

# Memorandum



CITY OF DALLAS

DATE October 10, 2014

TO Honorable Mayor and Members of the City Council

SUBJECT **City Manager Update (CuSP Report)**

On Wednesday, October 15, 2014, I will be briefing the Council on the following topics during my update to the Council:

- Hiring Process Improvement
- Sunset Review Process – Selected Departments' Budgets

Briefing materials are attached for your review. If you have any questions, please let me know.

A handwritten signature in blue ink, appearing to read 'TG - A.C.' followed by a flourish.

A.C. Gonzalez  
City Manager

c: Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Eric Campbell, Assistant City Manager


Jill A. Jordan, P.E., Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council



# CITY MANAGER UPDATE CUSP REPORT

OCTOBER 15, 2014



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- Hiring Process Improvements
  - Sunset Review Process – Selected Departments' Budgets



# TOPIC I

HIRING PROCESS IMPROVEMENTS

# CONCERNS ABOUT HIRING PROCESS

- Concerns about the hiring process for civilian positions:
  - Length of time it takes to hire an employee
  - Candidates' qualifications
  - Candidate pools that do not meet the departments' hiring needs
  - Excessively large candidate pools that do not differentiate highly qualified candidates from minimally qualified candidates
  - Constraints regarding the interview process
  - Confusion and frustration with the on-boarding process once as a candidate is selected
    - Assurance that appropriate pre-employment checks are completed

# HIRING PROCESS STAFF LEADERS

- Molly Carroll, Director of Human Resources
- Patricia Marsolais, Director of Civil Service
- CPS HR Consulting

# MAJOR MILESTONES/NEXT STEPS

## Phase One: Pre-Employment Screenings

- Internal process improvement team assembled in August 2013 to review and revise pre-employment screening process
  - Team comprised of staff from Human Resources, Civil Service, City Attorney's Office, Internal Controls, Park and Recreation, and the Office of Financial Services

# MAJOR MILESTONES/NEXT STEPS

## Phase One: Pre-Employment Screenings

- All aspects of pre-employment screening process reviewed and recommendations for changes made including:
  - Eliminate use of paper applications being used for some part-time/temporary positions (complete)
  - Ensure contracts with outside staffing agencies clearly stipulate that background check requirements include a requirement to verify education and prior employment (complete)
  - Implement checks and balances for labor hiring (complete)
  - Create pre-employment hiring checklist requiring hiring manager and HR generalist signatures to ensure all pre-employment screenings completed and documented (complete – included in HR ISO9001 program)
  - Revise criminal hiring matrix to comply with recent EEOC guidelines (still being reviewed in conjunction with CAO)



# MAJOR MILESTONES/NEXT STEPS

## Phase Two: Entire hiring process

- Consultant engaged in April, 2014 to review City's current hiring processes and recommend changes.
  - Interviewed Civil Service and Human Resources staff regarding the process
  - Conducted focus group sessions with departmental executives and other departmental hiring authorities
  - Documented the current hiring process
  - Provided recommendations to improve the process

## MAJOR MILESTONES/NEXT STEPS

### Phase Two: Entire hiring process

- Consultant briefed the City Manager's executive team in August 2014
- Consultant briefed the Civil Service Board on October 7, 2014
- Civil Service and Human Resources working through the consultants recommendations to implement changes

## NEXT STEPS

- Human Resources process improvements (near term):
  - On-Boarding
  - Requisition Process
  - Interview process
  - Training on hiring process
  - Job classification system
- Human Resources process improvements (longer term):
  - Job classification system

## NEXT STEPS

- Civil Service process improvements (near term):
  - Streamline employment application process
  - Broaden job advertisement strategy
  - Training on Neogov (City's workforce management system)
  - Collaborate with departments on planning recruitment
  - Revise process for setting minimum qualifications
- Civil Service process improvements (longer term):
  - Computer-based testing

## FUTURE BRIEFINGS

- Brief Budget, Finance and Audit – February 2015



# TOPIC 2

SUNSET REVIEW PROCESS OF SELECTED DEPARTMENTS' BUDGETS

# IN DEPTH REVIEW OF SELECTED DEPARTMENTS' BUDGETS

- In-depth review of selected departments' budgets on a 5 year rotation
- Scheduled for FY2015 review
  - Police
  - Court & Detention Services
  - Judiciary
  - City Attorney
  - Code Compliance
  - Office of Emergency Management
  - 3-1-1 Call Center Operations

# IN DEPTH REVIEW OF SELECTED DEPARTMENTS' BUDGETS

- Address whether the current functions continue to be needed or if there are gaps in current service delivery that need to be considered
  - Provide performance indicators and cost of individual key services
  - Identify improvements to make processes more efficient, streamlined and conform to best practices
  - Look for redundancies in services that could be eliminated
  - Provide timeline to implement recommendations – during FY15 or incorporate in to FY16 proposed budget
- Provide more detailed information on expenses and revenues included in current budget for selected departments
- Provide citizens, City Council and other stakeholders with greater understanding of service delivery and performance measures, expenses and revenues included in each department's budget



## TOPIC LEADERS

- Jeanne Chipperfield, Chief Financial Officer
- Other Topic experts

## MAJOR MILESTONES/NEXT STEPS

- October/November – finalize scope of review; receive advice/input from internal/external experts; utilize information from State of Texas' process
- December – Brief City Council on in-depth review and FY2015-16 budget process
- December - Selected departments prepare self-evaluation report and submit with other requested data/reports to review team

## NEXT MAJOR MILESTONES/NEXT STEPS

- December 3, 2014 City Council briefing on Sunset review and FY2015-16 Budget development process
- Early February – City Manager and ACM’s finalize reports and recommendations
- February/March – presentation of department reviews at City Council committees
- April – summary presentation of results of in-depth review process to City Council and begin implementation of accepted/approved recommendations