

Regular Meeting of the Dallas Civil Service Board

Present:

Chairman Dr. Troy Lee Coleman, Vice-Chair Flora Hernandez, Mark R. Guckian, Chandra Marshall-Henson, Lorraine Montemayor, Nirav Sanghani, Terry Welch

Attendees:

Nina Arias, Human Resources Director
Althea Chaderton, Manager II, Human Resources Department
Jahir Porcayo, Appellant
Bert Vandenberg, Assistant City Attorney

Civil Service Department Staff:

Anthony Asaad, Senior Human Resources Analyst
Tem Lawal, Test Validation Specialist
Pamela McDonald, Interim Secretary to the Civil Service Board
Ana Monzon, Executive Assistant
Dawne Payne, Interim Manager
Andy Yurkon, Interim Assistant Director

The meeting was called to order at 9:39 a.m.

AGENDA ITEM 1 – Approve the minutes of the Tuesday, August 14, 2018 special called meeting

The Board unanimously approved the minutes.

AGENDA ITEM 2 – Hear the rehire eligibility appeal of Jahir Porcayo, a former employee with the Parks and Recreation Department

The Board heard the rehire eligibility appeal of Jahir Porcayo. The Board considered information about Mr. Porcayo's previous employment with the City. After hearing from Mr. Porcayo, including information about his City employment and work history since leaving the City Ms. Hernandez made a motion to approve the rehire appeal of Mr. Porcayo. Ms. Marshall-Henson seconded the motion. The Board voted six to one to approve Mr. Porcayo's appeal.

Voting Aye: Coleman, Hernandez, Guckian, Marshall-Henson, Montemayor, Sanghani
Voting Nay: Welch

AGENDA ITEM 3 – Possible action on the Civil Service Director's position recruitment by Human Resources. Review/Discuss applications and select candidates for interviews by the Civil Service Board

The Human Resources Department presented the Civil Service Board all applicants for the Civil Service Director's position. There was much discussion regarding how HR used the minimum qualifications from the job posting to determine how candidates were sorted into Groups A, B, and C. The Board requested the posting be closed immediately. The Board decided to form a 3-member sub-committee to review all of the applications to identify no more than 10 candidates that should be interviewed. During the October Board meeting, the Board will then identify 5 candidates to interview.

AGENDA ITEM 4 – Recruiting Flow Chart Update – Civil Service Vice-Chair

Vice Chair Hernandez reviewed the Recruiting Flow Chart created by Ms. Arias, Director of HR. She reviewed the Personnel Rules [Section 34-2 (b) (6); Section 34-4 (2) & (12)], the City Charter [Chapter VI, Sec. 2 (3); Chapter 16] and Civil Service Rules [II.2; IV.2.b; VI.2.B; VI.3; VI.7] to demonstrate the division of positions between Civil Service (classified positions) and HR (executive and labor positions). She clarified the responsibilities of the Civil Service Board and Department in relation to the recruitment and hiring for classified positions and notated sections of the flow chart that were unclear in relation to these responsibilities. She questioned the purpose and objective of the flow chart and the division of duties as listed in the document.

Ms. Arias explained that the purpose of the flow chart as well as the discussions held between her and Ms. McDonald was to improve the talent management function throughout the City, to reduce the time to hire and to increase accountability for the process. She stated that in speaking with hiring managers, the areas of concern were: job classification and establishing minimum qualifications (shared between HR and CVS); lack of targeted sourcing; and large lists of minimally qualified candidates. She stated that the flow chart was developed to address these issues, clarify the process and improve the time-to-hire.

There was discussion about the continued collaboration between CVS and HR moving forward to develop a plan that can improve the process while honoring the Charter and increasing accountability.

AGENDA ITEM 8 – Designate panel members for Trial Board Hearings

Chairman Dr. Troy Coleman designated the following panel members:

Flora Hernandez to chair the December 5, 2018 Trial Board hearing of Alan Ramos. Adjunct panel members will be Calvin Robinson and Jacqueline Staley.

Lorraine Montemayor to chair the December 11 and 12, 2018 Trial Board hearing of D'Voderick Robinson. Adjunct panel members will be Jacqueline Staley and Robert Murphy.

AGENDA ITEM 10 – A closed executive session will be held pursuant to Section 551.074 of the Texas Open Meetings Act to conduct the FY 2016-17 evaluation of the Secretary to the Board/Interim Civil Service Board Director

The Board went into closed session with Ms. McDonald to conduct her performance evaluation for fiscal year 2016-2017. Mr. Welch made the motion to increase the Interim Board Secretary's salary by five percent. Ms. Hernandez seconded the motion. The motion passed unanimously.

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AGENDA ITEM 11 – Briefing on preliminary organizational assessment done to understand the perceived effectiveness and efficiencies of the Civil Service Department – Civil Service Chair

The Chair presented an executive summary of a mini-assessment of how what the Civil Service department does is received and perceived. The chair stated that he collected feedback from various department directors, members of the City Council, the Mayor, and the City Manager.

The Chair first presented the positive feedback he received including: better connectedness between HR and Civil Service, more dialogue between HR and Civil Service, a greater sense of being on the same team with improvements and time to hire, the use of valuable technology has been improving and this use is promoting more efficiency and consistency in outputs, and the department is moving in the right direction regarding time to hire.

Next, the Chair presented areas of desired improvement including: the need to use the full capacity of NEOGOV to better address the unique needs of different departments. Staff needs to manage aging hiring and promotional lists more effectively and help with succession planning. There is a need to ensure recruiting sources are current and relevant. The Chair also discussed the need to determine if the department's technology and staffing structure are correct and adequate, ensure that testing and assessment methods reflect real world simulations, and that staff needs to streamline processes to reduce or eliminate duplication of effort.

The Chair stated that our customers want a system that works, is fair and efficient, and maintains the rights of employees, and a department that is collaborative, gets things done in a timely manner, and works with a focus on deliverables, perseverance, and service. The Chair stated that the Department should re-visit the CPSHR and Hire Dallas reports, establish a regular communication program to inform customers and build relationships and trust, conduct regular customer surveys, and conduct regular assessments to determine if staff has the required skills to meet customer needs. The data collected from these activities should be used to develop a biannual work plan with implementation steps and specific goals.

Discussion Piece – Team work

The Chair presented a discussion piece on team work. The discussion started with a review of the Five Dysfunctions of Teams by Patrick Lencioni. The dysfunctions presented were absence of trust, fear of conflict, a lack of commitment, avoidance of accountability, and inattention to results. Next, the Chair discussed how beliefs frame our reality, create blind spots that limit our view of possibilities, and how our beliefs are defended by our vital self-serving logic. The chair stated the rule of thumb that knowledge does not equal understanding. The chair explained that the key to overcoming these dysfunctions lies in communication. The chair explained that communication is a five-step process involving interpersonal empathy, openness and honesty, communicating with clarity and intentionality, and communicating with regularity and consistency. Finally, the Chair emphasized the importance of listening in communicating, and that we should all "seek to understand" to ensure we are communicating effectively.

Note: For more information on the discussion of any issue heard during this meeting, refer to the transcript retained in the Civil Service Department.

There being no further business, the Civil Service Board meeting adjourned at 2:34 p.m.

(A complete transcription of this meeting is available)


ATTESTED


APPROVED