Memorandum

CITY OF DALLAS

Background

City Council requested a talent acquisition audit be included in the Fiscal Year 2022 Audit Plan as they were aware of various ongoing hiring issues. The Audit Plan broke the talent acquisition audit into the following three audits:

- *Talent Acquisition*

- *Dallas-Fire Rescue Department Uniform Personnel Recruitment and Selection*

- *Dallas Police Department Uniform Personnel Recruitment and Selection*

To obtain the needed human capital audit expertise, Baker Tilly US, LLP was retained to perform these audits. Given the commonality of the observations and recommendations the three audits have been consolidated into this report.

The objectives of these audits are as follows.

1. Is the talent acquisition process efficient?
2. Are candidate sourcing strategies and community outreach effective?
3. Does the candidate selection process reflect best practices and promote a quality hire?
4. Are candidate sourcing strategies aligned with the City's diversity strategy?

The scope of these audits includes a review of recruitment and selection activities and documentation from Fiscal Year 2020-21 and Fiscal Year 2021-22.

Recommendations

Management should consider the 34 individual recommendations included in the three audit reports, which would improve the City's talent acquisition process with proactive marketing,

upgraded systems, preforming hiring data analysis, improved communications across departments, developing clear hiring standards, and improved onboarding processes.

Management agreed to 33 of 34 recommendations, 97 percent acceptance rate.

Attached for your review are the three Office of the City Auditor audit reports released between January 13, 2024, and February 16, 2024. The full reports are included in Attachment 1.

If you have any questions, please contact me at (214) 670-3222 or mark.swann@dallas.gov.

Sincerely,

Mark S. Swann
City Auditor

Attachment

C: T.C. Broadnax, City Manager
    Tammy Palomino, City Attorney
    Bilierae Johnson, City Secretary
    Preston Robinson, Administrative Judge
    Kimberly Bizor Tolbert, Deputy City Manager
    Jon Fortune, Deputy City Manager
    Majed A. Al-Ghafry, Assistant City Manager
    M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
    Carl Simpson, Assistant City Manager
    Jack Ireland, Chief Financial Officer
    Genesis Gavino, Chief of Staff to the City Manager
    Sheri Kowalski, City Controller
    Directors and Assistant Directors
    Jeffrey Brill, Manager – Financial Compliance, Auditing & Monitoring

Reports Released:

Audit of Talent Acquisition (February 16, 2023)

- o Talent Acquisition

- o Dallas-Fire Rescue Department Uniform Personnel Recruitment and Selection

- o Dallas Police Department Uniform Personnel Recruitment and Selection

Audits of Talent Acquisition

February 16, 2024

Mark S. Swann, City Auditor

Mayor	Council Members	
Eric L. Johnson	Adam Bazaldua	Jaime Resendez
Mayor Pro Tem	Paula Blackmon	Paul E. Ridley
Tennell Atkins	Zarin D. Gracey	Jaynie Schultz
Deputy Mayor Pro Tem	Cara Mendelsohn	Kathy Stewart
Carolyn King Arnold	Jesse Moreno	Chad West
	Omar Narvaez	Gay Donnell Willis

City of Dallas

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Executive Summary

Objective and Scope

The objectives of these audits are as follows.

1. Is the talent acquisition process efficient?

2. Are candidate sourcing strategies and community outreach effective?

3. Does the candidate selection process reflect best practices and promote a quality hire?

4. Are candidate sourcing strategies aligned with the City's diversity strategy?
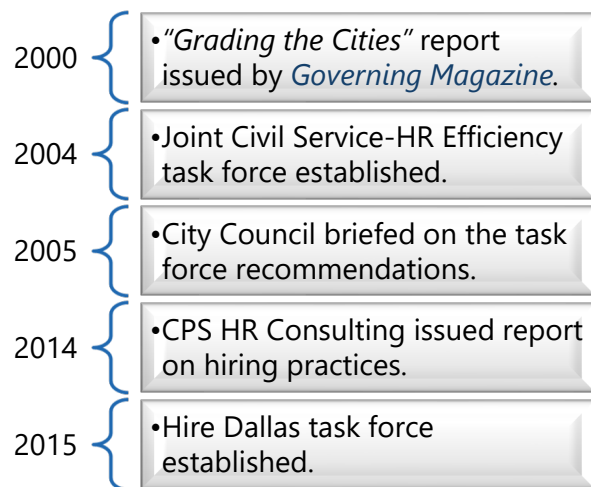
The scope of these audits includes a review of recruitment and selection activities and documentation from Fiscal Year 2020-21 and Fiscal Year 2021-22.
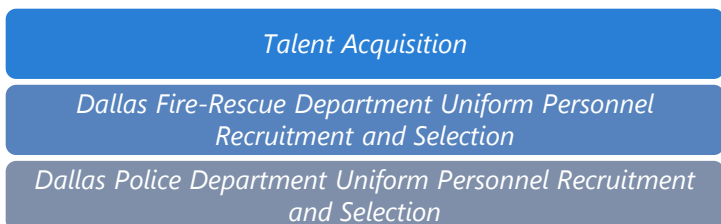
Recommendations

Management should consider the 34 individual recommendations included in the three audit reports, which would improve the City's talent acquisition process with proactive marketing, upgraded systems, preforming hiring data analysis, improved communications across departments, developing clear hiring standards, and improved onboarding processes.

Background

The City of Dallas talent acquisition process underwent several examinations since 2000, with a focus on the efficiency of the divide in the hiring process between the Human Resources and Civil Service Departments. Specifically,

2000	•*"Grading the Cities"* report issued by *Governing Magazine*.
2004	•Joint Civil Service-HR Efficiency task force established.
2005	•City Council briefed on the task force recommendations.
2014	•CPS HR Consulting issued report on hiring practices.
2015	•Hire Dallas task force established.

These examinations generated discussion but no action. City Council requested a talent acquisition audit be included in the Fiscal Year 2022 Audit Plan as they were aware of various ongoing hiring issues. The Audit Plan broke the talent acquisition audit into the following three audits:

Talent Acquisition
Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection
Dallas Police Department Uniform Personnel Recruitment and Selection

To obtain the needed human capital audit expertise, Baker Tilly US, LLP was retained to perform these audits. Given the commonality of the observations and recommendations the three audits have been consolidated into this report.

Observed Conditions

See Appendix A for Baker Tilly US, LLP reports.

Objectives and Conclusions

1. Is the talent acquisition process efficient?

   Generally, yes. Opportunities exist to improve the process through appointing a singular department to oversee the talent acquisition process, better communications and coordination between the relevant departments, system upgrades, obtaining and analyzing data through all talent acquisition phases.

2. Are candidate sourcing strategies and community outreach effective?

   Generally, yes. Opportunities exist to improve the sourcing and outreach efforts by moving away from traditional passive methods to more proactive marketing strategies using current technology methods, developing a City-wide strategic workforce plan and looking across the City's employee workforce as a whole for prioritized position needs.

3. Does the candidate selection process reflect best practices and promote quality hire?

   Generally, yes. Opportunities exist to improve the selection process with system upgrades, obtaining and analyzing hiring data, and improvements in the interview procedures and selection process.

4. Are candidate sourcing strategies aligned with the City's diversity strategy?

   Generally, yes. City-wide talent acquisition generally considered a diversity strategy.

Audit Results

See Appendix A for Baker Tilly US, LLP reports.

Methodology

Baker Tilly US, LLP was retained to perform this audit. See Appendix A for Baker Tilly US, LLP's methodology. In addition, all five components of *Standards for Internal Control in the Federal Government* were considered.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

Appendix A: Baker Tilly US, LLP Reports

Audit of Talent Acquisition

Baker Tilly report begins on the following page.

City of Dallas
Office of the City Auditor
Audit of Talent Acquisition
February 16, 2024

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now, for tomorrow.

Executive Summary

Scope and Purpose of the Audit

The objectives of the audit are to:

1) Determine whether the talent acquisition process is efficient.

2) Determine whether the candidate sourcing strategies and community outreach are effective.

3) Determine whether the candidate sourcing strategies align with the City's diversity strategy.

4) Determine whether the candidate selection process reflects best practices and promotes a quality hire.

The Human Resources/Civil Service Audit of Talent Acquisition scope includes all non-uniformed positions within the City of Dallas (the "City") for Fiscal Year 20-21 and Fiscal Year 21-22.

Background

The City provides talent acquisition services through the Human Resources and Civil Service Departments. The classification and exempt identification of departments, offices and positions is dictated by the City Charter Chapter XVI titled "Civil Service and Personnel" Sec. 3 Civil Service Divided into Classified and Unclassified Service and Sec. 9 Departments Exempt from Civil Service.

- Positions covered by the Civil Service Department:
  - Classified services: all non-exempt positions
    - Competitive class: positions in which competitive examination is administered to determine the merit and fitness of the candidates
    - Non-competitive class: positions requiring special needs as identified by Department Directors or requiring peculiar and exceptional qualifications or management accountability
- Positions, Offices and Departments under the responsibility of the Human Resources Department include:
  - Unclassified services:
    - Department Directors, Assistant Directors, and other managerial positions
    - Municipal Court Clerk
    - Secretary of the Civil Service Board
    - Labor class which includes all ordinary, unskilled labor
  - Non-Civil Service: City Attorney's Office, City Manager's Office, the Office of the City Auditor, the City Secretary's Office, Dallas Public Library, Park & Recreation Department, Communications, Outreach and Marketing Department, and Mayor and City Council Office.

Functionally, this segregates the employees served into five categories:

- Civil Service: non-uniform positions
- Civil Service: uniform positions (Dallas Police Department and Dallas Fire-Rescue Department)
- Non-Civil Service positions
- Executive positions
- Management positions

Civil Service: uniform positions (Dallas Police Department and Dallas Fire-Rescue Department) are outside of the scope of this audit. See the Audit of Dallas Police Department Uniform Personnel Recruitment and Selection and the Audit of Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection reports. These two audits were conducted concurrently with this audit.

The Civil Service Department provides employment services for 83% of the City's workforce with the following talent acquisition functions: job posting; minimum qualifications standards development and screening; test development, delivery, and validation; and eligible employee list management. The Civil Service Department is led by the Civil Service Secretary who functionally reports to an Assistant City Manager and is governed by the seven-member Civil Service Board.

Supporting approximately 14,000 employees, the Human Resources Department performs the following core functions: talent acquisition, talent engagement and development, total rewards and wellness, and human resources consulting. The Director of Human Resources reports to a Deputy City Manager.

A summary of the phases performed by the Human Resources and Civil Service Departments for talent acquisition is provided below.

Acquisition Phase	Acquisition Task	Civil Service/Non-uniform		Non-Civil Service	
		Civil Service	Human Resources	Human Resources	Hiring Department
Candidate sourcing	Marketing and advertising	✓		✓	
	Active recruitment	✓			
Candidate screening	Screen for minimum qualifications	✓		✓	
	Testing candidates*	✓		✓	✓
Selection	Interview and selection**		✓	✓	✓
	Offer and salary negotiation		✓	✓	✓
Hiring	Onboarding – background checks & drug screen, etc.		✓	✓	
Orientation	Orientation*		✓	✓	

* As needed.
**In partnership with hiring manager/department staff and Human Resources Partner

Strengths

The Human Resources and Civil Service Departments work collaboratively to recruit and hire a diverse workforce. Both Departments actively track diversity efforts. In recent years, with new leadership, both Departments have placed an emphasis on tracking and using metrics to drive decisions and process improvements. This is especially impressive given the large workforce, incomplete implementation of Workday and disjointed data sharing between Workday and NEOGOV.

With increased data sharing and a move toward full Workday implementation, the Human Resources and Civil Service Departments are actively making steps toward increased transparency for their internal customers and better usability to empower, educate and equip hiring managers to hire candidates that best meet the needs of the City.

Recommendation Summary

Baker Tilly performed an analysis of the Human Resources and Civil Service Departments' talent acquisition processes and controls through review of policy and procedure documentation, walkthroughs with key process owners, and data analysis. The "Audit Results" section of this report shows the detailed observations and recommendations based on our review. The following list highlights the high priority recommendations.

- Appoint a singular department to oversee and bear responsibility for the overall talent acquisition of City employees.
- Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the talent acquisition process.
- Develop a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.
- Initiate proactive candidate outreach through collaboration with the Human Resources and Civil Service Departments, aligning with hard-to-fill and critical positions identified in the strategic workforce plan.
- Assess the viability of implementing a contingent hire offer based upon successful completion of all vetting requirements within a set-time frame after the start date to reduce credentialing, system access, and/or equipment delays occurring on employee start dates.
- Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.

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Introduction

Objective	The purpose of this audit was to: 1) Determine whether the talent acquisition process is efficient. 2) Determine whether candidate sourcing strategies and community outreach are effective. 3) Determine whether the candidate selection process reflects best practices and promote a quality hire. 4) Determine whether candidate sourcing strategies align with the City's diversity strategy.
Background	The City conducts talent acquisition functions through the Human Resources and Civil Service Departments. Supporting approximately 14,000 employees, the Human Resources Department performs the following core functions for unclassified positions: talent acquisition, talent engagement and development, total rewards and wellness, and human resources consulting. The Civil Service Department provides functions for approximately 83% of the City's workforce with the following core functions: recruiting and examining, test validation, and eligible list management.
Scope	The Audit of Talent Acquisition scope includes all non-uniformed positions within the City of Dallas (the "City"). The scope of this audit includes a review of talent acquisition activities, from position requirement development through orientation, for the annual recruitment cycles in Fiscal Year 20-21 and Fiscal Year 21-22.
Methodology	The audit methodology included: (1) interviewing Human Resources and Civil Service Departments personnel, internal customer department personnel, City Council members, and Deputy City Managers; (2) reviewing policies and procedures, relevant City Council Resolutions, and City Administrative Directives; (3) examining high-level processes to identify areas of risk/process improvement; (4) analyzing candidate talent acquisition data to evaluate outreach effectiveness and sourcing alignment with diversity strategy; (5) inventorying and evaluating existing selection practices in the context of best practices; and (6) identifying opportunities to enhance risk management and improve policies and practices related to talent acquisition of all City non-uniform positions.
Compliance Statement	This audit activity was conducted from February 2022 to January 2023 in accordance with generally accepted government auditing standards, except for the requirement of an external peer review. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our observations and recommendations based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and recommendations based on audit objectives.

Baker Tilly greatly appreciates the support of the Civil Service Department, and Human Resources Department among others in conducting this audit activity.
Thank you!

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Department Recruitment Background

The City talent acquisition process encompasses five phases. The Human Resources Department Talent Acquisition Division fully manages these phases for non-Civil Service positions including the labor class, executive level positions, and the City Manager's Office, City Attorney's Office, Office of the City Auditor, City Secretary's Office, Dallas Public Library, Dallas Park & Recreation, Municipal Court, Communications, Outreach and Marketing, and Mayor and City Council Office. The Human Resources Department Talent Acquisition Division and Civil Service Department jointly manage distinct phases in the talent acquisition process for Civil Service positions.

Recruitment and hiring responsibilities between the Human Resources Department, Civil Service Department and the hiring departments are as follows:

Acquisition Phase	Acquisition Task	Civil Service/Non-uniform		Non-Civil Service	
		Civil Service	Human Resources	Human Resources	Hiring Department
Candidate sourcing	Marketing and advertising	✓		✓	
	Active recruitment	✓			
Candidate screening	Screen for minimum qualifications	✓		✓	
	Testing candidates*	✓		✓	✓
Selection	Interview and selection**		✓	✓	✓
	Offer and salary negotiation		✓	✓	✓
Hiring	Onboarding – background checks & drug screen, etc.		✓	✓	
Orientation	Orientation*		✓	✓	

* As needed.
**In partnership with hiring manager/department staff and Human Resources Partner

The phases of recruiting and hiring are further defined in the Observations and Recommendations section.

Overall Recruiting and Hiring Process Timeline

The calculated time from requisition creation date to offer extension date for the Fiscal Years 20-22 averaged 114 days. This is based on NEOGOV output data. Due to the fields available within NEOGOV, Baker Tilly was limited to classifying the position requisition to offer extension date into the following categories:

- **Requisition creation to approval** – averaged 29 days

- **Requisition approval to candidate referral to hiring manager for review** – averaged 1 day. See the following page, Note 1, detailed below for further information.

- **Candidate referral to offer extension** – averaged 54 days

- **Offer extension to start date** – averaged 30 days

The following chart depicts the various stages of hiring inclusive of both Human Resources and Civil Service Departments contributions.

Fiscal Year 20-22 Requisition Management (non-Uniform)

Average Days in Hiring Stage

	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
			2020				2021	
■ Requisition Created to Approval (Note 1)	29.45	32.83	31.61	31.29	29.79	28.65	25.29	23.65
■ Approval to Candidate Referral	-7.66	-3.44	-3.59	4.68	2.15	-4.33	-5.51	-3.16
■ Candidate Referral to Offer Extension (Note 2)	43.88	49.16	66.49	68.73	54.95	55.30	44.37	29.18
■ Offer Extension to Start Date	27.37	25.67	26.10	31.09	33.98	29.98	29.97	28.02

- Note 1: The number of days from requisition approval to candidate referral is near or below 0 days due to departments re-using eligibility lists from previous requisitions. This was noted as a widespread practice throughout the City and results in more expedient hiring for those positions but skews the data.

- Note 2: Advertisement posting dates are included in the candidate referral to offer extension phase. NEOGOV updates the advertising dates from the most recent ad campaign for each position, which makes it impossible to determine how effective these campaigns are in attracting candidate.

Audit Results

This section summarizes the results of our audit. The results are organized by sequential recruitment phase with observations categorized according to their relevance in each of the following areas:

- **Governance and Strategy** – The framework through which the City and departments operate, where objectives are set, and the means of attaining those objectives are established and monitored. Ethics, risk management, compliance and administration are all elements of governance.

- **Policy and Process** – The creation, implementation, and maintenance of adopted principles and actions used to achieve organizational objectives.

- **Diversity, Equity, and Inclusion** – Three elements of social reform in the workplace that aim to create a workforce where all are welcome and supported.

- **Technology** – The systems, applications, and tools in the workplace that enhance service provision, reduce waste, and increase productivity.

- **Resource** – Components an organization needs to do business, including staff, workspace, equipment, or capital.

Please note that each talent acquisition phase does not have an observation that pertains to each of the observation categories.

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Overall Talent Acquisition Process

Overview

The City talent acquisition process is jointly performed by the Human Resources Department, Civil Service Department, and the hiring departments. A select number of larger departments have dedicated talent acquisition positions. However, the majority of responsibilities are centralized within the Human Resources and Civil Service Departments.

Throughout the course of our audit, we noted operational and approach strengths of the overall talent acquisition process. Specifically, we observed that the Human Resources Department and Civil Service Department staff were dedicated, knowledgeable, and extremely cooperative particularly in the following areas:

- Hiring departments generally believed that talent acquisition phases progressed quickly, with the exception of background check investigations, performed by a third-party administrator.

- General feedback is that the Human Resources Partners are responsive and serve as the go-to person for each hiring department for Human Resources Department owned operations.

- The Civil Service Department implemented online testing, increasing the accessibility of testing for candidates.

- The Civil Service Department hired a position dedicated to hard-to-fill positions.

- The Human Resources Department developed inclusive language and unconscious bias training for hiring managers to take prior to interviewing on an annual basis.

GOVERNANCE AND STRATEGY	
Observation 1	**Recommendation 1**
Owners: City Manager	
The City did not have a formal Diversity, Equity, and Inclusion plan with City-wide or Human Resources Department and Civil Service Department specific talent acquisition diversity goals in place until the end of the audit period. The City's Racial Equity Plan was not approved by Council until August 2022. This plan includes City-wide big audacious goals and department progress measures for the Human Resources and Civil Service Departments. Prior to the approval there were no City-wide diversity or equity goals or requirements to track talent acquisition diversity metrics. The City could not determine if equitable hiring opportunities were available, without clearly defined goals and agreed-upon metrics to track progress toward those goals.	**Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.** Analyze metrics to identify new program or initiative impacts and inform operational changes. Continue and reinforce the culture of data-informed decision making, with the support of improvement technology implementation, across the Human Resources and Civil Service Departments.

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GOVERNANCE AND STRATEGY

Observation 2	Recommendation 2
Owners: City Manager	
The City does not review overall departmental talent acquisition efforts to determine what has worked successfully and what should be discontinued.	**Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.**
As the City is lacking a common definition for a "Quality Hire," it does not have metrics established to track the initiative impacts of finding said, "Quality Hires." This renders the City unable to correlate which talent acquisition strategies and programs are best suited to achieve future goals and targets, and the Human Resources and Civil Service Departments are unable to ensure their departmental efforts are aligned with the City goals.	Frequently called the Golden Metric, a "Quality Hire" metric is more substantive than merely determining if an employee passed a probationary phase. While early retention can serve as one metric, transformative hiring happens when the evaluative process is expanded to include consideration of pre-hire offer conversion, employee performance reviews, etc. The Human Resources and Civil Service Departments should then utilize these metrics to track recruiting and hiring efforts for each recruitment cycle. This will allow the departments to identify and replicate successful talent acquisition programs.
Further inhibiting the ability to measure talent acquisition efforts with "Quality Hire" employees is the lack of the NEOGOV and Workday systems' ability to track candidates through to City employees in a long-range analysis.	To enable metrics tracking, identify a common candidate and employee identifier to bridge the NEOGOV and Workday data or begin tracking with the implementation of the Workday application tracking module.

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GOVERNANCE AND STRATEGY

Observation 3	Recommendation 3
Owners: City Manager	
No one department is accountable for overall City talent acquisition processes. The Civil Service Department and Human Resources Department report to a separate Assistant City Manager and Deputy City Manager. Therefore, the City is organizationally structured with a bifurcated human resources function approach. This decentralized oversight to talent acquisition places the responsibility for all post-Civil Service test efforts with each department hiring manager. Human Resources Department Talent Acquisition and Business Partner Divisions support non-Civil Service positions. Cross-departmental hiring manager communication and coordination was not found. With no singular department accountable to ensure the success of City-wide talent acquisition, or for providing support to departmental staff, department staff are likely to repeat other departmental talent acquisition failures as opposed to replicating their successes.	**Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.** This primary department should: 1) Ensure continuity in the talent acquisition processes across departments. 2) Provide support and guidance for departmental hiring managers. 3) Ensure cross-departmental talent acquisition collaboration and "success sharing". It is critical that this department excel in utilizing a consultative approach to leadership, working with departments to achieve success.
Observation 4	Recommendation 4
Owners: City Manager	
The City does not have a strategic workforce plan to identify critical, high priority positions. The absence of a strategic workforce plan means the City does not have: 1) A forecast of potential retirements and high vacancy risk departments 2) A succession plan and strategy to fill executive level positions upon vacancy. 3) An identified list of critical positions to understand vacancy risks on operations. 4) An understanding of skills gaps in the current talent pool to invest targeted training.	**Develop a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.** Identify critical positions to inform prioritization of training needs and targeted recruitment outreach. Prioritize updating job descriptions and verifying minimum job qualifications for the critical positions. Align active recruitment efforts with identified critical positions.

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TECHNOLOGY	
Observation 5	**Recommendation 5**

Owners: City Manager, Human Resources Department HRIS, Process Improvement & Policy Division

NEOGOV does not meet the City's talent acquisition needs. NEOGOV and Workday are not integrated. Hiring managers are required to create requisitions in both the NEOGOV and Workday systems and update the requisitions in both systems throughout the talent acquisition cycle resulting in duplicative processes and data entry. Positions are not posted for advertisement until both requisitions are created, which causes advertisement delays. Additionally, a hiring managers ability to view candidate progression through the cycle is limited, resulting in unnecessary follow-ups between the hiring manager, Human Resources Partner, and Civil Service Analysts. Furthermore, NEOGOV functionality does not meet the Human Resources and Civil Service Department's data tracking needs. Tracking fields do not align with traditional Human Resources talent acquisition phases and inhibit the Human Resources and Civil Service Departments ability to track time-to-hire statistics until May of 2022, when the Human Resources Department built a Tableau dashboard as a work around. The cumbersome data analysis capabilities hampers the Human Resources and Civil Service Departments' ability to develop data-informed decision making to target process improvements.	**Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the hiring process.** Develop and document talent acquisition business needs to ensure hiring managers' ability to view required functionality and reporting in the Workday candidate tracking module. Conduct user acceptance testing of business requirements to ensure proper implementation and develop standard operating procedures for all stakeholders.

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Candidate Sourcing Phase

Overview

Broad-based, non-position specific candidate sourcing is performed by both the Human Resources Department and at the department level. The Civil Service Department becomes involved with the advertisement of specific positions.

- The Human Resources Department holds City-wide job fairs throughout the year. Departments with open positions may choose to attend the job fair. Onsite interviews are provided to expedite the hiring process.

- Departments are responsible for all other broad-based candidate sourcing. Strategies utilized include department specific job fairs, pipeline management and development through association and university partnerships, targeted social media campaigns, etc.

Position specific candidate sourcing is initiated when the hiring manager creates position requisitions in both NEOGOV and Workday. The NEOGOV position requisition approval process initiates the job posting and hiring action. The Workday position requisition initiates the identification of a future employee record as all employee transactions are recorded in Workday. Upon approval of the NEOGOV position requisition, the Civil Service Department advertises all Civil Service positions. The Human Resources Department posts all other positions, with the exception of select departments which have internal talent acquisition teams. The City advertises all positions on the following platforms:

- City jobs website
- LinkedIn
- Texas Workforce Commission
- Texas Municipal League
- Handshake
- Indeed

GOVERNANCE AND STRATEGY	
Observation 6	**Recommendation 6**

Owners: City Manager

Departments are primarily responsible for the majority of the marketing and recruiting efforts.	**Assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.**
While this approach is effective to achieve customized recruiting based on specific open positions, it leaves a particular gap in City-wide marketing. No singular department is responsible for these overall City-wide marketing efforts. Therefore, the City as an employer is department brand-specific rather than City-wide. The current ad hoc marketing approach:	The assigned department should create a City-wide pipeline development and outreach strategy. Incorporate prioritization of critical positions when a strategic workforce plan is developed.
1) Creates duplicative departmental marketing and advertising costs and efforts across departments.	Targeted recruiting efforts would remain the responsibility of the department hiring teams/managers.
2) Creates internal competition between departments for quality employees in	

GOVERNANCE AND STRATEGY

addition to external competition with other private and public sector agencies.

Observation 7	Recommendation 7
Owners: City Manager, Hiring Departments	
Position requisition approvals require up to five levels of approval before a position can be posted for advertisement. The high number of requisition approvals delays advertisement and ultimately hiring of positions. The approval levels may include: • Department Director • City Manager's Office • Human Resources Director • Budget Office • Human Resources Partner or Civil Service Analyst The hiring manager does not have insight into the approval level at which the position is pending. For example, the Budget Office may hold a position requisition dependent on management of overall City vacancy levels. The lack of transparency results is unnecessary follow-up by the hiring manager.	**Review the approval level requirements by grade level to standardize and reduce approval level requirements across positions.** Additionally, include hiring manager ability to track candidate status through the requisition approval stage as a business need for the future Workday candidate tracking module.

POLICY AND PROCESS

Observation 8	Recommendation 8
Owners: Human Resource Department Talent Acquisition Division, Civil Service Department	
Candidate sourcing has historically relied on advertisement techniques to reach candidates who are actively looking for career moves. Proactive candidate sourcing has not yet been optimized. The Civil Service Department hired a position in 2022 to perform proactive, targeted recruitment outreach for hard-to-fill positions. The Human Resources Department Talent Acquisition Division participates in numerous activities to proactively fill positions and maintain adequate staffing but does not yet have a similar position. Both the Civil Service Director and Board Secretary and the Human Resources Director expressed a desire to develop more active, targeted outreach.	**The Civil Service Department and Human Resources Department Talent Acquisition Division should enhance collaboration and the effectiveness of targeted recruitment outreach, including for non-Civil Service positions.** As part of the strategic workforce planning, prioritize targeted, proactive talent acquisition tactics for City-wide critical positions.

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TECHNOLOGY	
Observation 9	**Recommendation 9**
Owners: Human Resources Department HRIS, Process Improvement & Policy Division, Civil Service Department	
NEOGOV does not have the ability to automate requisition approval workflows, requiring hiring managers to manually assign the approvers with each request. While the Human Resources Department developed and distributed standard operating procedures to guide hiring managers, some hiring managers forget to add the Human Resources Partner as the final approver. Therefore, Human Resources Partners are not notified to initiate the position posting, delaying the advertisement, and hiring process.	**Incorporate pulling a report of all position requisitions on a weekly basis into the Human Resources Partner requisition approval process to identify outstanding approvals. If possible, set the report to note variances from the prior week for the Human Resources Partner to quickly identify new requisitions or approval changes.** Additionally, include automated requisition approval advancement and hiring manager stage view access as a business need for the future Workday candidate tracking module.

Candidate Screening Phase

Overview

The City accepts paper-based and electronic applications. Candidates submit electronic applications through the NEOGOV platform. The Civil Service Department screens the candidate pools for all Civil Service positions. The Human Resources Partner screens the candidate pool for all non-Civil Service positions. The Human Resources and Civil Service Departments screen the candidate pool for minimum qualifications and pass all candidates on to the hiring manager. The Human Resources and Civil Service Departments target reviewing the candidate pool and forwarding eligible candidates to the hiring manager within 1-2 weeks of the application close date. This time may vary depending on the candidate pool quality. For positions that maintain an open application, eligible candidates are forwarded based on candidate pool quality.

The testing phase is applicable for the following positions:

- Office Assistant I and II
- Permit Clerk
- 911 Call Taker Trainee (Civil Service)
- Police Reports Representative

Testing is administered by the Civil Service Department for all Civil Service positions and by the Human Resources Department for all non-Civil Service positions. The hiring manager's input is solicited to determine if testing is needed for establishing a candidate's ability to perform the position functions.

POLICY AND PROCESS	
Observation 10	**Recommendation 10**
Owners: Civil Service Department	
Hiring departments expressed inconsistent confidence among of the Civil Service Analysts' ability to accurately screen the candidate pools for correct minimum qualifications. The candidate eligibility list provided to department hiring managers does not consistently filter candidates to meet the minimum qualification or pass forward candidates who meet the minimum qualifications through transferable skills. This creates additional work for hiring managers to re-screen the candidates. With over 4,000 candidates in Fiscal Year 20-21, effective screening and evaluation of candidates is a critical control that can minimize hiring time. The Civil Service Department Director and Board Secretary identified a need to better define minimum qualifications for specialized positions and went to market in 2022 for a vendor to conduct job analysis' of select positions.	**Build a process to solicit feedback from the hiring managers during and after the candidate pool review stage to train Civil Service Analysts and improve their understanding of the hiring manager and position needs.** Incorporate the process into onboarding training when hiring new Civil Service Analysts and develop cross-training with experienced Civil Service Analysts to facilitate institutional knowledge transfer.

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POLICY AND PROCESS	
Observation 11	**Recommendation 11**
Owners: Civil Service Department	
The Civil Service Department applies a 30-day candidate freeze for applications with errors. The reported purpose for this control is to allow for corrections to the application. However, it is understood that the candidate does not have access to the original form to correct the error. Instead, the candidate needs to resubmit a new application. As the candidate cannot have two active applications for the same position, this serves as a 30-day lockout for the hiring cycle. This is counterproductive as the burdensome error correction process deters candidates, ultimately limiting the candidate pool for what may be a simple, unintentional application error.	**Eliminate the candidate freeze rule.** Elimination of the rule will help to ensure that application errors are more easily corrected with little candidate effort, allowing them to remain in the talent acquisition cycle should that error be corrected.
Observation 12	**Recommendation 12**
Owners: Civil Service Department	
The Civil Service Department cannot verify that the individual taking the online Dallas Civil Service test is the candidate. Online testing procedures/policy do not require validation or proctoring to verify tester identity. This lack of validation may result in false positive test results for candidates, as well as an increased workload for hiring managers who may review candidates for hire that do not pass the test. Technology does exist within online testing software applications to verify test taker identity through a variety of methods, though at an increased cost.	**Ensure similar rules regarding test taker validation exist for online Civil Service tests as they do for in-person.** Online testing is encouraged as it removes accessibility hurdles and expands the eligible candidate pool. However, test taker identity needs to be verified to maintain the validity of the Civil Service tests in the City hiring process. The Civil Service Department should identify and implement an expansion of the online testing vendor to include this feature or adopt a new tool that provides this solution.

Selection and Onboarding Phase

Overview

The Human Resources Partner serves as the hiring department resource for the Selection Phase. Hiring managers schedule interviews with selected candidates. The hiring manager is responsible for creating a three-to-five-person candidate interview panel with the guidance of the Human Resources Partner. Candidate interview panels must be comprised of a minimum of three participants.

Candidate interview panels are charged with the responsibility to evaluate a candidate's potential to become a successful City employee. Interview questions are behavior based and selected by the hiring manager in coordination with the Human Resources Partner from an interview question resource list provided by the Human Resources Department. The City requires that all Candidate Interview Panels include questions related to ethics, diversity, and customer service. The questions are approved by the Human Resources Partner. For all positions, both non-Civil Service and Civil Service, the Human Resources Partner or hiring manager facilitate the interviews for consistency and compliance with City Personnel Rules.

The City requires that the same candidate interview panelists participate in the candidate interviews. Prior to the interview date, interview panelists must complete an e-learning course on interview best practices. The Human Resources Partner provides an interview scoring matrix for the panelists to rate candidates. Interview panelists are assigned interview questions and required to ask the same question in each interview. Upon completion of the interview, the hiring manager aggregates the interview scoring matrix and notifies the Human Resources Partner of the candidate selection.

The hiring manager makes verbal offers to the candidate and manages the salary negotiations.

POLICY AND PROCESS	
Observation 13	**Recommendation 13**

Owners: Human Resources Department Total Rewards & Onboarding Division

Required salary deviation requests to the City Human Resources Department Total Rewards & Onboarding Division for "exceptional hires" delay the salary confirmation process.	**Review how "exceptional hire" requests are approved by the Human Resources Department Total Rewards & Onboarding Division and implement a more expedient process.**
These deviations apply to those candidates who are starting above the starting base salary. These requests can take multiple weeks to over a month before a response is received. This bottleneck can deter candidates from accepting employment with the City as they accept other employment while awaiting approval.	The goal of such a review would be to identify if a subsection of "exceptional hire" requests, such as lateral hires, can be approved at the department level for larger departments with talent acquisition staff. All other "exceptional hire" requests should remain in the current, more deliberate process managed by the Human Resources Department Total Rewards & Onboarding Division.
	The Human Resources Department Total Rewards & Onboarding Division will need to train departments to apply the compensation pay scale. Relocating the function will reduce the Human Resources Department Total Rewards &

POLICY AND PROCESS	
	Onboarding Division workload and expedite the process for departments. Conduct an audit after the first quarter of implementation with a single department to assess continued viability or retraining needs and annually in the future.

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Hiring Phase

Overview

The Human Resources Department Onboarding Specialists send conditional offer letters via the NEOGOV system with required candidate next steps, which may include the following vetting tasks:

- **Background and Education Check** –The candidate sends their information directly to the 3rd-Party vendor to conduct the background checks. The background check vendor was not meeting contracted service level agreements in 2022, prompting the Human Resources Department to change vendors.

- **Drug Testing and Physical Exam information if required** – Positions requiring a drug test are identified by the Office of Risk Management as 'safety sensitive.' Drug testing and medical exam completion times are dependent on candidate availability and medical exam schedule availability.

- Department of Transportation verification form for a Commercial Driver's License (if applicable)

- Other City forms, rules, and videos

Human Resources Department Onboarding Specialists track candidate progress of completed vetting tasks. Upon completion of the vetting tasks, the Human Resources Department Onboarding Specialists send official offer letters and new-hire onboarding packets.

POLICY AND PROCESS	
Observation 14	**Recommendation 14**
Owners: Human Resources Department HRIS, Process Improvement & Policy Division	
The Human Resources Department Onboarding Specialists do not schedule the start date until the new hire completes all vetting requirements and the City receives all documentation from the third-party vendors. To expedite the onboarding of the new-hire, upon confirmation that all vetting requirements are cleared and complete, the Human Resources Department Onboarding Specialist schedules the new-hire for the next immediate orientation date. This can result in a short 1-2 day notice to the hiring manager if confirmation is received toward the end of a week. Additionally, hiring managers are not able to view progress in the new-hire task completion in NEOGOV to track expectations for when the new-hire's start date is complete, resulting in multiple follow-ups between the hiring manager and the Human Resources Department Onboarding Specialist when delays are caused due to background checks, scheduling conflicts, or licensing verification.	**Assess the viability of implementing a contingent hire offer based upon successful completion of all vetting requirements within a set-time frame after the start date.** Implementing a contingent hire structure will allow the Human Resources Department Onboarding Specialist to schedule the start date multiple weeks in advance to provide the new-hire time to submit notice to their employer and provide the hiring manager sufficient notice to plan for the start date.

Orientation Phase

Overview

The Human Resources Department Total Rewards & Onboarding Division hosts a full day orientation every Monday. The orientation focuses on the following topics:

- City background information

- Value of service emphasis including public service expectations and public servant traits

- City strategic priorities and values of service

- Diversity and inclusion in the workplace

- Ethics requirements and resources

- Employee benefits introduction and payroll overview

- Personnel Rules and Administrative Directive overview

Human Resources Department contacts are provided for each category and new hires are encouraged to reach out with further questions. New hires are released to their hiring managers for the second day to complete their department orientation. The Human Resources Department Total Rewards & Onboarding Division provides a department orientation guide for hiring managers to standardize department topic overviews.

POLICY AND PROCESS	
Observation 15	**Recommendation 15**
Owners: Human Resources Department Total Rewards & Onboarding Division, Human Resources Department HRIS, Process Improvement & Policy Division	
Newly hired employees are not consistently provided credentialing, system access, and/or equipment needed to begin work on the day they report to their respective departments. These resource issues stem from hiring managers creating Workday accounts for new hires that contain errors, which, in turn, stall the automated process that adds new employees to the Active Directory. Late distribution of new-hire information from the Human Resources Department Total Rewards & Onboarding Division to hiring departments and Information and Technology Services Department, prior to an orientation, also creates delays to access and equipment assignment. Resource delays prolong the onboarding process for the new hire, while also creating additional work for the Human Resources Department Total Rewards & Onboarding Division.	**Develop an onboarding process that balances the expediency of establishing a start date for newly hired employees with providing the Human Resources Department Total Rewards & Onboard Division and Information and Technology Services Department sufficient time to gather start date resources.** In the short-term, more lead time for the Information and Technology Services Department processing new-hire requests would be beneficial for proper and timely Active Directory setup. Additionally, increased collaboration with Human Resources Partners and their assigned departments to allow for better communication of the needs and importance of an accurate process would assist the Information and Technology Services Department in processing new-hires access and equipment needs. Long-term planning should include an implementation of self-credentialing for new employees and the creation of role-based access.

POLICY AND PROCESS	
Observation 16	**Recommendation 16**

Owners: Human Resources Department HRIS, Process Improvement & Policy Division

Temporary, contractor, and contingent employees are not consistently provided equipment, uniforms, vehicles (if applicable), and/or credentialing needed to begin work on the day they report to their respective departments. Procedures do not require department managers to ensure temporary, contractor and contingent employees have the necessary tools to begin work on their first day.	**Develop a structured report-to-work process for temporary, contractor and contingent employees in collaboration between the Human Resources Department Total Rewards & Onboarding Division, Information and Technology Services Department and all relevant departments.** The Information and Technology Services Department and all relevant departments should work more collaboratively with department managers and the Human Resources Department HRIS, Process Improvement & Policy Division to timely process technology and other equipment needs. A structured report-to-work process allows the City the opportunity to show temporary, contractor, and contingent employees that they are valued, while also establishing confidence in these partnerships, which are necessary to conduct City operations.
Observation 17	**Recommendation 17**

Owners: Human Resources Department Total Rewards & Onboarding Division, Civil Service Department

The Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have a mechanism to follow-up with new hires to solicit feedback on their recruitment and hiring experience. As such, the Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have insight directly from new hires to target process and candidate experience improvements. The Human Resources Director indicated an intent to develop and implement a survey during the upcoming fiscal year 23-24 for non-Civil Service positions. There are no plans to implement a survey for Civil Service Positions.	**Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.** Incorporate an aggregate review of feedback received to identify areas to improve new-hire employee experience. Provide feedback to hiring managers as needed and follow-up. Follow-up with all new hires within two weeks of completing the feedback survey.

Additional Areas for Improvement

Over the course of the audit, Baker Tilly noted additional areas for improvement for talent acquisition within the City. These additional areas for improvement do not have benchmarks, defined expected performance, measurable outcomes, or standards criteria. A management response is not required. Additional areas for improvement are provided to further assist departments and the City as it continues to proactively improve City recruitment efforts for better customer service, increased efficiency, and continued hiring of qualified and diverse candidates.

Candidate Sourcing Phase	**Internal Cross-Departmental Recruiting** – Career growth opportunities available within other City departments are not routinely communicated. An initiative promoting career advancement opportunities available, across all city departments, could benefit the City by developing and retaining quality City employees.
Application Phase	**Screening Previous Employees** – Hiring managers and background investigators do not have immediate access to prior employee work history documentation due to employee confidentiality. Previous employees who are not eligible for rehire should be screened out by the Civil Service Department.
Interview Phase	**Video Recorded Interviews –** Interview video recording platforms help eliminate scheduling conflicts for interview panels by recording then distributing candidate responses to view at the convenience of interview panel members. The Human Resources Department may consider using the platform to expedite the Interview Phase.
Overall Recruiting and Hiring Process	**Candidate Communication** – With several departments involved throughout the recruiting and hiring process (the Civil Service Department, Human Resources Department, the Hiring Department), identifying a point of contact to address candidate issues can be challenging for City candidates. The City should consider designating a single point of contact for candidate inquiries.

Appendix – Additional Resources

Recommendation	Resource
1	Melaku, Tesdale and Winkler, Christoph. "Are Your Organization's DEI Efforts Superficial or Structural." Harvard Business Review, June 29, 2022.
2	Mauer, R. "How to Measure Quality of Hire: The Holy Grail of Recruiting." Society for Human Resources Management, November 15, 2016.

Audit of Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection

Baker Tilly report begins on the following page.
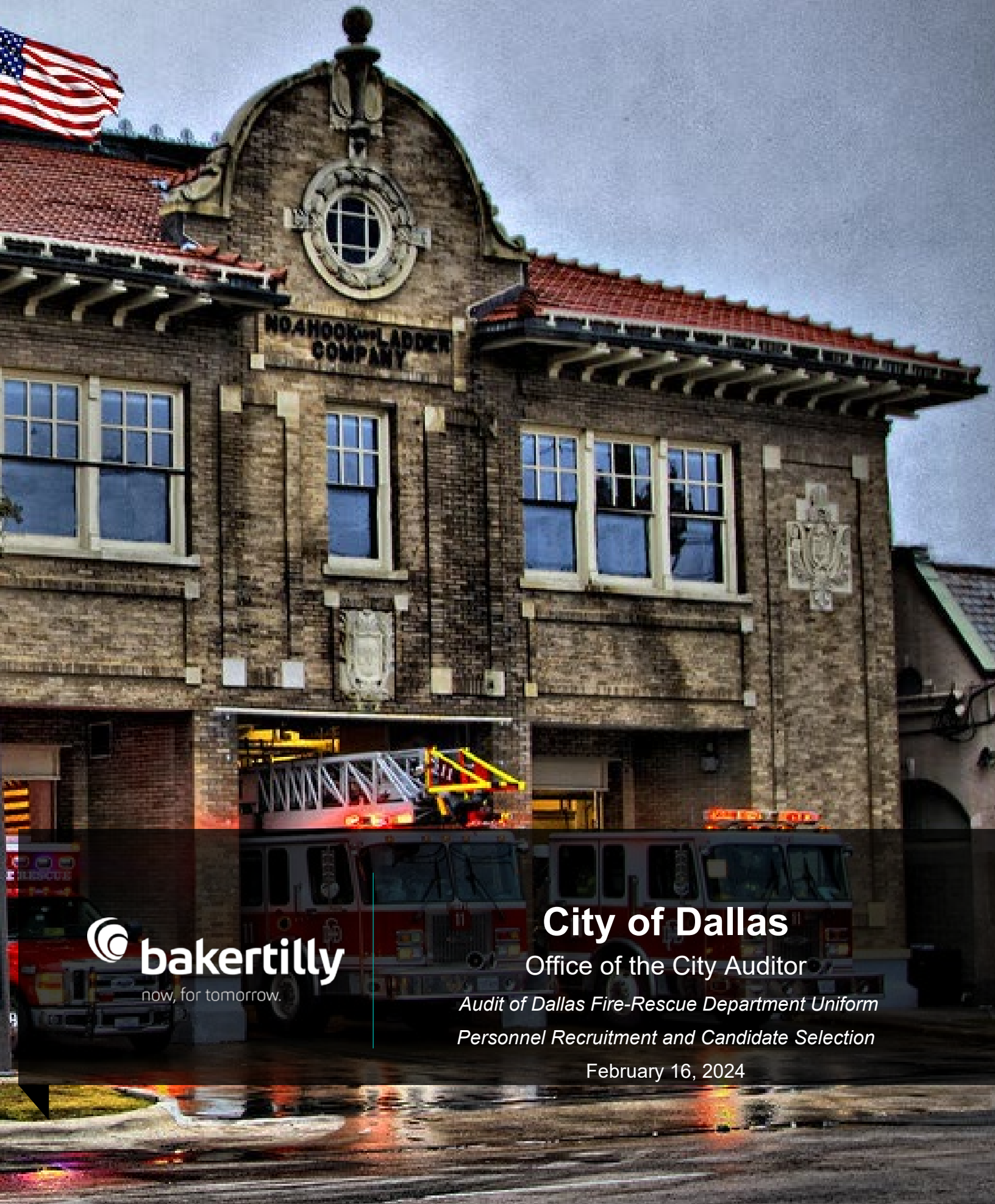
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now, for tomorrow.

City of Dallas
Office of the City Auditor
Audit of Dallas Fire-Rescue Department Uniform Personnel Recruitment and Candidate Selection
February 16, 2024

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Executive Summary

Scope and Purpose of the Audit

The purpose of this audit was to:

1) Determine if candidate sourcing strategies and community outreach are effective.
2) Determine if candidate sourcing strategies align with department diversity strategy.
3) Determine if candidate selection process reflects best practices and promote a quality hire.

The scope of this audit included a review of recruitment and hiring activities for Dallas Fire-Rescue Department officer trainees from the annual talent acquisition cycles in Fiscal Year 20-21 and Fiscal Year 21-22.

Background

The Dallas Fire-Rescue Department was founded 150 years ago and has grown to be the second largest fire department in the State of Texas. Comprised of roughly 2,000 employees, the Dallas Fire-Rescue Department provides fire suppression and emergency medical services to over 1.3 million residents.

The Dallas Fire-Rescue Department's talent acquisition process for Dallas Fire-Rescue Department officer trainees encompasses six phases with multiple steps in each phase. The Dallas Fire-Rescue Department Recruiting Section recruits and hires Dallas Fire-Rescue Department officer trainees on a single annual talent acquisition cycle. The early phases are conducted in the beginning of the talent acquisition cycle, with the remaining phases conducted prior to the start of one of three training classes. The six predominately consecutive phases are defined as:

1) **Candidate Sourcing Phase**: Traditional fire industry marketing and advertising efforts are followed by targeted, hands-on recruiting efforts and events.
2) **Application Phase**: Applications are primarily submitted via online tools allowing timely candidate processing and screening. For candidates without sufficient technology, accommodation is provided to access and complete applications within the Civil Service Department.
3) **Testing Phase**: Candidates are further screened through written and physical tests which are used to determine if the candidate possesses requisite abilities to be a Dallas Fire-Rescue Department officer trainee.
4) **Interviewing Phase**: This phase provides in-person evaluations where candidates respond to a series of questions posed by an interview panel and from which they are assessed for suitability to perform the functions of a Dallas Fire-Rescue Department officer trainee.
5) **Vetting Phase**: This phase begins roughly 2-3 months ahead of summer, fall, and winter Dallas Fire-Rescue Officer Training Academy classes. Three Batches of 55 candidates each are moved through the Vetting Phase, which includes a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a Dallas Fire-Rescue Department officer trainee.
6) **Hiring Phase**: This conclusionary phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

Strengths

The Dallas Fire-Rescue Department has a small but highly dedicated recruiting staff that ensures the long history and traditions of the fire service are carried forward by the next generation. The Dallas Fire-Rescue

Department has demonstrated strategies for recruiting and hiring a diverse workforce and controls are in place, throughout each phase of their talent acquisition processes, to facilitate the recruitment and hiring of Dallas Fire-Rescue Department officer trainees. The Dallas Fire-Rescue Department Recruiting Section has demonstrated their ability to recruit candidates while still retaining fair and equitable hiring practices. The Dallas Fire-Rescue Department should be proud of the talent acquisition efforts to ensure the hiring of a diverse staff that serve the community with pride.

Recommendation Summary

Baker Tilly performed an analysis of the Dallas Fire-Rescue Department talent acquisition processes and controls through review of policy and procedure documentation, metrics review, and walkthroughs with key process owners. The "Audit Results" section of this report shows the detailed observations and recommendations based on our review. The following highlights the high priority recommendations.

- Appoint a singular department to oversee and bear responsibility for the overall talent acquisition of City employees.
- Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the talent acquisition process.
- Assess the Dallas Fire-Rescue Department Recruiting Section staffing to allow sufficient resources to implement more process efficiency analysis, a data-driven talent acquisition approach, and adopt a cyclical recruitment process with three application intake opportunities per year.
- Modify the interviewing process. Ensure interview panelist training is provided on the use of the candidate rating criteria, revise the interview process to allow follow-up clarification questions, and expand advancement to the Vetting Phase to include the Candidate Physical Ability Test and Dallas Fire-Rescue Officer Trainee Civil Service Test scores.

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Introduction

Objective	The purpose of this audit was to: 1) Determine if candidate sourcing strategies and community outreach are effective. 2) Determine if candidate sourcing strategies align with department diversity strategy. 3) Determine if candidate selection process reflects best practices and promote a quality hire.
Background	The Dallas Fire-Rescue Department was founded 150 years ago and has grown to be the second largest fire department in the State of Texas. Comprised of roughly 2,000 employees, the Dallas Fire-Rescue Department provides fire suppression and emergency medical services to over 1.3 million residents. The Dallas Fire-Rescue Department was particularly challenged over the past two years, as have fire departments nationwide, to gather a diverse and qualified candidate pool large enough to meet the needs of annual department hiring. With candidate numbers declining, the City has responded to commission this audit in an attempt to support and strengthen Dallas Fire-Rescue Department recruiting efforts.
Scope	The scope of this audit included a review of recruitment and selection activities from the most recent annual talent acquisition cycles in Fiscal Year 20-21 and Fiscal Year 21-22.
Methodology	The audit methodology included: (1) conducting interviews with Dallas Fire-Rescue Department, Human Resources Department, and Civil Service Department personnel, City Council members, and Deputy City Managers; (2) review policies and procedures, relevant City Council Resolutions, and City Administrative Directives; (3) examining high-level processes to identify areas of risk/process improvement; (4) analyzing candidate talent acquisition data to evaluate outreach effectiveness and sourcing alignment with diversity strategy; (5) inventorying and evaluating selection practices in context of best practices; and (6) identifying opportunities to enhance risk management and improve policies and practices related to talent acquisition of Dallas Fire-Rescue Department officer trainees.
Compliance Statement	This audit activity was conducted from February 2022 to January 2023 in accordance with generally accepted government auditing standards, except for the requirement of an external peer review. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our observations and recommendations based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and recommendations based on audit objectives.

Baker Tilly greatly appreciates the support of the Civil Service Department, Human Resources Department, and Dallas Fire-Rescue Department among others in conducting this audit activity.
Thank you!

Talent Acquisition Background

The City of Dallas (the "City") and Dallas Fire-Rescue Department talent acquisition process for Dallas Fire-Rescue Department officer trainee positions encompasses six phases with multiple steps in each phase. This decentralized process is largely led by the Dallas Fire-Rescue Department Recruiting Section except the establishment of a list of eligible candidates, which is prepared by the Civil Service Department. The six predominately consecutive phases are defined as:

Candidate Sourcing Phase

This phase includes advance marketing and broad advertising efforts which are followed by targeted, hands-on recruiting strategies to search for and gather candidates to fill both current and planned open positions.

- **Marketing and Advertising** – This step includes both short and long-range efforts to attract the largest talent pool for Dallas Fire-Rescue Department officer trainees.

- **Department Recruiting** – The Dallas Fire-Rescue Department Recruiting Section utilizes a variety of basic methods to recruit interested individuals and convert them to interested candidates through job fairs, post-military service hiring events, etc.

Application Phase

This phase includes the processing of candidate application responses to posted positions with the Dallas Fire-Rescue Department in a fair and equitable manner in accordance with the Civil Service Charter.

- **Application Submission** –The Civil Service Department accepts applications submitted by candidates with the requisite information needed to conduct an evaluation of their ability to meet posted job criteria.

- **Minimum Qualification Screening** – Candidate applications are reviewed by the Civil Service Department to determine if the candidate qualifications meet the minimum qualifications required of the position and specified in the job posting.

Testing Phase

The testing phase incorporates a written test and physical test that are used to establish if the candidate possesses requisite abilities to successfully do the job.

- **Dallas Fire-Rescue Officer Trainee Civil Service Test** – The Civil Service Department conducts written exams to assess a candidate's level of spelling, vocabulary, verbal, grammar, reading comprehension and basic math skill.

- **Candidate Physical Ability Test** – The Candidate Physical Ability Test is a nationally standardized fitness test by the International Association of Fire Chiefs designed to assess a candidate's ability to carry out the physical tasks of a firefighter. The Candidate Physical Ability Test is proctored collaboratively by the Dallas Fire-Rescue Department and Civil Service Department.

Interviewing Phase

This phase is centered on an in-person evaluation where candidates respond to a series of questions from which they will be assessed for suitability to the position they are applying.

- **Candidate Interview Board** – Dallas Fire-Rescue Department staffed Candidate Interview Boards are charged with the responsibility of evaluating a candidate's potential to become a successful Dallas Fire-Rescue Department officer trainee. By Dallas Fire-Rescue Department policy, the Candidate Interview Board is staffed with Dallas Fire-Rescue Department Officers who

provide a diverse representation of the Dallas Fire-Rescue Department. Candidate Interview Board members make their evaluation based primarily on the candidate's behavior and responses during the interview, with a review of the candidate's writing sample as an additional factor. The Human Resources Department provides interview best practice training.

- **Candidate Ranking** – At the conclusion of the Candidate Interview Board, candidates are ranked by Candidate Interview Board members and the Dallas Fire-Rescue Department Recruiting Section based on their interview score.

Vetting Phase

Three batches of 55 candidates each are moved into the Vetting Phase roughly 2-3 months ahead of summer, fall, and winter Dallas Fire-Rescue Officer Training Academy classes. The Vetting Phase includes a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a Dallas Fire-Rescue Department officer trainee.

- **Background Investigation** – This stage incorporates an in-depth investigation conducted by the Dallas Fire-Rescue Department Recruiting Section and used to qualify or disqualify the candidate through a review of candidate-provided information which includes personal, financial, and criminal history, and any associations that may cause a conflict of interest for a Dallas Fire-Rescue Department officer trainee.

- **Polygraph Test**– This test helps to determine the veracity of the candidate's provided information and background investigation results. A recent change has placed the responsibility for conducting the test with the Dallas Fire-Rescue Department investigators instead of a contracted third-party.

- **Medical Exam** – This contracted third-party exam is intended to determine if candidates are physically able to perform the job duties.

Hiring Phase

This phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

- **Offer** – The Dallas Fire-Rescue Department Human Resources Section extends a job offer to selected candidates which includes a review of job duties and compensation.

- **Onboarding** – The Human Resources Department, Dallas Fire-Rescue Department Human Resources Section, and Dallas Fire-Rescue Department Recruiting Section coordinate efforts to ensure candidates who accepted a job offer have the necessary resources to begin work.

- **Orientation** – The Dallas Fire-Rescue Department Officer Training Academy staff conduct an orientation to familiarize the new hires with protocols, internal guidelines, and standard operating procedures, as well as to introduce them to the organization before beginning their formal training.

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Recruiting and Hiring Process Timeline

The Dallas Fire-Rescue Department's hiring process is based on an annual batch talent acquisition cycle that allows a candidate to enter the process at the beginning of the year and quickly move through the first half of the process, leading to a ranking after the Candidate Interview Board. Moving to and through the last half of the process is dependent on rank order and available class space during the summer, fall, and winter academies. As such, the overall time the Dallas Fire-Rescue Department (DFR) requires to process a candidate from application to hiring ranges from approximately six months to one year, depending on the Dallas Fire-Rescue Officer Training Academy entry date. The following chart depicts the various stages of hiring:

Dallas Fire-Rescue Department (DFR) – Cyclical Batch Hiring Process			
Step #	Step Description	Responsible Department	Representative Start Date
1	**Marketing –** Year-Round	DFR Recruiting Section	
2	**Recruiting –** Year-Round	DFR Recruiting Section	
3	**Application Opening** (six weeks)	DFR Recruiting Section	12/15
4	**Application Submission** – Minimum Qualification Screening	DFR Recruiting Section	1/15
5	**Initial Testing** – Civil Service Test	Civil Service Department	
Eligible List Created			**2/1**
6	**Background Packet Submission**	DFR Recruiting Section	
7	**Background Packet Review**	DFR Recruiting Section	
8	**Candidate Physical Ability Test Mentoring Program** (Minimum three weeks)	DFR Recruiting Section	
9	**Candidate Physical Ability Test** (10-week testing period)	DFR Recruiting Section & Civil Service Department	
Candidate Interview Board			**4/15**
10	**Pre-polygraph Test**		
11	**Candidate Interview Board**	DFR Recruiting & Human Resources Sections	
Candidates Ranked			**4/30**
Summer Academy Group – 55 Candidates ½ assigned to Class #1 in July and ½ assigned to Class #2 in August			**5/15**
12	**Vetting** – Dallas Fire-Rescue Department Fraud Compliance	DFR Human Resources Section	
13	**Conditional Offer**	DFR Human Resources Section	
14	**Vetting** – Polygraph Test	DFR investigators	
15	**Vetting** – Fingerprints / Drivers License / Immunization / Transcript	DFR Human Resources Section	

	Dallas Fire-Rescue Department (DFR) – Cyclical Batch Hiring Process		
16	**Vetting** – Medical Exam	3rd Party Vendor	
17	**Formal Offer**	DFR Human Resources Section	
18	**Onboarding/Orientation**	DFR Recruiting & Human Resources Sections	
Fall Academy Group – 55 Candidates ½ assigned to Class #1 in October and ½ assigned to Class #2 in November			**8/15**
19	**Vetting** – Dallas Fire-Rescue Department Fraud Compliance	DFR Human Resources Section	
20	**Conditional Offer**	DFR Human Resources Section	
21	**Vetting** – Polygraph Text	DFR investigators	
22	**Vetting** – Fingerprints / Drivers License / Immunization / Transcript	DFR Human Resources Section	
23	**Vetting** – Medical Exam	3rd Party Vendor	
24	**Formal Offer**	DFR Human Resources Section	
25	**Onboarding/Orientation**	DFR Recruiting & Human Resources Sections	
Winter Academy Group – 55 Candidates ½ assigned to Class #1 in January and ½ assigned to Class #2 in February			**11/15**
26	**Vetting** – Dallas Fire-Rescue Department Fraud Compliance	DFR Human Resources Section	
27	**Conditional Offer**	DFR Human Resources Section	
28	**Vetting** – Polygraph Test	DFR investigators	
29	**Vetting** – Fingerprints / Drivers License / Immunization / Transcript	DFR Human Resources Section	
30	**Vetting** – Medical Exam	3rd Party Vendor	
31	**Formal Offer**	DFR Human Resources Section	
32	**Onboarding/Orientation**	DFR Recruiting & Human Resources Sections	
Remaining Ranked Candidates are not hired			
Dallas Fire-Rescue Department Fastest Application to Hire Scenario			**6 Months**
Dallas Fire-Rescue Department Longest Application to Hire Scenario*			**12 Months**
*Baker Tilly data review shows 235 days from Candidate Interview Board to hire.			

Audit Results

This section summarizes the results of our audit. The results are organized by sequential recruitment phase, with observations categorized according to their relevance in each of the following areas:

- **Governance and Strategy** – The framework through which the City and Dallas Fire-Rescue Department operate, where objectives are set, and the means of attaining those objectives are established and monitored. Ethics, risk management, compliance and administration are all elements of governance.

- **Policy and Process** – The creation, implementation, and maintenance of adopted principles and actions used to achieve organizational objectives.

- **Diversity, Equity, and Inclusion** – Three elements of social reform in the workplace that aim to create a workforce where all are welcome and supported.

- **Technology** – The systems, applications, and tools in the workplace that enhance service provision, reduce waste, and increase productivity.

- **Resources** – Components an organization needs to do business, including staff, workspace, equipment, or capital.

Please note that each talent acquisition phase does not necessarily have an observation that pertains to each of the observation categories.

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Overall Talent Acquisition Process

Overview

The City and Dallas Fire-Rescue Department talent acquisition process for Dallas Fire-Rescue Department officer trainee positions encompasses six phases with multiple steps in each phase. This decentralized process is largely led by the Dallas Fire-Rescue Department Recruiting Section except the establishment of a list of eligible candidates, which is prepared by the Civil Service Department.

Throughout the course of our audit, we noted operational and approach strengths of the talent acquisition process. Specifically, we observed that Dallas Fire-Rescue Department Recruiting Section is highly dedicated, knowledgeable, and extremely cooperative, particularly in the following areas:

– The overall candidate processing, vetting, and background investigation process is managed and performed primarily by a team of four Dallas Fire-Rescue Department Recruiting Section staff. These individuals are highly dedicated. While the staff are accomplishing much, their high performance conceals the need for more staff to assist in these functions as noted in Observation 5.

– The Dallas Fire-Rescue Department Recruiting Section demonstrates significant flexibility as they adjust to meet the ever-changing post-pandemic workforce talent acquisition challenges.

GOVERNANCE AND STRATEGY	
Observation 1	**Recommendation 1**
Owners: City Manager	
The City did not have a formal Diversity, Equity, and Inclusion plan with City-wide or Dallas Fire-Rescue Department specific talent acquisition diversity goals during the audit period. The City's Racial Equity Plan was not approved by Council until August 2022. This plan includes City-wide big audacious goals and department progress measures for the Dallas Fire-Rescue Department. Prior to the approval there were no City-wide diversity or equity goals or requirements to track talent acquisition diversity metrics. The City could not determine if equitable hiring opportunities were available without clearly defined goals and agreed-upon metrics to track progress toward those goals.	**Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.** Analyze metrics to identify new program or initiative impacts and inform operational changes. Continue and reinforce the culture of data-informed decision making, with the support of improvement technology implementation, across the Dallas Fire-Rescue Department.

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GOVERNANCE AND STRATEGY

Observation 2	Recommendation 2

Owners: City Manager

Neither the City nor the Dallas Fire-Rescue Department sufficiently review talent acquisition efforts to determine what has worked successfully and what should be discontinued.	**Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.**

Similarly, the City does not review overall departmental recruiting and hiring efforts to track City-wide recruitment and hiring success. As the City lacks a common definition for a "Quality Hire," it does not have metrics established to track the successes and challenges to find quality candidates. This renders the Dallas Fire-Rescue Department and the City unable to correlate which talent acquisition strategies and programs are most successful.

Frequently called the Golden Metric, a "Quality Hire" metric is more substantive than merely determining if an employee passed a probationary phase. While early retention can serve as one metric, transformative hiring happens when the evaluative process is expanded to include consideration of pre-hire offer conversion, employee performance reviews, etc. The Dallas Fire-Rescue Department as well as all other departments, should then utilize these metrics to track recruiting and hiring efforts for each talent acquisition cycle. This will allow the Dallas Fire-Rescue Department to identify and replicate successful talent acquisition programs.

Observation 3	Recommendation 3

Owners: City Manager

No one department is accountable for overall City talent acquisition processes.	**Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.**

This decentralized oversight to talent acquisition places the responsibility for all post-Civil Service Test efforts with each department hiring manager. Cross-departmental hiring manager communication and coordination was not found. With no singular department accountable for ensuring the success of City-wide talent acquisition, or for providing support to departmental hiring staff, the Dallas Fire-Rescue Department is likely to repeat other departmental talent acquisition failures as opposed to replicating their successes.

This primary department should:
1) Ensure continuity in the hiring processes across departments.
2) Provide support and guidance for departmental hiring managers.
3) Ensure cross-departmental talent acquisition collaboration and "success sharing".

It is critical that this department excel in utilizing a consultative approach to leadership, working with departments to achieve success. The Dallas Fire-Rescue Department Recruiting Section shall remain responsible for the post-Civil Service Test talent acquisition efforts.

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TECHNOLOGY	
Observation 4	**Recommendation 4**
Owners: City Manager	
The City/Dallas Fire-Rescue Department staff involved in the talent acquisition of Dallas Fire-Rescue Department officer trainees use multiple inefficient and labor-intensive systems to track the hiring process which include paper and basic spreadsheets. There is no City-wide software system deployed that efficiently and effectively manages candidate tracking within the Dallas Fire-Rescue Department and between the Dallas Fire-Rescue Department and other departments that play a role in the talent acquisition process. This leads to burdensome and duplicative work processes dominating the talent acquisition cycle. Processes such as hand entering candidate data into the Dallas Fire-Rescue Department Excel tracking spreadsheet from a report that is produced from the Civil Service Department software system creates concerns such as: 1) Greatly increasing the chance for human error. 2) Slows the overall talent acquisition process. 3) Losing eligible candidates due to errors and speed while processing.	**Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the hiring process.** Involve the Dallas Fire-Rescue Department early in the process to validate business needs as public safety recruitment has additional requirements in comparison to non-public safety departments. *While this report does not validate particular software vendors, we do encourage the City to continue their efforts to implement the WorkDay software, focusing on building the implementation to blend current City talent acquisition practices with modification to incorporate the recommendations in this report to improve talent acquisition practices.*
Observation 5	**Recommendation 5**
Owners: City Manager	
Candidates are required to submit college transcripts multiple times throughout the hiring process. These include the Civil Service Department in the Application Phase, to the Dallas Fire-Rescue Department Recruiting Section in the Vetting Phase, and the Human Resources Department in the Hiring Phase. Limited interdepartmental communication and coordination between departments involved in talent acquisition, along with a failure to share documents electronically, places the burden on the candidate. These repeated candidate efforts increase the cost to apply to the City and may discourage candidates from pursuing employment with the City.	**Modify internal processes and systems to allow for a single electronic submission of documents at the beginning of the process.** Documents, including college transcripts, should be available to any department that should need them at a later point in the process.

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RESOURCES

Observation 6	Recommendation 6
Owners: Dallas Fire-Rescue Department	

The Dallas Fire-Rescue Department Recruiting Section staffing level does not have capacity for modifying the talent acquisition cycle or implementing more resource heavy talent acquisition practices. The Dallas Fire-Rescue Department Recruiting Section is comprised of a four-person team, whose responsibilities have recently expanded by a new inter/intradepartmental agreement that governs the talent acquisition process and increases their talent acquisition responsibilities. While the team may be able to complete daily duties to meet the talent acquisition needs for a workforce over 2,000, they have no additional time available to implement new, proactive recruitment efforts or analyze processes for improvement needs. Current staffing levels in the Dallas Fire-Rescue Department Recruiting Section limit the ability to modify the talent acquisition cycle. Team personnel are needed to complete each phase before moving onto the next phase.	**Benchmark the Dallas Fire-Rescue Department Recruiting Section staffing to identify sufficient resource levels to implement more process efficiency analysis and talent acquisition cycle modifications.** Conduct a benchmark study to determine the optimal Dallas Fire-Rescue Department Recruiting Section staffing size. Benchmark with similarly sized organizations whose recruiting divisions perform similar functions. Equilibrate differences in organization size by calculating a hiring staff to candidates processed ratio. When benchmarking, identify gaps in existing talent acquisition phase needs. Consult with Dallas Fire-Rescue Department and the benchmark organizations to identify additional staffing resource needs to fulfill these gaps.

POLICY AND PROCESS

Observation 7	Recommendation 7
Owners: Dallas Fire-Rescue Department Recruiting Section	

The Dallas Fire-Rescue Department Recruiting Section did not collect or analyze data from recent talent acquisition cycles, limiting their ability to inform future process improvements. The recent changes in the Dallas Fire-Rescue Department talent acquisition procedures led to inconsistent candidate pool talent acquisition practices making accurate data analysis difficult. A recent example is the Candidate Interview Board member qualification changes, which modified the pool of Candidate Interview Board members. Additionally, the polygraph test is now conducted by department staff, a return to a prior practice due to concerns of the third-party	**Track process change impacts on quantitative time-to-hire metrics in the future. Based on the analysis, identify process improvements to decrease talent acquisition times.** Monitor time-to-hire metrics with each talent acquisition cycle, including percentage of candidates progressing through each talent acquisition phase to understand process change impacts on hiring times. Based on analysis, modify processes for future talent acquisition cycles.

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POLICY AND PROCESS	
vendor's execution. Lastly, the order of talent acquisition phases has shifted over the past cycles. No data related to these individual changes was collected or evaluated to gain a greater understanding of the impact of each change to Dallas Fire-Rescue Department resources and Dallas Fire-Rescue Department talent acquisition goals.	
Observation 8	**Recommendation 8**

Owners: Dallas Fire-Rescue Department

The Dallas Fire-Rescue Department talent acquisition cycle is based on a single, annual hiring batch cycle. The talent acquisition cycle starts at the beginning of a calendar year, culminating in successful candidates hired for summer, fall, or winter Dallas Fire-Rescue Officer Training Academy dates. The late winter candidate hires who are still available to accept a position with the Dallas Fire-Rescue Department are the lowest ranked candidates within the large annual batch. The annual talent acquisition cycle approach used by Dallas Fire-Rescue Department Recruiting Section results in extended hiring times for two-thirds of the selected candidates. Collectively, the extended hiring process and tiered Dallas Fire-Rescue Officer Training Academy enrollment increase the chances of losing candidates to other employment opportunities, a detrimental outcome for a department that is already experiencing an overall decrease in candidate interest.	**Adopt a seasonal/cyclical batch hiring process.** As opposed to the current Dallas Fire-Rescue Department singular annual hiring batch process, a seasonal batch process should be started three times a year, based on the three seasonal Dallas Fire-Rescue Officer Training Academy start dates. This will reduce the 'application to hire' time and ensure higher ranked candidates from each batch are hired. To implement the transition, the Dallas Fire-Rescue Department should first complete Recommendation 6 to have sufficient staffing to concurrently run the six recruiting and hiring processes year-round.

Candidate Sourcing Phase

Overview

This phase includes marketing and advertising efforts which are followed by hands-on recruiting strategies to search for and gather candidates to fill both current and planned open positions.

- **Marketing and Advertising** – This step includes both short and long-range efforts that attract the largest talent pool for Dallas Fire-Rescue Department officer trainees. Regular review and analysis of the effectiveness of these efforts is not conducted due to staff resource constraints.

- **Department Recruiting** – The Dallas Fire-Rescue Department Recruiting Section utilizes a variety of methods to actively recruit interested individuals and convert them to interested candidates through job fairs, post-military service hiring events, etc. The Dallas Fire-Rescue Department Recruiting Section does not use online or out-of-state recruitment efforts.

Throughout the course of our audit, we noted certain strengths of the Candidate Sourcing Phase in the following areas:

- Recent City efforts to recruit new candidates through City-wide job fairs were conducted and reported to be successful.

GOVERNANCE AND STRATEGY	
Observation 9	**Recommendation 9**
Owners: City Manager	
The Dallas Fire-Rescue Department is responsible and accountable for their own marketing and recruiting efforts. While this approach is effective in achieving customized recruiting based on specific open positions, it leaves a particular gap in City-wide marketing. No singular department is responsible for these overall City-wide marketing efforts. Therefore, the City as an employer is department brand-specific rather than City-wide. The current ad-hoc marketing approach: 1) Creates duplicative departmental marketing and advertising costs and efforts for the Dallas Fire-Rescue Department. 2) Creates internal competition between the Dallas Fire-Rescue Department and other departments for quality employees in addition to external competition with other private and public sector agencies.	**Assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.** Targeted recruiting efforts would remain the responsibility of the Dallas Fire-Rescue Department Recruiting Section.

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GOVERNANCE AND STRATEGY

Observation 10

Recommendation 10

Owners: Dallas Fire-Rescue Department Recruiting Section

The Dallas Fire-Rescue Department does not have a data driven candidate sourcing program that allows them to target recruitment efforts, nor analyze success rates.

Historically, Dallas Fire-Rescue Department Officer positions were in great demand and minimal recruiting effort yielded a sufficient candidate pool. Changes in how current generations perceive working in municipal government, and in long-term single employer careers in general, have created an industry trend of reduced interest in public service. The pandemic also significantly shifted the candidate base for fire-rescue service careers given the clear inability to accommodate remote work. The Dallas Fire-Rescue Department Recruiting Section has not modified their candidate sourcing approach to accommodate the aforementioned cultural changes. Failing to implement a more sophisticated candidate sourcing program reduces the candidate pool and ultimately, the quality of Dallas Fire-Rescue Department officer trainee hires.

Allocate additional resources to develop and execute a sophisticated, data driven candidate sourcing program.

Nationwide challenges to hiring, and in public safety specifically, require a sophisticated and targeted data-driven candidate sourcing program to find candidates and broaden the candidate pool. Concerted effort should be given to utilizing Dallas Fire-Rescue Department Administrative Section data analysts to analyze Dallas Fire-Rescue Department sourcing data and metrics associated with past recruiting and marketing efforts to inform the use of future limited recruiting budget and staff resources. Conduct analysis of candidate sourcing efforts against results to further refine the future candidate sourcing efforts.

Additionally, utilizing publicly available data, the Dallas Fire-Rescue Department Recruiting Section can more effectively identify candidate sourcing target areas and associated marketing efforts.

Application Phase

Overview

The Civil Service Department performs, manages, and oversees this phase which includes the processing of candidate application responses to posted positions with the Dallas Fire-Rescue Department in a fair and equitable manner in accordance with the Dallas Civil Service Charter.

- **Application Submission** –The Civil Service Department accepts applications submitted by candidates with the requisite information needed to conduct an evaluation of their ability to meet posted job criteria. The timeframe from submission through screening varies due to changing hiring practices during the audit period.

- **Minimum Qualification Screening** – The Civil Service Department reviews candidate applications to determine if the candidate qualifications meet the minimum qualifications required of the position and specified in the job posting.

Noted operational and approach strengths for the application phase include recent changes to the Civil Service application process that reduced the duration a candidate has to wait before their application is eligible for processing as well as the significant volume of applications processed in an efficient manner each year.

POLICY AND PROCESS	
Observation 11	**Recommendation 11**

Owners: Civil Service Department

The Civil Service Department applies a 30-day candidate freeze for applications with error. The reported purpose for this control is to allow for corrections to the application. However, it is understood that the candidate does not have access to the original form to correct the error. Instead, the candidate needs to resubmit a new application. As the candidate cannot have two active applications for the same position, this serves as a 30-day lockout for the talent acquisition cycle. This is counterproductive as the error correction process deters candidates, ultimately limiting the candidate pool for what may be a simple, unintentional application error.	**Eliminate the candidate freeze rule.** Elimination of the rule will help ensure that application errors are more easily corrected with little candidate effort, allowing them to remain in the talent acquisition cycle should that error be corrected.

POLICY AND PROCESS

Observation 12	Recommendation 12
Owners: City Manager	
The Civil Service Department is unable to produce a breakdown by demographic categories of total applications received and total applications meeting minimum qualifications requirements. The Civil Service Department is able to gather total applications through this phase with 71.7% of candidates meeting the minimum qualifications in Fiscal Year 20-21. Limited ability to produce the information is due to: 　1) Demographic fields are optional for all applications. 　2) Current system's limited ability to gather data.	**Set the ability to pull demographic information during this phase from the system as a business need for implementation of the Workday system.** When planned candidate tracking functionality in the Workday Human Resources Information System is adopted, assess minimum qualification screening affected by demographic breakdown. Candidate demographic data will continue to be optional; analysis will not be available for the full candidate pool. If an effect is observed, use the Local and Regional Government Alliance on Race & Equity's Racial Equity Tool to work with the Dallas Fire-Rescue Department to confirm minimum qualifications relate to essential functions of job performance.

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Testing Phase

Overview

This phase incorporates a written and physical test that are used to establish if the candidate possesses requisite abilities to successfully do the job.

- **Dallas Fire-Rescue Officer Trainee Civil Service Test** – The Civil Service Department conducts written exams to assess a candidate's level of spelling, vocabulary, verbal, grammar, reading comprehension and basic math skill.

- **Candidate Physical Ability Test** – The Candidate Physical Ability Test is a nationally standardized fitness test by the International Association of Fire Chiefs, designed to assess a candidate's ability to carry out the physical tasks of a firefighter. The Candidate Physical Ability Test is proctored collaboratively by the Dallas Fire-Rescue Department and the Civil Service Department.

Recent changes to adapt the Dallas Fire-Rescue Officer Trainee Civil Service testing process to an online model are to be lauded. The ability to test online rather than in person, particularly mid-pandemic, has made the application process easier for candidates. The Candidate Physical Ability Test mentoring program provides candidates with an opportunity to prepare for the exam by gaining real world experience at the testing modules. Participation in the Candidate Physical Ability Test mentoring program results in a higher candidate passing rate. Additionally, the Candidate Physical Ability Test is conducted efficiently and effectively through collaboration with the Dallas Fire-Rescue Department and the Civil Service Department.

POLICY AND PROCESS	
Observation 13	**Recommendation 13**
Owners: Civil Service Department	
The Civil Service Department cannot verify that the individual taking the online Dallas Fire-Rescue Officer Trainee Civil Service Test is the candidate.	**Ensure similar rules regarding test taker validation exist for online Civil Service Tests as they do for in-person.**
Online testing procedures/policy do not require validation or proctoring to verify tester identity. This lack of validation may result in false positive test results for candidates, as well as an increased workload for Dallas Fire-Rescue Department Recruiting Section who may review candidates for hire that do not pass the test.	Online testing is encouraged as it removes accessibility hurdles and expands the eligible candidate pool. However, test taker identity needs to be verified to maintain the validity of the Dallas Fire-Rescue Officer Trainee Civil Service Test in the City hiring process. The Civil Service Department should identify and implement an expansion of the online testing platform to include this feature or adopt a new tool that provides this solution.
Technology does exist within online testing software applications to verify test taker identity through a variety of methods, though at an increased cost.	Update the City's Civilian Examination Process Orientation Manual - City of Dallas Civilian Test Tips document with testing instructions as needed when complete.

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Interview Phase

Overview

This phase is centered on an in-person evaluation where candidates respond to a series of questions from which they are assessed for suitability to the position they are applying.

- **Candidate Interview Board** – Dallas Fire-Rescue Department staffed Interview Boards are charged with the responsibility of evaluating a candidate's potential to become a successful Dallas Fire-Rescue Department officer trainee. Candidate Interview Board members make their evaluation based on the candidate's behavior and responses during the interview, with a review of the candidate's writing sample as an additional factor. Candidate Interview Board members are selected based on experience and with the intent to have a diverse pool by race and gender. The Human Resources Department provides interview best practice training.

- **Candidate Ranking** – At the conclusion of the Candidate Interview Board, candidates are ranked by Candidate Interview Board members and the Dallas Fire-Rescue Department Recruiting Section based on their interview score.

The number of candidates moving through the Interview Phase creates a laborious logistics effort. 2,181 candidates were processed during the audit period. This effort is efficiently managed by the Dallas Fire-Rescue Department Recruiting Section and allows the talent acquisition process through the Interview Phase to be completed in a short period.

POLICY AND PROCESS	
Observation 14	**Recommendation 14**

Owners: Dallas Fire-Rescue Department Recruiting Section

The in-person, Candidate Interview Board approach used by the Dallas Fire-Rescue Department Recruiting Section creates scheduling and training challenges for potential Candidate Interview Board members.	**Revise interview procedures to replace the current in-person, Candidate Interview Board interview methodology with a recorded interview model.**
Procedures require interviews to be conducted in-person, by an intentionally diverse, interview rating trained three-person panel to comprise the Candidate Interview Board. Inevitable last-minute scheduling conflicts lead to fill-in Candidate Interview Board members hastily assigned to meet diversity requirements. Further, these fill-in Candidate Interview Board members may not be as adequately trained, with regard to interview rating, as the other Candidate Interview Board members. Inconsistencies in building Candidate Interview Board panels increases the opportunity for candidate scoring imbalances, while reducing the equity and integrity of the hiring process.	In this recorded interview model, a video-recorded candidate interview is conducted by a single highly trained Dallas Fire-Rescue Recruiting Section staff who understands the appropriate limits of follow-up questions. This change will eliminate scheduling conflicts by allowing a diverse group of Candidate Interview Board members to review and rate the interviews at a convenient time. Prior to rating, conduct meaningful training for Candidate Interview Board members that specifically addresses rating metrics, with clear examples of sample ratings.

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POLICY AND PROCESS	
Observation 15	**Recommendation 15**
Owners: Dallas Fire-Rescue Department Human Resources Section	
The Dallas Fire-Rescue Department Human Resources Section Candidate Interview Board training prohibits Candidate Interview Board members from asking clarifying or follow-up questions of the candidates. While the Dallas Fire-Rescue Department Human Resources Section reports this is a City policy, a review of Human Resources Department policy and interview training directs that a similar set of questions be asked but does not restrict clarifying questions. Restricting any clarifying questions limits the value of the interview serving as an effective screening tool to learn about the candidate's suitability for the position. Restricting clarifying questions also fails to provide for an accurate candidate rating for candidates who have limited interview experience, a reserved communication style, or simply misheard a question. Such a candidate will likely receive a lower candidate rating regardless of their ability to perform the job functions of a Fire-Rescue Officer, reducing the effectiveness of the hiring process to obtain the best candidates for the position.	**Clarify for the Dallas Fire-Rescue Department Human Resources Section and Candidate Interview Board interview requirements.** The Dallas Fire-Rescue Department Human Resources Section and Candidate Interview Board members should understand: 1) They must ask the same core set of questions of each candidate. 2) Follow-up questions may be asked but they should only be asked to clarify a candidate's answer to the core set of questions. 3) At no point can personal or discriminatory questions be asked. Appropriate follow-up questions should be used to clarify the common set of questions asked of each candidate.
Observation 16	**Recommendation 16**
Owners: Dallas Fire-Rescue Department Human Resources Section	
Candidate rating is open to broad interpretation across Candidate Interview Board members. The interview rating table does not define criteria for each rating. Candidate Interview Board member training on the candidate interview rating does not provide specific criteria for each rating level. Without a common understanding and agreement on rating, rater bias is harder to detect and skewed candidate ratings are more likely. Inconsistent rating evaluations can distort which candidates to select, while also impairing the objectivity of the hiring process overall.	**Ensure Candidate Interview Board member training is provided on the use of the candidate rating criteria.** This training should include clear definitions and examples of each rating level. Rate candidate interviews utilizing this standard rating criteria with associated rating definitions.

POLICY AND PROCESS

Observation 17	Recommendation 17
Owners: Dallas Fire-Rescue Department Human Resources and Recruiting Sections	
Candidates are ranked solely on the Candidate Interview Board ratings. This candidate ranking determines when, or if, the candidate is formally offered a Dallas Fire-Rescue Department officer trainee position and Dallas Fire-Rescue Officer Training Academy start date. Only using the Candidate Interview Board rating does not consider other qualifications that might be an indicator of future success as a Dallas Fire-Rescue Department Officer such as the Candidate Physical Ability Test score, Dallas Fire-Rescue Officer Trainee Civil Service Test results, etc. This single point ranking system may leave higher quality candidates under-ranked and potentially not hired.	**Revise the candidate ranking to consider factors other than the Candidate Interview Board rating.** Ranking a candidate should be comprehensively expanded to incorporate other factors such as the Candidate Physical Ability Test score and the Dallas Fire-Rescue Officer Trainee Civil Service Test results.

Vetting Phase

Overview

Three batches of 55 candidates each are moved into the Vetting Phase roughly 2-3 months ahead of summer, fall, and winter Dallas Fire-Rescue Officer Training Academy classes. That starts the Vetting Phase which includes a variety of activities and tests/exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a Dallas Fire-Rescue Department Officer.

- **Background Investigation** – This stage incorporates an in-depth investigation conducted by the Dallas Fire-Rescue Department Recruiting Section. It is used to qualify the candidate through a review of candidate provided information which includes personal, financial, and criminal history, and associations that may cause a conflict of interest for a Dallas Fire-Rescue Officer.

- **Polygraph Test** – This test helps to determine the veracity of the candidate's provided information and background investigation results. A recent change has placed the responsibility for conducting the test with the Dallas Fire-Rescue Department investigators instead of a contracted third-party.

- **Medical Exam** – This contracted third-party examination is intended to determine if candidates are physically able to perform the job duties.

An operational strength for the Vetting Phase is the clear and consistent procedures the Dallas Fire-Rescue Department Recruiting Section has in place for candidate processing for the background checks and medical exams. Additionally, a recent switch to an in-house polygraph test will remove concerns related to the testing vendor expressed by the Dallas Fire-Rescue Department Recruiting Section.

No observations made for this phase.

Hiring Phase

Overview

This phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

- **Offer** – The Dallas Fire-Rescue Department Human Resources Section extends a job offer to selected candidates which includes a review of job duties and compensation.

- **Onboarding** – The Human Resources Department, Dallas Fire-Rescue Department Human Resources Section, and Dallas Fire-Rescue Department Recruiting Section coordinate efforts to ensure candidates who accepted a job offer have the necessary resources to begin work.

- **Orientation** – The Dallas Fire-Rescue Officer Training Academy staff conduct an orientation to familiarize the new hires with protocols, internal guidelines, and standard operating procedures, and to introduce them to the organization before beginning their formal training.

POLICY AND PROCESS	
Observation 18	**Recommendation 18**
Owners: Human Resources Department Total Rewards & Onboarding Division, Civil Service Department	
The Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have a mechanism to follow-up with new-hires to solicit feedback on their recruitment and hiring experience. As such, the Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have insight directly from new-hires to target process and candidate experience improvements. The Human Resources Director indicated an intent to develop and implement a survey during the upcoming fiscal year 23-24 for non-Civil Service positions. There are no plans to implement a survey for Civil Service Positions.	**Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new-hires to speak directly with a Human Resources Department representative.** Incorporate an aggregate review of feedback received to identify areas to improve new-hire employee experience. Provide feedback to the Dallas Fire-Rescue Department as needed and follow-up. Follow-up with all new-hires within two weeks of completing the feedback survey.

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Additional Areas for Improvement

Over the course of the audit, Baker Tilly noted additional areas for improvement for the Dallas Fire-Rescue Department officer trainee recruitment selection. These additional areas for improvement do not have benchmarks, defined expected performance, measurable outcomes, or standards criteria. A management response is not required. Additional areas for improvement are provided to further assist departments and the City as they continue to proactively improve talent acquisition efforts for better customer service, increased efficiency, and continued hiring of qualified and diverse candidates.

Candidate Sourcing Phase	**Pension Crisis Marketing** – The highly publicized pension crisis may be negatively impacting recruiting efforts and candidate interest. The City and Dallas Fire-Rescue Department may want to consider committing marketing resources to publicizing the efforts made to stabilize the pension. **Internal Cross-Departmental Recruiting** – Career growth opportunities available within other City departments are not routinely communicated. An initiative promoting available career advancement opportunities, across all City departments, could benefit the City by developing and retaining quality City employees.
Application Phase	**Screening Previous Employees** – Hiring managers and background investigators do not have immediate access to prior employee work history documentation. Previous employees who are not eligible for rehire should be screened out by the Civil Service Department.
Vetting Phase	**Outdated Hiring Restrictions** - While a comprehensive background check is critical to the Dallas Fire-Rescue Department's ability to mitigate exposure to liability and reputational harm, certain low-risk components of that review create unnecessary challenges for the Dallas Fire-Rescue Department Recruiting Section. **Early Voluntary Termination** - Commonly, Dallas Fire-Rescue Department officer trainees voluntarily terminate employment prior to station assignment due to fears or an inability to pass required training at either the Dallas Fire-Rescue Officer Training Academy or paramedic school. In both situations, candidate vetting efforts were unable to detect these outcomes. To avoid wasting limited Dallas Fire-Rescue Officer Training Academy spots, and inevitably lost candidate processing time, the Dallas Fire-Rescue Department should consider implementing new vetting activities that will allow the Dallas Fire-Rescue Recruiting Section to address these candidate issues prior to offer.
Overall Recruiting and Hiring Process	**Candidate Communication** - With several departments involved throughout the recruiting and hiring process (Civil Service Department, Human Resources Department, Dallas Fire-Rescue Recruiting Section, and Dallas Fire-Rescue Human Resources Section), identifying a point of contact to address candidate issues can be challenging for potential City employees. The City should consider designating a single point of contact for candidate inquiries.

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Appendix A: Additional Resources

Additional resources are provided below to assist the Dallas Fire-Rescue Department implement the recommendations.

Recommendation	Resource
1	Melaku,Tesdale and Winkler, Christoph. "Are Your Organization's DEI Efforts Superficial or Structural." Harvard Business Review, June 29, 2022. https://hbr.org/2022/06/are-your-organizations-dei-efforts-superficial-or-structural.
2	Mauer, R. "How to Measure Quality of Hire: The Holy Grail of Recruiting." Society for Human Resources Management, November 15, 2016. https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-measure-quality-of-hire.aspx.
12	Lippay, Amy and Murphy, Kory."Minimum Qualifications: Best Practices in Recruitment and Selection Advancing Racial Equity in Multnomah County." Local and Regional Government Alliance on Race and Equity, June 8, 2015.
14	U.S. Equal Employment Opportunity Commission's Employment Tests and Selection Procedures. U.S. Equal Opportunity Commission, 2023.

Audit of the Dallas Police Department Uniform Personnel Recruitment and Selection

Baker Tilly report begins on the following page.

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now, for tomorrow.

City of Dallas

Office of the City Auditor

Audit of Dallas Police Department

Uniform Personnel Recruitment

and Candidate Selection

February 16, 2024

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Executive Summary

Scope and Purpose of the Audit

The purpose of this audit was to:

1) Determine if candidate sourcing strategies and community outreach are effective.
2) Determine if candidate sourcing strategies align with department diversity strategy.
3) Determine if candidate selection process reflects best practices and promotes a quality hire.

The scope of this audit included a review of recruitment and selection activities from the annual recruitment cycles in Fiscal Year 20-21 and Fiscal Year 21-22.

Background

The Dallas Police Department is the second largest police department in the State of Texas and the 8th largest police department in the country. Comprised of over 3,600 sworn police officers and over 550 civilian members, the Dallas Police Department provides police services to over 1.3 million residents.

The Dallas Police Department recruits and hires for sworn police officers year-round and tracks the cycle effectiveness throughout the following six hiring phases. Unless otherwise noted, the Dallas Police Department Personnel Division independently leads and executes the phase.

1) **Candidate Sourcing Phase**: Targeted marketing and advertising efforts utilizing modern online and in-person recruitment practices for local, regional, and out-of-state recruitment.
2) **Application Phase**: Applications are primarily submitted via online tools allowing timely candidate processing and screening. For candidates without sufficient technology, accommodation is provided to access and complete applications within the Civil Service Department.
3) **Testing Phase**: Candidates are further screened through written and physical tests which are used to determine if the candidate possesses requisite abilities to be a Dallas Police Department sworn police officer.
4) **Interviewing Phase**: This phase provides in-person evaluations where candidates respond to a series of questions from which they will be assessed for suitability to perform the functions of a sworn police officer.
5) **Vetting Phase**: This phase encompasses a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a sworn police officer.
6) **Hiring Phase**: This conclusionary phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

The Dallas Police Department provided data for the Fiscal Year 20-21 audit period with passing rates for each of the key stages in the hiring process. Sworn Police Officer Candidate Civil Service testing data was not available for Fiscal Year 20-21. Fiscal Year 21-22 data was not available at the time of the data request due to the timing of the analysis. This data was reviewed to provide a greater understanding of each stage. It should be noted that to increase overall hiring process efficiency, the Dallas Police Department processes candidates through phases concurrently.

Strengths

The Dallas Police Department Personnel Division effectively demonstrates strategies employed for recruiting and hiring a diverse workforce that reflects the community it serves. The Dallas Police Department does this with expanded marketing to utilize social media, combined with intentional messaging and efforts to meet the department's goal to increase the number of female and minority candidates. The Dallas Police Department demonstrates controls that are in place, such as standardized interview questions, throughout each phase of their recruitment and hiring processes. These controls facilitate a fair and equitable process for the recruitment and hiring of sworn police officer trainees. Considerable effort is put forth to establish a modern, nimble recruiting system that has effectively adjusted to the challenges of both a pandemic and post-pandemic era. These efforts result in the Dallas Police Department regularly hiring dedicated sworn police officer trainees who are committing themselves to a life of public service to the residents of the City. The Dallas Police Department should be proud of the talent acquisition success achieved in this environment where private and public sector alike are challenged to hire staff.

Recommendation Summary

Baker Tilly performed an audit of the Dallas Police Department talent acquisition processes and controls through review of policy and procedure documentation, metrics review, and walkthroughs with key process owners. The "Audit Results" section of this report shows the detailed observations and recommendations based on our review. The following highlights the high priority recommendations.

- Appoint a singular department to oversee and bear responsibility for the overall talent acquisition of City employees.
- Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the talent acquisition process.
- Set the ability to pull demographic information during the application phase from the system as a business need for implementation of the Workday system. This should be available to enable the ability to assess minimum qualification screening affects by demographic breakdown.
- Reassess continuing agreements with the polygraph testing vendor.

Table of Contents

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Introduction

Objective	The purpose of this audit was to: 1) Determine if candidate sourcing strategies and community outreach are effective. 2) Determine if candidate sourcing strategies align with department diversity strategy. 3) Determine if candidate selection process reflects best practices and promotes a quality hire.
Background	The Dallas Police Department is the second largest police department in the State of Texas and the 8th largest police department in the country. Comprised of over 3,600 sworn police officers and over 550 civilian members, the Dallas Police Department provides police services to over 1.3 million residents. From Fiscal Year 18-19 to Fiscal Year 20-21, the Dallas Police Department saw the number of police applications decrease from 7,346 to 2,995. The Department responded with new recruiting strategies for Fiscal Year 21-22 including candidate data directed recruiting, diversity-focused hiring, increasing military/veteran recruiting efforts, strengthening community-driven opportunities, restructuring, and revising recruiting policies.
Scope	The scope of this audit included a review of talent acquisition activities from the annual recruitment cycles in Fiscal Year 20-21 and Fiscal Year 21-22. Historical data through Fiscal Year 17-18 was included where applicable to identify relative trends for the audit period.
Methodology	The audit methodology included: (1) conducting interviews with Dallas Police Department, Human Resources Department, and Civil Service Department personnel, City Council members, and Deputy City Managers; (2) reviewing policies and procedures, relevant City Council Resolutions, and City Administrative Directives; (3) examining high-level processes to identify areas of risk/process improvement; (4) analyzing candidate talent acquisition data to evaluate outreach effectiveness and sourcing alignment with diversity strategy; (5) inventorying and evaluating selection practices in context of best practices; and (6) identifying opportunities to enhance risk management and improve policies and practices related to talent acquisition of Dallas Police Department sworn police officers.
Compliance Statement	This audit activity was conducted from February 2022 to January 2023 in accordance with generally accepted government auditing standards, except for the requirement of an external peer review. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our observations and recommendations based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and recommendations based on audit objectives.

Baker Tilly greatly appreciates the support of the Civil Service Department, Dallas Police Department, and Human Resources Department among others in conducting this audit activity.
Thank you!

Talent Acquisition Background

The City of Dallas (the "City") and Dallas Police Department talent acquisition process for entry level sworn police officer trainee positions encompasses six phases with multiple steps in each phase. This decentralized process is largely led by the Dallas Police Department Personnel Division except the list of eligible candidates, which is prepared by the Civil Service Department. The six phases are defined as:

Candidate Sourcing Phase

This phase includes advance marketing and broad advertising efforts which are followed by targeted, hands-on recruiting strategies to search for and gather candidates to fill both current and planned open positions.

- **Marketing and Advertising** – This step includes both short and long-range efforts to attract the largest talent pool for sworn police officers. Regular review and analysis of the effectiveness of these efforts are conducted.

- **Department Recruiting** – The Dallas Police Department Personnel Division utilizes a variety of methods such as in-state and out-of-state job fairs, post-military service hiring events, targeted social media campaigns etc. to actively recruit local, regional, and out-of-state individuals and convert them to interested candidates.

Application Phase

This phase includes the processing of candidate application responses to posted positions with the Dallas Police Department in a fair and equitable manner in accordance with the Dallas Civil Service Charter.

- **Application Submission** – The Civil Service Department accepts applications submitted by candidates with the requisite information needed to conduct an evaluation of their ability to meet posted job criteria.

- **Minimum Qualification Screening** – Candidate applications are reviewed by the Civil Service Department to determine if the candidate qualifications meet the minimum qualifications required of the position and specified in the job posting.

Testing Phase

The testing phase incorporates written and physical tests which are used to establish if the candidate possesses requisite abilities to successfully do the job.

- **Sworn Police Officer Candidate Civil Service Test** – The Civil Service Department conducts written exams to assess a candidate's level of spelling, vocabulary, verbal, grammar, reading comprehension, and basic math skill.

- **Physical Readiness Test** – This standardized Physical Readiness Test is designed to assess a candidate's ability to carry out the physical tasks of a sworn police officer.

Interviewing Phase

The interview phase is centered on an in-person evaluation where candidates respond to a series of questions from which they will be assessed for suitability to the position they are applying.

- **Candidate Interview Board** – Interview Boards are charged with the responsibility of evaluating a candidate's potential to become a successful sworn police officer. The Board, staffed by Dallas Police Department sworn police officers, makes its evaluation based on the candidate's behavior during the interview with a review of the candidate's writing sample as an additional factor.

Vetting Phase

This phase includes a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a sworn police officer.

- **Background Investigation** – This stage incorporates an in-depth investigation conducted by Dallas Police Department investigators which is used to qualify or disqualify the candidate through a review of the candidate's provided information which includes personal, financial, and criminal history, and any associations that may cause a conflict of interest with a role in law enforcement.

- **Polygraph Test** – This test, performed by a contracted vendor, helps to determine the veracity of the candidate's provided information and background investigation results.

- **Psychological Exam** – This exam is conducted by Dallas Police Department staff psychologists and evaluates the candidate to assess their ability to cope with, and respond appropriately to, the emotional requirements of being a sworn police officer.

- **Medical Exam** – This contracted third-party exam is intended to determine if candidates are physically able to perform the job duties.

Hiring Phase

This phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

- **Offer** – The Dallas Police Department Personnel Division extends an offer to selected candidates which includes a review of the position job duties and compensation.

- **Onboarding** – The Human Resources Department and the Dallas Police Department coordinate efforts to ensure that candidates who accept a job offer have the necessary resources to begin work.

- **Orientation** – The Dallas Police Department conducts an orientation to familiarize the new-hires with protocols, internal guidelines, and standard operating procedures, and introduces them to the organization before they begin their formal training period.

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Overall Recruiting and Hiring Process Timeline

The Dallas Police Department's hiring process is based on a continual hiring cycle that allows a candidate to enter the process at any time of the year and quickly move through the process. The Dallas Police Department (DPD) aims to complete the candidate processing, from application to hiring, in 92 days. The individual steps with targeted completion times are noted below.

	Step Description	Stage Owner	DPD Targeted # of Days to Completion	Baker-Tilly Data Review Average
1	**Marketing –** Year-Round	DPD Personnel Division	-	-
2	**Recruiting –** Year-Round	DPD Personnel Division	-	-
3	**Application Opening –** Year-Round	Civil Service Department	-	-
4	**Application Submission** – Minimum Qualification Screening	Civil Service Department	7	7
5	**Initial Testing –** Civil Service Test	Civil Service Department	7	8
6	**Initial Testing** – Preliminary Interview Form Submission	DPD Personnel Division	1	1
7	**Initial Testing** – Physical Readiness Test (weekly)	DPD Personnel Division	1	1
8	**Vetting** – Pre-polygraph Form/Documents Submission	DPD Personnel Division	1	1
9	**Vetting –** Polygraph Test	3rd Party Vendor	1	1
10	**Vetting** – Post-polygraph Test	DPD Personnel Division	1	1
11	**Application Interview Board** (Every other Saturday)	DPD sworn police officers	7	7
12	**Vetting** – Background	DPD Personnel Division	30	* 45
	Vetting – Candidate Scheduling/Travel Time			**31
13	**Vetting** – Medical Exam	3rd Party Vendor	1	1
14	**Vetting** – Psychological Test	DPD Psychologists	1	1
15	**Vetting** – Fingerprints/Drug Screen	DPD Personnel Division	1	n/a
16	**Formal Offer** (Sent from DPD Deputy Chief)	DPD Personnel Division	3	n/a
17	**Orientation/Onboarding** (Hired the Monday of the Academy Start Pay Period)	Dallas HR/ DPD Personnel Division	30	n/a
	Typical Calendar Days - Application to Hire:		**92**	*105*
	DPD Hiring Cycle – Average Months-Application to Hire:		**3.1**	*3.5*

A Baker Tilly review of available data confirmed the hiring steps are typically completed on target with two notable exceptions, both in the Vetting Phase.

Vetting – Background: Background investigations are typically completed within the 45-day period allotted. However, that target completion time was recently reduced from 45 days to 30 days at the order

of the Police Chief to reduce processing time. This recent change will presumably reduce the overall processing time.

Vetting – Candidate Scheduling/Travel Time: Baker Tilly's data review identified that the Vetting - Medical phase had an average of 32 days to completion. Upon confirmation with the Dallas Police Department, we identified that this included an average of 31 days for in-state and out-of-town candidate scheduling and travel and one day for the Vetting-Medical procedure. The Dallas Police Department does not include candidate scheduling time in their metrics tracking.

Audit Results

This section summarizes the results of our audit. The results are organized by sequential recruitment phase with observations categorized according to their relevance in each of the following areas:

- **Governance and Strategy** – the framework through which the City and Dallas Police Department operate, where objectives are set, and the means of attaining those objectives are established and monitored. Ethics, risk management, compliance and administration are all elements of governance.

- **Policy and Process** – The creation, implementation, and maintenance of adopted principles and actions used to achieve organizational objectives.

- **Diversity, Equity, and Inclusion** – Three elements of social reform in the workplace that aim to create a workforce where all are welcome and supported.

- **Technology** – The systems, applications, and tools in the workplace that enhance service provision, reduce waste, and increase productivity.

- **Resources** – Components an organization needs to do business, including staff, workspace, equipment, or capital.

Please note that each talent acquisition phase does not have an observation that pertains to each of the observation categories.

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Overall Talent Acquisition Process

Overview

The City and Dallas Police Department talent acquisition process for sworn police officer trainee positions encompasses six phases with multiple steps in each phase. This decentralized process is largely led by the Dallas Police Department Personnel Division except the establishment of a list of eligible candidates, which is prepared by the Civil Service Department.

Throughout the course of our audit, we noted operational and approach strengths of the talent acquisition process. Specifically, we observed that the Dallas Police Department Personnel Division is dedicated, knowledgeable, and extremely cooperative particularly in the following areas:

- The Dallas Police Department Personnel Division monitors talent acquisition diversity related metrics and uses the data to improve initiatives. These metrics were proactively established prior to and independent of the City's Racial Equity Plan adoption. Goals were set independent of any requirements by the City. Progress toward annual goals guide the Dallas Police Department recruiting resource allocation such as *Increasing the Number of Hispanic Female Sworn Police Officer Candidates*.

- To offset the ever-increasing challenges to hire sworn police officers, a variety of meaningful efforts are made at both the City and Dallas Police Department to recruit candidates, such as City-wide job fairs and out-of-state recruitment. These efforts, when combined with personal candidate interactions, ensure a smaller yet sufficient number of candidates arrive to, and remain in, the recruiting process.

- The Dallas Police Department Personnel Division has consistent and well tested processes in place to manage application processing and background investigations. These processes could be enhanced through the expanded use and implementation of a singular City-wide human capital management software system, a plan for which already exists.

- The overall candidate processing, vetting, and background investigation process is well resourced throughout. This group collectively produces comprehensive analyses of candidates, which leads to ensuring quality hires throughout the Dallas Police Department.

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GOVERNANCE AND STRATEGY

Observation 1	Recommendation 1
Owners: City Manager	
The City did not have a formal Diversity, Equity, and Inclusion plan with City-wide or Dallas Police Department specific talent acquisition diversity goals in place during the audit period. The City's Racial Equity Plan was not approved by Council until August 2022. This plan includes City-wide big audacious goals and department progress measures for the Dallas Police Department. Prior to the approval there were no City-wide diversity or equity goals or requirements to track talent acquisition diversity metrics. The City could not determine if equitable hiring opportunities were available without clearly defined goals and agreed-upon metrics to track progress toward those goals.	**Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.** Analyze metrics to identify new program or initiative impacts and inform operational changes. Continue and reinforce the culture of data-informed decision making, with the support of improvement technology implementation, across the Dallas Police Department.
Observation 2	**Recommendation 2**
Owners: City Manager	
The City does not review overall departmental talent acquisition efforts to determine what has worked successfully and what should be discontinued. Dallas Police Department extensively reviews recruiting and hiring efforts to determine what has worked successfully and what should not be continued. As the City is lacking a common definition for a "Quality Hire", it does not have metrics established to track the initiative impacts of finding said "Quality Hires." This renders the City unable to correlate which talent acquisition strategies and programs are best suited to achieve future goals and targets, and the Dallas Police Department unable to ensure their departmental efforts are aligned with the City goals.	**Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.** Frequently called the Golden Metric, a "Quality Hire" metric is more substantive than merely determining if an employee passed a probationary phase. While early retention can serve as one metric, transformative hiring happens when the evaluative process is expanded to include consideration of pre-hire offer conversion, employee performance reviews, etc. The Dallas Police Department as well as all other departments, should then utilize these metrics to track recruiting and hiring efforts for each recruitment cycle. This will allow the Dallas Police Department to identify and replicate successful talent acquisition programs.

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GOVERNANCE AND STRATEGY

Observation 3	Recommendation 3
Owners: City Manager	
No one department is accountable for overall City talent acquisition processes.	**Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.**
This decentralized oversight to talent acquisition places the responsibility for all post-Civil Service Test efforts with each department hiring manager. Cross-departmental hiring manager communication and coordination was not found. With no singular department accountable to ensure the success of City-wide talent acquisition, or for providing support to departmental recruiting staff, the Dallas Police Department is likely to repeat other departmental talent acquisition failures as opposed to replicating their successes.	This primary department should: 1) Ensure continuity in the talent acquisition processes across departments. 2) Provide support and guidance for departmental hiring managers. 3) Ensure cross-departmental talent acquisition collaboration and "success sharing". It is critical that this department excel in utilizing a consultative approach to leadership, working with departments to achieve success. The Dallas Police Department Personnel Division shall remain responsible for the post-Civil Service Test talent acquisition efforts.

TECHNOLOGY

Observation 4	Recommendation 4
Owners: City Manager	
The City/Dallas Police Department staff involved in the talent acquisition of sworn police officer trainees use multiple inefficient and labor-intensive systems to track the talent acquisition process which include paper and basic spreadsheets.	**Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the hiring process.**
There is no City-wide software system deployed that efficiently and effectively manages candidate tracking within the Dallas Police Department and between the Dallas Police Department and other departments that play a role in the talent acquisition process. This leads to burdensome and duplicative work processes dominating the talent acquisition cycle. Processes such as hand entering candidate data into the Dallas Police Department Excel tracking spreadsheet from a report that is produced from the Civil Service Department software system creates concerns such as: 1) Greatly increasing the chance for human error.	Involve the Dallas Police Department early in the process to validate business needs as public safety recruitment has additional requirements in comparison to non-public safety departments. *While this report does not validate particular software vendors, we do encourage the City to continue their efforts to implement the WorkDay software, focusing on building the implementation to blend current City talent acquisition practices with modification to incorporate the recommendations in this report to improve talent acquisition practices.*

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TECHNOLOGY	
2) Slows the overall talent acquisition process. 3) Losing eligible candidates due to errors and speed while processing.	
Observation 5	**Recommendation 5**

Owners: City Manager

Candidates are required to submit college transcripts multiple times throughout the hiring process. These include the Civil Service Department in the Application Phase, the Dallas Police Department Personnel Division in the Vetting Phase, and the Human Resources Department in the Hiring Phase. Limited interdepartmental communication and coordination between departments involved in talent acquisition, along with a failure to share documents electronically, places the burden on the candidate. These repeated candidate efforts increase the cost to apply to the City and may discourage candidates from pursuing employment with the City.	**Modify internal processes and systems to allow for a single electronic submission of documents at the beginning of the process.** Documents, including college transcripts, should be available to any department that should need them at a later point in the process.

Candidate Sourcing Phase

Overview

This phase includes advance marketing and broad advertising efforts which are followed by targeted, hands-on recruiting strategies to search for and gather candidates to fill both current and planned open positions.

- **Marketing and Advertising** – This step includes both short-range efforts conducted by the Dallas Police Department Personnel Division, such as social media campaigns, and long-range efforts such as high school and college presentation to encourage careers in law enforcement. These efforts are designed to attract the largest talent pool for sworn police officers. Regular review and analysis is conducted by the Dallas Police Department Personnel Division to ensure effectiveness and continuity with departmental goals.

- **Department Recruiting** – The Dallas Police Department Personnel Division utilizes a variety of methods such as in-state and out-of-state job fairs, post-military service hiring events, and targeted social media campaigns through Facebook and Instagram etc. to actively recruit interested individuals and convert them to interested candidates locally, regionally, and out-of-state. These technology efforts, combined with intentional messaging and efforts, were clearly linked to department-wide efforts, such as the goal to increase the number of female and minority candidates. Certain additional support for broad-based recruiting efforts is provided by the Civil Service Department via City-wide job fairs. Unified efforts such as joint job-fairs are typically an effective use of time as they serve as a force multiplier for City-wide departmental hiring.

Throughout the course of our audit, we noted certain strengths of the candidate sourcing phase in the following areas:

- A variety of efforts are made, at the City and Dallas Police Department level, to recruit candidates, such as City-wide job fairs and out-of-state recruitment. These efforts are proving fruitful, particularly efforts that are paired with highly targeted recruitment efforts.

- The Dallas Police Department is leaning heavily into advanced efforts such as geo-fencing social media ads to target new geographic areas and underrepresented groups, in lieu of less successful, though traditional efforts such as highway billboard campaigns.

- Past effort data analysis has helped target the Dallas Police Department Personnel Division to actively recruit in the areas that yields the most candidates during Fiscal Year 19-20 and Fiscal Year 20-21, targeting states such as, Texas, New York, Illinois, California, Louisiana, and Florida.

GOVERNANCE AND STRATEGY	
Observation 6	**Recommendation 6**
Owners: City Manager	
Dallas Police Department is responsible for its own marketing and recruiting efforts. While this approach is effective in achieving customized recruiting based on specific open positions, it leaves a particular gap in City-wide marketing. No singular department is responsible	**Assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.**

GOVERNANCE AND STRATEGY

for these overall City-wide marketing efforts. Therefore, the City as an employer is department brand-specific rather than City-wide. The current ad-hoc marketing approach:

1) Creates duplicative departmental marketing and advertising costs and efforts for the Dallas Police Department.

2) Creates internal competition between the Dallas Police Department and other departments for quality employees in addition to external competition with other private and public sector agencies.

Targeted recruiting efforts would remain the responsibility of the Dallas Police Department Personnel Division.

Application Phase

Overview

The Civil Service Department performs, manages, and oversees this phase which includes the processing of candidate application responses to posted positions with the Dallas Police Department in a fair and equitable manner in accordance with the Dallas Civil Service Charter.

- **Candidate Submission** – The Civil Service Department accepts applications submitted by candidates with the requisite information needed to conduct an evaluation of their ability to meet posted job criteria.

- **Minimum Qualification Screening** – The Civil Service Department reviews candidate applications to determine if the candidate qualifications meet the minimum qualifications required of the position and specified in the job posting.

Noted operational and approach strengths for the Application Phase include recent changes to the Civil Service Department process that reduced the duration a candidate had to wait before their application was eligible for processing. Additionally, both the Civil Service Department and the Dallas Police Department Personnel Division are reviewing for minimum qualifications which ensures a thorough vetting of candidates, though perhaps redundant effort.

POLICY AND PROCESS	
Observation 7	**Recommendation 7**
Owners: Civil Service Department	
The Civil Service Department applies a 30-day candidate freeze for applications with errors. The reported purpose for this control is to allow for corrections to the application. However, it is understood that the candidate does not have access to the original form to correct the error. Instead, the candidate needs to resubmit a new application. As the candidate cannot have two active applications for the same position, this serves as a 30-day lockout for the talent acquisition cycle. This is counterproductive as the burdensome error correction process deters candidates, ultimately limiting the candidate pool for what may be a simple, unintentional application error.	**Eliminate the candidate freeze rule.** Elimination of the rule will help ensure that application errors are more easily corrected with little candidate effort, allowing them to remain in the talent acquisition cycle should that error be corrected.

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POLICY AND PROCESS

Observation 8	Recommendation 8
Owners: Civil Service Department, Dallas Police Department Personnel Division	
Limited interdepartmental communication and cooperation between the Civil Service Department human resources analysts and the Dallas Police Department Personnel Division leads to duplicate candidate screening efforts.	**Increase communication between the Civil Service Department and the Dallas Police Department Personnel Division to review, identify, and implement more effective minimum qualification screening processes.**
This lack of effective communication leads to a general lack of understanding what the minimum qualification screening entails. The Dallas Police Department Personnel Division advised of incidents where candidates passed the initial Sworn Police Officer Candidate Civil Service minimum qualification screening and are later identified by the Dallas Police Department Personnel Division as not meeting Texas state minimum qualifications. However, it should be noted that these incidents are commonly related to candidates providing inaccurate answers in the initial screening.	The minimum qualification screening should include any and all State mandated minimum qualifications for the position to reduce duplicate screening.
Additionally, aspects of the automated screening process conducted by the application review software are too strict. Candidates who do not utilize specific minimum qualification wording (i.e.: "Customer Service") but clearly express that prior experience (i.e.: "Provided support to clients") may be incorrectly deemed unqualified.	
This combination of minimum qualification screening shortfalls results in ineligible candidates included in the eligible candidate pool which requires duplicative departmental efforts to review both qualified and unqualified candidates.	

Observation 9	Recommendation 9
Owners: City Manager	
The Civil Service Department is unable to produce a breakdown by demographic categories of total applications received and total applications meeting minimum qualifications requirements.	**Set the ability to gather demographic information during this phase from the system as a business need for implementation of the Workday system.**
The Civil Service Department is able to gather total applications through this phase with 62.6% of candidates meeting the minimum qualifications in Fiscal Year 20-21. Limited ability to produce the information is due to:	When planned candidate tracking functionality in the Workday Human Resources Information System is adopted, assess minimum qualification screening affected by demographic breakdown. Candidate demographic data will continue to be optional; analysis will not be available for the full candidate pool. If an effect is observed, use the

POLICY AND PROCESS

1) Demographic fields are optional for all applications. 2) Current system's limited ability to gather data.	Local and Regional Government Alliance on Race & Equity's Racial Equity Tool to work with the Dallas Police Department to confirm minimum qualifications relate to essential functions of job performance.

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Testing and Interview Phase

Overview

The Testing and Interview Phase incorporates a written and physical test that are used to help determine if the candidate possesses requisite abilities to successfully do the job. There are three distinct activities that involve a variety of staff throughout the City. The Sworn Police Officer Candidate Civil Service Test, which is managed by the Civil Service Department, is conducted remotely. Once passed, the Dallas Police Department Personnel Division facilitate the nationally recognized Physical Readiness Test. The final activity brings the candidate before a Candidate Interview Board. The Dallas Police Department Personnel Division and the Civil Service Department effectively manage the processing to move candidates through this phase quickly.

- **Sworn Police Officer Candidate Civil Service Test** – The Civil Service Department conducts written examinations to assess candidate's spelling, vocabulary, verbal, grammar, reading comprehension and basic math skill.
- **Physical Readiness Test** – This industry standard Physical Readiness Test is designed to assess a candidate's ability to carry out the physical tasks of a sworn police officer.

The interview phase is centered on an in-person evaluation where candidates respond to a series of questions from which they will be assessed for suitability to the position they are applying.

- **Candidate Interview Board** – Candidate Interview Boards are charged with the responsibility of evaluating a candidate's potential to become a successful sworn police officer. The Candidate Interview Board is selected by the Dallas Police Department Personnel Division which is tasked with ensuring the panel is comprised of a diverse group of current Dallas Police Department employees in good standing. Candidate Interview Board members receive interview training. The Candidate Interview Board makes evaluations based on the candidate's responses during the interview, with a review of the candidate's writing sample as an additional factor.

Recent change to adapt the Civil Service testing process to an online model are to be lauded. The ability to test online rather than in person, particularly mid-pandemic, made the application process easier for candidates and streamlined the testing process.

POLICY AND PROCESS	
Observation 10	**Recommendation 10**
Owners: Civil Service Department	
The Civil Service Department cannot verify that the individual taking the online Sworn Police Officer Candidate Civil Service Test is the candidate.	**Ensure similar rules regarding test taker validation exist for online Civil Service Tests as they do for in-person.**
Online testing procedures/policy do not require validation or proctoring to verify tester identity. This lack of validation may result in false positive test results for candidates, as well as an increased workload for the Dallas Police Department Personnel Division which may review candidates for hire that do not pass the test.	Online testing is encouraged as it removes accessibility hurdles and expands the eligible candidate pool. However, test taker identity needs to be verified to maintain the validity of the Sworn Police Officer Candidate Civil Service Test in the City hiring process. The Civil Service Department should identify and implement an expansion of the online testing platform to include this feature or adopt a new tool that provides this solution.

Technology does exist within online testing software applications to verify test taker identity through a variety of methods, though at an increased cost.	Update the City's Civilian Examination Process Orientation Manual - City of Dallas Civilian Test Tips document with testing instructions as needed when complete.

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Vetting Phase

Overview

This phase includes a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a sworn police officer. By design, this is the lengthiest process for any agency and the Dallas Police Department's Vetting Phase is no exception, comprising 1/3 of the overall time. During this phase, the Dallas Police Department Personnel Division coordinates a series of exams and tests that are conducted by vendor partners and in-house staff.

- **Background Investigation** – This stage incorporates an in-depth investigation conducted by specialized Dallas Police Department Personnel Division investigators to qualify or disqualify the candidate. Upon completing a review of candidate provided personal, financial, and criminal history information, investigators make a determination of candidate suitability for a role in law enforcement. This stage requires a significant amount of clerical processes drafting, mailing, and tracking letters sent to prior employers, educational facilities, and other background related requests. These steps are owned by the investigators with limited clerical or system support.

- **Polygraph Test** – This test, performed by a contracted vendor, helps to determine the veracity of the candidate's provided information and background investigation results. The results of the test are reviewed by the Dallas Police Department Personnel Division upon completion.

- **Psychological Exam** – This exam is conducted by Dallas Police Department staff psychologists and evaluates the candidate to assess their ability to cope with, and respond appropriately to, the emotional requirements of being a sworn police officer. The results of the examination are reviewed by the Dallas Police Department Personnel Division upon completion.

- **Medical Exam** – This exam, performed by a contracted vendor, is intended to determine if candidates are physically able to perform the job duties. The results of the exam are reviewed by the Dallas Police Department Personnel Division upon completion.

Vetting is the most complicated stage in the process. Operational strengths for the Vetting Phase were identified as:

- Dallas Police Department Personnel Division has consistent processes in place for application processing and background checks, ensuring unqualified candidates are removed from the hiring process.

- The Dallas Police Department staff psychologists are an asset to the Dallas Police Department raising the level of quality screenings given their intimate knowledge of the Dallas Police Department culture and ability to understand a candidate's ability to succeed within that culture.

- The conducting of thorough background investigations reduces the risk of internal investigations/negative incidents within the Dallas Police Department. While the background investigation had a low 46% average passing rate over the previous five years encompassing Fiscal Year 15-16 to Fiscal Year 19-20, the passing rate for Fiscal Year 20-21 was increased to 64.4%.

RESOURCES

Observation 11	Recommendation 11
Owners: Dallas Police Department Personnel Division	
The background investigation phase for the Dallas Police Department is extremely labor intensive and time consuming with numerous manual processes throughout. Examples include manual letter creation, addressing, and stuffing, verification of phone numbers, and manual tracking of letters sent and received. These laborious tasks are largely performed by the background investigators, with limited support from staff or available systems. This puts a significant amount of time-consuming clerical tasks onto the sworn background investigators. This can result in lost candidates due to the elongated timeline to hire. This activity comprises the majority of the recruitment time. As such, increased efficiencies during this stage will have the largest impact to reduce time-to-hire times.	**Review the background investigation procedures with an eye toward reducing the basic tasks that consume background investigator's time and delay the hiring process.** Identify and develop alternative methods to accomplish these tasks by: 1) Considering third party support for certain aspects of the background process such as employment verification. 2) Expand the use of software to speed the talent acquisition process. Utilizing Workday throughout the talent acquisition process will expedite the investigation, for instance, by auto-populating application information into prior employer communication letters. 3) Increase reliance on clerical support to manage simple tasks like creating, sending, and tracking letters.
Observation 12	Recommendation 12
Owners: Dallas Police Department	
Dallas Police Department psychologists do not have dedicated space nor technology with modern computer-based testing and Wi-Fi connectivity needed to provide the most expedient psychological testing. The lack of dedicated testing space presents an inconvenient logistical hurdle that inefficiently uses limited staff time. Staff utilize the Scantron system for testing as opposed to a web-based platform. Limited resources of time, space, and staff reduce testing efficiency and slow the psychological testing process.	**Provide dedicated space and a modern web-based testing platform to improve the psychological testing process.** Additional resources applied here will accelerate the hiring process and create a smoother candidate testing process.

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POLICY AND PROCESS	
Observation 13	**Recommendations 13**

Owners: Dallas Police Department Personnel Division

Intensive investigation of candidates throughout the background phase is time consuming and results in a low 5-year average passing rate of 46%. With unlimited resources, all background investigation efforts can be deemed worthy. However, standards that are passable by less than half of candidates who successfully passed the Sworn Police Officer Candidate Civil Service Test, Physical Readiness Test, and Candidate Interview Board may be too restrictive. An evaluation that reviews the efficacy, value, and impact of each investigative effort, such as the number of prior employers contacted and from how many years back, will identify potentially unimpactful expenditures of limited resources and time. During the audit period, the Dallas Police Department conducted no such evaluations. It is critical to balance the desire to prevent future employee liability issues with the responsible expenditure of critical resources to examine reasonable standards. Lack of reviewing the efficacy of each background investigation step complicates the determination of process validity. The current inefficient process may result in an already limited pool of hirable candidates choosing other employment with a quicker start date.	**Conduct an analysis to determine the efficacy and timing of each component of the background investigation process.** The purpose of this analysis is to achieve a more efficient background investigation process in a manner that does not allow unqualified individuals to be hired. Modify the process and reduce the time to completion by: 1) Eliminating steps that go unnecessarily/unproductively beyond state mandated requirements. 2) Streamlining time consuming information gathering processes. 3) Conducting investigations concurrently with other steps where possible. It cannot be understated that reducing the breadth or depth of the investigation should be balanced against the possibility of hiring unqualified individuals.

POLICY AND PROCESS

Observation 14	Recommendation 14
Owners: Dallas Police Department Personnel Division	
The Dallas Police Department expressed concerns with the polygraph test vendor process. After an inconclusive or failed test, secondary testing can be conducted by the same vendor, potentially resulting in additional costs to the City. No policy exists that clearly redirects secondary tests to a different vendor to control for financial incentives upon initial failure. Failing to create a clear policy ensuring impartial polygraph tests may lead to invalidated testing.	**Establish a polygraph test policy applicable to the Dallas Police Department.** This policy should at minimum: 1) Ensure independent secondary testing procedures should an initial test be deemed inconclusive or failed. 2) Establish a process with a clearly defined polygraph test appeal process. All concerns of the vendor testing process should be immediately addressed with the polygraph vendor based on a well-documented and data-driven quality assurance process.
Observation 15	Recommendation 15
Owners: Dallas Police Department Personnel Division	
Dallas Police Department medical exams for candidates conducted by the current vendor have inconsistent results. Dallas Police Department staff psychologists indicated candidates have successfully passed through the medical exam despite previously determined to be 100% disabled by the military. Candidates that should be eliminated due to disability are moving forward in the process, resulting in an unnecessary psychological exam. Additionally, the disability identification during the psychology exam creates confusion for the candidate when they thought they were cleared during the medical exam.	**Review the current vendor effectiveness and adherence to U.S. Equal Employment Opportunity Commission Employment Tests and Selection Procedures related to medical exams.** The Dallas Fire-Rescue Department expressed satisfaction with their vendor during the concurrently conducted Audit of Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection. Collaborate with the Dallas Fire-Rescue Department to determine if partnering will capitalize on scale to reduce costs while also increasing the quality and consistency of medical exam.

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Hiring and Orientation Phase

Overview

This phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

- **Offer** – Candidate offers are prepared by the Dallas Police Department Personnel Division, with the approval of the Human Resources Department should a salary deviation be required. Selected candidates are extended a job offer from the Dallas Police Department which includes a review of the position job duties and compensation.

- **Onboarding** – Human Resources Department and the Dallas Police Department Personnel Division coordinate efforts to ensure that candidates who accept a job offer have the necessary resources to begin work quickly upon offer acceptance, in some cases as little as one week.

- **Orientation** – The Dallas Police Department Personnel Division coordinates and conducts new-hire sworn police officer trainee orientations to familiarize the new-hires with protocols, internal guidelines, and standard operating procedures, and to introduce them to the organization before they begin their formal training period. The orientation session lasts on average one week, as candidates are formally hired the Monday prior to the pay period in which the police academy training class begins.

Operational strengths for the hiring phase were identified as:

- Orientation process ensures rapid hiring of staff with no delays, while affording the candidate, and their families, an opportunity to become familiar with the Dallas Police Department career and training process before them.

POLICY AND PROCESS	
Observation 16	**Recommendation 16**
Owners: Human Resources Department Total Rewards & Onboarding Division, Civil Service Department	
The Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have a mechanism to follow-up with new-hires to solicit feedback on their recruitment and hiring experience. As such, the Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have insight directly from new-hires to target process and candidate experience improvements. The Human Resources Director indicated an intent to develop and implement a survey during the upcoming Fiscal Year 23-24 for non-Civil Service positions. There are no plans to implement a survey for Civil Service Positions.	**Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new-hires to speak directly with a Human Resources Department representative.** Incorporate an aggregate review of feedback received to identify areas to improve new-hire employee experience. Provide feedback to the Dallas Police Department as needed and follow-up. Follow-up with all new-hires within two weeks of completing the feedback survey.

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Additional Areas for Improvement

Over the course of the audit, Baker Tilly noted additional areas for improvement for Dallas Police Department uniform personnel recruitment selection. These additional areas for improvement do not have benchmarks, defined expected performance, measurable outcomes, or standards criteria. A management response is not required. Additional areas for improvement are provided to further assist departments and the City as they continue to proactively improve talent acquisition efforts for better customer service, increased efficiency, and continued hiring of qualified and diverse candidates.

Phase	Area for Improvement
Candidate Sourcing Phase	**Pension Crisis Marketing** – The highly publicized pension crisis may be negatively impacting recruiting efforts and candidate interest. The City and the Dallas Police Department may want to consider committing marketing resources to publicizing the efforts made to stabilize the pension. **Internal Cross-Departmental Recruiting** – Career growth opportunities available within other City departments are not routinely communicated. An initiative promoting available career advancement opportunities, across all City departments, could benefit the City by developing and retaining quality City employees.
Application Phase	**Screening Previous Employees** – Hiring managers and background investigators do not have immediate access to prior employee work history documentation due to employee confidentiality. Previous employees who are not eligible for rehire should be screened out by the Civil Service Department.
Interview Phase	**Video Recorded Interviews –** Interview video recording platforms help eliminate scheduling conflicts for interview panels by recording then distributing candidate responses to view at the convenience of interview panel members. The Dallas Police Department may consider using the platform to expedite the Interview Phase.
Overall Recruiting and Hiring Process	**Candidate Communication** - With several departments involved throughout the recruiting and hiring process (Civil Service Department, Human Resources Department, and the Dallas Police Department Personnel Division), identifying a point of contact to address candidate issues can be challenging for candidates. The City should consider designating a single point of contact for candidate inquiries.

Appendices

Appendix A: Additional Resources

Additional resources are provided below to assist the Dallas Police Department implement the recommendations.

Recommendation	Resource
1	Melaku,Tesdale and Winkler, Christoph. "Are Your Organization's DEI Efforts Superficial or Structural." Harvard Business Review, June 29, 2022. https://hbr.org/2022/06/are-your-organizations-dei-efforts-superficial-or-structural.
2	Mauer, R. "How to Measure Quality of Hire: The Holy Grail of Recruiting." Society for Human Resources Management, November 15, 2016. https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-measure-quality-of-hire.aspx.
9	Lippay, Amy and Murphy, Kory. "Minimum Qualifications: Best Practices in Recruitment and Selection Advancing Racial Equity in Multnomah County." Local and Regional Government Alliance on Race and Equity, June 8, 2015. https://www.racialequityalliance.org/2015/06/08/minimum-qualifications/.
11, 17	U.S. Equal Employment Opportunity Commission's Employment Tests and Selection Procedures. U.S. Equal Opportunity Commission, 2023. https://www.eeoc.gov/laws/guidance/employment-tests-and-selection-procedures.
12	Roman, Ivonne. "Women in Policing." Police Chief Online, April 22, 2020. International Association of Chiefs of Police, 2023. https://www.policechiefmagazine.org/women-in-policing/.
15	Linos, Elizabeth and Riesch, Nefara. "Thick Red Tape and the Thin Blue Line: A Field Study on Reducing Administrative Burden in Police Recruitment." Goldman School of Public Policy, University of Berkeley, June 2019. https://gspp.berkeley.edu/assets/uploads/research/pdf/RnR_ FinalSubmission for ResearchGate.pdf

Appendix B: Management's Response

Memorandum

CITY OF DALLAS

DATE: February 14, 2024

TO: Mark S. Swann – City Auditor

SUBJECT: Response to Audits of Talent Acquisition

This letter acknowledges the City Manager's Office received the *Audits of Talent Acquisition* and submitted responses to the recommendations in consultation with the Department of Human Resources, Civil Service, Dallas Fire-Rescue, and the Dallas Police Department.

Management recognizes the last several years have been challenging for employers regarding talent acquisition. Despite these challenges, we are pleased that the audit concludes that the City generally met the objectives of the audit, including:

- The talent acquisition process is efficient;

- Candidate sourcing strategies and community outreach are effective;

- The candidate selection process reflects best practices and promotes quality hire; and

- Candidate sourcing strategies are aligned with the City's diversity strategy.

We appreciate the thoughtful recommendations in this audit as we seek to improve our talent acquisition processes further.

Management will accept the risk associated with the recommendation to replace the current in-person Candidate Interview Board interview with a recorded interview model. Currently, recorded interviews are not standard industry practice; the Dallas Fire-Rescue Department is researching the process's efficacy and the feasibility of its implementation. In the meantime, the Dallas Fire-Rescue Department is revising its application process to include a Situational Judgement Test to supplement the Candidate Interview Board interview.

Sincerely,

T.C. Broadnax
City Manager

Response to Audits of Talent Acquisition
February 14, 2024
Page 2 of 2

C: Genesis D. Gavino, Chief of Staff
Jack Ireland, Chief Financial Officer
Kimberly Bizor Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager
Nina Arias, Director, Department of Human Resources
Jarred Davis, Director, Civil Service
Dominique Artis, Fire Chief, Dallas Fire-Rescue Department
Eddie Garcia, Chief of Police, Dallas Police Department

"Our Product is Service"
Empathy | Ethics | Excellence | Equity

Recommendations to the City Manager:

Recommendation Type[1]	Assessed Risk Rating	Recommendations		Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
High Risk, City Manager						
Common Recommendation: ***Talent Acquisition*** Recommendation 1 ***Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection*** Recommendation 1 ***Dallas Police Department Uniform Personnel Recruitment and Selection*** Recommendation 1	**High**	We recommend the **City Manager:**				
		01: Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.	**Agree**	The City Manager will oversee the establishment and reporting of key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.	3/31/2025	9/30/2025

[1] *Common recommendations* are those that are common among multiple reports and assigned to the same department or executive, whereas *individual recommendations* may be:1) found in only one of the Baker Tilly reports; or, 2) duplicated in other reports, but assigned to a different department or executive.

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Moderate Risk, City Manager						
Common Recommendation: *Talent Acquisition* Recommendation 2 *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 2 *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 2	Moderate	We recommend the **City Manager:**				
		02: Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.	**Agree**	The City Manager will oversee defining what a "Quality Hire" is for each department and identifying trackable metrics based on that definition.	6/30/2025	12/31/2025

Recommendation Type	Assessed Risk Rating	Recommendations		Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Common Recommendation	**Moderate**	We recommend the **City Manager:**					
Talent Acquisition Recommendation 3 *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 3 *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 3		**03:** Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.		**Agree**	The City Manager will appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Common Recommendation:	**Moderate**	We recommend the **City Manager:**				
Talent Acquisition Recommendation 5 *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 4 Recommendation 5 Recommendation 12 *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 4 Recommendation 5 Recommendation 9		**04:** Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow, single electronic submission of application and hiring documents, reporting on application demographic information and meaningful interdepartmental communication throughout the hiring process.	**Agree**	The City Manager will allocate sufficient budget and resources to continue fully implementing one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the hiring process.	3/31/2026	9/30/2026

Recommendation Type	Assessed Risk Rating	Recommendations		Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Common Recommendation: *Talent Acquisition* Recommendation 6 *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 9 *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 6	**Moderate**	We recommend the **City Manager:**					
		05: Assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.		**Agree**	The City Manager will assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Talent Acquisition* Recommendation 4	**Moderate**	We recommend the **City Manager:**				
		06: Develop a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.	**Agree**	The City Manager's Office will oversee the development of a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.	6/30/2025	12/31/2025

Recommendations to the Director of Human Resources Department

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
		Low Risk, Director of Human Resources Department				
Common Recommendation:	**Low**	We recommend the **Director of the Human Resources Department:**				
Talent Acquisition Recommendation 17 *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 18 *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 16		**07:** Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.	**Agree**	The Human Resources department will develop a 30, 60, and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback and include an invitation for new hires to speak directly with a department leader or a Human Resources Department representative about their experience at the City.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Talent Acquisition* Recommendation 7	**Low**	We recommend the **Director of the Human Resources Department:**				
		08: Review the approval level requirements by grade level to standardize and reduce approval level requirements across positions.	**Agree**	The Human Resources department will review the number of levels required in the position approval workflows established by department leaders to identify opportunities for increased efficiencies and for reducing the number of approval levels required.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Talent Acquisition* Recommendation 8	**Low**	We recommend the **Director of the Human Resources Department:**				
		09: Coordinate with the Civil Service Department to identify potential non-civil service positions which are critical to the City operations to implement targeted recruitment outreach.	**Agree**	The Human Resources department presently uses several methods for targeted recruitment of key roles, including social media, direct outreach on LinkedIn, engaging with third-party recruiters, and participating in job fairs and community events. With the implementation of the Succession Planning module of Workday, the HR department will work with department leaders to identify critical roles and coordinate targeted recruitment efforts for these positions with the Civil Service department.	3/31/2026	9/30/2026

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation:	**Low**	We recommend the **Director of the Human Resources Department:**				
Talent Acquisition Recommendation 9		**10:** Incorporate pulling a report of all position requisitions on a weekly basis into the Human Resources Partner requisition approval process to identify outstanding approvals. If possible, set the report to note variances from the prior week for the Human Resources Partner to quickly identify new requisitions or approval changes.	**Agree**	To improve workflow efficiency, the HR department will compile a weekly report on pending position requisitions. This report will track the progress of workflows from the hiring manager's requisition and departmental approvals to completion, identifying any delays or pending approvals within the process. The data will be displayed on a centralized dashboard for department leaders' oversight.	6/30/2025	12/31/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Talent Acquisition* Recommendation 13	**Low**	We recommend the **Director of the Human Resources Department:**				
		11: Review how *"exceptional hire"* requests are approved by the Human Resources Department Total Rewards & Onboarding Division and implement a more expedient process.	**Agree**	The Human Resources department will review how "exceptional hire" requests are approved by the Human Resources Department Total Rewards Unit and implement a more expedient process.	6/30/2025	12/31/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Talent Acquisition* Recommendation 14	**Low**	We recommend the **Director of the Human Resources Department:**				
		12: Assess the viability of implementing a contingent hire offer based upon successful completion of all vetting requirements within a set-time frame after the start date.	**Agree**	The HR Department currently issues contingent offer letters to all applicants, complying with legal restrictions that prevent us from conducting background checks before extending an offer. Historically, applicants are not allowed to start work until their background checks are complete, especially for DOT drivers due to their extensively regulated vetting requirements. This practice is rooted in our commitment to maintaining public trust and avoiding legal and operational complications arising from offer rescissions. We acknowledge the audit's recommendation to permit applicants to commence work before receiving background	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
			check results. We will consult legal counsel to thoroughly assess the potential risks of departing from the standard practice. We will also evaluate the benefits of a less conservative approach to expedite the City's hiring process and present options for consideration by the CMO.		

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Talent Acquisition* Recommendation 15	**Low**	We recommend the **Director of the Human Resources Department:**				
		13: Develop an onboarding process that balances the expediency of establishing a start date for newly hired employees with providing the Human Resources Department Total Rewards & Onboard Division and Information and Technology Services Department sufficient time to gather start date resources.	**Agree**	The Human Resources department will review the onboarding process to identify opportunities to better balance the expediency of establishing a start date for newly hired employees with providing the Human Resources Department Onboard Unit and Information and Technology Services Department sufficient time to gather start date resources.	3/31/2026	9/30/2026

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Talent Acquisition* Recommendation 16	**Low**	We recommend the **Director of the Human Resources Department:**				
		14: Develop a structured report-to-work process for temporary, contractor and contingent employees in collaboration between the Human Resources Department Total Rewards & Onboarding Division and Information and Technology Services Department.	**Agree**	The Human Resources department will develop a structured report-to-work process for temporary, contractor, and contingent employees in collaboration with the Information and Technology Services Department.	3/31/2026	9/30/2026

Recommendations to the Director and Board Secretary, Civil Service Department

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Moderate Risk, Director and Board Secretary, Civil Service Department						
Common Recommendation:	**Moderate**	We recommend the **Director and Board Secretary, Civil Service Department:**				
Talent Acquisition Recommendation 11 *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 11 *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 7		**15:** Eliminate the candidate freeze rule.	**Agree**	The Civil Service department will eliminate the candidate freeze rule.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Common Recommendation ***Talent Acquisition*** Recommendation 12 ***Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection*** Recommendation 13 ***Dallas Police Department Uniform Personnel Recruitment and Selection*** Recommendation 10	**Moderate**	We recommend the **Director and Board Secretary, Civil Service Department:**				
		16: Ensure similar rules regarding test taker validation exist for online Civil Service tests as they do for in-person.	**Agree**	The Civil Service department will ensure similar rules regarding test taker validation exist for online Civil Service tests as they do for in-person.	6/30/2025	12/31/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
**Low Risk, Director and Board Secretary, Civil Service Department**
Common Recommendation	**Low**		We recommend the **Director and Board Secretary, Civil Service Department:**
Talent Acquisition Recommendation 18 *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 18 *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 19		**17:** Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.	**Agree**	The Civil Service Department will develop a 30, 60, and 90-day new-hire orientation guide. In addition, the department will develop a survey for both Civil Service and non-Civil Service positions to solicit feedback at the end of the 90-day new-hire orientation. The survey results will be analyzed and used to improve the orientation process. Further, the new-hire orientation guide will include instructions should a new hire want to contact a Human Resources representative directly.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation *Talent Acquisition* Recommendation 8	**Low**	We recommend the **Director and Board Secretary, Civil Service Department:**				
		18: Coordinate with the Human Resources Department to identify potential non-civil service positions which are critical to the City operations to implement targeted recruitment outreach.	**Agree**	The Civil Service Department will coordinate with the Human Resources Department to identify potential non-civil service positions which are critical to City operations. In addition, the Civil Service Department and Human Resources Department will coordinate to develop a recruitment strategy focused on the identified positions.	3/31/2026	9/30/2026

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation *Talent Acquisition* Recommendation 10	**Low**	We recommend the **Director and Board Secretary, Civil Service Department:**				
		19: Build a process to solicit feedback from the hiring managers during and after the candidate pool review stage to train Civil Service Analysts and improve their understanding of the hiring manager and position needs.	**Agree**	The Civil Service Department will solicit hiring manager feedback regarding the quality, usefulness, etc. of the candidate pool. The department will periodically analyze the feedback to improve Civil Service Analysts' understanding of the hiring managers' and positions' needs.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 8	**Low**	We recommend the **Director and Board Secretary, Civil Service Department:**				
		20: Increase communication between the Civil Service Department and the Dallas Police Department Recruiting division to review, identify, and implement more effective minimum qualification screening processes.	**Agree**	The Civil Service Department will coordinate with the Dallas Police Department Recruiting unit to review, identify, and implement more effective minimum qualification screening processes.	3/31/2025	9/30/2025

Recommendations to Chief of Dallas Fire-Rescue Department

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Low Risk, Chief of Dallas Fire-Rescue Department						
Individual Recommendation	**Low**	We recommend the **Chief of Dallas Fire-Rescue Department:**				
Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection Recommendation 6		**21:** Benchmark the Dallas Fire-Rescue Department Recruiting Section staffing to identify sufficient resource levels to implement more process efficiency analysis and talent acquisition cycle modifications.	**Agree**	The Dallas Fire-Rescue Department will compare the Recruiting Section staffing to peer cities to make a more informed decision regarding staffing levels to improve process efficiency analysis and talent acquisition cycle enhancements.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 7	**Low**	We recommend the **Chief of Dallas Fire-Rescue Department:**				
		22: Track process change impacts on quantitative time-to-hire metrics in the future. Based on the analysis, identify process improvements to decrease talent acquisition times.	**Agree**	The Dallas Fire-Rescue Department will track process change impacts on quantitative time-to-hire metrics in the future. The department will use the analysis to identify process improvements to decrease talent acquisition times.	9/30/2024	3/31/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 8	**Low**	We recommend the **Chief of Dallas Fire-Rescue Department:**				
		23: Adopt a seasonal/cyclical batch hiring process.	**Agree**	The Dallas Fire-Rescue Department will adopt a seasonal/cyclical batch hiring process.	06/30/2025	12/31/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 10	**Low**	We recommend the **Chief of Dallas Fire-Rescue Department:**				
		24: Allocate additional resources to develop and execute a sophisticated, data driven recruiting program.	**Agree**	The Dallas Fire-Rescue Department will allocate additional resources to develop and execute a sophisticated, data-driven recruiting program.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation *Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection* Recommendation 14	**Low**	We recommend the **Chief of Dallas Fire-Rescue Department:**				
		25: Revise interview procedures to replace the current in-person, Candidate Interview Board interview methodology with a recorded interview model.	**Accept Risk**	The Dallas Fire-Rescue Department will accept the risk related to this recommendation, as recorded interviews are not currently standard industry practice. The Dallas Fire-Rescue Department is researching the process's efficacy and the feasibility of its implementation. In the interim, the Dallas Fire-Rescue Department is revising its application process to include a Situational Judgement Test to supplement the Candidate Interview Board interview.	N/A	N/A

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation ***Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection*** Recommendation 15	**Low**	We recommend the **Chief of Dallas Fire-Rescue Department:**				
		26: Clarify for the Dallas Fire-Rescue Department Human Resources Section and Candidate Interview Board interview requirements.	**Agree**	The Dallas Fire-Rescue Department will clarify for the department's Human Resources Section and Candidate Interview Board interview requirements.	9/30/2024	3/31/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation ***Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection*** Recommendation 16	**Low**	We recommend the **Chief of Dallas Fire-Rescue Department:**				
		27: Ensure Candidate Interview Board member training is provided on the use of the candidate rating criteria.	**Agree**	The Dallas Fire-Rescue Department will ensure Candidate Interview Board member training and guidance is provided on candidate rating criteria.	9/30/2024	3/31/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation ***Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection*** Recommendation 17	**Low**	We recommend the **Chief of Dallas Fire-Rescue Department:**				
		28: Revise the candidate ranking to consider factors other than the Candidate Interview Board rating.	**Agree**	The Dallas Fire-Rescue Department will revise the candidate ranking to consider factors other than the Candidate Interview Board rating, such as Situational Judgement Tests and civil service test results.	3/31/2025	9/30/2025

Recommendations to Chief of the Dallas Police Department

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
**High Risk, Chief of Dallas Police Department**						
Individual Recommendation:	**High**	We recommend the **Chief of Dallas Police Department:**				
Dallas Police Department Uniform Personnel Recruitment and Selection Recommendation 14		**29:** Establish a polygraph policy that at a minimum: 1) Ensures an independent secondary test should an initial test be deemed inconclusive or failed. 2) Establishes a process with a clearly defined polygraph test appeal process.	**Agree**	The Dallas Police Department will establish a General Order that follows industry best practices and covers 1) the procedures for issuing a polygraph exam; 2) the procedures for secondary testing (through a vendor or other party); and 3) a clearly defined appeal process.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
**Low Risk, Chief of the Dallas Police Department**
Individual Recommendation:	**Low**		We recommend the **Chief of the Dallas Police Department:**
Dallas Police Department Uniform Personnel Recruitment and Selection Recommendation 8		**30:** Increase communication between the Civil Service Department and the Dallas Police Department Recruiting Division to review, identify, and implement more effective minimum qualification screening processes.	**Agree**	The Dallas Police Department will increase communication between the Civil Service Department and the Dallas Police Department Recruiting Unit to review, identify, and implement more effective minimum qualification screening processes.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 11	**Low**	We recommend the **Chief of the Dallas Police Department:**				
		31: Review the background investigation procedures with an eye toward reducing the basic tasks that consume investigator's time and delay the hiring process.	**Agree**	The Dallas Police Department will review the background investigation procedures with an eye toward reducing the basic tasks that consume the investigator's time and delay the hiring process.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 12	**Low**	We recommend the **Chief of the Dallas Police Department:**				
		32: Provide dedicated space and a modern web-based testing platform to improve the psychological testing process.	**Agree**	The Dallas Police Department will provide dedicated space and a modern web-based testing platform to improve the efficiency of the psychological testing process.	9/30/2025	3/31/2026

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation:	**Low**	We recommend the **Chief of the Dallas Police Department:**				
Dallas Police Department Uniform Personnel Recruitment and Selection Recommendation 13		**33:** Conduct an analysis to determine the efficacy and timing of each component of the background investigation process.	**Agree**	The Dallas Police Department will analyze the background investigation process and revise the process to increase the efficacy and timeliness of each component.	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
Individual Recommendation: *Dallas Police Department Uniform Personnel Recruitment and Selection* Recommendation 15	**Low**	We recommend the **Chief of the Dallas Police Department:**				
		34: Review the current vendor effectiveness and adherence to *U.S. Equal Employment Opportunity Commission Employment Tests and Selection Procedures* related to medical exams.	**Agree**	The Dallas Police Department will review the current vendor effectiveness and adherence to *U.S. Equal Employment Opportunity Commission Employment Tests and Selection Procedures* related to medical exams.	9/30/2024	3/31/2025