



**City of Dallas**

# Talent Acquisition Update and Next Steps

**Workforce, Education and  
Equity Committee**  
February 13, 2023

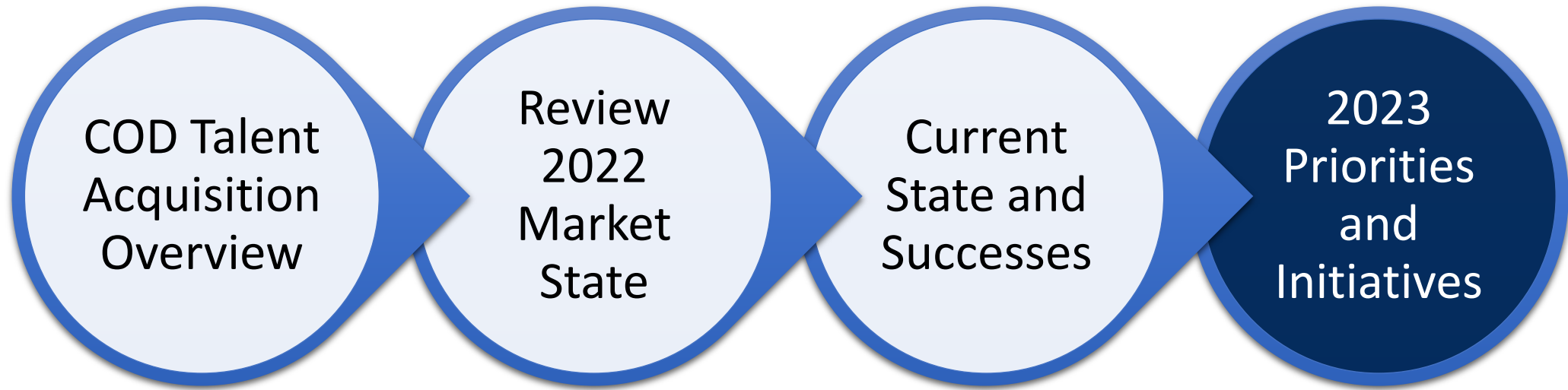
Kimberly Bizer Tolbert, Deputy City Manager  
Nina Arias, Human Resources Director  
Jarred Davis, Civil Service Secretary/Director

# Presentation Overview

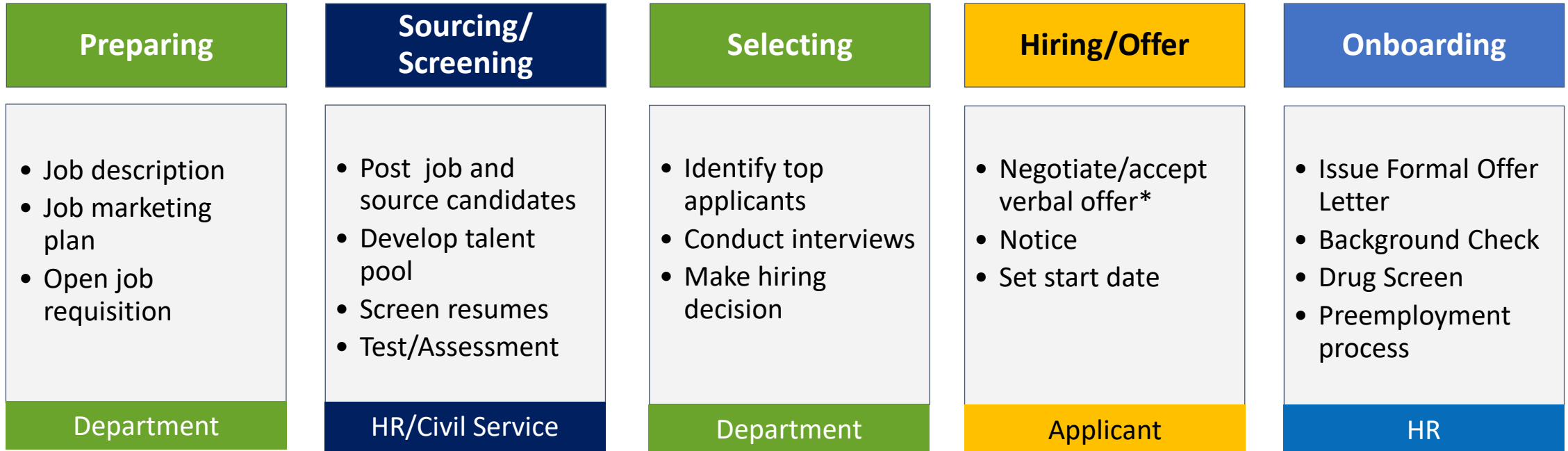


- Purpose
- City's Talent Acquisition Overview
- Current State of Recruitment
- Candidates Expectations and Priorities
  - SWOT
- Shared Initiatives – Human Resources and Civil Service
- 2022 Accomplishments and 2023 Initiatives
  - HR Talent Acquisition
  - Civil Service
- Next Steps





# Full Cycle Recruitment Process



\* Conducted by the hiring manager if salary is below the budgeted range mid-point

# Human Resources & Civil Service Responsibilities



Position Type	Civil Service/Non-uniform		Non-Civil Service	Uniform Staff - Police and Fire		
	Civil Service	HR	HR	Civil Service	HR	DPD/DFR
<b>STEPS IN RECRUITMENT PROCESS</b>						
Assign Compensation		✓*	✓*		✓*	
Develop Job Descriptions		✓*◆	✓*◆		✓*◆	
Post Job – Source Applicants	✓		✓◆	✓		
First Screen: Screen for Minimum Qualifications	✓		✓	✓		
Testing – New Hires and Promotions	✓*		✓*	✓		
Second Screen: Narrow Applicant List for Fit		✓◆	✓◆			✓
Interview and Selection		✓◆	✓◆			✓
Offer and Salary Negotiation		✓◆	✓◆			✓
Vetting – Background Checks & Drug Screen		✓	✓			✓
Orientation/Onboarding		✓	✓			✓
Relocation Services		✓*	✓*		✓*	

\* If needed    ◆ Performed by the Hiring Manager/Department Staff - HR Partner provides support





# A Lookback - 2022





## Current State NeoGOV:

- Data, Reporting, and Role Configuration Limitations
- Limited controls/ notification options
- Tableau Dashboard report provides management with insights on recruitment at Department level

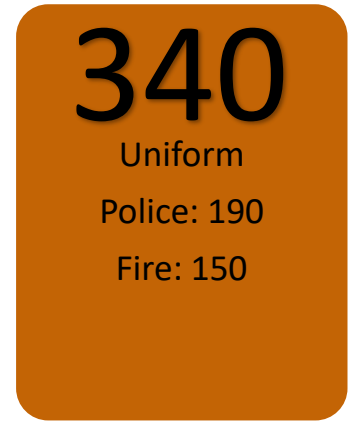
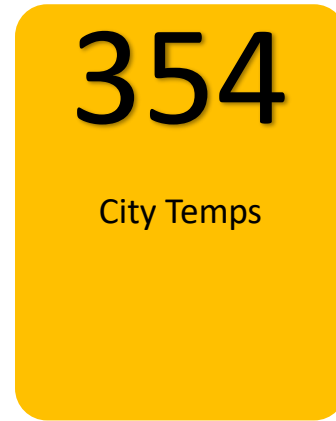
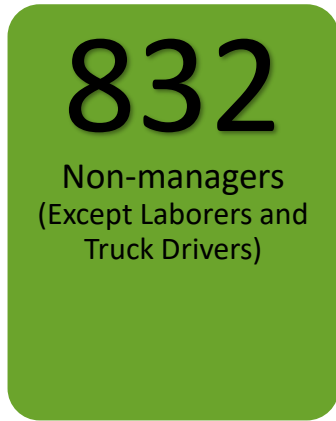
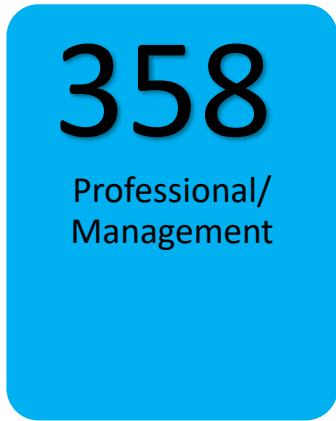
## Workday Implementation – Scheduled for 2023

- Self-service for Candidates and Hiring Managers
- Interactive communication and follow-up
- Funnel Reporting and Analytics
- Streamlined Business Processes and Workflows
- External City Dashboard + Delivered Reports

**NOTE:** Data in this presentation comes from both systems. Working with the Data Analytics team for report creation.



# COD Workforce – Positions Filled 2022



Total Positions Filled: 2,284

Data from COD Workday System





# Changes and Challenges in the Job Market



Technology, social media, and the global health crisis have impacted the recruitment process for all.

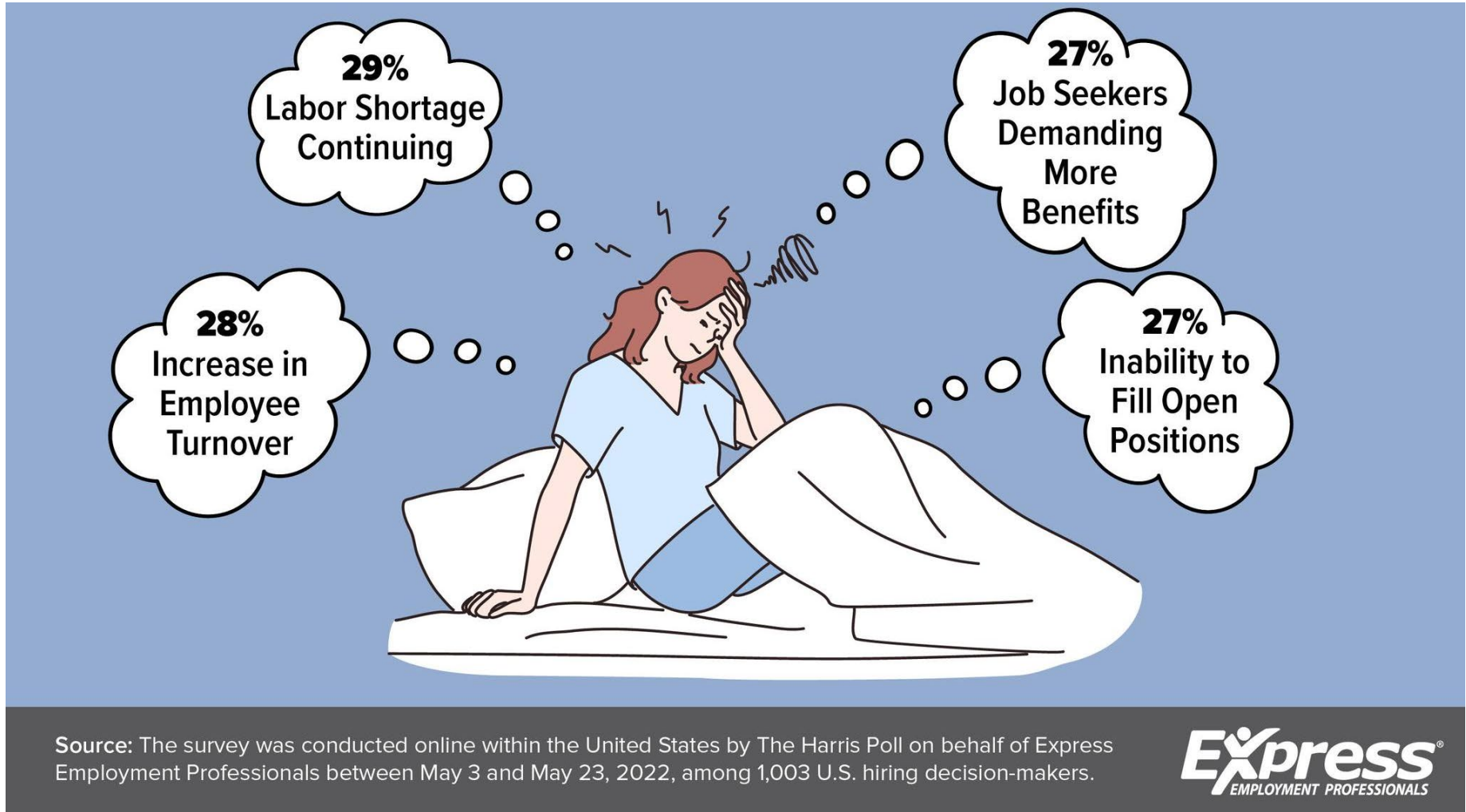
- 4.3 million people quit their jobs in January 2022
- Last year, almost 48 million workers quit their jobs, an annual record  
- *Bureau of Labor Statics*

- Workers are seeking higher salaries, more flexibility (including flexible schedules and remote work options)
- About 55% of job seekers on ZipRecruiter are seeking jobs that allow them to work from home  
- *ZipRecruiter*

- The typical worker who changed jobs between April 2021 and March 2022 saw earnings jump by 9.7% from a year earlier, after accounting for inflation. Meanwhile, the typical worker who stayed saw wages fall 1.7% after inflation
- Many retirement eligible employees left the workforce during the pandemic. As of the third quarter of 2021, 50.3% of U.S. adults 55 and older said they were out of the labor force due to retirement  
- *Pew Research Center*



# Recruiting Challenges Keeping Employers Up at Night

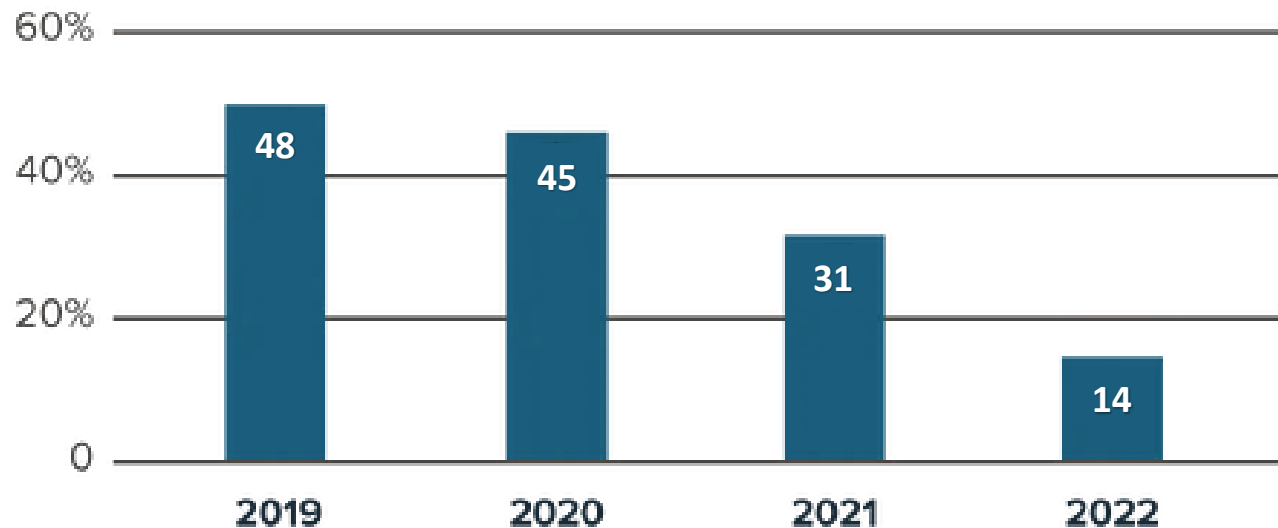


# Government Jobs: The Applicant Pool is Drying



## Number of Applicants Per Open Job, 2019 - Jan 2022

Source: 2022 applicants from 67,000 applications on GovernmentJobs.com.



While it might have been a rare occurrence just a few years ago, candidate ghosting is now the top challenge for TA teams in 2022

Forbes reported last year that 76% of employers said they'd been ghosted by candidates in the prior 12 months and 57% said it's more common than ever before



# HR Recruitment and Retention – 2022 Highlights



**COMPENSATION STUDY PHASE II** - Adjusted 3,614 employees' salaries, using \$3.4M from the General Fund and \$2.72 from Enterprise and other funds.

**CITY-WIDE HIRING EVENT**- Partnered with Workforce Solutions to host 757 attendees. At the June 2022 event and 108 on the spot job offers were made. The event is scheduled to take effect annually, going forward.

**ENHANCED VOLUNTARY BENEFITS** - Successfully secured contracts for all voluntary health benefits by July 2022 in time for 2023 Open Enrollment including employee perks, legal assistance, and pet insurance.

**NEW EMPLOYEE RESOURCE GROUP** - Disabilities And Accessibilities Employee Resource Group (DAERG), adding to the five existing groups: Association of Asian American City Employees (AAACE), City of Dallas Best (Black Employees Support Team), Veterans ERG (VERG), LGBT Employee Association of Dallas, and Hispanic Association of City Employees for Results (HACER).

**DEVELOPED GENDER TRANSITIONING INFORMATION AND TOOL KIT** – Created to assist gender diverse employees and all who support them and work with them at the City.

**NEW EMPLOYEE LEAVE OFFERINGS** – Implemented three additional City-recognized holidays, Compassionate Leave, Military Leave for Emergency Declaration, Paid Parental Leave, Mental Health Leave, Quarantine Leave.

**HIRING MANAGER TOOLKIT** - In collaboration with Civil Service staff and the support of Budget Management department, reviewed and documented the Talent Acquisition process for both Civil Service and Non-Civil Service positions and created a Hiring Manager toolkit for all leaders that need to hire employees.



# HR Recruitment and Retention – 2022 Highlights



**RECRUITMENT METRICS** - HR Talent Acquisition, in collaboration with Civil Service staff and the support of Budget Management department, developed a tool to measure the results of the different steps of the recruitment process, providing a tool that helps manage the hiring efforts and effectiveness for every department of the City of Dallas.

**NEOGOV DATA CLEANING PROJECT** - Canceled all requisitions that were no longer relevant or needed and only have open those requisitions that the city is actively recruiting for. Also making sure the information is accurate from start to finish to show the real results of the recruitment process, by finishing the hiring actions in the system to provide correct starting dates.

**FY 2022 EMPLOYEE ENGAGEMENT SURVEY** – Biennial survey with a self-service platform, managed by a third party.

**FY 2022 BENEFITS FAIR** - The Health Expo included wellness stations, educational sessions, and exciting health vendor booths.

**WEEKLY NEW EMPLOYEE ORIENTATION** – March 2022, moved to a weekly New Hire Orientation to speed up onboarding.

**CITY OF DALLAS DIVERSITY DASHBOARD** - Partnered with the Office of Data Analytics and Business Intelligence and created the first public-facing Diversity and Inclusion Dashboard. The Diversity and Inclusion Dashboard highlights the diversity and inclusion of our workforce in the City of Dallas and is representative of our residents and the community we serve. Additional input and assistance for this project included the Employee Relations Team, the HRIS Team, and the Workforce, Education, and Equity team. The dashboard also serves as an analytic tool to provide and ensure a focus on organizational improvement in terms of Diversity, Inclusion, and Employee Experience.





# Recruitment Events 2022



## Department Specific Events (25)

### Qtr1

- 911 Hiring Event - DPD HQ
- Dallas Water Utilities
- DWU Distribution (2)
- Elm Fork Water Treatment Plan DWU
- Park Maintenance
- PKR Hiring Event - Bahama Beach
- PKR Hiring Event - Fairpark
- Public Works Hiring Event (2)
- Sanitation Truck Drivers
- Truck Drivers DWU
- Truck Drivers Sanitation

### Qtr2

- Fresh Start Employment Pipeline Hiring Event
- Public Works Hiring Event

### Qtr3

- DWU-Distribution Hiring Event
- Public Works Hiring Event
- Public Works Hiring Event

### Qtr4

- Dallas Public Library (2)
- DWU Distribution Hiring Event
- DWU Hiring Event
- DWU WW Hiring Event
- PKR Hiring Event
- Public Works Hiring Event

## Community Events (7)

### Qtr2

- CoD Hiring Event - Convention Center
- Dallas Greek Picnic Career Fair

### Qtr3

- CoD Health Expo - City Hall Plaza
- Dallas Mayor's Summer of Safety Celebration
- Fresh Start Employment Pipeline Hiring Event

### Qtr4

- Fresh Start Hiring Event
- HACER Dia de Los Muertos Event

**WE ARE HIRING!**  
**FULL & PART TIME POSITIONS**  
SAME DAY INTERVIEWS, POTENTIAL ON THE SPOT JOB OFFERS, ONBOARDING AND PAPERWORK PROCESSING ONSITE

**APPLY ONLINE PRIOR TO OUR**  
**HIRING FAIR**  
 DATE: NOVEMBER 15, 2022  
 TIME: 8AM - 4PM  
 LOCATION: J. ERIK JONSSON  
 CENTRAL LIBRARY  
 1515 YOUNG STREET - 6TH FLOOR  
 DALLAS, TX 75201  
(FREE PARKING)  
[WWW.DALLASPARKS.ORG/448/EMPLOYMENT](http://WWW.DALLASPARKS.ORG/448/EMPLOYMENT)

SCAN ME

Salary adjustment and weekly hiring events for Sanitation Department resulting in **full staffing for truck drivers**

**FRESHSTART EMPLOYMENT PIPELINE HIRING EVENT**  
PRE-SCREENING IS REQUIRED

May 31, 2022  
 10 AM - 3 PM  
 J. Erik Jonsson Central Library  
 6th Floor East Wing  
 1515 Young St. Dallas, TX. 75201

Current Openings	
Utility Maintenance Worker I & II	*Airfield Maintenance Technician
Customer Service Agent Trainee	*HVAC Technician
Parks Maintenance Worker I & II	*Electrician
Equipment Operator	*Plumber
Truck Driver II	

\*Must pass TSA background screening

**PUBLIC WORKS**

**HIRING EVENT**  
**TUESDAY, MARCH 15, 2022**  
 10:00 AM - 2:00 PM  
 2710 Municipal St. Dallas, TX 75215

ONSITE INTERVIEWS & SAME DAY JOB OFFERS FOR QUALIFIED LABORERS AND CDL DRIVERS

**Feria de Trabajo**

9 A.M. A 3 P.M.  
**Jueves, Oct. 27**  
**y Viernes, Oct. 28**  
 J. Erik Jonsson Central Library  
 6th Floor  
 1515 Young St.  
 Dallas, TX 75201  
**¡Estacionamiento gratis!**

¡Aplica hoy!

Las oportunidades disponibles incluyen servicio al cliente, planificación de programas y participación comunitaria.

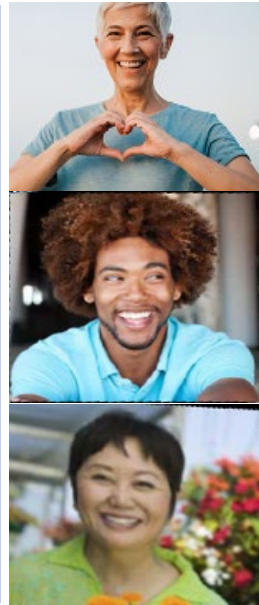


# Recruitment and Retention 22/23 – Highlights



## Equity in Benefits - Tiered Premium Pricing

- UNDER \$44,000
  - Premium Copay - \$32.50
  - Primary Care Plan - \$15.00
- \$44,000 - \$66,000
  - Premium Copay - \$37.50
  - Primary Care Plan - \$20.00
- \$66,001+
  - Premium Copay - \$42.50
  - Primary Care Plan - \$25.00



## Education Partnerships

Reduced tuitions, fee waivers, course materials and resources, family benefits, and scholarships from:

- Amberton University
- Dallas Baptist University
- University of Phoenix
- Western Governor's University

Partnerships under review by CAO include:

- Dallas College
- DeVry
- Colorado Tech
- TX A&M Commerce
- University of the Incarnate Word
- UTD for MPA Program

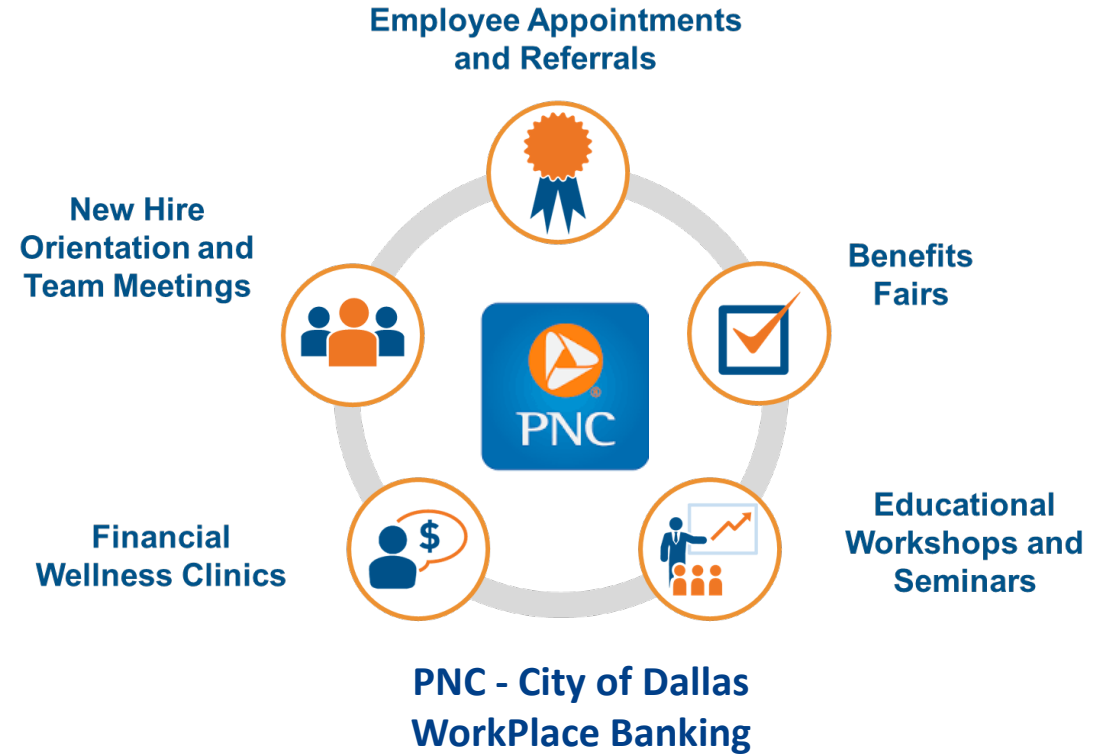
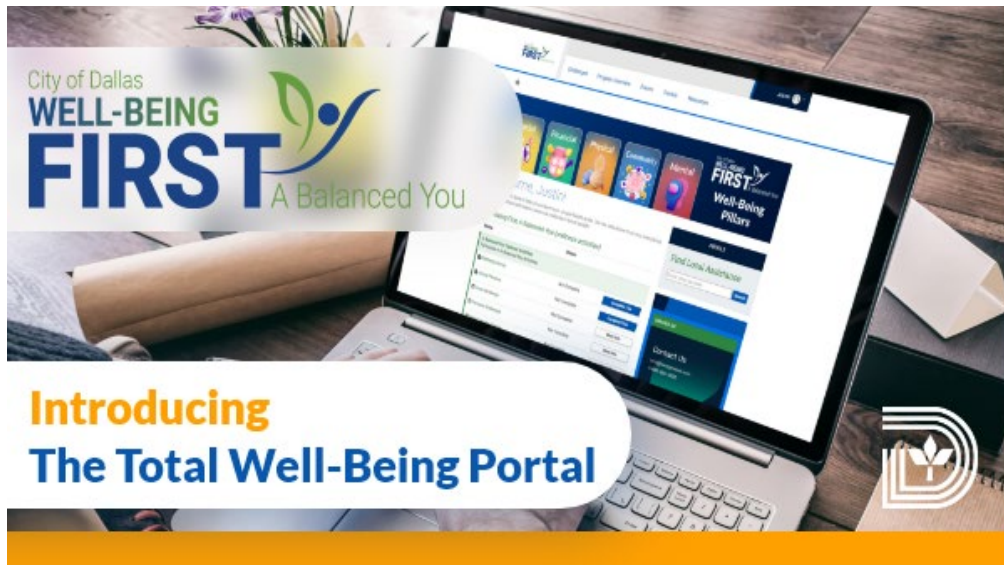


## Tuition Reimbursement for Academic Programs and Trades

Increased Eligibility and Funds Available for Tuition Reimbursement - not to exceed \$500K for FY22-24



# Recruitment and Retention 22/23 – Highlights







# 2022 Shared Human Resources and Civil Service Initiatives



# Process Improvement Project - Recruiting



Leadership and Staff from  
Human Resources  
and Civil Service



COD Process Improvement  
Black Belt



Managers from across  
City Departments



## Objective:

- Document the current process to ensure everyone involved understands and follows the process expediently
- Develop a Recruitment Manager Dashboard to provide a data driven accountability



# Process Improvements - Results



To streamline the recruitment and hiring process and reduce a hiring manager's workload, the process improvement team made changes to the following areas:

## Recruitment Guide:

- Compiled and made available all recruitment documents in one convenient location

## Automatic Notifications:

- Provided automated notices to hiring managers to help them navigate the NEOGOV and Workday requisition process

## HR Partner Support:

- Departments receive additional support from HR Talent Acquisition staff through weekly reviews with departments to ensure an expedient recruitment process

## Audits and Follow-up:

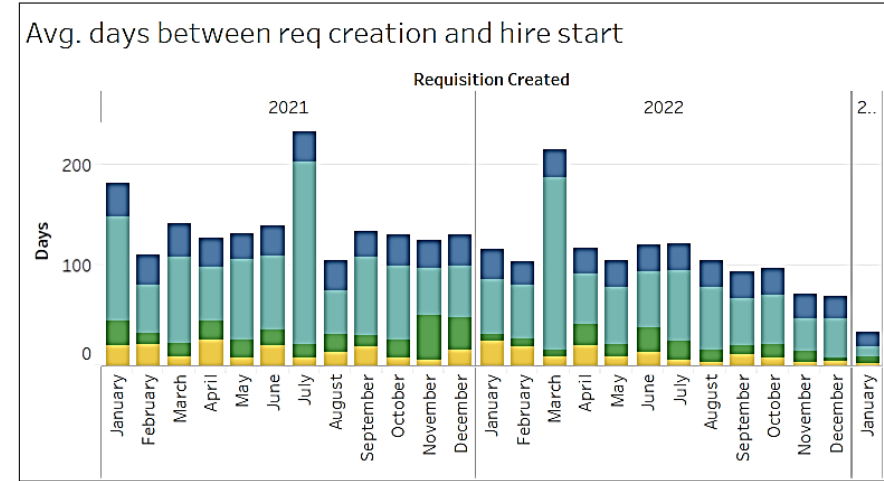
- To approve requisitions and hire actions faster, HR Partners review pending transactions and work with hiring managers to proactively resolve issues



# Dashboard for Department Leadership



- Utilizes Available NeoGOV data
  - Data, Reporting, and Configuration Limitations
- Provides high-level overview of recruitment timeline, including:
  - Days between Offer and Start date
  - Time from candidate list creation to job offer
  - Days between requisition approval and candidate list creation
- Dashboard report provides management with insights on recruitment at Department level
- Updated weekly



Measure Names

- Avg. days between offer and start
- Avg. days between candidate list creation and offer
- Avg. days between req approval and candidate list crea..
- Avg. days between req creation and req approval

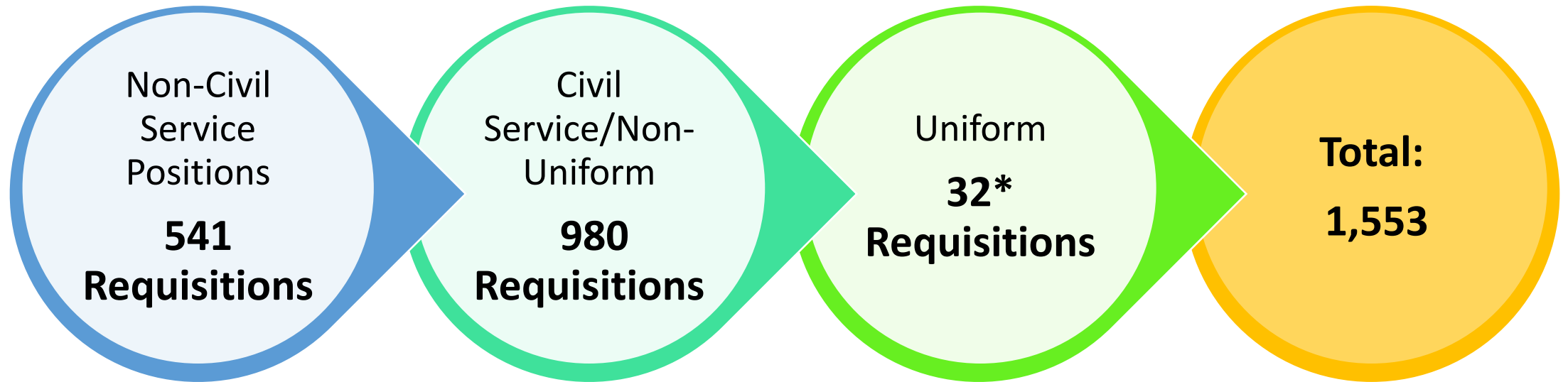




# Current State



# Open Requisitions

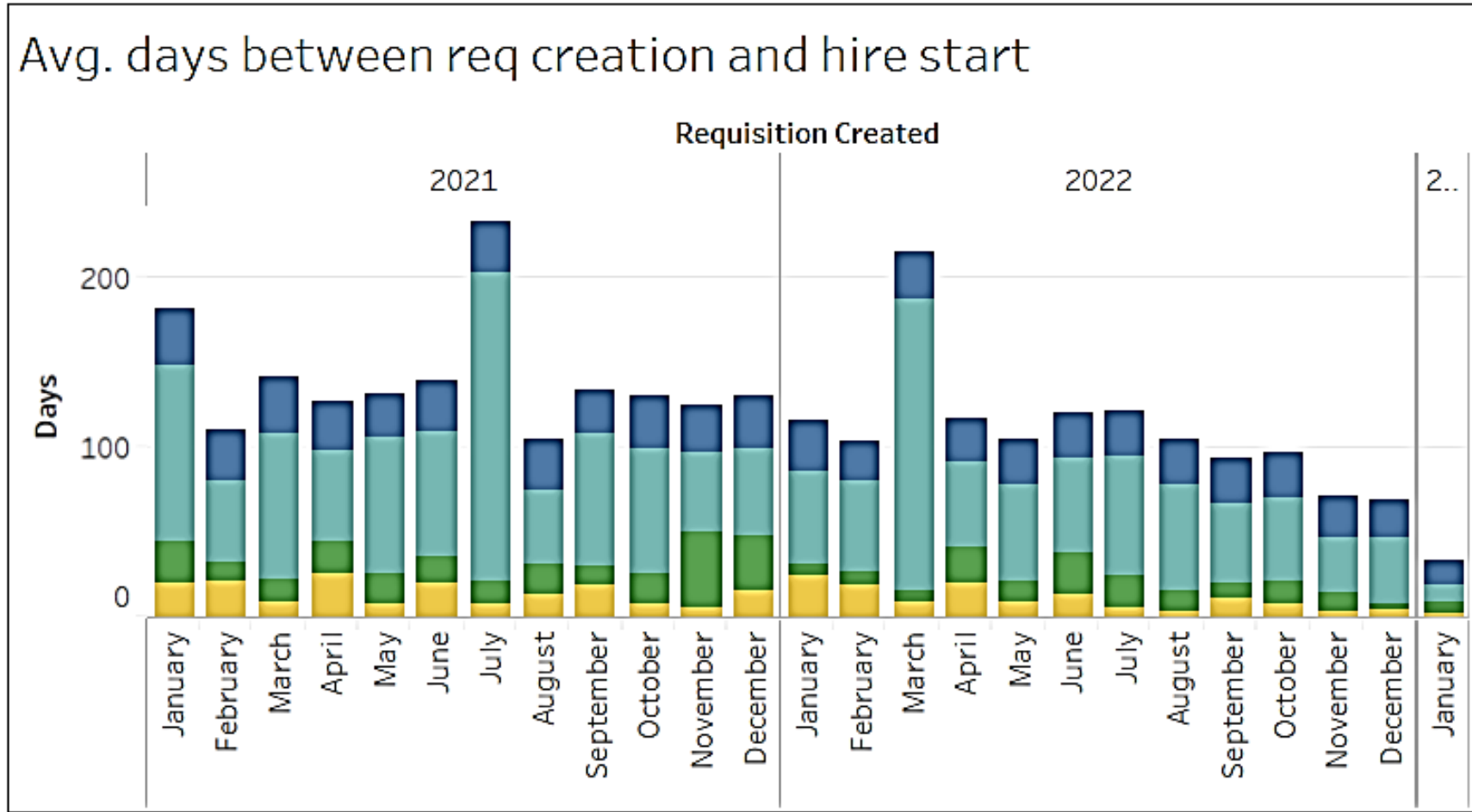


Data from NeoGOV System as of January 31, 2023

\* Uniform Departments utilize one requisition for multiple uniform positions and separate requisitions for each rank.



# Dashboard for Department Leadership



**% Positions Filled**  
80%

**Total open**  
1,182

Data Updated  
1/30/2023

- Measure Names
- Avg. days between offer and start
  - Avg. days between candidate list creation and offer
  - Avg. days between req approval and candidate list crea..
  - Avg. days between req creation and req approval

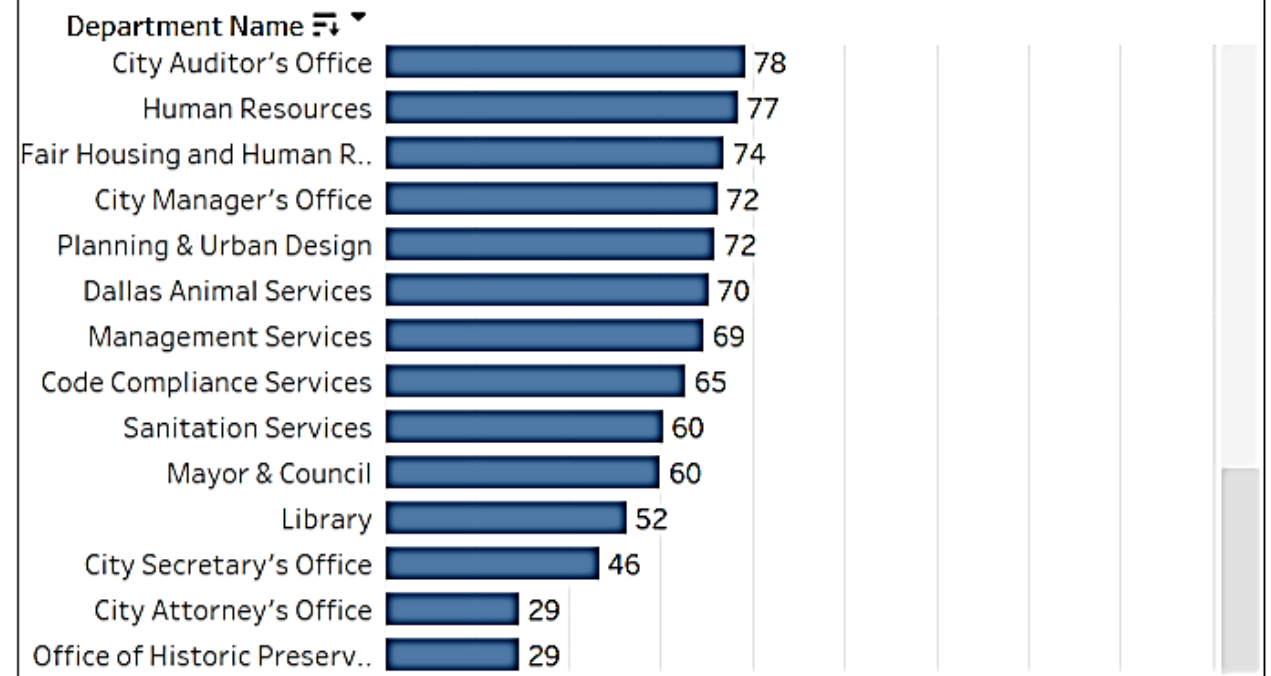
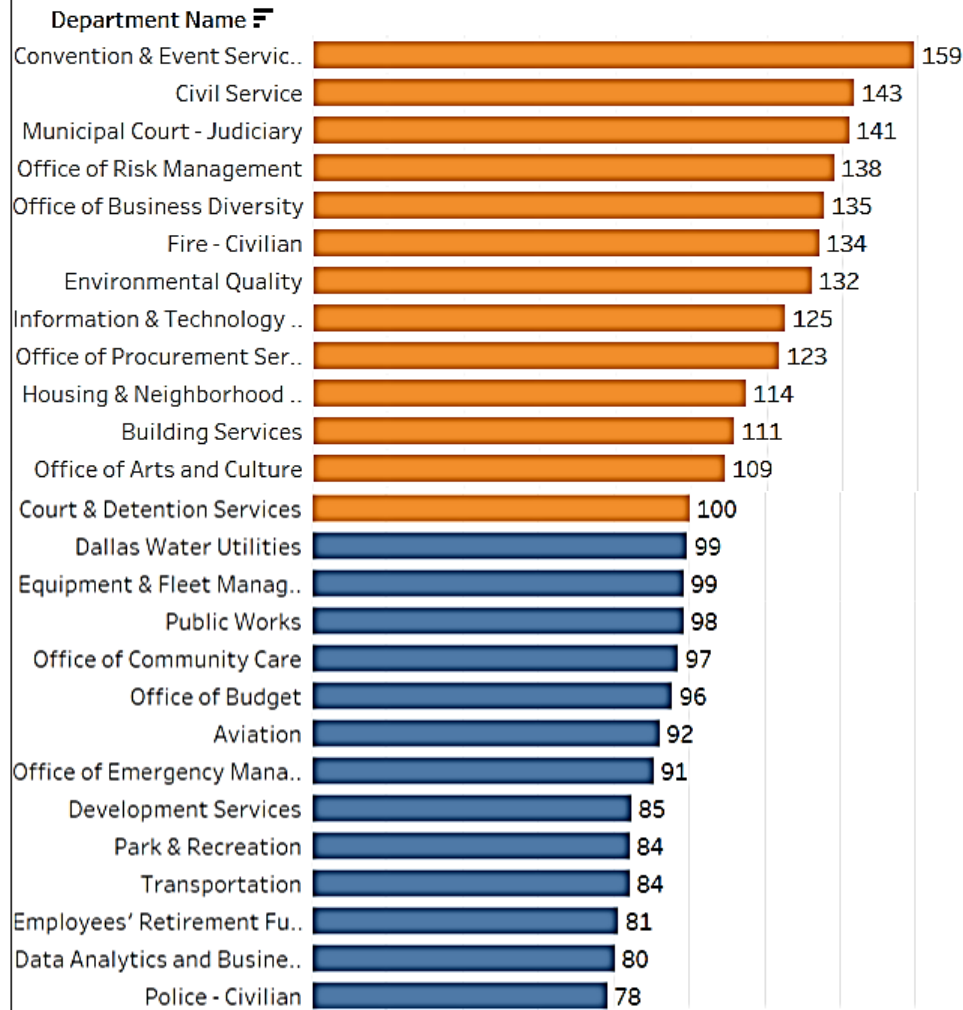
Data from NeoGOV System  
as of January 31, 2023



# Dashboard for Department Leadership



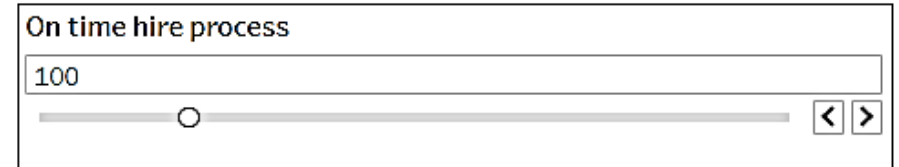
## Avg days to hire per department



## Open vs Filled Reqs

(All)

Hire timing	
Late	2,516
On time	3,772



Data from NeoGOV System as of January 31, 2023







## Job Openings and Labor Turnover Survey (JOLTS) at the U.S. Bureau of Labor Statistics

- Hires-per-job-opening ratio by industry, size, and region\*
- Annual Turnover Rate
  - JOLTS: 20.2% | COD 2022: 13.59%
- December 2022 Turnover Rate
  - JOLTS: 2.0% | COD 0.9%

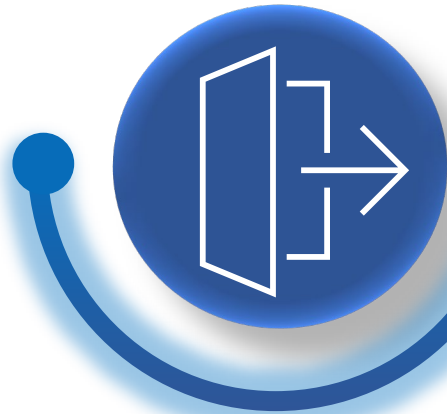
## Society for Human Resource Management (SHRM) Benchmark Time-to-hire and time-to-fill, by position

- Executives
  - SHRM: 12 weeks
  - COD: 15 weeks\*\* (2022)
- Professionals/Managers\* – 65 days
- All other employees\* – 42 days

\* City comparable not available through NeoGOV – COD data will be provided with the Workday implementation



# Other City Data Points



## Attrition Data

### Retirement Rate

- 3.2% (2021)
- 2.4% (2022)

### Turnover Rate

- 13.59% (2022)



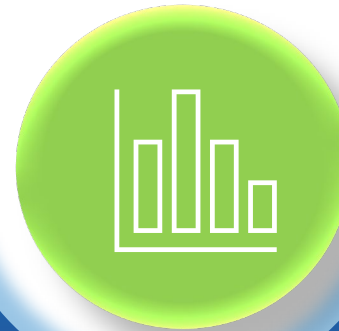
## Employee Feedback

### Employee Engagement Survey

- Compensation

### Exit Interviews

- Salary
- Flexibility
- Balanced Culture



## System Reports

### 2022 Workday

### Posting/Vacancy Rate

- 94% Posted\*



## Survey Feedback

- Hiring Manager Survey
- New Hire Survey
- Applicant Survey (Q3 2023)

\* May be due to seasonal work or funding



# Candidates Expectations and Priorities - Overview



How candidates rank their priorities



#1

## Compensation

Excellent compensation and benefits

#2

## Balance

Organizational support to balance work and personal life

#3

## Flexibility

Flexible work arrangements (i.e. when and where you work)

#4

## Upskilling

Opportunities to learn new, highly desired skills

Global Talent Trends, October 2022



# Strengths



## Compensation

- Implemented Phased Comp Study
- Aligned Min Wage to match MIT Living Wage
- Performance and Wellness Incentives
- COD Pension and 457 provide retirement security and options ahead of market



## Balance

- City Council approved paid parental leave
- Implemented Mental Health Platform Navigate
- Advance Sick Leave
- Attendance Incentive Leave (AIL)
- Compassionate Leave
- Quarantine Leave



## Flexibility

- Implemented Telework Program
- City Council approved mental health leave put the COD on par with market and ahead of government organizations



## Upskilling

- Career Series Structure
- Added dedicated resource in 2023 to develop and manage formal upskilling program
- Education Partnerships and Discounts
- Tuition reimbursement



# Weaknesses



## Compensation

- Merit pay only
- Market rate is based on public sector
- 401K funded by employee only



## Balance

- Vacation allowance is behind market (professional/management)
- Historically productivity outweighs work-life balance



## Flexibility

- In the process of moving to an employee-centric operations model
- Lack of flexible work configurations and processes



## Upskilling

- In the process of moving to a robust Learning Management System
- Historically work demands outweighs employee development



# Opportunities



## Compensation

- Implement pay-for-performance program for executives (approved for 2023)
- Use whole market comparables for competitive and hard-to-fill positions and functions



## Balance

- Increase vacation allowance based on position level to match market
- Invest in change management and programs to help managers move to a culture that values work-life balance



## Flexibility

- Provide COD managers training and resources to help them move to an employee-centric operations model
- Invest in spaces and systems that support a distributed workforce



## Upskilling

- Implement Workday Learning (approved for 2023)
- Expand Educational partnerships (Underway in 2023)
- Implement formal upskilling process (Underway in 2023)
- Increase support for Trade and related certifications



# Threats



## Compensation

- Fluctuations in job market
- Inflation
- Falling behind in compensation across the organization, requiring large investment to catch-up



## Balance

- Not attracting or retaining the workforce needed to provide quality City services in the future



## Flexibility

- Applicant's expectations not aligned with their perception of the City as an employer



## Upskilling

- Not been able to promote staff from within due to lack of needed skills
- Promoting staff that lacks knowledge and ability to perform the job, due to lack of qualified candidates



# HR Talent Center – 2023 Goals and Strategies



## Strengthen Employer Brand

- Engage professional resources to develop cohesive brand
- Observe and manage online reviews and social media presence
- Invest in candidate relationship management

## Further Simplify and Decentralize Hiring Process

- Empower Hiring Managers
- Standardize and streamline process according to job type
- Provide clear guidelines and audit compliance

## Update Sourcing Strategy

- Engage hiring managers in sourcing
- Extensively utilize social media, employee, professional, and diversity networks, including veterans
- Utilize third parties (PEO, Executive Recruiters)

## Improve Candidate Experience

- Provide a wide-scale view of the COD and career opportunities at the City
- Collect feedback from candidates and use it to refine the recruitment process

## Leverage Data and Technology

- Implement Workday Phase II
- Utilize funnel recruitment, TO, and vacancy data
- Benchmark and publish data, and complete the 2023 External Recruitment Dashboard





# Onboarding Process Improvement



Leadership and Staff from Human Resources

COD Process Improvement Black Belt

Managers from across City Departments

## Objectives:

- Document the current process to ensure everyone involved understands and follows the process expediently
- Implement Customer Experience Survey

## Onboarding Process Improvement

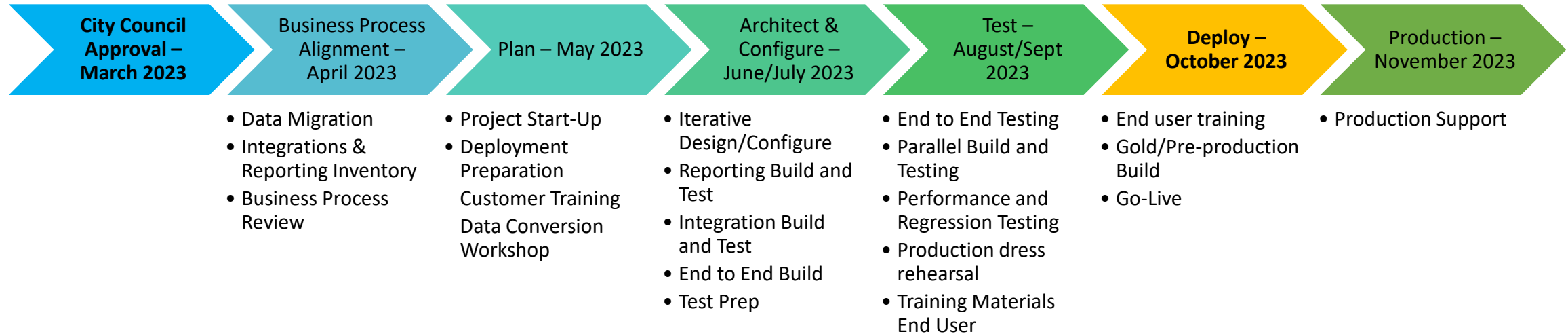
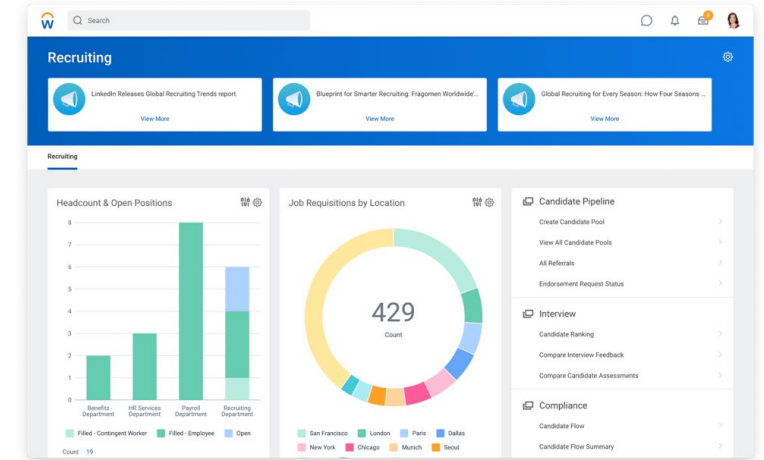
Project Aim		Target Date	1/31/2023
Document the current process and make the documented steps detailed enough for everyone involved to understand and follow. Establish reliable data to facilitate baselining the current process. Implement a customer survey (using Forms) to be sent to hiring managers and new hires.		Overall Status	<span style="color: green;">●</span>
<b>Executive Sponsor:</b>	Nina Arias	<b>Project Champion:</b>	Stephen Tusken
<b>Process Owners:</b>	Erika Guerrero	<b>Team Members:</b>	Felisha Howard, Tanner Colley, Sonya Batts, Ranim Algwaider, Laura Campos-Martinez, Felicia Gooch, Josie Cervantes, Sandra Alvarez, Alex Kennedy, Steven Weiss, Robert Cook, Tamika Hunter, Clarissa Gonzalez
Progress / Accomplishments		Upcoming Milestones	
<ul style="list-style-type: none"> <li>Team has started sending new survey to New Hires.</li> <li>The new survey that will be sent to hiring managers has been created and gained approval for use.</li> <li>An internal Tableau tool has been approved by ITS security for ongoing review of process data.</li> <li>A communication plan and cadence have been established for reviewing results from surveys and process data, identifying areas in need of additional improvement, and communicating with city and department leadership.</li> </ul>		Milestone	Owner
		Implement customer survey to hiring managers and new hires	Sonya Batts
		Carry out periodic review of data to continuously monitor and improve the process	Erika Guerrero
			1/31/2023
			Ongoing
Risk / Issues			
Risk / Issue Description	Category	Next Steps / Path to Green	
The onboarding team is recording data from the onboarding process, and the CareNow drug screening / physicals part of the process appears to be a bottle neck. CareNow has provided detailed data that suggests they aren't meeting their service level agreements.	Contract / Legal	ORM manages the contract with CareNow. ORM has requested legal review of the contract with CareNow. HR is also looking into establishing a new vendor for new hire drug screening / physicals. (eta 2024)	
Background checks are another bottle neck of the process.	Vendor	HR is establishing a new contract with a new vendor for background checks (eta. Q2 2023)	
The handoff from NeoGov to Workday during the process can cause significant issues and delays. There are also limitations to the available data from NeoGov.	Software	HR is in the process of moving the NeoGov part of the process into Workday (eta Q4 2023)	



# Workday Recruitment Implementation



- Implementation scheduled for October 2023
- Automate workflows, disposition candidates, and process offers and agreements in bulk.
- Additional dashboards and real-time analytics allow hiring managers measure and affect key metrics, empowering them to drive timely hiring of key talent.





# Civil Service



# Outline



- Civil Service's Mission and Department Functions
- Strategic Focus Areas
- Talent Imperatives
- Priorities, Outcomes, and Highlights
- Future Opportunities



# Civil Service Mission



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





## **Recruiting & Examining Unit**

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 assessments and exams.



## **Test Validation and Assessment Unit**

Develops and validates selection tests for civilian and uniform positions.  
Performs job analyses for talent assessment tool design purposes.  
Ensures selection procedures used by the City are legally defensible.



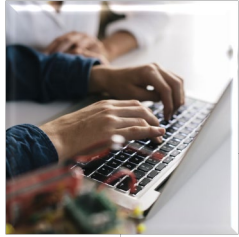
## **Administration Unit**

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





# Civil Service's Strategic Focus Areas



## Talent Attraction

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



## Talent Assessment

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

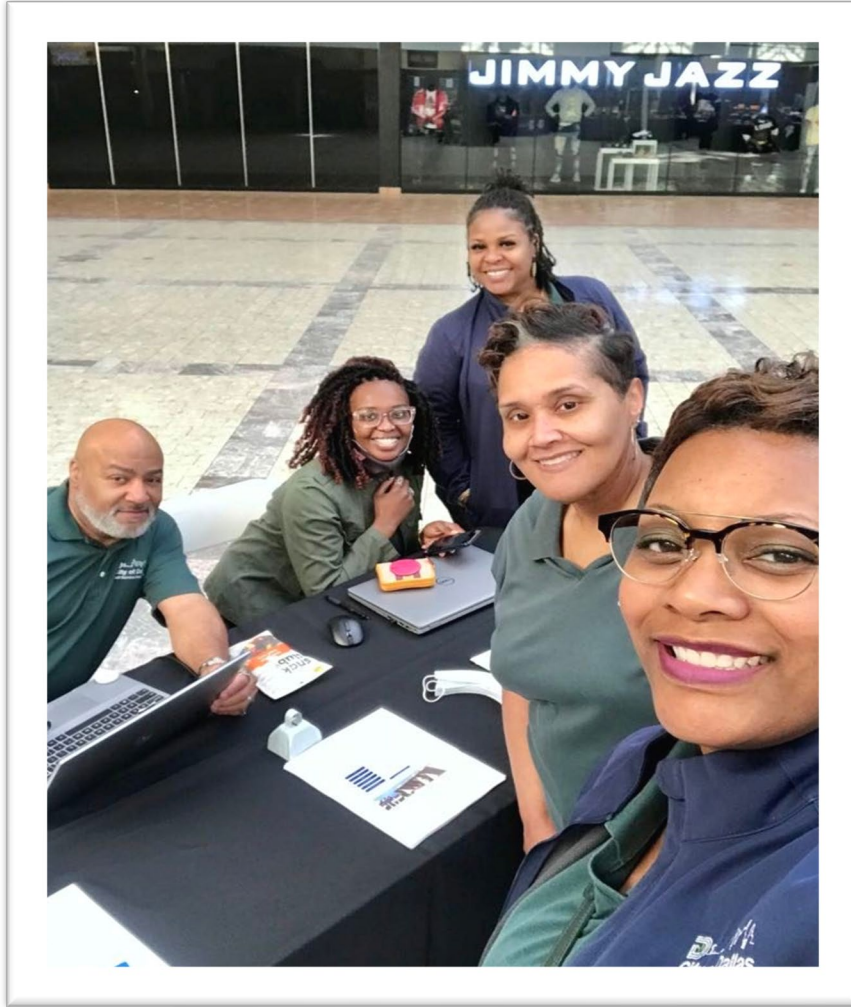


## Operational Excellence

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



# Excellence Journey Principles



At the heart of Civil Service's operational evolution, the following principles are paramount to our success:

- **Alignment with the needs of the organization is mission-critical.** This alignment must guide how we operate and how we measure our success.
- **Agility is key.** When the function demonstrates principled agility, flexibility and collaboration, it unlocks efficiencies and effectiveness throughout the organization.
- **Continuous growth and evolution is imperative.** The department must constantly seek to improve and reimagine its service to add value to the City of Dallas' organization.





# Civil Service Talent Imperatives



1. **Expand candidate reach** through enhanced strategic marketing, branding, technology, and social media efforts and tactics.
2. Intentionally gather and utilize market career and position data to **develop and refine talent sourcing strategies.**
3. Create career interest and establish talent pipelines into critical civil service and public service careers through **cultivating key community and educational partnerships.**
4. **Incorporate deliberate equity planning** as the framework of the organization's talent strategy



# 2022 Priorities



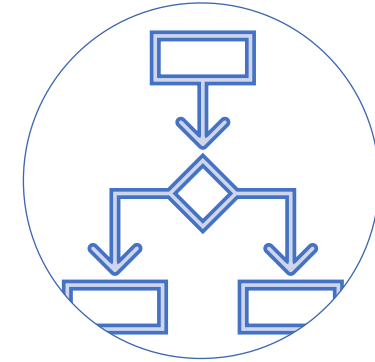
**Continue online exam assessment and test development activities to enhance the quality of the candidate talent pools and increase examination show rates. (Talent Attraction)**



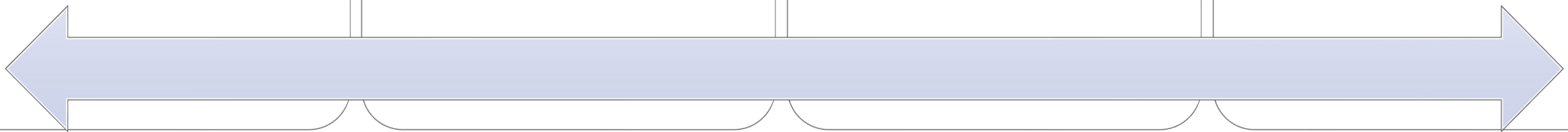
**Develop and launch new Civil Service website to enhance the City of Dallas' employment branding strategy and social medial presence. (Talent Attraction)**



**Identify critical and hard-to-fill positions and began initiating planning sessions with hiring departments to establish strategic recruitment plans. (Talent Assessment)**



**Streamline and expand the trial board hearing process to include both virtual and hybrid options, while continuing to reduce the number of backlogged requests. (Operational Excellence)**



# 2022 Outcomes



Successfully launched first round of job analysis and validation studies for the critical and hard-to-fill positions of Office Assistant, Water Plant Operator, and Code Enforcement Officer.

To support ongoing Dallas Police Department and Dallas Fire Rescue Department sworn promotional needs, Civil Service successfully deployed video assessment centers, supporting over 600 hundred sworn employees.

In partnership with Dallas Fire-Rescue Department, established and validated position requirements to create a Single Function Paramedic position and associated civil service assessment requirements.

Revised and launched Civil Service Department website, highlighting department services, as well as employment and application information.

In collaboration with the Department of Budget and Human Resources, created and launched City-wide hiring manager toolkit to provide hiring data and recruitment resources to support improved hiring outcomes.

Successfully launched virtual and hybrid Trial Board and Administrative Law Judge hearing options for appellants, clearing all COVID-related Trial Board and Administrative Law Judge hearing backlogs.



# 2022 Recruitment and Outreach Highlights



Civil Service supported DPD, DWU, Development Services, Aviation, Animal Services, and others – through a variety of efforts and activities:

## Outreach and Recruitment Events:

- 25 CVS Hiring Events for roles such as: Water Meter Techs, Sr. Electricians, Plumbers, and Animal Services Officer
- 13 Job Fairs
  - Judge Clay Jenkins – You're Hired Job Fair
  - MLK Celebration Job Fair
  - Senator Royce West – JobCONNECTION Job Fair
  - Get Connected Dallas
- 7 Information Sessions
  - How to apply to the City of Dallas
  - Attitudes and Attire
  - Improving Interview Skills



# 2023 Priorities



Develop, launch, and monitor operational deliverables promoting and advancing talent acquisition goals as established in the recently adopted City of Dallas Racial Equity Plan. (Talent Attraction, Talent Assessment, and Operational Excellence)

Further collaboration with the Department of Marketing to develop and launch a comprehensive marketing and branding campaign that highlights and builds awareness for City of Dallas talent opportunities. (Talent Attraction)

Continue efforts to partner with internal departments to identify critical and hard-to-fill positions and conduct candidate sourcing reviews, position analysis and modifications to enhance talent pools and meet hiring needs. (Talent Assessment)

Work with Information Technology Services and Human Resources to effectively assess current and future applicant tracking system needs and capabilities in preparation for migration onto a new applicant tracking system platform. (Operational Excellence)

Continue departmental process improvements efforts to streamline the process and effectively manage the scheduling of Trial Board and Administrative Law Judge appeal hearings. (Operational Excellence)





# Moving Towards Equity



## Big Audacious Goals (BAGs)



- 15-20 years – Dallas' transformative vision of an Equitable City
- Involve collaboration with external partners, anchor institutions, community

## Action Targets



- Focused mid- to longer-term actions
- Require collaboration across several departments & serve as the basis for formulating bold budgets

## Department Progress Measures (DPM)



- 3-5 year specific short- and mid-term, department-owned goals to address known Ei disparities
- Establish a baseline, target and demographics

**Adoption of the Racial Equity Plan**



# REP Big Audacious Goals



**Economic, Workforce, & Community Development Goal:** Become the most economically inclusive City by eliminating the racial wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.



**Environmental Justice Goal:** Equitably engage and address the disproportionate impact pollution and climate issues have on historically disadvantaged communities.



**Housing Goal:** Close the homeownership gap and secure housing stability.



**Infrastructure Goal:** Close infrastructure gaps where intentional historical disinvestment previously occurred.



**Public Safety and Wellness Goal:** Make Dallas communities safe in ways that prevent harm and promote wellness, healing, and justice.





# Civil Service Department Progress Measures



## Key Department Actions:

- Provide staffing, hiring, and promotional solutions to client departments
- Oversee hearing process for employees to appeal charges of discrimination and unfair application of rule and regulations.

## Aligned Equity Indicators:

- **Indicator 5 - Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 6 - High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations
- **Indicator 9: Median Household Income:** Ratio between the median household incomes for White and Black households.



# Civil Service Department Progress Measures



## Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT = Collaborating Department(s)

Ei # = 2019 Equity Indicator Report Number

1. Expand recruiting efforts to increase the diversity of candidates for city employment.
2. By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within uniform positions in the City of Dallas.
3. By July 2023, complete a clear and expansive recruitment and promotion review process that identifies the top 5 employment and promotional opportunity barriers within civil service positions in the City of Dallas.
4. By December 2023, establish an Equity Recruitment Exchange to increase the number of cross-departmental meetings to streamline and bolster marketing and outreach efforts to historically disadvantaged communities from 0 to 4 annually.



# Civil Service Department Progress Measures



## Progress Measures:

\$ = Fiscal Impact

✓ = Policy Impact

DEPT = Collaborating Department(s)

Ei # = 2019 Equity Indicator Report Number

5. By FY23-24, recommend an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff equity surveys and employment barriers assessment, in compliance with applicable employment laws.
6. Seek diversity by increasing inclusive pool of candidates by December 2027. [Baseline to be established]



# Opportunities



In addition to the department's FY 23 priorities, Civil Service recognizes an opportunity to continue progress of recent years, by seizing the following opportunities:

- 1. Take intentional steps to create an COD-wide integrated recruitment outreach and partnership plan to support immediate and long-term recruitment goals, thereby, enabling the COD to build and establish talent pipeline and formal internship and apprenticeship opportunities.**
- 2. Continue to evaluate civil service client sourcing needs, service delivery needs, current capabilities, and identify solutions to be better meet departmental talent needs.**
- 3. Formalize the marketing, branding, and outreach strategy that includes a diversified portfolio of advertising and marketing efforts designed to enhance the City of Dallas' employee value proposition and brand awareness.**



# Next Steps



- Receive Committee feedback
- Implement the items listed as “opportunities” through existing resources, or in the 2023-24 budget
- Focus on delivering 2023 Goals and Strategies
- Finalize Onboarding Process Improvements and Workday Recruitment Implementation
- Continue partnering with departments and other external resources
- Continue to refresh compensation study for hard-to-fill/retain positions and alignment to job market





# Talent Acquisition Update

**Workforce, Education and  
Equity Committee**  
February 13, 2023

Kimberly Bizer Tolbert, Deputy City Manager  
Nina Arias, Human Resources Director  
Jarred Davis, Civil Service Secretary/Director





# Appendix





# City of Data Points – 2022 Turnover



Start Headcount	End Headcount	Average Headcount	Total Terminations	Voluntary Terminations	Involuntary Terminations	Total Turnover Percentage	Voluntary Percentage	Involuntary Percentage
12284	12569	12426.5	1689	1429	260	13.59%	11.50%	2.09%

**Regular Employees - Workday Source Data**  
**Start Date:**1/1/2022 | **End Date:** 12/31/2022



# City of Data Points – Vacancy Rate\*



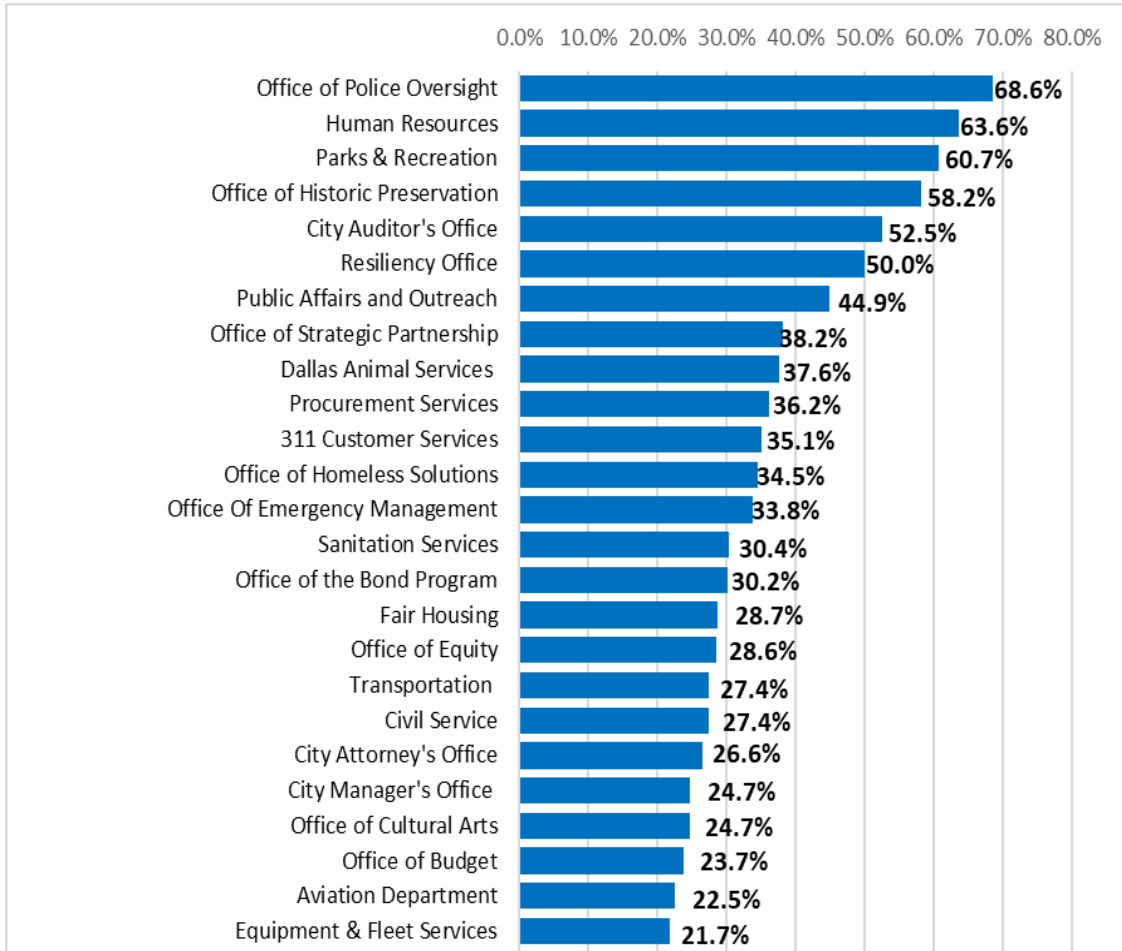
Dept Name	Filled	Open	Grand Total	Vacancy Rate
311 Customer Services	96	21	117	18%
City Attorney's Office	173	16	189	8%
City Auditor's Office	16	4	20	20%
Aviation Department	259	101	360	28%
Office of Budget	47	12	59	20%
Building Services	159	38	197	19%
City Controller's Office	68	11	79	14%
Code Compliance	380	80	460	17%
Convention & Event Services	18	14	32	44%
City Manager's Office	60	7	67	10%
Judiciary	23	13	36	36%
Court & Detention Services	176	80	256	31%
Civil Service	18	6	24	25%
Dallas Animal Services	152	35	187	19%
Office of Data Analytics and BI	23	13	36	36%
Sustainable Development Services	271	74	345	21%
Dallas Fire Dept	2,107	581	2,688	22%
Dallas Police Dept	3,716	856	4,572	19%
Communication & Information Services	193	61	254	24%
Dallas Water Utilities	1,433	409	1,842	22%
Economic Development	32	12	44	27%
Equipment & Fleet Services	224	49	273	18%
Office of Equity	9	4	13	31%
Employees' Retirement Fund	35	16	51	31%
Fair Housing	7	4	11	36%
Housing & Neighborhood Revitalization	45	29	74	39%
Office of Int. Public Safety Solutions	27	12	39	31%

Library	374	31	405	8%
Mayor & Council Office	43	14	57	25%
Office of the Bond Program	9	6	15	40%
Office of Cultural Arts	47	46	93	49%
Office of Community Care	205	72	277	26%
Office Of Emergency Management	11	5	16	31%
Office Of Environmental Quality	86	20	106	19%
Office of Historic Preservation	5	2	7	29%
Office of Homeless Solutions	39	8	47	17%
Office of Police Oversight	2	3	5	60%
Office of Risk Management	42	12	54	22%
Office of Strategic Partnership	5	2	7	29%
Public Affairs and Outreach	19	9	28	32%
Public Works	506	101	607	17%
Human Resources	61	69	130	53%
Parks & Recreation	668	904	1,572	58%
Planning & Urban Design	42	20	62	32%
Procurement Services	27	13	40	33%
Resiliency Office	6		6	0%
Sanitation Services	504	115	619	19%
Small Business Center	12	9	21	43%
City Secretary's Office	21	5	26	19%
Transportation	147	62	209	30%
Welcoming Communities	2	1	3	33%
	<b>12,650</b>	<b>4,087</b>	<b>16,737</b>	<b>24%</b>

\* Data from Workday system as of January 12, 2023 – Department data may include seasonal vacancies



# City of Data Points – 2022 Turnover by Department\*

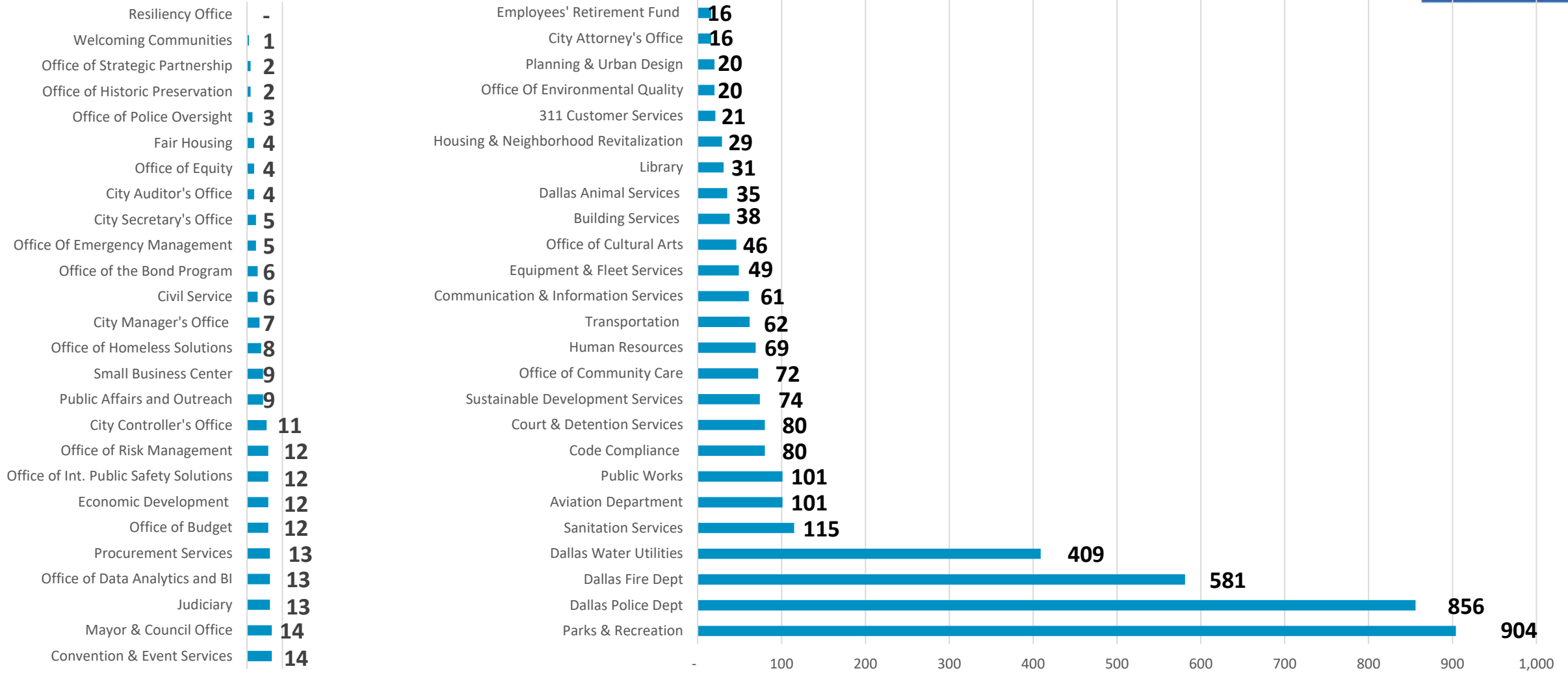


Data Source: Workday

\* **Note:** Some factors may significantly affect Turnover percentages including department size (*Office of Police Oversight and Office of Historic Preservation*) and seasonal/temp employees (*Human Resources Interns and Parks & Recreation Summer Staff*)



# City of Data Points – Vacancies by Department\*



\* Data Source: Workday as of January 12, 2023 – Department data may include seasonal vacancies



# 2022 Engagement Survey Employee Responses Summary



Scale / Items	2020 Average (Raw Score)	2022 Average (Raw Score)
Accountability	3.4	3.4
Communication	3.2	3.3
Compensation	3.0	3.0
Empowerment/ Autonomy	3.3	3.2
Ethical Items	3.8	3.7
Execution	3.8	3.8
Fairness	2.7	2.8
Leadership and Motivation	3.6	3.5
Overall Engagement	3.4	3.5
Personal Expression	3.2	3.2
Purpose and Direction	3.9	3.9
Respect for Employees	3.7	3.7
Respect for Management	3.1	3.2
Stress and Workload	3.5	2.7
Teamwork	3.2	3.2
Trust	2.9	2.9
Values	3.4	3.4
Workplace and Resources	3.4	3.4
Valuing Diversity (New 2022)	-	3.8

■ Top 3 Items 2022  
■ Bottom 3 Items 2022



# Recruitment vs. Talent Acquisition





# Talent Acquisition = Outcomes and Results





## 5 Tips to Create a Positive Candidate Experience

### Communication

Explain every step in the hiring process to applicants.

01



### Get Feedback from Candidates

Implementing a feedback process, such as a survey or questionnaire, can help your organization fine tune your process.

03



### Be Attentive and Welcoming

Don't overlook the small details - anything you can do to make them feel comfortable can make a positive impression on your candidate is a win. Make sure your team is attentive and engaged when they meet the candidate. Even you find that a candidate isn't the right fit, you still want them to leave thinking highly of your organization.

05



02

### Be Mindful of Time

If you can't cut any more out of your application, tell candidates up front how long it should take to apply. Candidates will appreciate that you are being transparent and valuing their time.



04

### Keep the Candidate Experience Front and Center

We've all been on the other side of the hiring process. Designing a hiring process from the applicant's point of view can help elevate unrealistic expectations.



<https://youtu.be/MeIWHeESTto>



# Candidate Experience



## Benefits of a **Positive Candidate** Experience



**97%**  
of **candidates**  
with a **positive**  
experience **refer**  
**other candidates**

**55%**

of **candidates** would  
tell their **social**  
**networks** about the  
positive experience



Conversely, **negative candidate experience**  
can cost you considerable **financial losses** in the long run

Source: TalentLyft

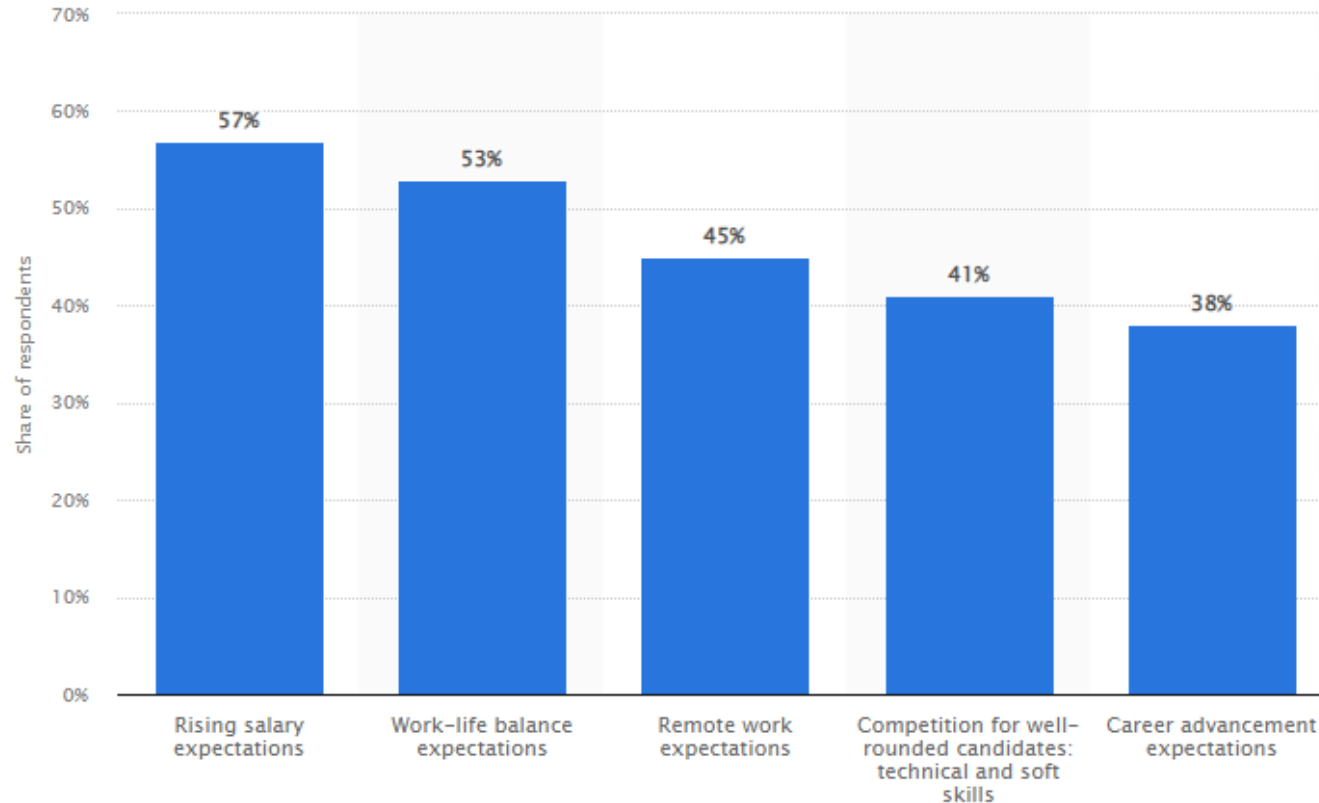
 **FinancesOnline**  
REVIEWS FOR BUSINESS



# Factors Contributing to Staffing Challenges



Factors contributing to recruitment and Retention Challenges Worldwide in 2022



© Statista



# Overall Strategies and Trends in the Market



1. **TECHNOLOGY**: Invest in the best tools for tracking/tackling the recruitment process
2. **BRANDING**: Stand out in the noise of the marketplace
3. **SOURCING**: Focus on talent shortages, diversity, and hidden talent pools
4. **CUSTOMER EXPERIENCE**: Keep candidates engaged during the application process
5. **PROCESS**: Decentralize and empower/engage hiring managers to reduce time-to-hire
6. **COMPENSATION**: Understand and respond to the market ups and downs
7. **TALENT POOL DEVELOPMENT**: Stay in touch with successful and unsuccessful candidates
8. **ANALYTICS**: Make better use of data
9. **CONTEXT**: Deal with gig economy and applicant expectations pressures



# Benefits Enhancements 2020-22



Moved to BC/BS saved approximately \$10M in PY 2021	Offered enhanced dental network with change to Delta Dental	Added compassionate leave	Offered enhanced vision plan option with Davis Optical	Simplified wellness incentive activities 2021 - 3,107 EEs
Added Catapult for virtual biometric option	Enhanced Basic life Benefit from \$50,000 to \$75,000 in 2020	Offered \$2000 childcare subsidy for FT active employees earning less than \$66,000 annually	Implemented City paid long term disability plan in 2022	Added mental health leave for uniform and civilian
Preventive Medications Free Reduced Cost Diabetic/HBP Med	Increased enrollment in Kannact diabetes Program by 8% to 1,461	Rolled out Comeback provision for retirees	Implemented 6 weeks Paid Parental Leave policy	Moved to BC/BS Medicare Advantage Plans
Offered narrow and broad network options	Expanded Virtual Health Access in response to COVID-19	2021 Virtual Health Fair and 2022 Health Expo	Critical Incident Onsite Counseling	Procurement of additional voluntary benefits (Pet Insurance)





# Process Improvements



The following documents were updated and revised to provide clear instructions for hiring managers:

Hiring Process  
Overview  
Guide

NEOGOV  
Requisition  
Instructions

Workday  
Requisition  
Instructions

NEOGOV  
Approval  
Instructions

NEOGOV Hire  
Action  
Instructions

Learning Zen  
Instructions

Interview  
Questions  
Form

Candidate  
Rating Matrix

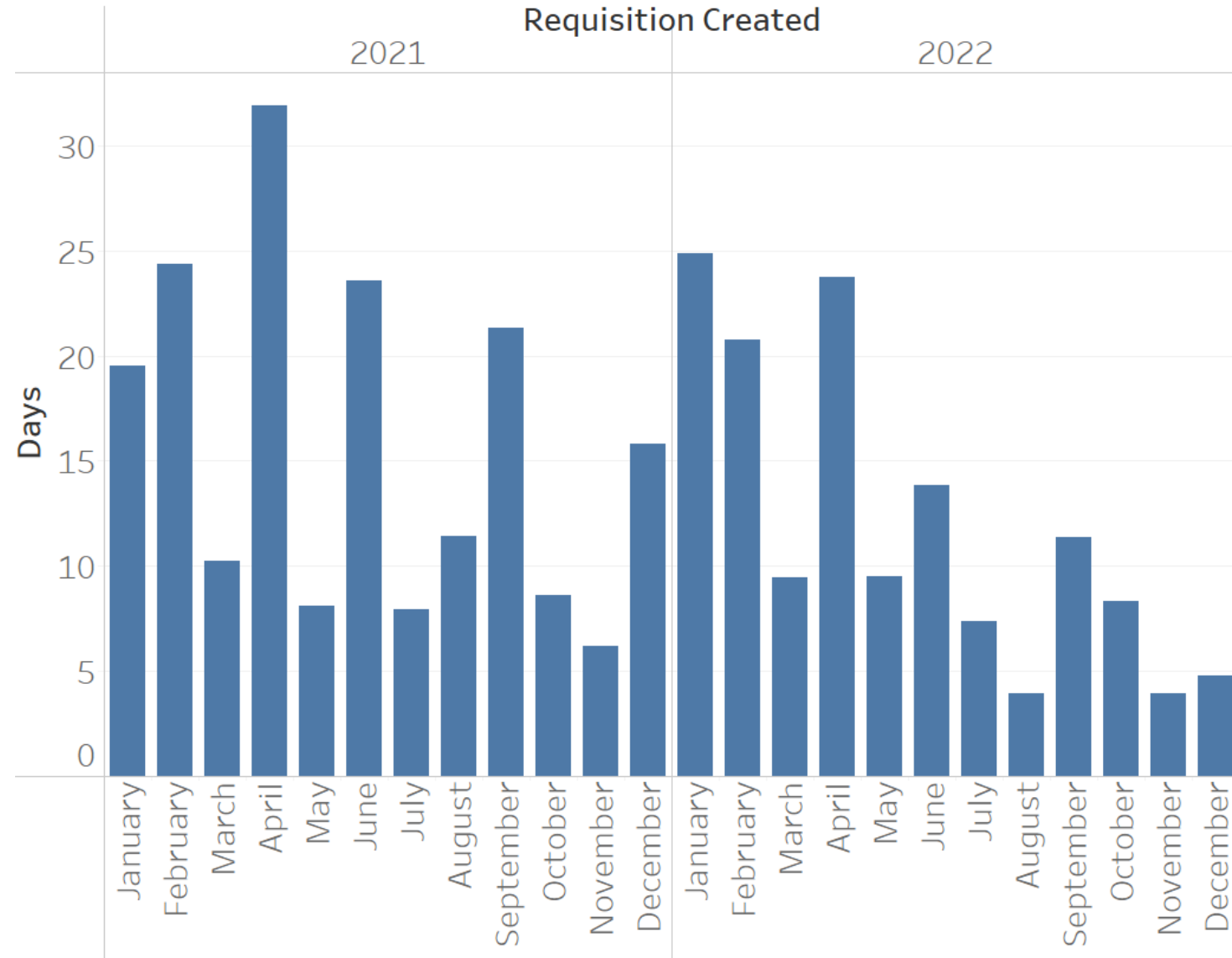
Interview  
Schedule  
Form



# Average days to approve requisitions per month



**Note:** Improvements were rolled out in August 2022. This is the first part of the recruiting process which includes the department and HR approving the requisition.



# Average days to provide candidate lists



2021 – 40 days on average to provide list

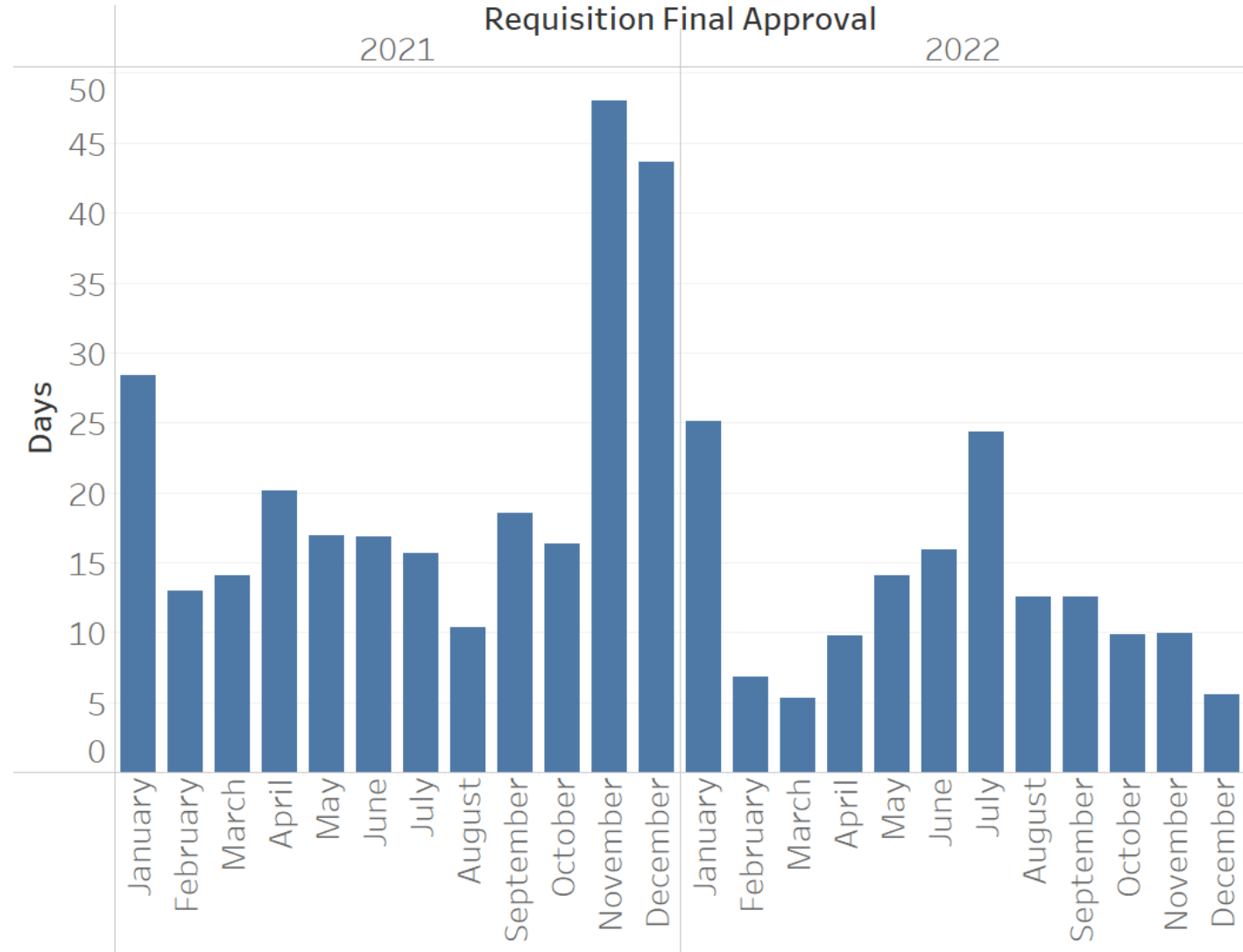
2022 – 12 days on average to provide list

**Note:**

There were 2,393 requisitions in 2021, and

3,234 requisitions in 2022

(35% increase in the number of requisitions)



# Process Flowchart

