

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

**FOR THE TERM
October 1, 2006 – September 30, 2007**

Members of the Civil Service Board

Steve Sanderfer, Vice-Chair

George L. Allen, Jr.

F. Ray Hill

Marvin M. Lane, Jr.

Pat Parrish

Joseph L. Phifer

Alicia S. Voltmer

**Patricia Marsolais
PHR, IPMA-CP, CBM, CSSBB, CLSSS, CAPM
Secretary to the Civil Service Board**

CIVIL SERVICE BOARD

MISSION STATEMENT

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 for approximately 90% of the positions in the City work force. The Board regulates the design of personnel selection methods to ensure fairness and effectiveness in selection of applicants for City employment. 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.

OBJECTIVES

- 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.

SUMMARY OF ACTIVITIES

A. APPEAL HEARINGS

The Civil Service Board scheduled 14 rehire eligibility appeals for former City employees.

B. STAFF ACTIVITIES

- Pursuant to the Federal Uniform Guidelines on Employee Selection Procedures, staff developed written examinations for five promotional ranks in the Fire-Rescue Department and one rank in the Police Department. Four alternate written promotional examinations were held for eligible Police and Fire Department employees returning from active military duty.
- Pursuant to the Federal Uniform Guidelines on Employee Selection Procedures, staff developed and administered assessment centers/oral assessments for five uniform promotional ranks in the Fire-Rescue Department.
- Staff evaluated 63,046 applications for employment.
- Staff administered 3,537 written examinations – 1,607 uniform; 1,930 civilian.
- A total of 2,082 positions were filled as a result of recruiting activities.
- Staff responded to 1,533 requisitions to fill promotional and open positions.
- Staff conducted 3,393 criminal background checks and 804 motor vehicle record checks.
- Staff prepared specifications to solicit price quotes for consultants to provide oversight for the Fire-Rescue Captain and Lieutenant Assessment Centers, the Fire Prevention Assessment Centers, and the Police Lieutenant and Sergeant Assessment Centers (to take place in FY07-08). Quotes were reviewed and a consultant was selected for each process. The cost was less than \$25,000 for each assessment process.
- Staff administered the Fire-Rescue Officer Trainee written examination, one alternate Fire-Rescue Officer Trainee examination and one alternate Fire Prevention Officer Trainee examination.
- Staff administered 155 Physical Abilities Tests using the Candidate Physical Abilities Test (CPAT) to Fire-Rescue Officer Trainee candidates.

STAFF ACTIVITIES, continued

- Staff administered an internal customer satisfaction survey. Surveys were sent to 8,000 employees (all personnel with an e-mail address). The return rate was 12%.

A sample of the results is provided below. The following percentages are based on a rating of 'good' or 'excellent' by respondents:

--Experience in taking Civil Service Exam (i.e., courteous staff, clarity of directions, convenience of location, notice of post test status) – **80%**

--Overall services – **67%**

--Service provided to applicants (i.e., ease of submitting application, response to questions, feedback on the status of application) – **65%**

Based on survey results, staff identified and implemented strategies for improvement such as:

--Transition from a paper-based to a web-based employment application process via the NEOGOV workforce management system to provide quicker response to applicants.

--Provision of customer service feedback surveys to customers who visit the office, take an examination or participate in a hearing process.

- Staff participated in the following activities:

--Customer Service Training

--Safety Training

--Several staff members were honored on the "Wall of Honor"

--Walking at Work Program

--Christmas Family Adoption Initiative

- Staff responded to multiple open records requests, interrogatories and production requests.

C. TRIAL BOARD/ADMINISTRATIVE LAW JUDGE APPEALS

1. Members of the Civil Service Board and Adjunct Panel served on six Trial Boards resulting in four terminations being sustained, one reinstatement, one withdrawn.
2. Seven Administrative Law Judge hearings were conducted resulting in three terminations being sustained, two reinstatements, one settlement and one withdrawn.

D. BOARD ACTIVITIES

1. The Board directed staff to review complaints made by Fire-Rescue Captain Michael Buehler about grievances submitted about the promotional testing process for Fire-Rescue Lieutenant. The Board encouraged the Dallas Fire Fighter's Association (DFFA) in conjunction with other associations to develop a specific proposal on what should be done differently in the process.
2. The Board was briefed by City Records Manager, Lois Dillard, on required training about the Public Information and Open Meetings Acts. She provided each member with a DVD to watch containing both one hour course presentations as required by State Law.
3. The Secretary briefed the Board on the "New Employee Process Improvement Project" team she was invited to serve on. Using Six Sigma process improvement methodology the team addressed a multitude of problems experienced by new employees when they begin their jobs with the City. Recommendations were made on how to resolve the issues and improve the overall process.
4. Assistant City Manager Jill Jordan addressed the Board, describing her work history in the public sector. She is City Management's liaison to Civil Service.
5. Fire-Rescue Chief Eddie Burns, Sr. updated the Board on the current recruit class, describing the status of the mentoring program and new physical abilities test (CPAT).
6. HRIS/NEOGOV Workforce Management Transition Project Manager Joanne Ung briefed the Board on the status of the conversion to the new applicant tracking/workforce management system.
7. The Board received comments on a proposed Civil Service rule change eliminating the upper age limit for Trainee Fire-Rescue Prevention Officer. The Board voted unanimously to remove the upper age limit of 36. The recommendation was sent to the City Council for consideration.
8. Fire Chief Eddie Burns Sr. briefed the Board on proposed changes to Civil Service rules XIV Promotions, Section 4 B Fire Department and XXIV REQUIREMENTS FOR TRAINEE FIRE AND RESCUE OFFICER. The changes cover requirements for individuals who laterally transfer to fire prevention to complete all mandatory training before being eligible to promote to the next rank. Other rule modifications involved extending all promotional lists to run for 18 months. After discussions over several meetings in order to respond to members of the Fire-Rescue Department's concerns and to fine tune the wording of the rule changes the proposed amendments were unanimously approved in September 2007. The recommendations were sent to City Council for consideration.

D. OTHER BOARD ACTIVITIES, continued

9. HRIS/NEOGOV Workforce Management Transition Project Manager Joanne Ung outlined changes that would be needed to the employment application form in order to transition to NEOGOV. Included in the proposed modifications is the removal of questions related to previous convictions for non public safety positions. Those questions will be asked further along in the hiring process instead of at the initial application stage. The Board unanimously approved the proposed changes.
10. The Board questioned Assistant City Manager Jill Jordan about the transfer of background checks from Civil Service to the Human Resources as well as the steps being taken to revise the criminal convictions matrix. The Board was disturbed by the fact that the Board was completely ignored in the review, analysis, and dialogue on these matters. Removing checks and balances in place to maintain the integrity of the merit system and assigning the responsibilities to the Human Resources Director is problematic. Considering all of its concerns the Board decided to send a letter to the Mayor and City Council apprising them of its concerns.
11. Assistant City Manager Jill Jordan briefed the Board on the new Process Improvement Project the City initiated. One of the pilot projects concerns the hiring process. The Secretary described the methodology the teams will use which is based on quality improvement guru Dr. Edward Deming's Plan-Do-Check-Act cycle.

**Civil Service Board's Annual Report
Summary of Activities**

PERFORMANCE MEASURES

	2005 – 2006	2006 – 2007	2007 - 2008
	Actual	Actual	Estimated
<u>Application Processing</u>			
# of Applicants Processed	61,248	63,046	64,000
# of Applicants Tested	5,452	3,537	3,000
# Positions Filled (permanent)	2,002	2,082	2,000
Background Checks	4,105	3,393	-----
#TX Motor Vehicle Record Checks	812	804	-----
<u>Uniformed and Civilian Services</u>			
# of Assessment Centers^	3	5^	4
# of Civilian Written Examinations*	0	0*	0
# of Uniformed Written Examinations^	8	11^	7
# of Job Analyses** in Progress	1	0	5
Total Test Development Projects	14	16	16
# of Fire Physical Ability Tests***	540	155	250

^The number of uniform written examinations and assessment centers may increase as officers return from temporary military service and take a comparable examination based on the Uniformed Services Employment and Reemployment Rights Act (USERRA).

*Staff efforts focused mainly on uniform projects. Civilian projects are addressed as needed.

**A job analysis is a process used to identify the essential skills, knowledge, abilities and personal characteristics of jobs. This information is then used as a basis for developing job related selection instruments as required by federal and other statutes.

***The physical ability test includes tasks that evaluate several different aspects of a candidate's physical ability such as agility, strength, coordination, balance and stamina. These tests are administered at an off-site facility arranged by the Fire Department.

NOTE: The 2005-2006 number of Fire physical ability tests was much higher because it includes incumbent participation in the development pilot phase of the project in addition to entry-level applicants.

**Civil Service Board
Fiscal Year Activity Report
October 1, 2006 – September 30, 2007**

Trial Board Appeals
(These include demotion or discharge appeals)

Civil Service Board Members

	<u>Completed</u>
Steve Sanderfer, Vice-Chair	1
George L. Allen, Jr. (6/25/2007)#	1
F. Ray Hill	1
Marvin M. Lane, Jr.	2
Pat Parrish	-
Joseph L. Phifer (4/9/2007)#	-
Alicia S. Voltmer (5/16/2007)#	1*

*As an Adjunct Panel Member

#Appointment date to full Board

**Civil Service Adjunct Panel
Trial Board Activity
October 1, 2006 – September 30, 2007
Trial Board Appeals
(These include demotion or discharge appeals)**

<u>Adjunct Panel</u>	<u>Appointed By</u>	<u>Completed</u>
Patricia Lee Gurson	Garcia	2 hearings
Elizabeth "Liz" Wally	Medrano	0 hearings
Charlie Boaz Shapard	Griffith	1 hearing
Gene Seale	Koop	1 hearing
Ross Coulter	Rasansky	3 hearings
James Kanaman, Sr.	Fantroy	1 hearing
Alicia S. Voltmer (until 5/16/07)	Natinsky	0 hearings
William "Bill" Williams (9/5/07)	Hunt	0 hearings

There have been appointments to the Adjunct Panel after September 30, 2007. They will be included in next year's annual report.

**Administrative Law Judge
Appeal Activity
October 1, 2006 – September 30, 2007
(These include demotion or discharge appeals)**

<u>Administrative Law Judge</u>	<u>Contract Term</u>	<u>Completed Hearings</u>
Frederick Ahrens	January 2006-December 2007	4 hearings completed
Willie Crowder	January 2006-December 2007	3 hearings completed
Kimberly Lonergan	January 2006-December 2007	5 hearings completed
Andy Messer	January 2006-December 2007	2 hearing completed