



City of Dallas

Upskilling Pilot Program Update and Next Steps

March 4, 2025

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Presentation Overview



- Merit Pay
 - General Rules
 - Rating Scale and Percentages
 - New Hires
 - Timeline
- Compensation
 - Update on Security Officers
 - Dallas Police Department, Dallas Marshal's Security and Detention Officer, Step Schedule & Tenure
 - Career Series Proposal and Next Steps
- Marshal's Office (Security Division)
 - Update on Security Officers
 - Recruiting Plan for Security Officers
- Upskilling Pilot Program
 - Dallas Police Department Recruiting Sessions
 - Bloomberg-Harvard Manager Feedback Sessions
 - Next Steps



Merit General Business Rules



BR1	Annual merit increases are subject to recommendation by the City Manager and budget approval by City Council. The Office of Budget manages the approved merit increase budget, and the Department Directors are responsible for ensuring a balanced salary budget.
BR2	Annual performance evaluations determine any merit-based salary increases. These increases are individualized, meaning not all employees may receive one, or the increases may vary among coworkers. Merit increases are distinct from those accompanying a change in position, such as a promotion to a leadership role. However, the timing of a position change and its associated increase may affect the percentage of a merit increase.
BR3	Employees typically receive their performance review annually before the end of December, but the merit increase distribution is contingent upon City Manager and City Council approval.
BR4	Department Directors are to manage their salary budgets. If they go over budget, written justification has to be submitted to and approved by their Assistant City Manager (ACM) and the Chief Financial Officer (CFO).



Performance Rating Scale and Merit Percentages



Significantly exceeded expectations – 5%	Exceeded expectations – 4%	Fully met expectations – 3%	Met some but not all expectations – 1%	Did not meet expectations – 0%
<ul style="list-style-type: none">▪ Employee's contributions have tremendous and consistently positive impact and value to the department and to the organization.▪ Employee performance provides measurably improvements and progress toward organizational goals.▪ Employee is easily recognized as a top performer compared to peers.▪ Employee is viewed as an excellent resource for providing training, guidance, and support to others.• Employee demonstrates high level capabilities and proactively takes on higher levels of responsibility.	<ul style="list-style-type: none">• Employee consistently demonstrates high level of performance.• Employee consistently works toward overall objectives of the department and/or organization.• Employee demonstrates high levels of effort, effectiveness and judgment with limited or no supervision.• Employee achieves valuable accomplishments in several critical areas of the job.	<ul style="list-style-type: none">• Employee consistently demonstrates effective performance.• Employee's performance is reflective of a fully qualified and experienced individual in this position.• Employee is viewed as someone who gets the job done and effectively prioritizes work.• Employee contributes to the overall objectives of the department and/or the organization.	<ul style="list-style-type: none">• Employee's performance standards are met some of the time, but work is not consistently of acceptable quality.• Employee is receptive to the instructions of the supervisor but requires more supervision to become proficient.	<ul style="list-style-type: none">• Employee does not perform or does not make reasonable efforts to achieve performance standards.• The quality of performance is inadequate and shows little or no improvement.• Knowledge, skills, and abilities have not been demonstrated at appropriate levels.



Merit Proration For New Hires



% of Merit	New Hires October 1, 2023 - March 31, 2024						4/1 and later
	10/1 thru 10/31 92% of Merit	11/1 thru 11/30 83% of Merit	12/1 thru 12/31 75% of Merit	1/1 thru 1/31 67% of Merit	2/1 thru 2/28 58% of Merit	3/1 thru 3/31 50% of Merit	
Met Some but Not All Expectations	1.0% = .92	1.0% = .83	1.0% = .75	1.0% = .67	1.0% = .58	1.0% = .50	Employees hired after March 31, 2024, are not eligible to receive a Performance Merit. This applies only to newly hired employees and does not apply to promotions or transfers.
Fully Met Expectations	3.0% = 2.76	3.0% = 2.49	3.0% = 2.25	3.0% = 2.01	3.0% = 1.74	3.0% = 1.50	
Exceeded Expectations	4.0% = 3.68	4.0% = 3.32	4.0% = 3.00	4.0% = 2.68	4.0% = 2.32	4.0% = 2.00	
Significantly Exceeded Expectations	5.0% = 4.60	5.0% = 4.15	5.0% = 3.75	5.0% = 3.35	5.0% = 2.90	5.0% = 2.50	

Employees hired after the beginning of the rating period, October 1, 2023 through March 31, 2024, are eligible for a prorated merit based on their hire date. Example: An employee hired on March 1, 2024 receives a 'fully met' rating which corresponds to a 3% prorated merit. In this case, they would receive 50% of the 3% for an actual increase of 1.5%.



FY2024 Merit Distribution Timeline



October 2024

Council Approved Merits in FY2025 Budget
Average 3% per employee

December 2024

Final Ratings Approved
Merit Percentages Assigned

January 2025

Merits Effective – January 8, 2025
Visible in Workday – January 22, 2025
Reflected on Pay Checks – January 24, 2025

Note: Merit schedule varies per budget cycle.



Update on Security Officers – Compensation



Q: How are officers, supervisors, and security personnel with the same title paid? Is their pay rate consistent or based on experience?

A: Pay rates for officers, supervisors, and security personnel with the same title are influenced by factors such as work experience, performance, and internal equity. Internal pay equity refers to fairness among employees within the same work group.

Merit increases are awarded based on individual job performance, with employees demonstrating strong performance and achieving set goals eligible for higher pay overtime. In addition to experience, these merit-based adjustments help ensure that compensation reflects contributions and dedication to the role.

Internal equity ensures that pay is fair and consistent across similar positions, while also rewarding employees for their ongoing achievements and growth.



Update on Security Officers – Compensation



Q: Have newly hired officers been brought in at a higher rate than current officers with the same title?

A: It depends on the experience and background that the candidate is bringing to the position. It depends on what their background and experience is related to the current incumbents.(pay ranges referenced on slide 6 & 7.)

Q: When a new officer is hired, is there any type of pay analysis conducted to ensure equity in terms of income?

A: Yes, the City of Dallas best practices for setting compensation upon hire, hiring managers are to look at the current incumbents and determine the hiring rate that is equitable, based on the candidate's experience (compared to the experience of similarly situated employees). For any hires above mid-point of the salary range are evaluated by the compensation team.

Compensation staff is available to assist with this requirement.



Update on Security Officers - Compensation



Q: Are there any disparities in pay between newly hired officers and tenured officers, and how are these disparities addressed?

A: Any disparities have been addressed as part of the analysis during the implementation of the Compensation Study Market phases that have been done over the last four years.

Q: What system is used to evaluate pay levels and grades for officers?

A: We use multiple data sources, market data gathered from an external consultant the Economic Research Institute a salary data software compensation tool and market data that we collect.

Q: Are there any equity issues that have been addressed through impact studies or analyses to ensure experience aligns with salary, and do tenured officers receive cost of living adjustments (COLAs)?

A: Yes, through all the Compensation Market study phases over the last four years. There have not been any COLAs in recent years for City of Dallas employees.



Dallas Police, Step Schedule & Tenure



Q: All the ranks of the current Dallas Police Officers with salary and pay grade levels for advancement.

Q: A matrix of the average number of service years and salary of current security officers from the lowest to the highest grade level.

Position	Ranks	Step Schedule	Avg Yrs.	Avg. Salary
Police Officer	1P Start-1P-9	\$75,397 - \$98,377	7.77	N/A*
Police Senior Corporal	2P Start- 2P-4	\$100,836 - \$107,471	17.43	N/A*
Police Sergeant	3P Start-3P-3	\$110,158 - \$118,628	20.07	N/A*
Police Lieutenant	4P Start-4P-3	\$121,594 - \$130,944	20.89	N/A*

* Average salary for officers would be an inaccurate representation as all Police Officer's start at \$75,397.

Data as of February 27, 2025



Dallas Marshal, Security and Detention Average Salary & Tenure



Q: All the ranks of the current Dallas Marshal, Security and Detention officers with salary and pay grade levels for advancement.
 Q: A matrix of the average number of service years and salary of current security officers from the lowest to the highest grade level.

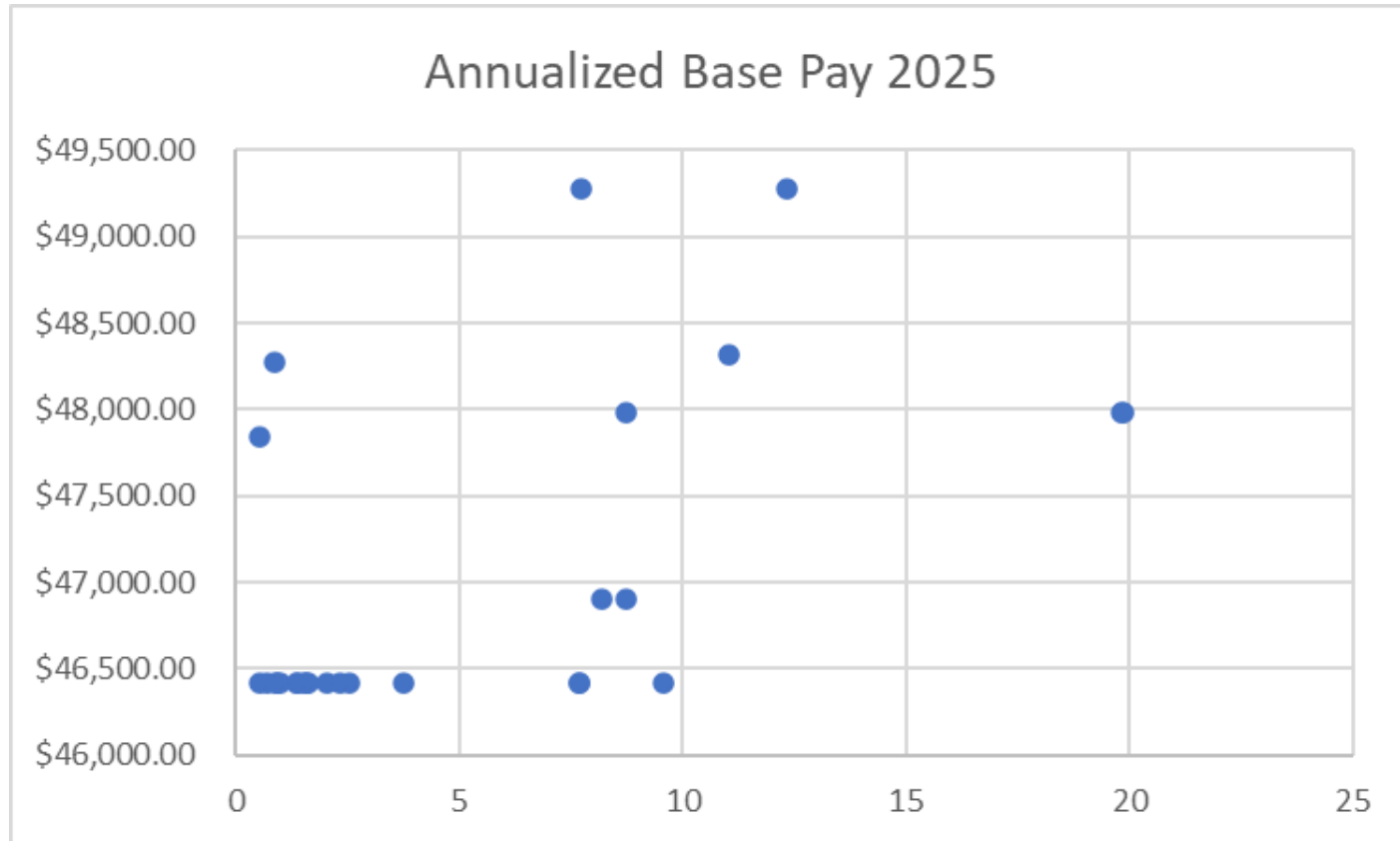
Position	Grade	Salary Range (Minimum - Midpoint)	Avg Yrs.	Avg. Salary
MSH Detention Officer	5	\$45,065 - \$49,083	3.97	\$45,914.70
MSH Security Officer	6	\$46,417 - \$51,080	5.37	\$47,031.27
MSH Senior Security Officer	9	\$50,721 - \$57,631	11.63	\$52,518.60
MSH Deputy City Marshal	15	\$60,564 - \$73,523	5.38	\$61,438.69
MSH Senior Deputy City Marshal	18	\$66,743 - \$83,429	16.09	\$72,451.02
MSH Lead Deputy City Marshal	21	\$77,264 - \$96,580	21.21	\$80,775.68

* All Dallas Marshal, Security and Detention officers can be hired up to the midpoint of the position grade at the discretion of the hiring manager.

Data as of February 27, 2025



Security Officer Pay and Tenure



Data as of March 3, 2025



Career Series Development



Grades	1	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Detention Officers	CURRENT			Detention Officer																					
	FUTURE			Detention Officer I			Detention Officer II			Detention Officer III															
MQs				HS + 1ys relevant	↔		HS + 3ys(+) relevant	↔		HS + 5ys(+) relevant															
Security Officers	CURRENT			Security Officer						Senior Security Officer I Sr.															
	FUTURE			Security Officer I			Security Officer II			Security Officer III	Supervisor Security														
MQs				1ys relevant exp			HS + 3ys relevant			HS + 5ys(+) relevant	HS + 5ys relevant +														
Marshals	CURRENT												Deputy City Marshal				Senior Deputy City Marshal							Chief Deputy City Marshal	
	FUTURE												Deputy City Marshal				Senior Deputy City Marshal							Chief Deputy City Marshal	
MQs													HS + 4ys TCOLE officer				HS + 6ys TCOLE officer							Associate + 8ys TCOLE	Bachelor + 8ys TCOLE
MQs																									
STAND ALONE																									
CURRENT																									
PROPOSED																									

- A Career Series is a group of individual job titles that involve work in the same general job title.
- These jobs have related knowledge requirements, skill sets, and abilities and the employee perform the same or relatively similar work with a similar skill set required.
- As employees move to higher paying jobs within a Career Series, the employee is expected to complete more complicated tasks, have more experience in the industry, and require less supervision.



Career Series Guidelines



How to Request a Promotion for an Employee within an existing Career Series:

If a job family has an approved Career Series, a manager can request a promotion for an existing employee without posting on the external job board. To consider an existing employee for promotion within the Career Series, the following steps must be marked “Yes.”

The Employee

- Must score 4 or above on the Progression Evaluation Form.
- Must have Fully Successful or Exceptional rating for the past one year on the Performance Review Form.
- Must exhibit exceptional character, reliable and friendly attitude, and be an active advocate for the City of Dallas vision, mission, and values.
- Must be employed continuously at the current role for a minimum of 1 year or more as defined by the stipulations of the job progression.
- Must have no current disciplinary action or record within six (6) months of the career progression request.



Next Steps: Career Series: Security (Compensation Team)



- 1) Stakeholder approval of the career series, agreement as of 2/27/25
- 2) Finalize job descriptions
- 3) Complete employee mapping process
- 4) Conduct salary analysis
- 5) Submit any adjustment recommendations to department leadership



Update on Security Officers- Marshal's Office (Security Division)



Q: Could you review the current staffing levels? Specifically, what is the current staff count, the required number of staff, and the actual staffing levels?

Q: How are we staffed, and what are the ranks or titles of these staffing units? This will help determine by category where the staffing levels are being met or if there are any shortfalls.

Position	Filled	Vacancies	Total
MSH Detention Officer	19	2	21
MSH Security Officer	26	7	33
MSH Senior Security Officer	7	0	7
MSH Deputy City Marshal	23	23	46
MSH Senior Deputy City Marshal	9	4	13
MSH Chief Deputy City Marshal	2	0	2
Total:	86	36	122

Data as of February 27, 2025



Update on Security Officers- Marshal's Office (Security Division)



Q: If we are understaffed, how is this affecting our overtime budget?

A: Security utilizes overtime to fill unstaffed positions. Security currently has 5 applicants in the final steps of the hiring process. The Security Department also has 2 job fairs scheduled in April and are reviewing current applicants for the remaining 2 vacancies for interviews scheduled March 7, 2025.

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Data as of February 27, 2025



Recruiting Plan for Security Officers



- The City of Dallas Security Division effectively recruits to fill officer vacancies from a candidate pool of 60 to 80 candidates.
- The Security Division participates in job fairs, setting up tables and distributing recruiting pamphlets and business cards.
- For future job fairs, the Security Division will endeavor to place our recruiting table next to the Dallas Police Department's table, if possible.
- Security currently has 5 applicants in the final steps of the hiring process. The Security Department also has 2 job fairs scheduled in April and are reviewing current applicants for the remaining 2 vacancies for interviews scheduled March 7, 2025.





Security Officer Feedback

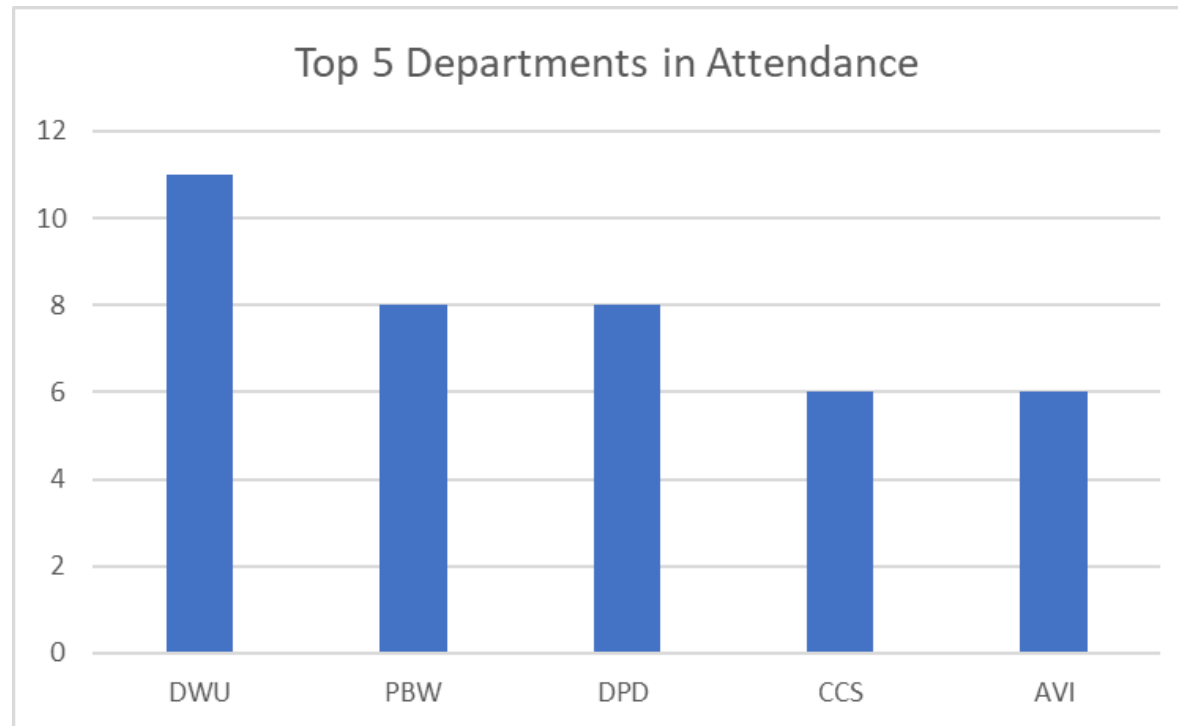
- **Compensation and Retention Concerns:** Security officers believe salaries should better align with their level of responsibility and experience.
- **Training and Development Needs:** Security officers believe additional specialized training such as active shooter response, advanced medical training, and crisis communication, alongside fostering collaboration with Dallas Police and Marshals, is essential.
- **DPD Recruitment and Eligibility Concerns:** Questions regarding age requirement changes, rejoining the DPD Academy, civil service exam requirements, pension rollover, and eligibility criteria for applicants with background issues.



Dallas Police Department Virtual Recruiting Session for Employees



- Virtual Recruiting Session: Wednesday, January 15, 2025
- Attendance: 68 Employees, 22 Departments
- [Dallas Police Department Recruiting Presentation](#)

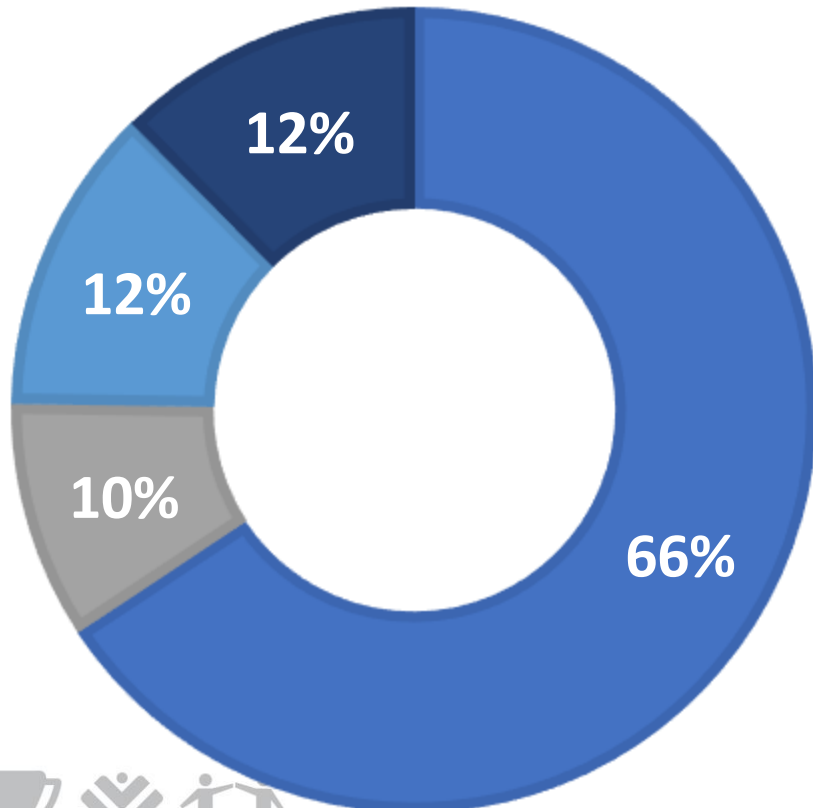


Dallas Police Department Virtual Recruiting Session for Employees



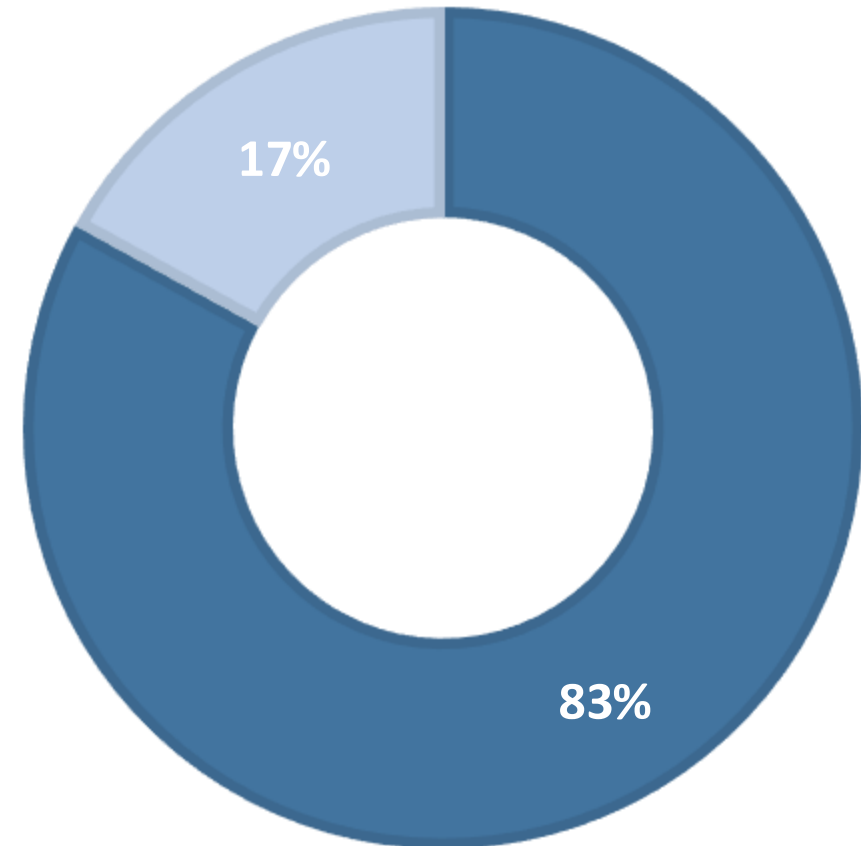
WHAT IS YOUR GOAL FOR ATTENDING TODAY'S SESSION?

- Learn More for Myself
- Share Information with teammates/colleagues inside the organization
- Share information with family/friends outside the organization
- Other



AFTER ATTENDING TODAY'S SESSION, HOW LIKELY ARE YOU TO PURSUE FUTURE INFORMATION ABOUT A CAREER WITH DPD?

- Very likely
- Somewhat likely
- Not likely
- Not interested
- Other





Employee Feedback and Questions Addressed During Session:

Hiring & Eligibility: Applicants asked about age limits, lateral entry for TCOLE-certified or current City of Dallas employees, and the impact of education (master's degree or college credits) on hiring and salary.

Fitness & Health: Questions include retaking the fitness test after failure, specific physical requirements, pass/fail criteria, and the role of polygraph tests.

Pay, Pension & Career Growth: Inquiries included pension transfers, education-based salary boosts, pay increases for extra qualifications, and hiring needs in specific DPD units.

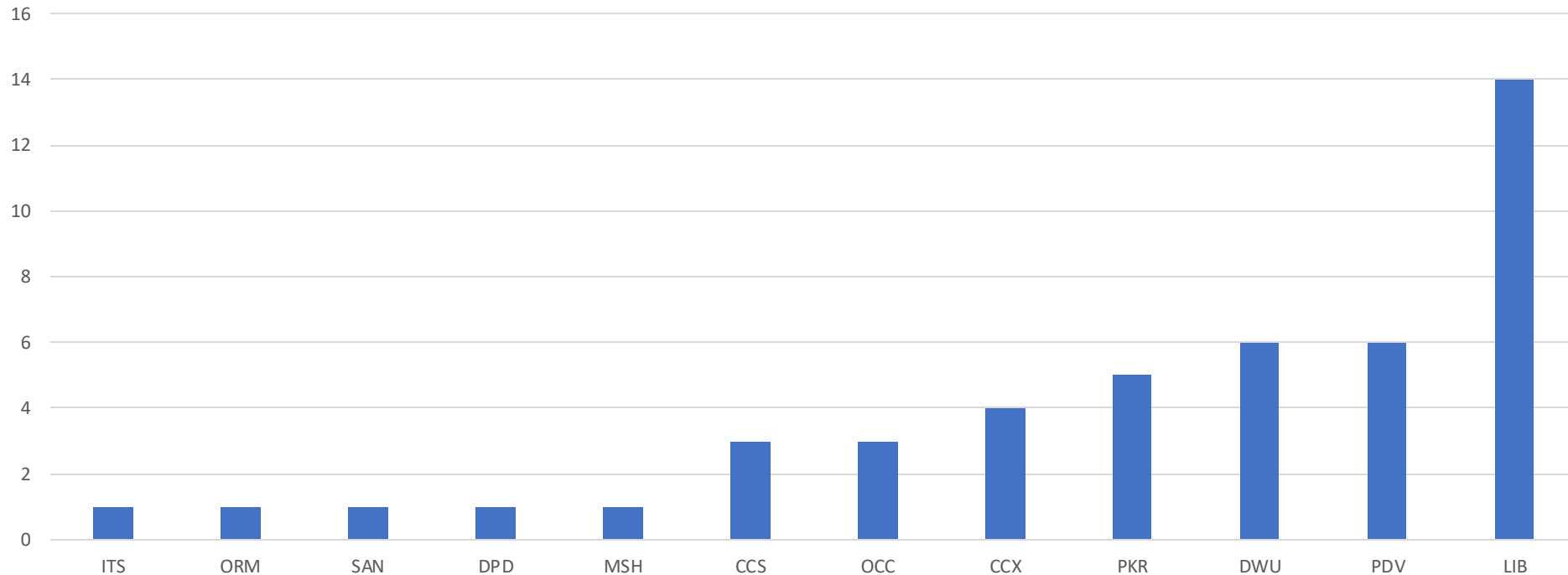


Bloomberg Harvard: Manager Feedback Session Update



- The HR Upskilling Team conducted **Manager Feedback Sessions** for managers with employees under the **\$46,000 wage threshold**.
- The purpose of the sessions was to gather manager feedback on key skills and positions that have been identified as pain points as well as receive feedback on the future direction of the Upskilling Pilot Program.

Employees in Attendance by Department



46 qualifying managers attended across 12 departments



Bloomberg Harvard: Manager Feedback Session Update



Sample of Feedback Collected:

- Employees need more soft skills (e.g., communication, emotional intelligence) and technical skills (e.g., MS Office, technical reading comprehension, department specific certifications).
- Employees seek flexible, accessible training schedules (e.g., during work-hours, after-hours or online options) and financial/logistical support (e.g., employer paid, upfront tuition benefits)
- Mentorship, cross-departmental training, and leadership development are in high demand.
- Job descriptions need to better align with actual duties.
- Rigid degree requirements limit internal promotions despite relevant experience.
- Each department needs an identified upskilling partner to support the COD Upskilling program, aiding in skills development and career progression.



Bloomberg Harvard: Manager Feedback Session Update - continued



Collaboration with External Partner

- 1) Members of the Workforce Development team will take the data from the Manager's Feedback Sessions to the Results for America State and Local Workforce Fellowship Convening for recommendations and next steps. Results for America is a non-profit organization that provides state and local government teams with direct technical assistance, in-depth workforce training, and action-oriented tools and resources to accelerate government programs.

Implement Feedback to Survey Internal Managers and Employees

- 1) The City of Dallas Workforce Development team will return from the Results for America Convening with an additional survey to send to all managers with employees under the \$46,000 wage-threshold.
- 2) The City of Dallas team will host Employee Feedback Sessions for employees under the \$46,000 wage-threshold.
- 3) Data will be used to finalize the design of the 2025-26 Upskilling Program.



Next Steps



- Continued development of the Career Series for Security Officers
- Finalize Manager and Employee Feedback data for the next steps of the 2025-2026 Upskilling Pilot Program
- Strengthen recruiting efforts with Dallas Police Department and Dallas City Marshal's Security Division
- Questions





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