

Memorandum



DATE March 21, 2008

TO Honorable Members of the Quality of Life and Government Services Committee:
Pauline Medrano (Chair), Vonciel Jones Hill (Vice Chair), Carolyn R. Davis,
Angela Hunt, Sheffie Kadane, David A. Neumann, and Steve Salazar

SUBJECT Human Resources Department Recruitment Process

On March 24, 2008 you will be briefed on the Human Resources Department Recruitment Process for Executive, Non Civil Service and Labor Hires. Attached is the briefing material for your review.

Please let me know if you have any questions.



David O. Brown
Interim Assistant City Manager

c: Honorable Mayor and Members of the City Council
Mary K. Suhm, City Manager
Deborah Watkins, City Secretary
Thomas P. Perkins, Jr., City Attorney
Craig D. Kinton, City Auditor
Judge Jay E. Robinson
Ryan S. Evans, First Assistant City Manager
Ramon F. Miguez, Assistant City Manager
A.C. Gonzalez, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
David K. Cook, Chief Financial Officer
Chandra Marshall-Henson, Assistant to the City Manager, Mayor & Council Office

Human Resources Department Recruitment Process

**for
Executive, Non Civil Service & Labor Hires**

**Quality of Life Committee Meeting
March 24, 2008**

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Human Resources Department Recruiting Responsibilities

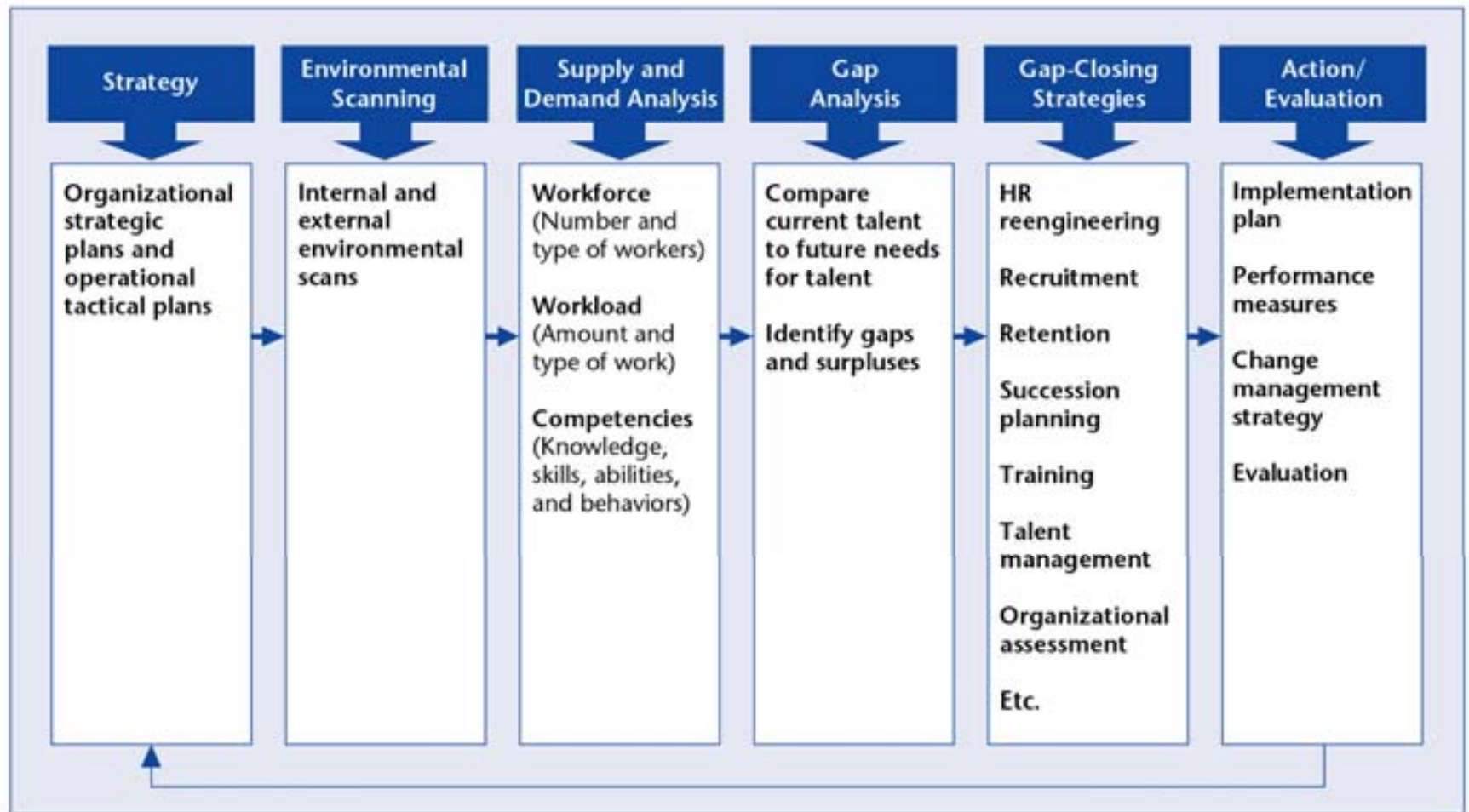
- ❑ Among all City Departments there are 13,081 full time employees and 964 part time employees.
- ❑ The Human Resources Department has responsibility to recruit employees for Non-Civil Service Departments, Executives, Third Tier Level employees and to recruit and hire labor hires citywide
- ❑ Approximately 25% of all positions in the City are Non-Civil Service
- ❑ Non-Civil Service departments have the option of choosing either the Human Resources or Civil Service Department for their recruiting process.
- ❑ The chart to the right illustrates the Non-Civil Services Departments and their headcount
- ❑ From October 1, 2007 through March 18, 2008:
 - 837 (86%) employees were hired through Civil Service Recruitment
 - 132 (14%) employees were hired through Human Resources Recruitment

** Executives and Third Tier employees work in all departments; however, they are non-civil services employees.*

*** Laborer employees hired through Human Resources. The 818 represents labor employees in Civil Service Departments. Labor employees in non-Civil Service departments included in table.*

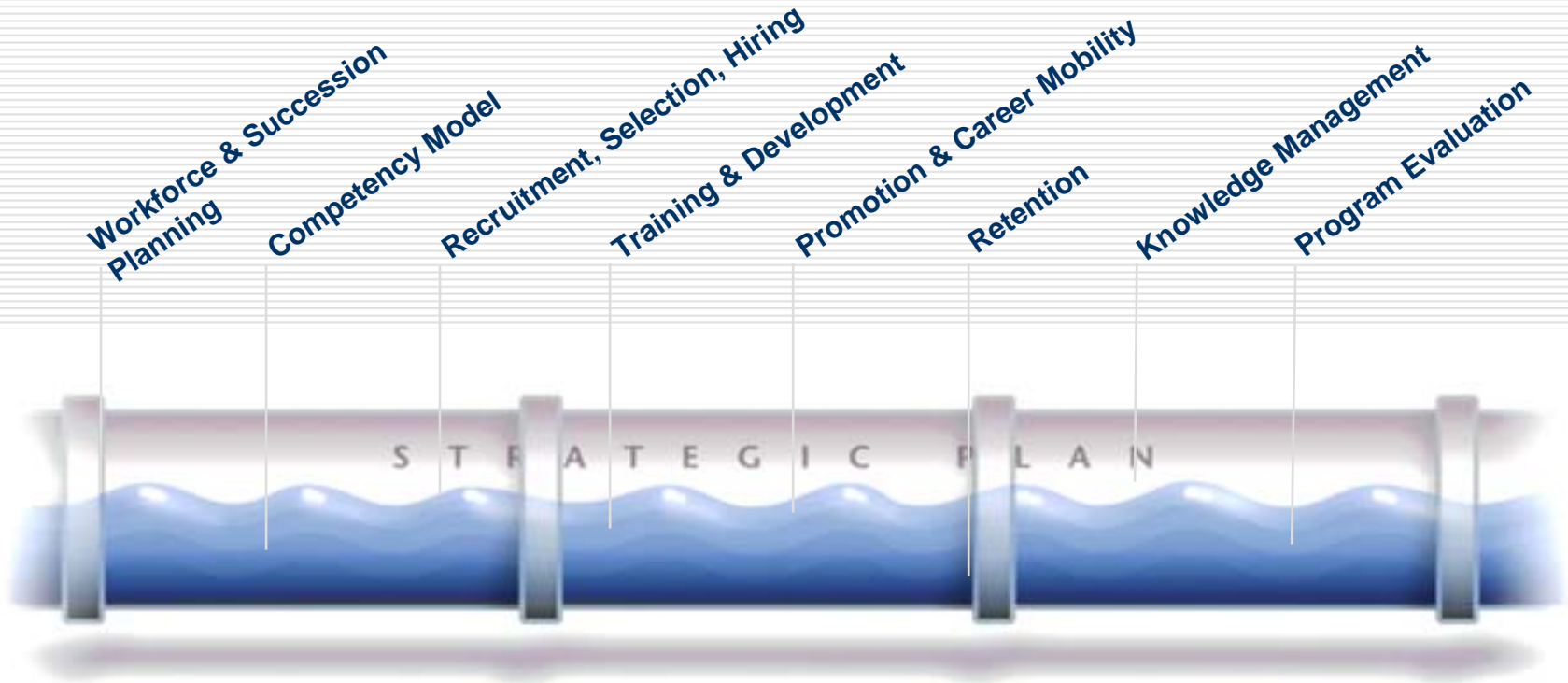
Non-Civil Service Department	Full Time	Part Time	Total
City Attorney	153	7	160
City Auditor	36		36
City Manager (includes IGS)	31	10	41
Office of Emergency Management	4	1	5
City Secretary	21		21
Financial Services	125		125
Efficiency Team	4		4
Public Information Office	11		11
Strategic Customer Services	32		32
Judiciary (Full time Judges only)	10		10
Economic Development	48	4	52
Library	526	4	530
Mayor & Council	35	2	37
Office Cultural Affairs	62	31	93
Office of Environmental Quality	19		19
Park & Recreation	956	352	1308
Business Dev. & Procurement	48		48
*Department Executives (in Civil Service Departments)	113		113
**Labor employees (in Civil Service Departments)	818		818
Total	3052	411	3463

Strategic Planning Workforce Model



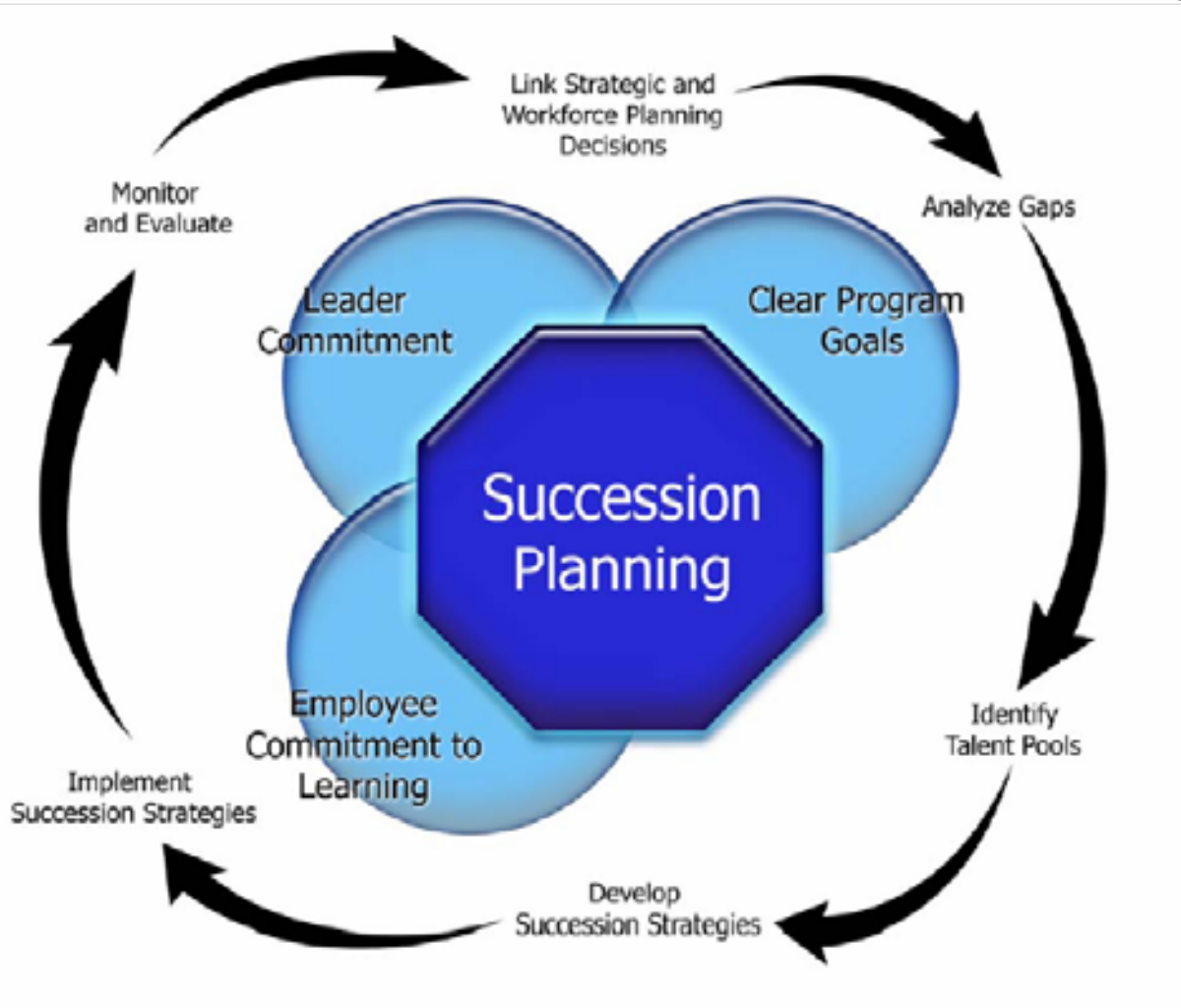
The Strategic Approach

A Strategic Approach to Building the Leadership Pipeline



Strategic Planning Workforce Model

What Factors Create Succession Planning?



The Office of
Personnel
Management
Succession
Planning Model

GAP ANALYSIS

Our employees are...

Diverse:

Ethnicity	Caucasians	African American	Hispanic	Asian	Native American	Not Disclosed
Employees	42.1%	33.3%	21.4%	2.0%	.9%	.4%
Dallas County 2000 Census	34.6%	25.9%	35.6%	2.7%	.5%	.7%

GAP ANALYSIS

Citywide Retirement Eligibility

		Currently Eligible		Projected Eligible				
	Total thru 2012	05-06	06-07	07-08	08-09	09-10	10-11	11-12
Civilians	35.5%	10.3%	3.7%	3.8%	4.7%	4.5%	4.5%	3.8%
Sworn	58.4%	37.9%	3.7%	2.3%	3.5%	4.9%	3.5%	2.6%

- Total retirement eligibility is cumulative (i.e., 05-06 plus 06-07 plus 07-08, etc.)

Strategic Planning Workforce Model includes

Succession Planning



*Identify the Talent,
attract, recruit and
retain a diverse
workforce.*

Recruitment Objective

- To attract a qualified, diverse workforce through effective recruitment strategies, given the position, the industry and organizational needs.

Recruitment Methods

- HR uses recruiting options that generates the qualified pools of candidates. The primary recruiting tool is NEOGOV, the City's official Applicant Tracking System
- Uses a balance of internal and external methods of recruiting for maximum effectiveness
- Creates a timetable to ensure positions are filled when needed

Recruitment Sources

- ❑ Job Postings (Bulletin Boards, Memos, Dept. Newsletters, City Website)
- ❑ Classified Ads (Newspapers, Radio, Cable TV, Professional/Trade Organizational Newsletters)
- ❑ Professional/Trade Organizational Meetings, Conferences, Booths, Networking
- ❑ Colleges, Universities, High Schools, Technical/Trade Schools
- ❑ Job Fairs
- ❑ Internship Programs
- ❑ Web-Based
- ❑ Executive Search Firms

IPMA-HR Benchmark Comparison

- The International Public Management Association – Human Resources (IPMA-HR) organization conducted a Benchmarking Recruitment and Selection Survey.
- The first survey was conducted in the spring of 2006 in partnership with NEOGOV.
- Two hundred and thirty six human resources representatives were surveyed to include human resources directors, recruiting managers or generalist from cities, counties and states.
- Most respondents were HR directors (22.9%), recruiting managers (16.9%) or HR generalists (14.0%). The following reveals participants by public sector industry:
 - Cities = 46.6%
 - Counties = 22%
 - States = 16%
 - Town/Township = 4.2%
 - Federal = .8%
 - Others = 10.1%

2006 BENCHMARK RESULTS

Days to Hire Table							
Hiring Step	Jobs in				Public		
	General	Prof.	Official	Clerical	Safety	Labor	IT
Human Resources asked to recruit	12	13	13	10	12	11	12
Vacancy announced	8	8	9	7	9	7	8
Application deadline	17	21	24	15	25	16	21
Testing evaluation begins	12	11	12	11	14	11	10
Testing evaluation complete	12	12	14	12	19	11	11
Hiring manager receives list	11	10	10	13	13	11	10
Hiring manager receives list (existing list)	5	5	5	5	6	4	4
Hiring manager receives list (no candidate list)	16	15	16	15	20	14	15
Time to begin interviews	9	9	9	8	10	8	8
Hiring manager offers job	8	8	9	7	13	7	8
New hire reports to work	15	18	20	14	18	14	16
Notification of vacancy until reports to work	49	51	54	45	57	44	48

* The above chart represents the mean number of days it takes to perform each task

Executive Recruitment



Executive Recruitment

- The Human Resources Department Executive Recruiting Division serves as technical advisors to City Departments to include:
 - Promoting the City of Dallas as a very positive career and personal growth opportunity to prospective candidates
 - Ensuring that the selection process for all Executive positions are conducted in a professional consistent manner
 - Assisting the departments in the evaluation process of such candidates

Executive Recruitment

- The Human Resources Department is responsible for the recruitment of all City Executives
 - City Manager
 - Assistant City Managers
 - Directors
 - Assistant Directors
 - Third Tier Executives

Executive Recruitment

- Any Executive Search begins with the department's designated hiring director notifying Human Resources of the need to fill a vacancy
- The hiring department schedules a meeting with the executive recruiter to discuss the search, i.e. recruitment methods, resumes and candidate screening, interviewing strategies and timetable to fill position
- The department has two options to recruit:
 - Human Resources posting internal or external search
 - The department contracting with an executive search firm
- Internal Search: post the job through NEOGOV, Monster.Com, Professional Associations; any job site that will yield qualified applicants
- External Search: Executive Firms will advertise for position post the job through NEOGOV (required), Professional Associations; any job site that will yield qualified applicants

Executive Recruitment Service Options

Human Resources Department

1. Create an Executive Recruitment Service Agreement with the affected department
2. Develop Job Description to include the minimum qualifications
3. Develop Advertisement List
4. Develop Timeline
5. Recruit prospective candidates
6. Select Candidates for interview
7. Hiring Manager selects interviewers
8. Interviews are conducted
9. Candidate has final Interview with City Manager & Assistant City Manager
10. Candidate hired and reports to Work

Executive Recruitment Vendor

1. Sign the Executive Service Agreement with H.R.
2. Develop Job Description to include the minimum qualifications
3. Send out proposals for executive search
4. Select an Executive Search Firm
5. Draft an Administrative Action and contract for Services
6. Develop Timeline
7. Recruit prospective candidates
8. Select Candidates for interview
9. Hiring Manager selects interviewers
10. Interviews are conducted
11. Candidate has final Interview with City Manager & Assistant City Manager
12. Candidate hired and reports to Work

Executive Recruiting Benchmark Comparisons

BENCHMARK COMPARISON	Days to Hire Table	
Hiring Step	IPMA-HR INDUSTRY AVERAGE	City of Dallas Executive Hire Process
Number of days to fill a position	54	90

Strategies to improve:

- The Human Resources Department will evaluate “Best Practices” of IPMA-HR participants
- Consider partnering with NEOGOV and have them evaluate the Human Resource Department’s recruiting strategies
- Evaluate the steps of the recruiting process and seek ways to improve with department directors

Non-Civil Service Recruitment



Non-Civil Service Recruitment

- The City Charter authorizes the City Manager to designate Human Resources to conduct recruitment searches for Non-Civil Service Departments.
 - City Attorney's Office
 - City Secretary's Office
 - City Manager's Office
 - City Auditor's Office
 - Efficiency Team
 - Office of Cultural Affairs
 - Judiciary – Judges Only
 - Mayor & Council Office
 - Public Information Office
 - Financial Services
 - Business Development & Procurement Services
 - Intergovernmental Services
 - Office of Economic Development
 - Strategic Customer Services
 - Library Services
 - Office of Environmental Quality
 - Park and Recreation
 - Office of Emergency Management

Non-Civil Service Positions

- Any non-civil department will first discuss their vacancy with the Human Department to determine if the search will be conducted by either Civil Service Recruitment or H.R. Recruitment
- Schedule a meeting with HR Executive Recruiter to discuss recruitment
- If department selects HR Recruitment then a Human Resource agreement is signed and job description developed
- Positions are advertised for a specified length of time as indicated on the Human Resources Service Agreement. The hiring manager receives weekly updates of the search status and may review the applications as applicants apply
- Post through NEOGOV, Monster, Professional Associations or any job site that may yield qualified applicants
- Another recruitment option is to contract with an external employment agency to develop a pool of candidates. Ex: AppleOne Inc. This will also be an expense to the department if the department chooses to hire the candidate from the employment agency.
- The Human Resources Generalist participates in interview process
- At the conclusion of each interview, candidates shall fill out the background authorization release form and submit it to the Generalist

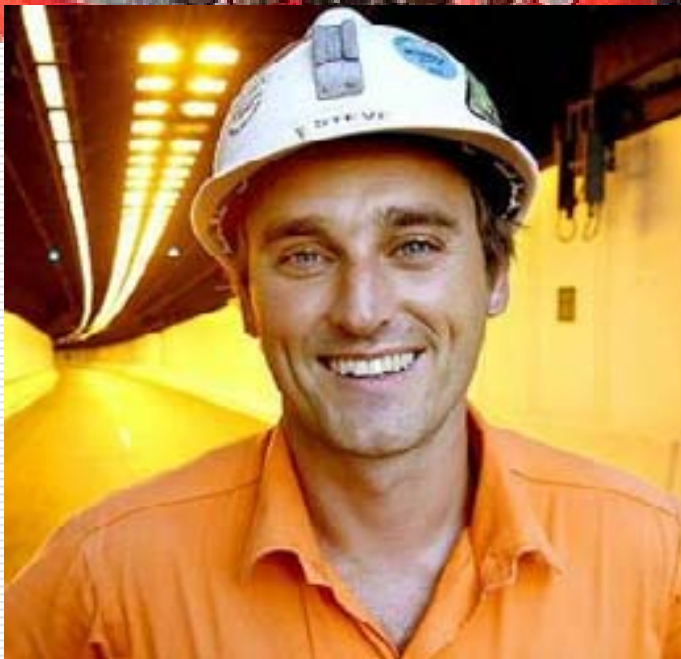
Non-Civil Service Benchmarking Comparison

BENCHMARK COMPARISON	Days to Hire Table	
Hiring Step	IPMA-HR INDUSTRY AVERAGE	City of Dallas Non-Civil Service Hire Process
Number of days to fill a position	49	67

Strategies to improve:

- The Human Resources Department will evaluate “Best Practices” of IPMA-HR participants
- Consider partnering with NEOGOV and have them evaluate the Human Resource Department’s recruiting strategies
- Evaluate the steps of the recruiting process and seek ways to improve with department directors

Labor Hiring



Labor Hiring Recruitment

- The Human Resources Department Labor Hiring Division serves as the hiring authority of all citywide laborers
- This ensures that the selection process is conducted in a professional manner and generates a highly qualified pool of candidates

Departments' Labor Workers

- Park & Recreation Department
 - Laborer I
 - Laborer II
- Water Department
 - Laborer I
 - Laborer II
- Streets Services
 - Laborer I
 - Laborer II
- Code Compliance Services
 - Laborer I
 - Laborer II
- Public Works & Transportation
 - Laborer I
 - Laborer II
- Environmental and Health Services
 - Laborer I
 - Laborer II
- Equipment & Building Services
 - Laborer I
 - Laborer II
- Aviation
 - Laborer I
 - Laborer II
- Sanitation Services
 - Truck Driver II
- Street Services
 - Truck Driver II

Labor Hiring Recruitment

Requisition Process

- Requisition received from Department
- Eligible pool applicant contacted for Drug and & Alcohol Screening and Physical Examination
- Conditional offer of employment pending Drug and & Alcohol Screening and Physical Examination
- Notify hiring department of candidates hired by the H.R. Director
- Contact candidate regarding start date, location and time

Creating a Continuous Labor Pool

- Application Received
- Screening of Minimum Qualifications and Basic Eligibility
- Schedule Interview
- Interview Applicant
- Job Readiness and Eligibility Determined
- Placed in waiting pool categorized by Department or first available position
- Background checks conducted on selected candidates
- Non-eligible applicants notified via-email or letter

Labor Hiring

- Human Resources obtains feedback from departments regarding the preferred qualifications for each position in each department. The department determines the minimum qualifications for each position based on the classification specifications and subject matter experts
- Laborers & Truck Drivers Posted through NEOGOV and Monster
- Built a partnership with a non-profit that has an ex-offenders program

Labor Recruiting Benchmarking Comparison

BENCHMARK COMPARISON	Days to Hire Table	
Hiring Step	IPMA-HR INDUSTRY AVERAGE	City of Labor Hire Process
Number of days to fill a position	44	34

Strategies to improve:

- The Human Resources Department will evaluate “Best Practices” of IPMA-HR participants
- Consider partnering with NEOGOV and have them evaluate the Human Resource Department’s recruiting strategies
- Evaluate the steps of the recruiting process and seek ways to improve with department directors

Background Verifications

Background Verifications

- ❑ Critical component in completing the applicant's overall picture is the background verification form completed after the interview process
- ❑ The Human Resources Department, in conjunction with the City Attorney's Office, manages liability cases against the City of Dallas. The Background verification process protects the City against negligent hires.
- ❑ Human Resources manages the Background Verifications process for all civilian positions
- ❑ As a condition of employment with the City of Dallas, Human Resources conducts civilian background verifications on all pre-employment hires. These services are made available at no cost to the departments.
- ❑ The background verification checks for criminal record history, education verification, and driving record
- ❑ Human Resources, through Administrative Actions, has used two vendors' electronic systems to verify prospective employees
 - Global Information Specialist
 - Sterling Testing Inc.

Questions?

Appendix