional areas, including HR, IT, Finance, Sales, and Engineering in several U.S. markets. Between 800 to 1200 candidates participate throughout the U.S. The City of Dallas was the only government organization during the three national virtual career fairs attended in 2018. After the event we received a visitor report, which included the candidate profiles and resume links of the 400 job seekers that visited the City of Dallas booth.

Eligible Lists

The average time to refer a list of eligible candidates to hiring managers for this year was 8.25 days*. This slight increase from the previous year (.75 day) may be attributed to the increased number of new classifications added this fiscal year. When new titles are created, analysts must work closely with the hiring managers to create minimum qualifications; a process that takes three to five days to complete. 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. Staff was able to maintain a quick response time even with the addition of many new titles.

Civil Service continues to refer eligible candidates to hiring managers after the first referral. There was a reduction of almost 1.5 days in the average time from the first referral to the final 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 42.93 days to an average of 42.25 days*. This average includes continuous/seasonal positions.

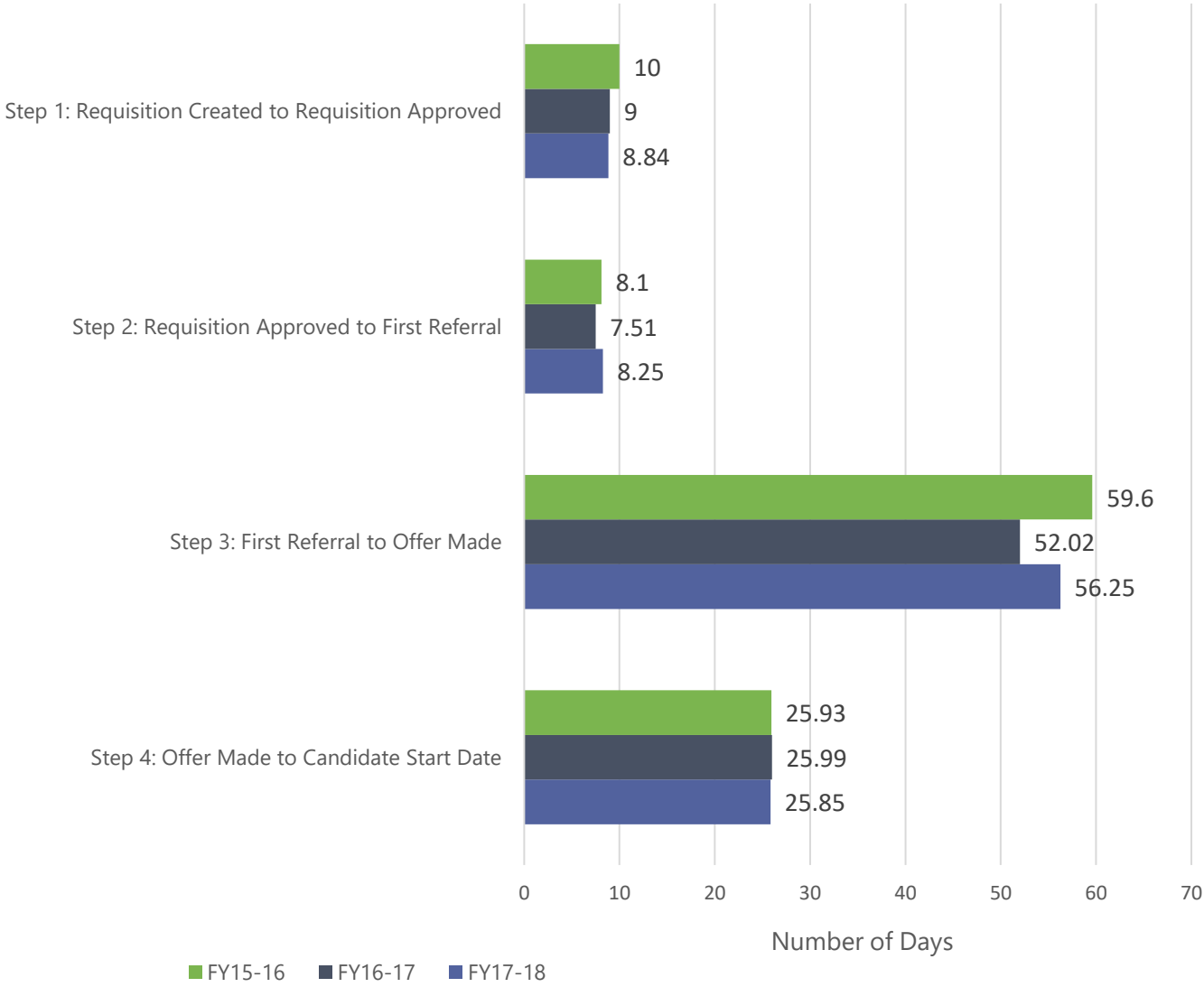
*These numbers include the referral of existing eligible lists (no job posting) and the initial list of eligible candidates generated from a job posting.

Conclusions

Overall, the process from requisition (req) creation to the candidate start date increased only slightly from 94.52 days to 95.33 days, an increase of .83 of a day. Staff was able to maintain the previous standards while faced with an increase in new position titles and having staff involved in additional projects (Workday HRIS implementation and ISO certification).

Process Step	FY 15–16	FY 16–17	FY 17–18	Responsible Departments
<u>Step 1:</u> Req. Creation to Final Approval	10.00 days	9.00 days	8.84 days	Hiring Department & Human Resources
<u>Step 2:</u> Req. Final Approval to First Referral	8.10 days	7.51 days	8.25 days	Civil Service
<u>Step 3:</u> First Referral to Offer Made	59.60 days	52.02 days	56.25 days	Hiring Department, Human Resources, & Civil Service
<u>Step 4:</u> Offer Made to Candidate Start Date	25.92 days	25.99 days	25.85 days	Hiring Department & Human Resources

Overall Requisition to Hire Process



Test Administration

Uniform Exams

To assist the Dallas Fire-Rescue 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 Department Hires & Promotions

Rank	Scheduled	Tested	Passed	Failed	Hired/Promoted
Fire & Rescue Officer Trainee	1993	1372	1252	120	268
Candidate Physical Abilities Test	*	674	544	130	
Fire Driver Engineer	556	514	459	55	194
Fire Lieutenant Assessment Center	181	175	N/A	N/A	93
Fire Captain Promotional Process	**	**	**	**	18
Fire Battalion Chief Promotional Process	**	**	**	**	5
Senior Fire Prevention Officer	34	33	23	10	23
Fire Prevention Lieutenant	31	28	23	5	-
Fire Prevention Captain	11	11	9	2	-
Fire Prevention Section Chief	4	3	2	0	-
Fire Prevention Lieutenant Assessment Center	23	23	N/A	N/A	16
Fire Prevention Captain Assessment Center	9	9	N/A	N/A	9
Fire Prevention Section Chief Assessment Center	2	2	N/A	N/A	2
Total	3080	2844	2312	322	628

*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.

** Candidates were tested in FY2016-17

Police Department Hires & Promotions

Rank	Scheduled	Tested	Passed	Failed	Hired/Promoted
Police Officer Trainee	2156	1019	796	223	200
Police Senior Corporal	553	376	339	37	76
Police Sergeant	210	207	N/A	N/A	58
Police Lieutenant	**	**	**	**	15
Total	2919	1602	1135	260	349

** Candidates were tested in FY2016-17

Civilian Testing

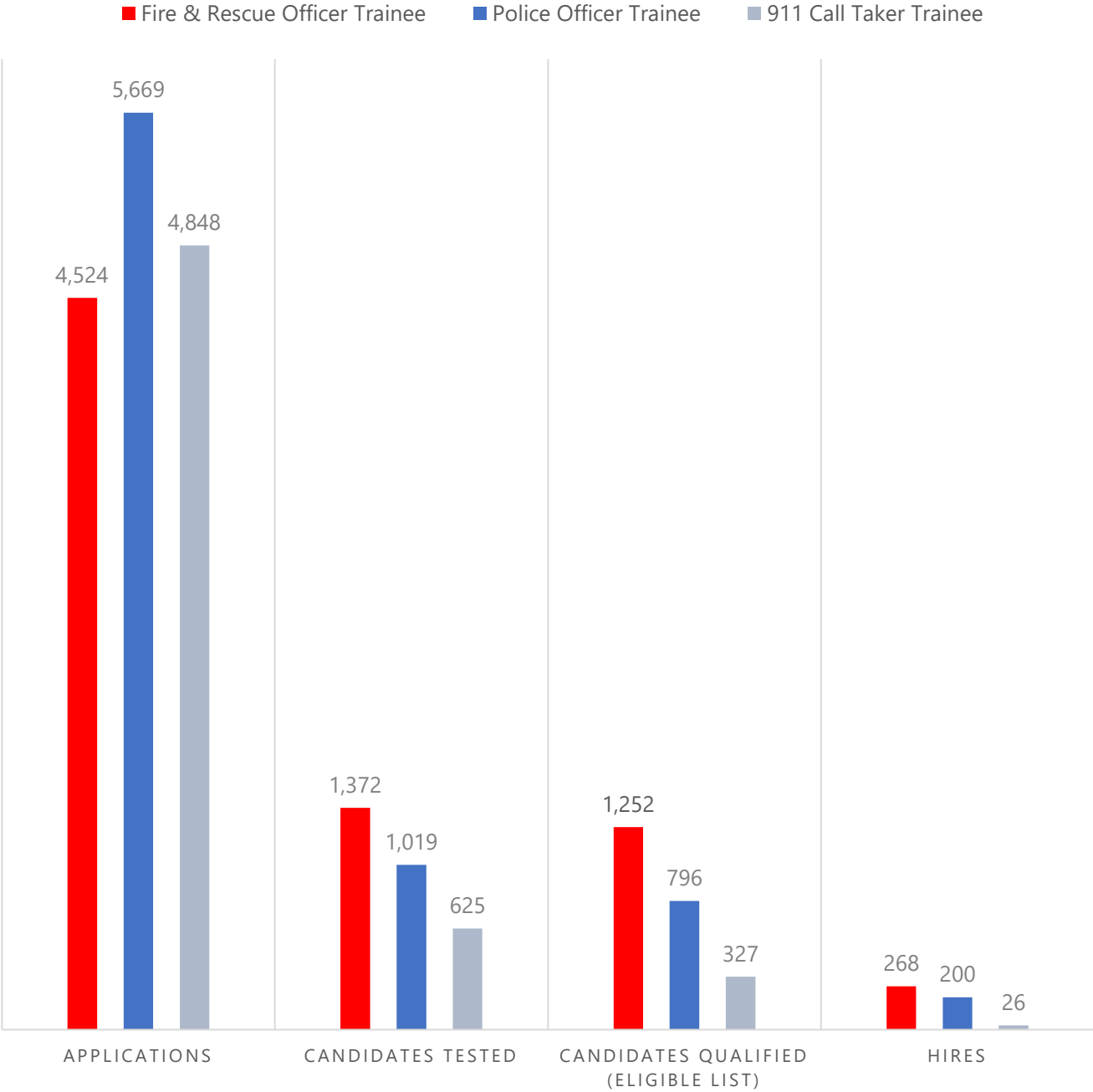
In addition to Police and Fire positions, the Civil Service Department also addressed the testing needs for Civilian classifications. In particular staff administered tests to 3,344 applicants for the following positions to enable departments to hire the most qualified applicants for City jobs:

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

Summary of Exams Administered

Uniform examinations (written/assessment centers)	3,772
Uniform examinations (CPAT)	674
Civilian examinations	3,344
Total	7,790

Summary of Entry-Level Public Safety Hiring





Job Analysis & Test Development Projects

Permit Clerk

Identified the critical skills, knowledges, and abilities for the newly developed Permit Clerk position. The results of these analyses were used to develop a Permit Clerk Written Exam that includes the following modules:

- Customer Service
- Error Detection
- Data Entry
- Reading Comprehension
- Written Communication

Office Assistant - B

Identified the critical skills, knowledges, and abilities for the Office Assistant position. The results of these analyses were used to develop the Office Assistant Written Exam that includes the following modules

- Customer Service
- Proofreading
- Filing
- Data Entry/Call Summarization
- Reading Comprehension

Fire-Rescue Officer Trainee

Using comprehensive job analysis conducted by Ergometrics, input from Supervisors and Academy Instructors, and Subject Matter Expert data, the Civil Service Department created a new Fire Rescue Officer Trainee written examination. This examination includes the following modules:

- Industrial Measurement
- Reading Comprehension
- Mechanical Comprehension
- Map Reading
- Mathematics

Police Officer Trainee

Using comprehensive job analysis conducted by I/O Solutions, input from Supervisors and Academy Instructors, and Subject Matter Expert data, the Civil Service Department created a new Police Officer Trainee written examination. This examination includes the following modules:

- Map Reading
- Mathematics
- Prioritization
- Sentence Clarity
- Probability
- Reading Comprehension
- Vocabulary/Word Use
- Character Comparison

Training

International Personnel Assessment Council (IPAC) Annual Conference- August 2018.

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

- Developing and Evaluating a Training Program
- Computer-Based Test Security Protocols
- Establishing a Comprehensive Human Capital Program using Competency Modeling

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

Two staff members were elected as Chair and Vice-Chair of the newly founded Southwest Assessment Group (SWAG).

Society of Industrial and Organizational Psychology (SIOP)-April 2018

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

- Tools to Increase Diversity, Utility, and Validity in Hiring Police Officers
- How to Use Advanced Technologies for Employee Selection (and Feel Good About It!)
- Pulse Surveys: Toward a Method of the Method

Quality Management

ISO 9001-2015 Certification

The City of Dallas has moved to the ISO 9001:2015 certification, and all three divisions within the Civil Service Department have become a part of this process. The new 2015 standards shift towards a higher focus on management input and approvals, and streamlining processes to create a more efficient work unit.

- The Examining and Recruiting Division has had one internal audit, along with the Test Development and Validation Division and Administration in FY 2017-18, with one additional internal audit for FY 2018-19.
- New forms and procedures have been developed for Examining and Recruiting, and previous procedures and forms for the two other divisions have been reviewed and revised to ensure applicability with current operations.
- Progress on Objectives and Targets and Opportunities for Improvement were communicated via quarterly management review meetings and updates 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 and professional development, as well as serving as a channel of communication between employees and the leadership team.

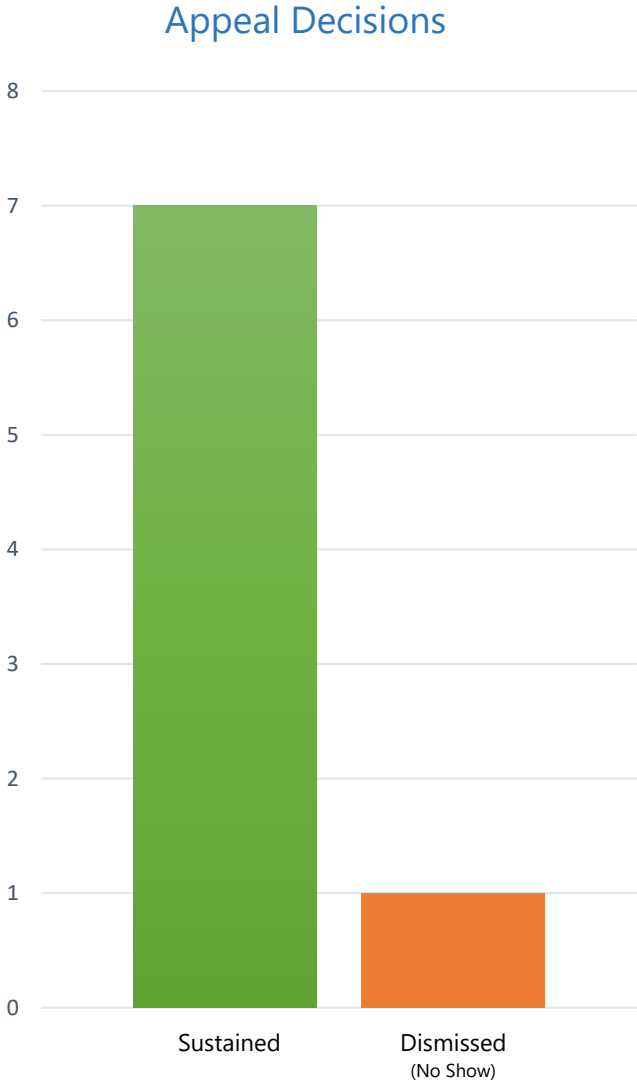
Our department continued its leadership role in the EAC. Tem Lawal served as the Chair of the Training and Development Committee, while Erin Smith served as the Vice Chair of the A-Team EAC. Under their leadership, the A-Team EAC conducted several City-wide events including the American Heart Association Heart Walk and the Valentine's Day employee appreciation event

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 eight Trial Boards that resulted in seven terminations being sustained, and one dismissed.

No Administrative Law Judges were assigned during this fiscal year.



Board Activities

Board Governance

The Board thanked Dr. Sharon Van Sell, Ms. Anita Childress and Mr. John Ting for their many years of dedicated service to the Board and the citizens of Dallas.

Dr. Troy Lee Coleman was appointed as Chair of the Civil Service Board by Mayor Mike Rawlings. Mr. Mark R. Guckian, Ms. Chandra Marshall-Henson, Ms. Lorraine Montemayor, and Mr. Nirav Sanghani 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 considered one grievance appeal for a current City employee. The Board unanimously sustained the Director's decision to deny this complaint.

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 five rehire eligibility appeals for former City employees. Three eligibility appeals were approved, one denied, and one postponed.

Fiscal Year Hearing Activity Report

Civil Service Board

Trial Board Appeals

October 1, 2017 – September 30, 2018

(Includes demotion/discharge appeals)

Civil Service Board Members	Hearings Assigned
Anita M. Childress, Chair*	0
Dr. Troy L. Coleman, Chair (Appointed 5/2/2018)	0
Flora M. Hernandez	2
Mark Guckian (Appointed 11/1/2017)	2
Chandra Marshall-Henson (Appointed (11/14/2017)	0
Lorraine Montemayor (Appointed 8/1/2018)	0
Nirav Sanghani (Appointed 3/21/2018)	0
John Ting*	1
Elizabeth VanOort*	0
Terrence Welch	3

* Ms. VanOort (Forfeited February 1, 2018)

* Ms. Childress (Resigned May 11, 2018)

* Mr. Ting (Resigned June 11, 2018)

Civil Service Adjunct Panel

Trial Board Appeals

October 1, 2017 – September 30, 2018

(Includes demotion/discharge appeals)

Appointed Adjunct Panel by Hearings	Appointed by	Hearings
Darryl Baker	Griggs	2
John Brent Beckert (Appointed 2/28/2018)	Rawlings	0
John J. Cassen	Gates	2
William Coleman (Appointed 12/6/2017/Resigned 8/1/2018)	Felder	1
Matthew Haynie (Appointed 9/5/2018)	Callahan	0
Thomas Jefferson	McGough	3
Elizabeth Mast (Resigned 9/1/2017)	Kingston	0
Lorraine Montemayor (Appointed 1/10/2018)	Medrano	1
Robert Murphy	Greyson	2
Glynn Newman	Kleinman	2
Anthony Rios (Resigned 12/1/2017)	Young	1
Calvin Robinson	Atkins	1
Jacqueline Staley	Medrano	3
Dena Stroh (Appointed 10/18/2017)	Kingston	0

Administrative Law Judge

Administrative Law Judge	Contract Term
Hobert T. Douglas	January, 2018 - December, 2019
Lakisha M. Thigpen	January, 2018 - December, 2019
James E. Urmin, Sr.	January, 2018 - December, 2019
Karen R. Washington	January, 2018 - December, 2019

**There were no Administrative Law Judge hearings for FY 2017-18*