



CITY OF LEWISVILLE

Recruitment, hiring and retention overview

Melinda Galler –
Assistant City
Manager

- Employee Demographics Overview

Matt Grebliunas
– HR Director

- Recruitment & Hiring Process
- Pay Practices and Promotions
- Employee Relations

Tamara Miller –
Training
Specialist

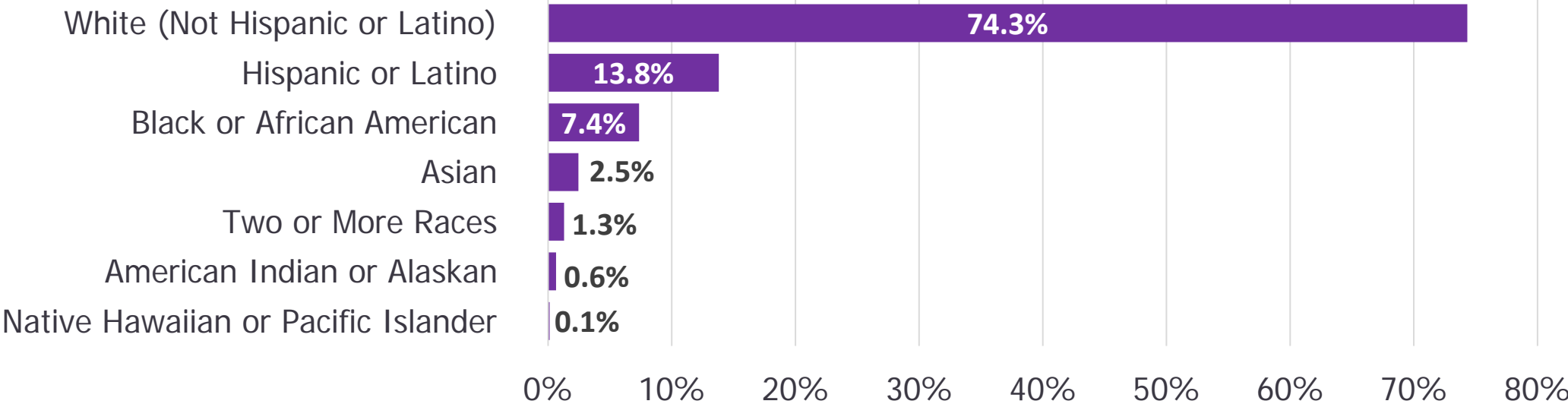
- Training
- Future Initiatives

Agenda

Employee Demographics Overview

Employee Race/Ethnicity Overview

■ Current Employee Population



Employee Demographics Overview

Race/Ethnicity Comparison – July 2020

	# of Employees	% of Employee Total (Current)	% of Lewisville Citizens (census.gov 2019)	Utilization +/-	% of Denton County (census.gov 2019)
Total Headcount	775	-	-	-	-
White (Not Hispanic or Latino)	576	74.3%	42.6%	31.7%	57.6%
Hispanic or Latino	107	13.8%	31.8%	(18.0%)	19.6%
Black or African American	57	7.4%	12.6%	(5.2%)	11.0%
Asian	19	2.5%	9.8%	(7.3%)	9.7%
All Other	16	2.0%	5.0%	(3.0%)	2.7%

* All Other: Two or More Races, American Indian or Alaskan, Native Hawaiian or Pacific Islander

City of Lewisville Employee Demographic Comparison



2000

TOTAL BY GENDER			MEN					WOMEN					TOTAL BY RACE/ETHNICITY				
M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
378	72	450	331	22	19	4	2	68	3	0	1	0	399	25	19	5	2
84%	16%	100%	74%	5%	4%	1%	0%	15%	1%	0%	0%	0%	89%	6%	4%	1%	0%

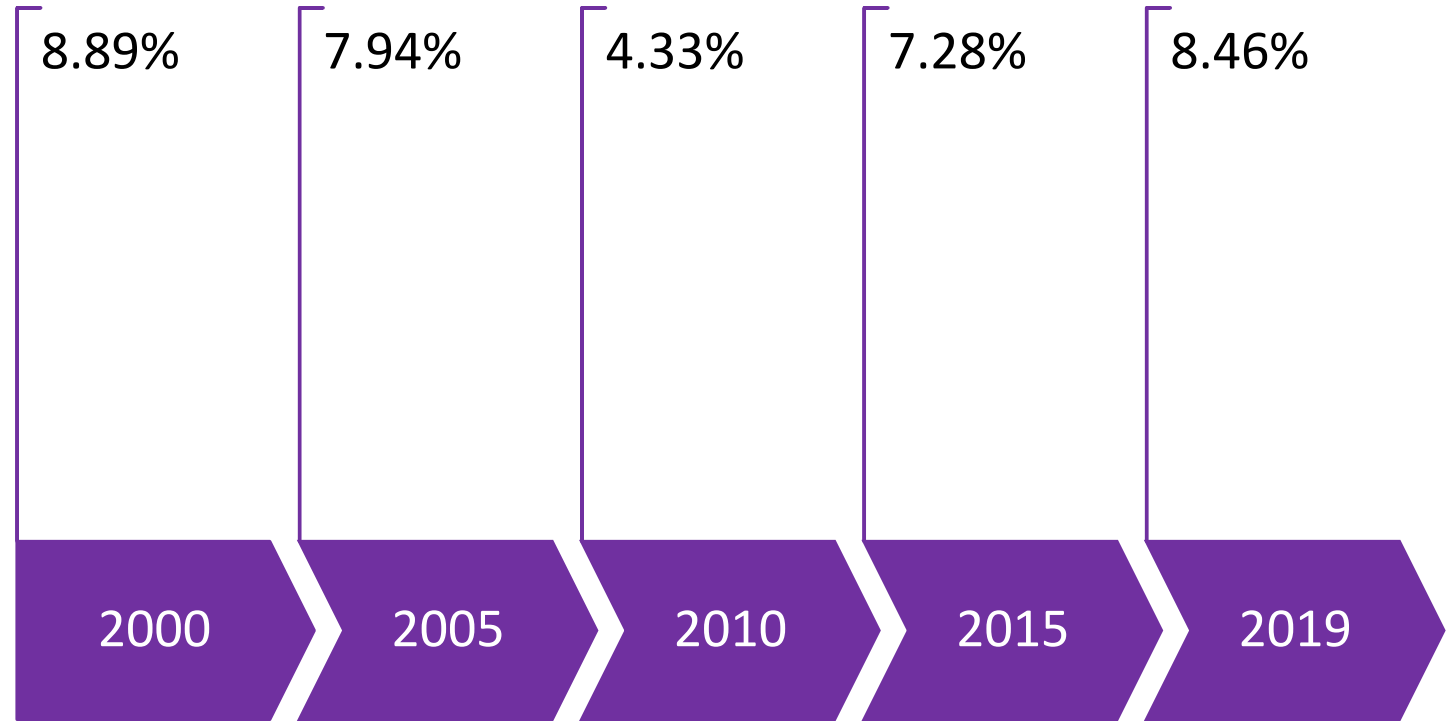
2010

TOTAL BY GENDER			MEN					WOMEN						TOTAL BY RACE/ETHNICITY						
M	F	T	W	B	H	A	AI	2+	W	B	H	A	AI	2+	W	B	H	A	AI	2+
518	205	723	422	34	55	4	2	1	171	14	13	6	0	0	593	48	68	10	2	1
72%	28%	100%	58%	5%	8%	1%	0%	0%	24%	2%	2%	1%	0%	0%	82%	7%	9%	1%	0%	0%

2020

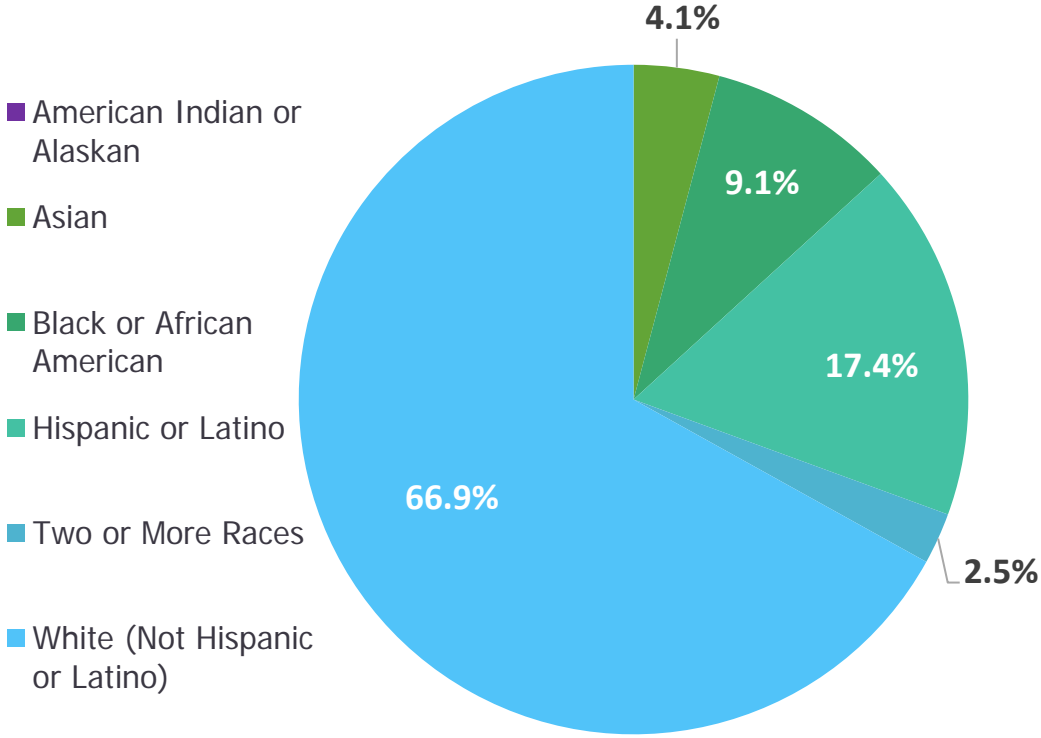
TOTAL BY GENDER			MEN							WOMEN							TOTAL BY RACE/ETHNICITY						
M	F	T	W	B	H	A	AI	PI	2+	W	B	H	A	AI	PI	2+	W	B	H	A	AI	PI	2+
569	206	775	435	39	72	12	5	1	5	141	18	35	7	0	0	5	576	57	107	19	5	1	10
73%	27%	100%	56%	5%	9%	2%	1%	0%	13%	18%	2%	5%	1%	0%	0%	1%	74%	7%	14%	2%	1%	0%	2%

City of Lewisville Turnover Rate

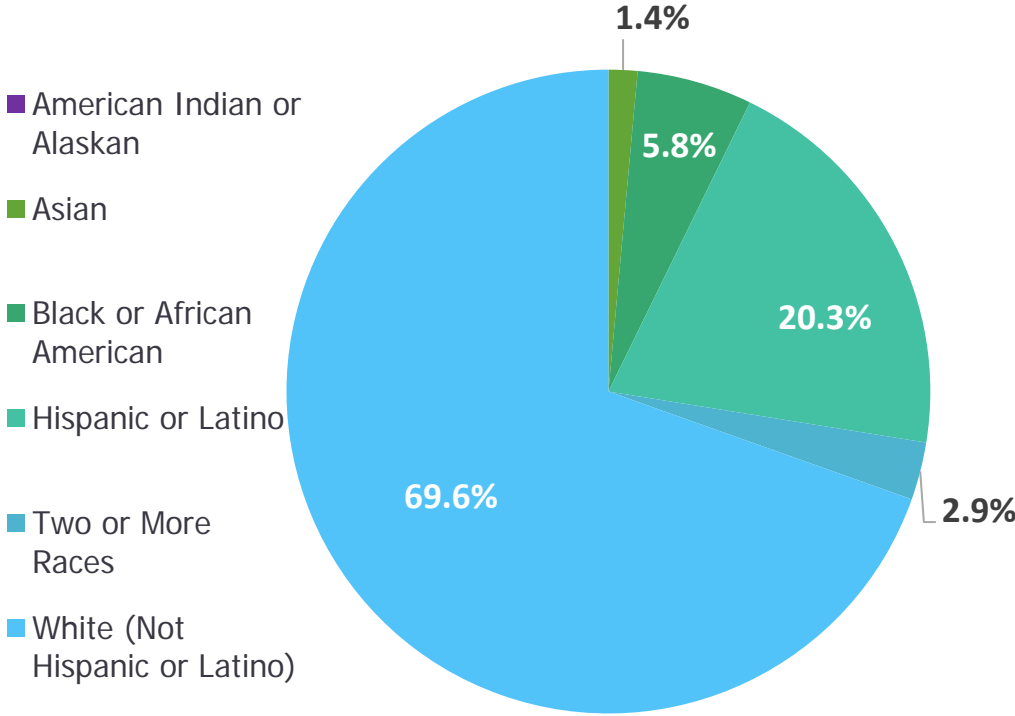


Department Demographics Overview

Employee Race/Ethnicity
Public Services Dept



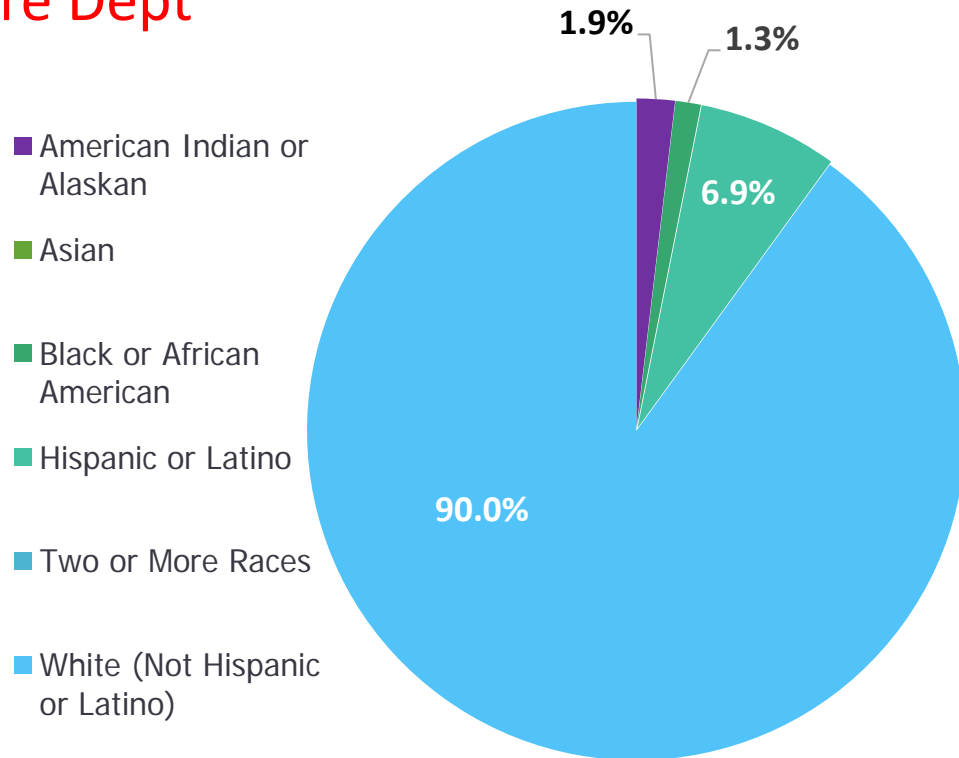
Employee Race/Ethnicity
Parks and Rec Dept



Employee Demographics Overview

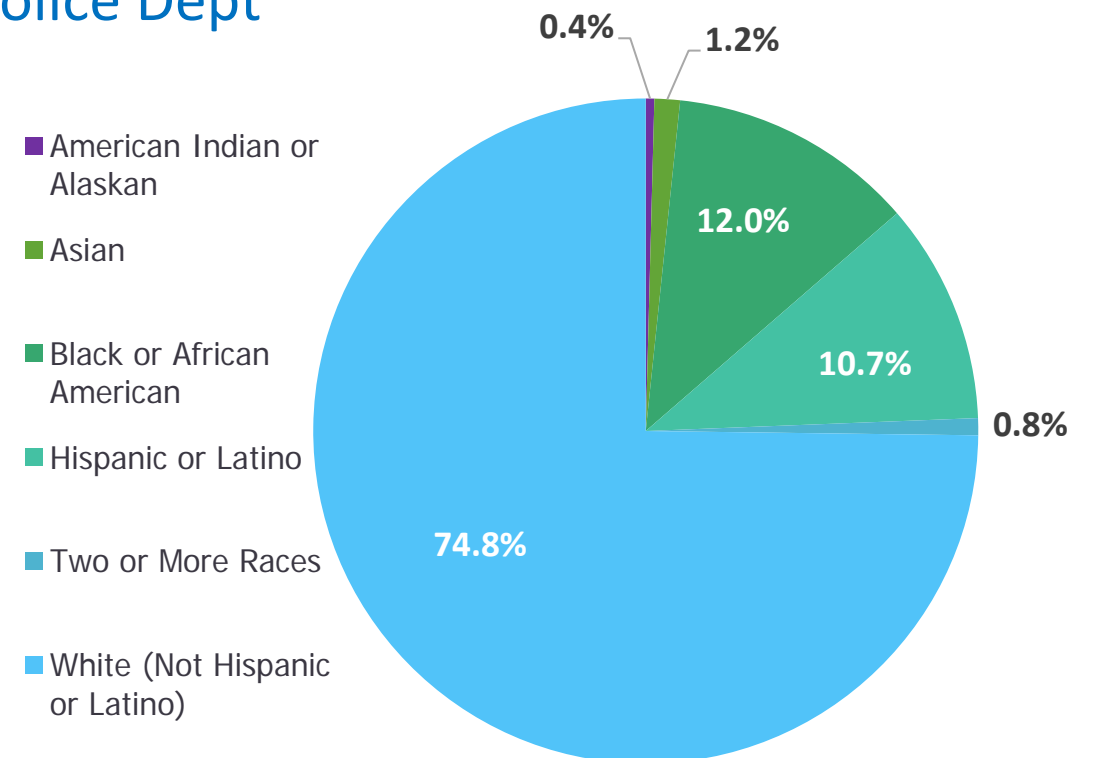
Employee Race/Ethnicity

Fire Dept

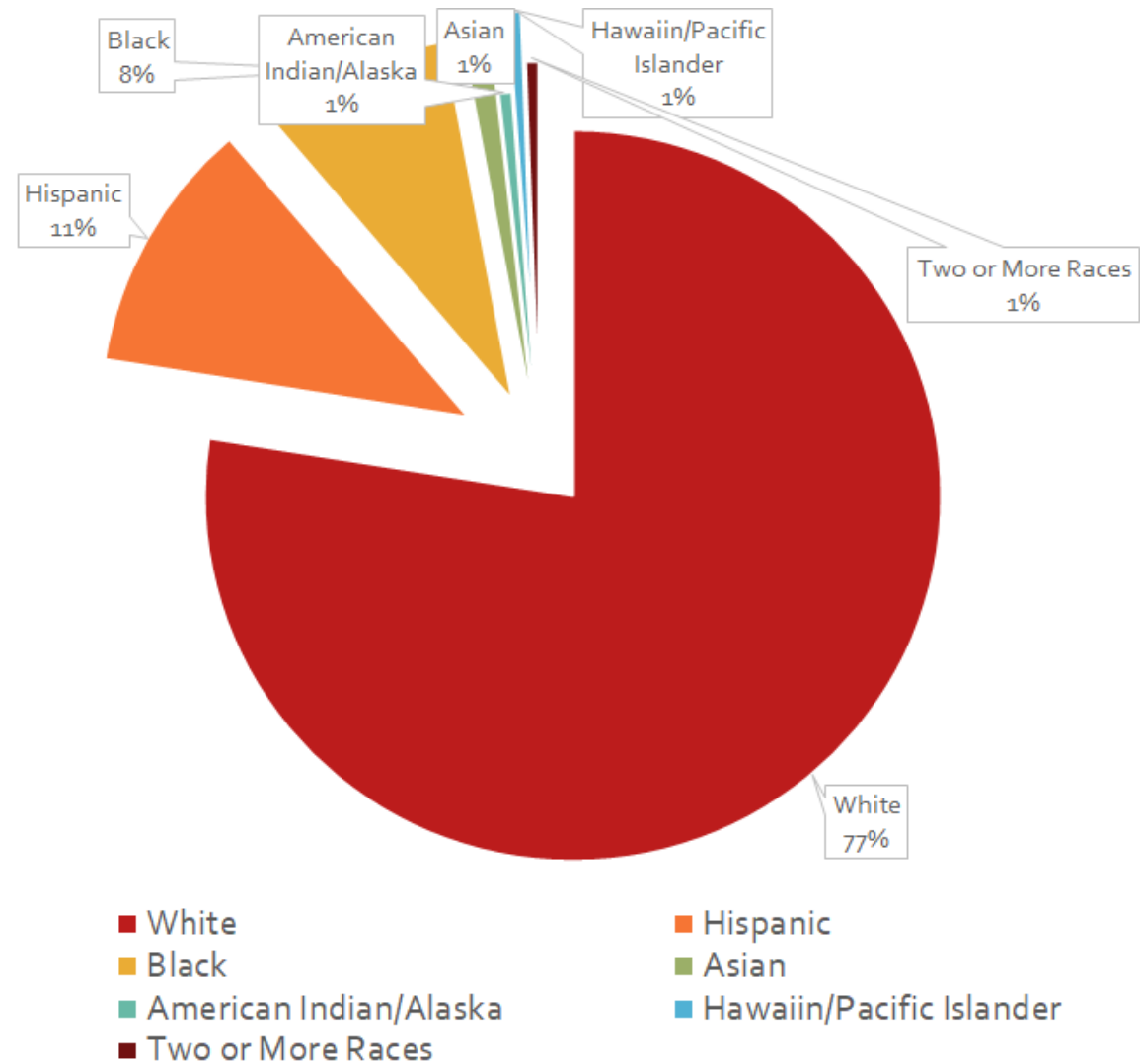


Employee Race/Ethnicity

Police Dept

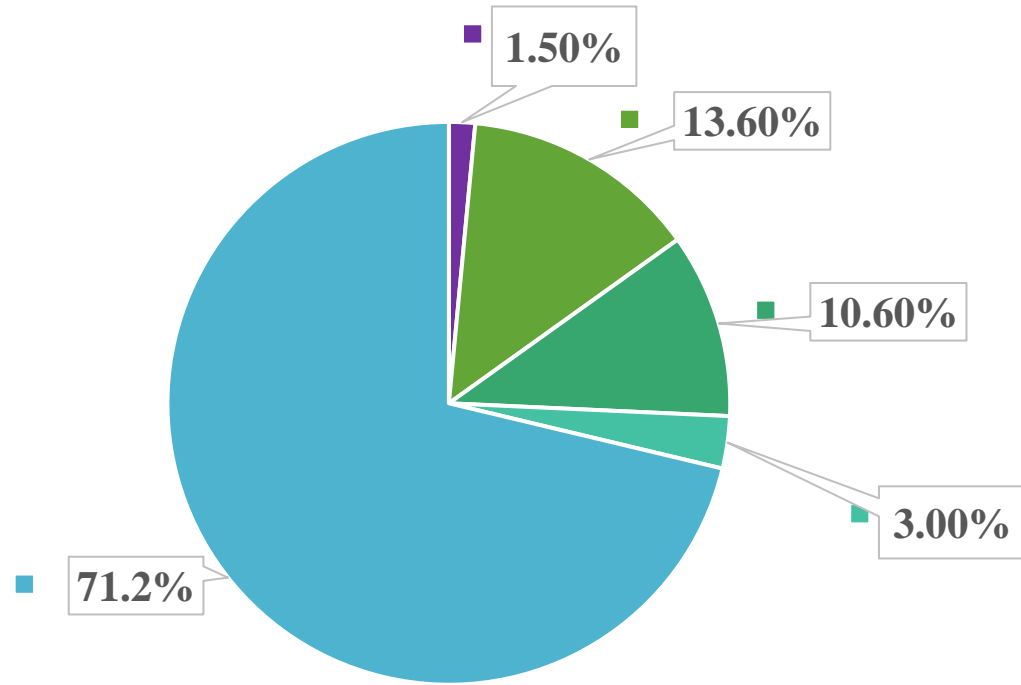


Police Officer Only Statistics by Race and Ethnicity



	Fort Worth	Irving	Denton	Grand Prairie	Garland	Lewisville	Carrollton	Mesquite	Plano	Frisco	Flower Mound	Coppell
White	65%	68%	69%	71%	75%	77%	79%	79%	80%	82%	84%	85%
Hispanic or Latino	21%	19%	10%	17%	12%	11%	11%	11%	8%	12%	13%	8%
Black or African American	10%	9%	16%	10%	10%	8%	7%	8%	8%	3%	2%	5%
Asian		2%	3%	1%	2%	1%	2%	1%		3%	1%	2%
Two or More Races		2%	1%		1%	1%			2%			
American Indian or Alaskan			1%			1%	1%		1%			
Native Hawaiian or Pacific Islander		1%				1%						
Other	4%			1%				1%				

Demographic Comparison for Police Officer by City



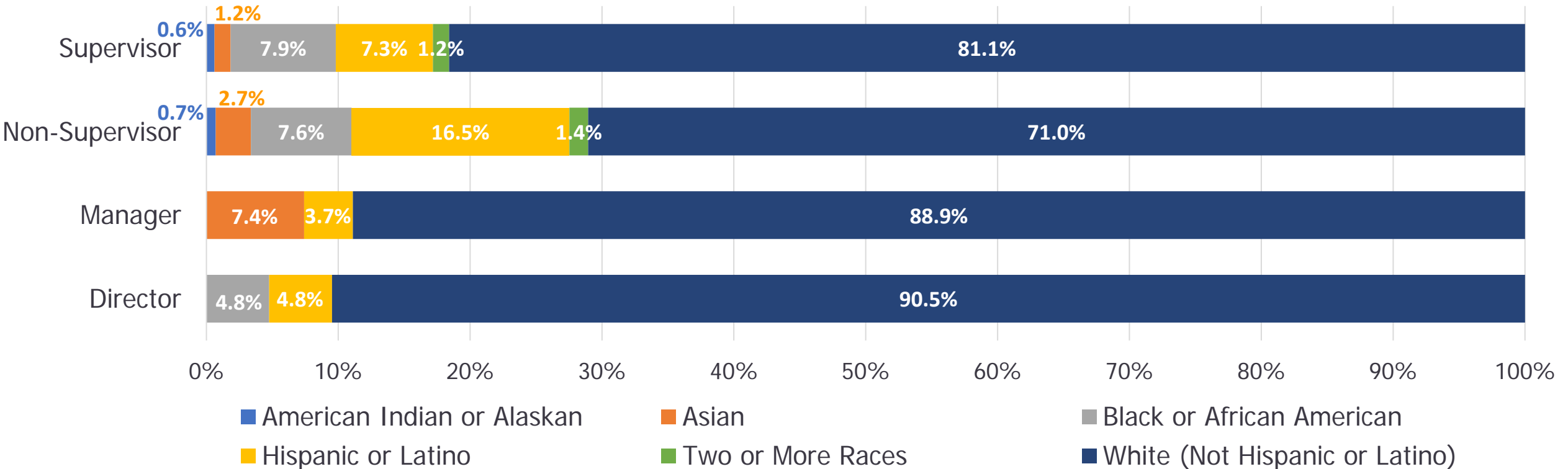
■ Asian ■ Black ■ Hispanic ■ Two or More Races ■ White

Entire Police Department Hiring Percentages By Race/Ethnicity

Since August 2018

Employee Demographics Overview

Position Level by Race/Ethnicity



Recruitment, Hiring and Retention

General Government Recruitment & Hiring Process

- The Human Resources Department is responsible for the recruiting/hiring process for all employees
 - The City has 841 budgeted full-time employees and up to 200 part-time/seasonal employees depending on the time of year.
- Job descriptions are created/reviewed for all positions
 - Essential functions, qualifications, knowledge, skills and ability
- Pay plans provide job classifications and salary ranges
 - Internal Equity - Point Factor Analysis (education, experience, managerial requirements, etc.)
 - External Equity - Market Analysis (completed on annual basis)
 - HR Director approves starting pay up to 5% over minimum

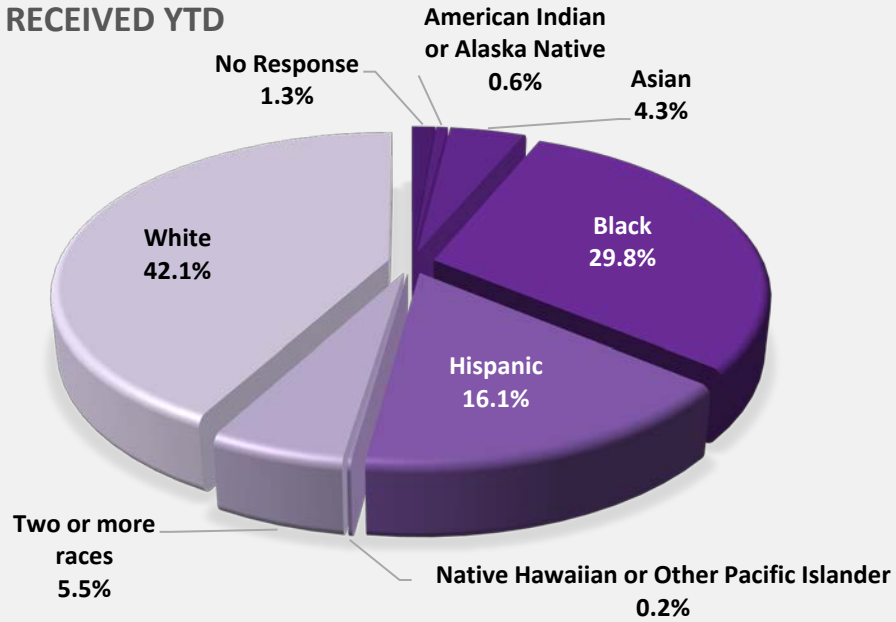
General Government Recruitment & Hiring Process

- Job openings are posted utilizing, Neogov, an applicant tracking system
- All positions are posted on the City's website and www.governmentjobs.com. Use of job boards and social networks.
- HR screens all applications and forwards applicants meeting minimum qualifications to the hiring manager.
- The hiring manager will then review applications and determine who to interview.
 - Screening criteria includes Minimum Qualifications, Knowledge, Skills, Abilities and Preferred Qualifications.
 - Consider job history, moving job to job, omitted dates or descriptions for certain jobs, gaps in employment.

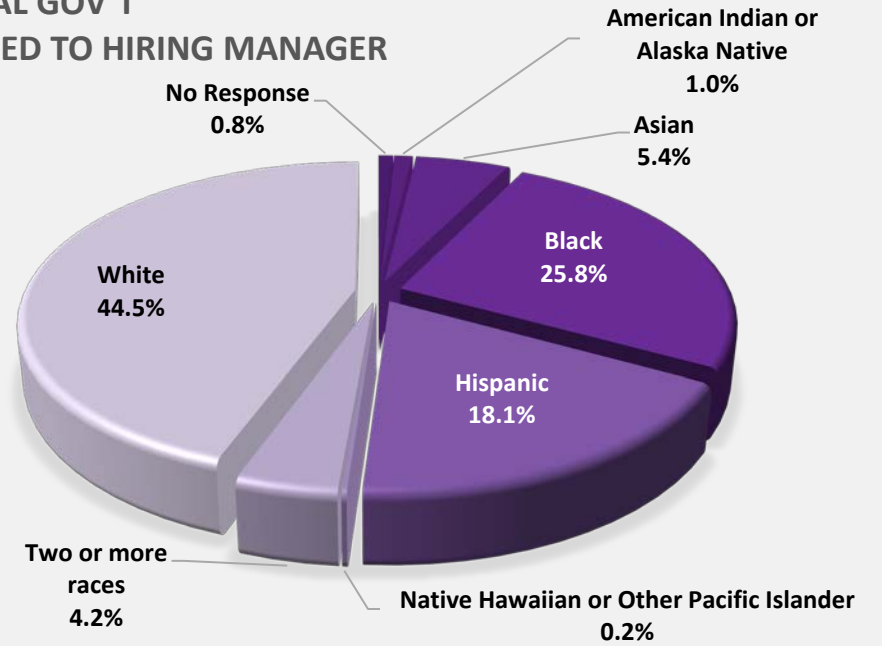
General Government Recruitment & Hiring Process

- All final applicants undergo a background check that includes
 - Social Security Trace
 - County Criminal Records Search
 - National Criminal Search that includes Sex and Violent Offenders Search
 - Depending on the job duties: a Driver License Check, Credit Check, Education Verification Check
- Open records request when applicable

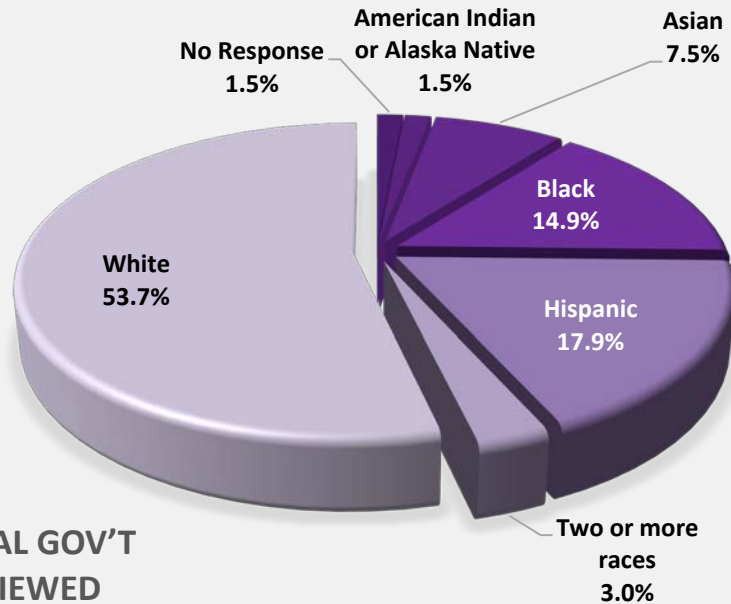
**GENERAL GOV'T
APPS RECEIVED YTD**



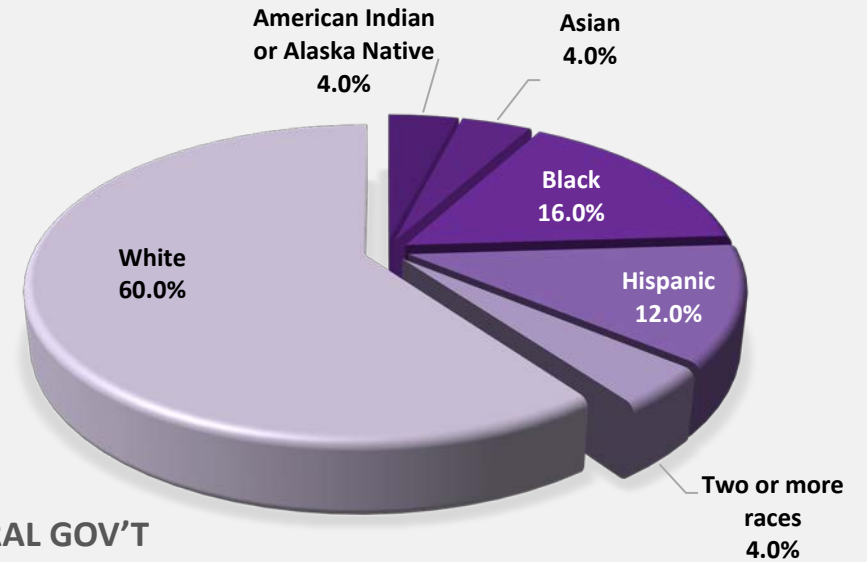
**GENERAL GOV'T
REFERRED TO HIRING MANAGER**



**GENERAL GOV'T
INTERVIEWED**



**GENERAL GOV'T
HIRED SINCE JAN 1, 2020**



Leadership Recruitment

- ❑ City contracted with a third party to assist with recruitment
 - Finance Director – (Ralph Anderson and Associates)
 - Hired a Finance Director from Mount Prospect, Illinois – Dave Erb
 - Police Chief – (Southwest Leadership Resources)
 - Hired internal applicant – Assistant Chief Kevin Deaver

- ❑ Internal staff conducted recruitment process
 - Parks and Recreation Director
 - Hired Stacie Anaya who was the Assistant Parks and Recreation Director in Corpus Christi, Texas
 - Public Services Director
 - Hired Keith Marvin who was the Assistant Director of Public Services in Coppell, Texas
 - Library Director
 - Hired Carolyn Booker who was the Library Services Manager in Keller, Texas
 - Fire Chief
 - Promoted the Assistant Fire Chief after the death of our Chief who battled cancer for five years

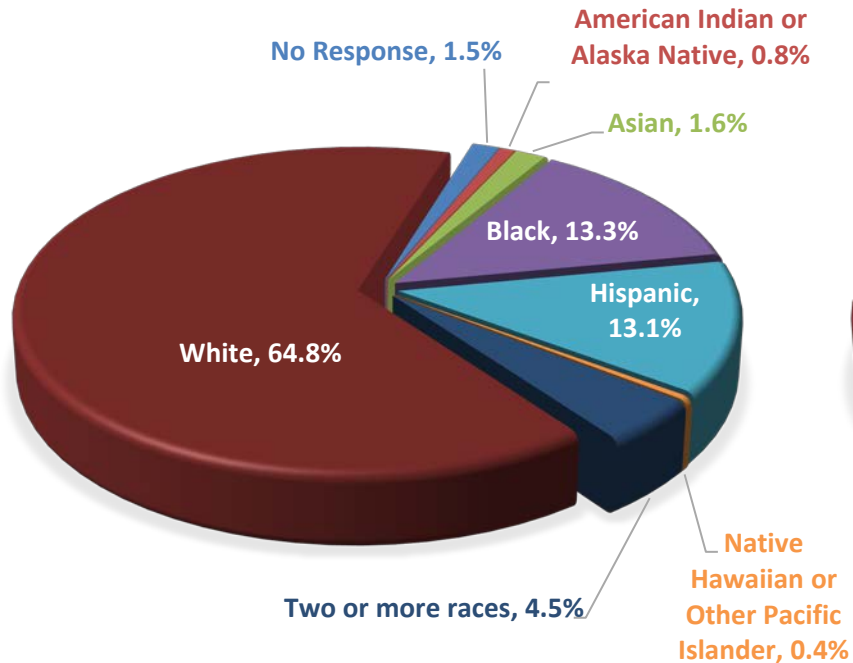
Sworn Police and Fire Hiring Process



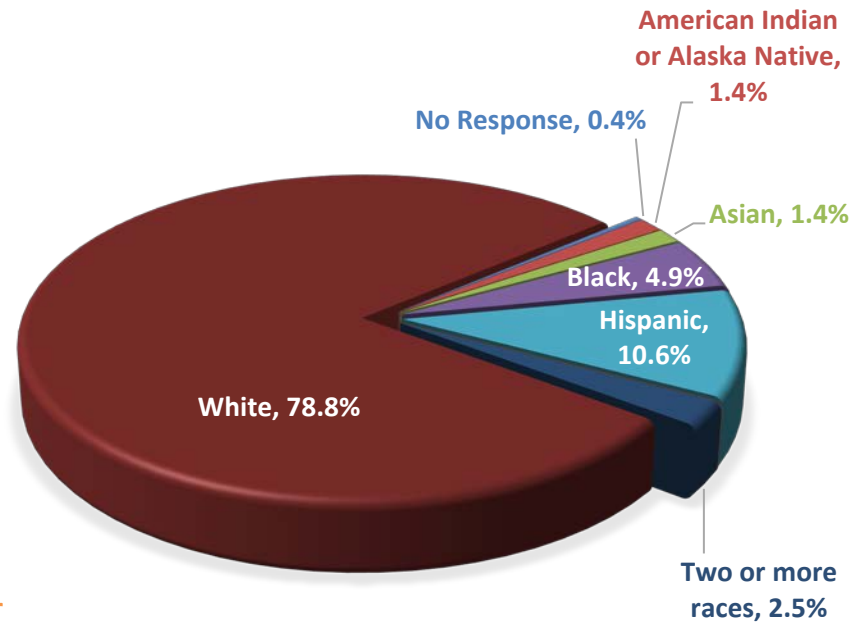
- Applicants apply online through Neogov, same as general government.
- Applicants are screened through Neogov based on their answers to questions related to background standards
- Candidates must complete additional objective testing including:
 - Written test
 - Physical Ability Test
 - Polygraph
 - Psychological Exam
 - Medical Exam
- Background requirements for these positions are much more stringent than other positions in the City due to the sensitive nature of what they do.

2019 Firefighter Hiring Demographics

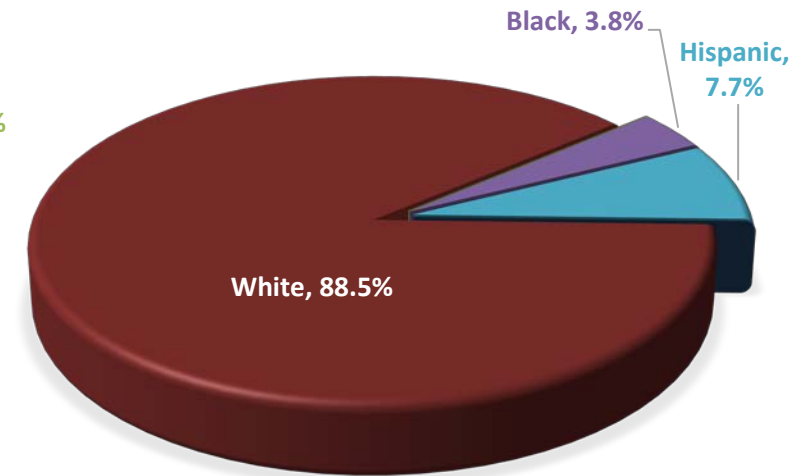
FIREFIGHTER/PARAMEDIC - APPLIED



FIREFIGHTER/PARAMEDIC - TESTED

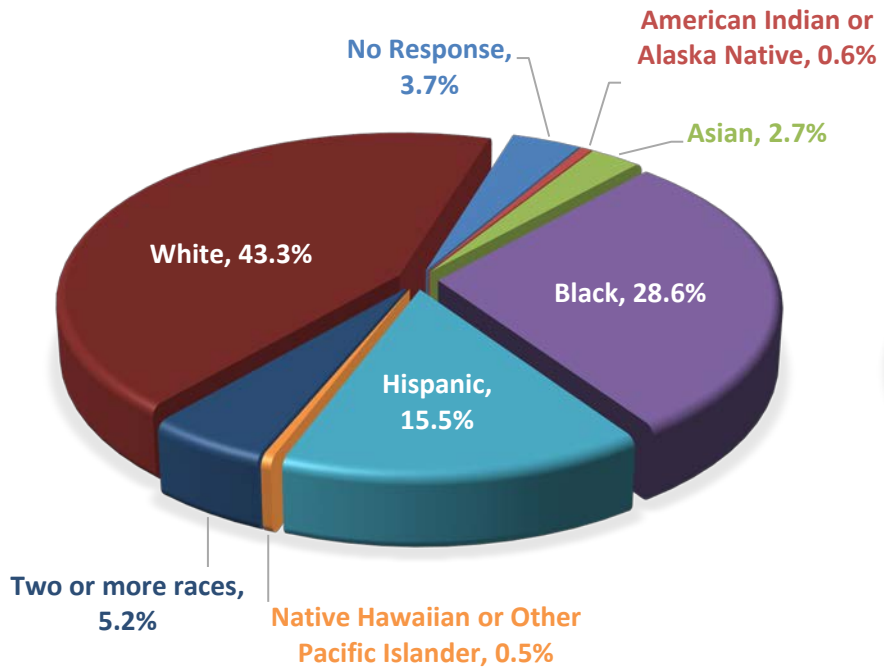


FIREFIGHTER/PARAMEDIC - HIRED

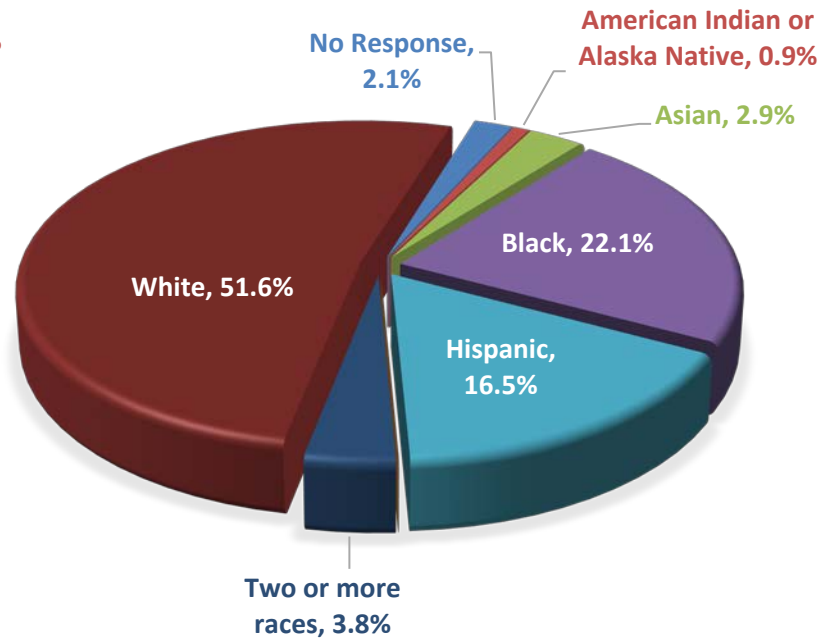


2019 Police Officer Hiring Demographics

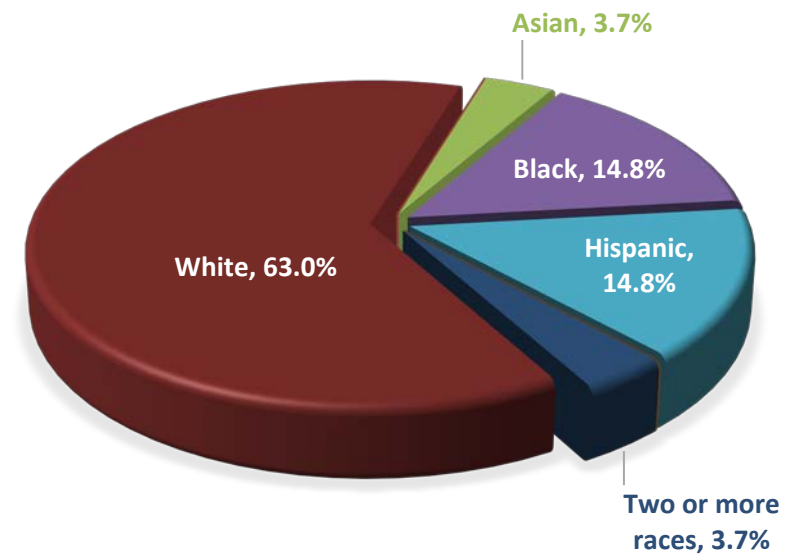
POLICE OFFICER - APPLIED



POLICE OFFICER - TESTED



POLICE OFFICER - HIRED



Police Officer Hiring Challenges

■ Recruitment Challenges

YEAR	# of Applications Received	# Tested	# Who Passed Test	# Who Passed the Physical Ability	# Hired	# Still Employed	% of Applicants Hired
FY 16-17	171	47	40	32	10	10	5.8%
FY 17-18	602	141	74	50	9	8	1.5%
FY 18-19	1,247	299	167	120	15	15	1.2%
TOTAL	2,020	487	281	202	34	33	1.7%

- 1.7% of applicants who apply are hired



Lateral Transfers

- Implemented September 2016 – Certified Only
- Police Officers are paid according to their experience. (Step pay plan)
 - Prior to May 2019, experience must include work as a sworn police officer at a city with a population of over 50,000 or an entity with over 100 sworn police officers (e.g. DART, universities)
 - Since May 2019, this only applies to non-Texas certified officers.
 - 2018-19, six of the 15 new officers were hired in as a lateral transfer.
 - Of the six, four were from out of state.

Promotions

General Government

- Positions are posted, either internally only or to the outside
- Employees who are promoted from within received a 5% increase or move to the minimum of the new range.

Police and Fire

- Submit a notice of intention to promote with HR
- Exam – exams developed by professional test writing company
- Assessment Center – scenario based on a real-life mock event. Developed in house w/ set grading scale, administered by HR.
- Interview – conducted by panel and administered by HR

Employee Relations - Discipline

- Discipline Directive applies to all City employees and is only a guideline for supervisory actions.
- Disciplinary actions do not need to be taken in any particular order.
- Formal disciplinary action includes Written Reprimands, Suspension without Pay, Demotion, and Termination.



Employee Relations – Discipline

- Certain offenses result in automatic termination:
 - Job abandonment
 - Intentional Misuse of Property
 - Failure to report an accident in accordance with the Drug and Alcohol-Free Policy
 - Slowdowns, sit-ins, or strikes
 - Dishonesty
 - Manufacture, distribution, dispensing, possession, or sale of a controlled substance

Employee Relations

Employees have several avenues to address complaints

- Complaint/Appeal Process – City Manager makes final decision

Unlawful Harassment Policy

- All Complaints are handled in the Human Resources Department

Lighthouse – Ethics Hotline

- Complaints can be anonymous and are submitted on-line to a third-party company which then forwards the complaints to the City Attorney and Human Resources Director.

Training and Development Overview

New Employee Orientation

- Director's Hello!
- Tour the City (Virtual)
- Lewisville's History
- City Organization
- Culture of Lewisville (The Lewisville Way)
- What's Going on Around the City of Lewisville?
- Expectations, Job Opportunities, Work Performance
- Employee Conduct
- The Way Team
- Compensation
- Safety
- Employee Websites

Lewisville Way

- ❑ Adopted in 2018, The Lewisville Way values system clearly defines how City employees will work together to serve our community. It also is a guide for who the City hires and what behaviors the City rewards. Employees are expected to *Value People, Serve Everyday, and Build Our Future*.
- ❑ A values-based hiring process is bringing visionary leaders to City positions. Applicants are assessed in part by their willingness to live the city's values and contribute to the Lewisville 2025 vision. This has led to stronger hires throughout the organization.
- ❑ As part of The Lewisville Way, the City created the Way Award to recognize team members for living the values. This award is presented to employees who go above and beyond expectations in demonstrating the city's values. Also, the Way Team was created to help support employee engagement throughout the City and host/sponsor employee events throughout the year.



THE
LEWISVILLE WAY
VALUE | SERVE | BUILD



Training & Development

To help strengthen and improve employee's knowledge, skills and abilities.

Create awareness and equip employees with knowledge to prevent situations that may violate policies and procedures.

For employees to learn and develop new skills to improve organization effectiveness.



Leadership Development Series

Overview

The Leadership Development Series is an educational and informative leadership training program for leaders throughout the City. The program consists of (9) leadership classes offered throughout the year.

Who participates in the Leadership Development Series?

Department supervisors, managers, and directors. Also, any employee who is selected by management to participate in the program.

LDS Courses

- Coaching to Develop Motivation
- Purchasing / Budgeting
- Emotional Intelligence
- Media Relations
- Management 101
- Building Trust
- Effective Communication Skills
- Situational Leadership
- 7 Habits of Highly Effective People

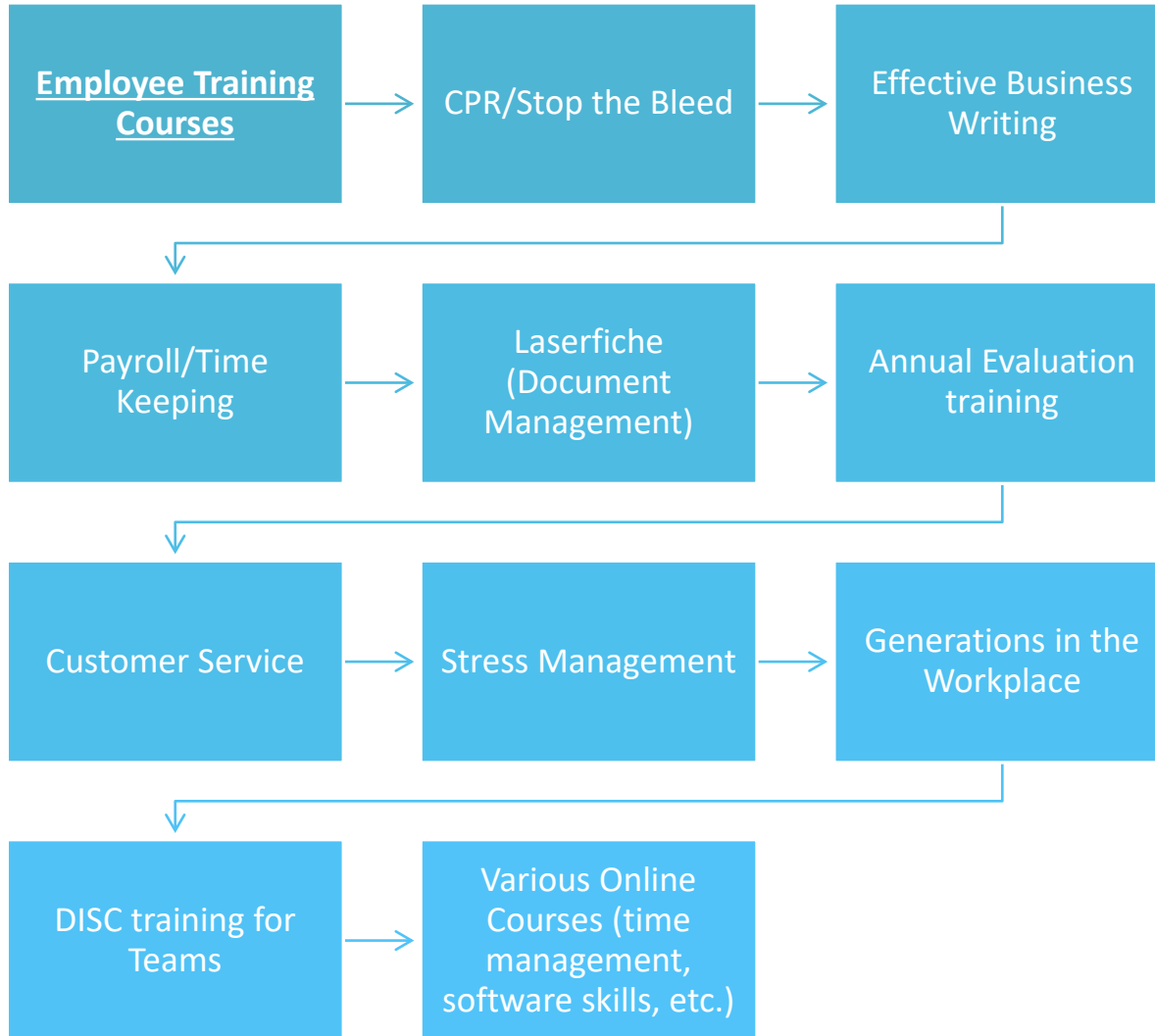
Compliance Training

Overview

Compliance training is offered annually (online or in-person) on a rotating basis. To create awareness and equip employees with the knowledge to prevent situations that may violate policies and procedures.

Compliance Courses

- Unlawful Harassment Prevention
- Ethics in the Workplace
- Diversity & Inclusion
- Defensive Driving
- Drug & Alcohol Awareness
- Active Shooter Awareness
- Workplace Safety
- Cash Handling
- ITS Security Awareness



Employee training is designed for employees to gain new skills and to help strengthen and improve employee's knowledge, skills, and abilities. These optional courses are offered in multiple sessions throughout the year. Online classes are available 24/7 via the City's Learning Management System.

City of Lewisville Youth Programs



- Police Explorer Post
 - Program affiliated with Boy Scouts for students Law Enforcement
- Criminal Justice Practicum
 - Students from the LISD career center attend training hosted by the Lewisville Police Department
- Library Teen Advisory Group
 - Teens assist in developing programs that reflect their interests, improve collection development, and gather feedback on trends in teen services
- Teen Court
 - An alternative, voluntary program which offers young offenders an opportunity to make restitution for an offense through community service, specialized classes and jury service.
- Project Search (Since 2015)
 - Collaboration with LISD to provide a program for interns with special abilities to help foster and facilitate the acquisition of jobs by people with special abilities
- City Council's Youth Action Council (Established in 2017-18)
 - Open to all Lewisville youth in the 10th through 12th grades. Advise Council on youth related issues; assist with special projects and events; research, assess and evaluate current youth and community programs; and inspire other young people by completing on-the-ground service projects and sharing their stories.

FUTURE INITIATIVES

Recruitment

- Consideration of rolling out candidate software that hides candidate's names to reduce hiring bias
- Recruitment & Onboarding Specialist
 - Centralized hiring process in HR
 - Partner with other departments and hiring managers to train and ensure consistent hiring practices
 - Proactively recruit (job fairs, social media, HBCUs, etc.)

Diversity

- Launch internal diversity and inclusion commission similar to the "Mayor's Commission"
- Internal Pulse Survey
- Online course/In-person training led by internal Training Specialist
- Bring in outside consultant/speaker to engage employees