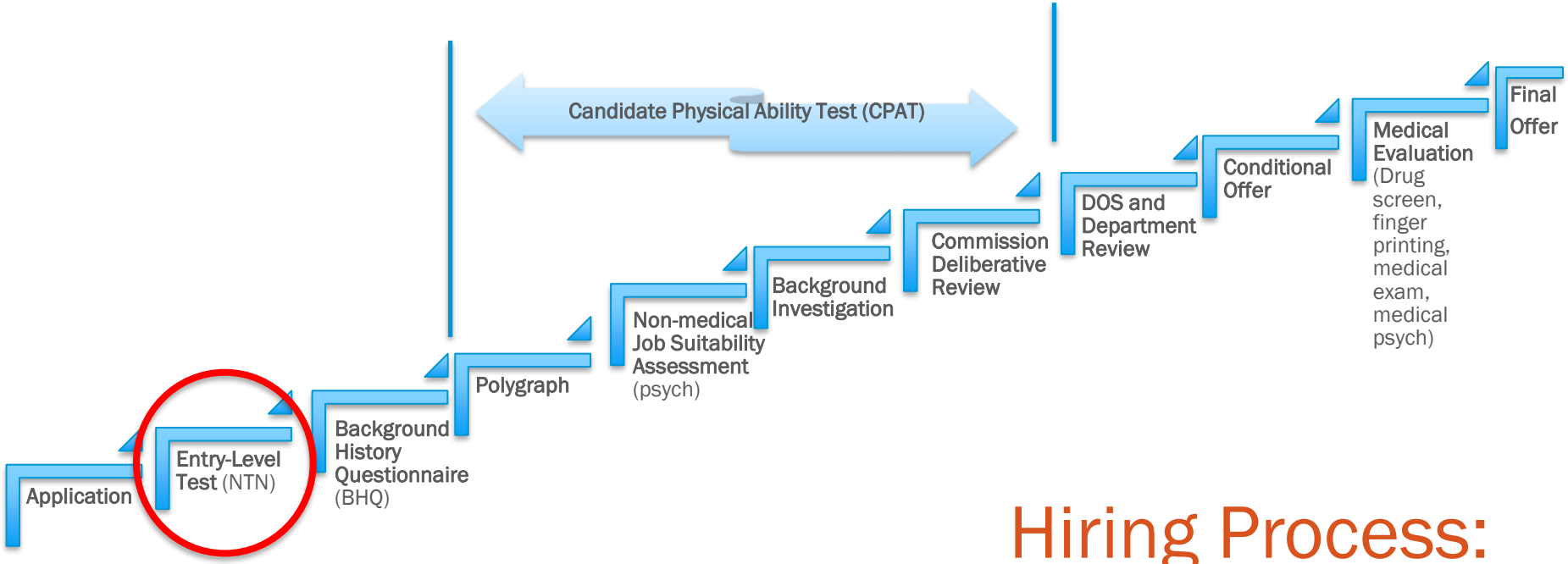
Executive Director's Report

CIVIL SERVICE COMMISSION
Commission Meeting – 1/8/2025



Hiring Process: Fire Entry-level

Update to NTN Test (Fire Entry-level)

Phase 1 (2025)

- Remove PSSA
- Keep:
  - Human Relations Test
  - Mechanical Reasoning
  - Reading Test
  - Math Test
- Decrease the # of questions by 528 (122 vs 650; 81.23%)
- Decrease the time to take the test by 2.5 hours (2 vs 4.5 hrs. ; 56%)
- Proctor and scheduled appointment still required

Phase 2

- Coming in 2026
- Focus on:
  - Mechanical Reasoning
  - Reading
  - Math
- Un-proctored
- Virtual, mobile-friendly, and available 24/7

2025 FIRE Entry-level Test Scoring Updates

Current:

- Pass or Fail in each of the 5 components
- Final Score is determined by weighted average of Human Relations and PSSA scores only
  - Human Relations = 60%
  - PSSA = 40%
- Passing score = 82% (Final Score)

New:

- Pass or Fail in each of the 4 components
- Final Score is determined by weighted average of all 4 components
  - Human Relations = 25%
  - Mechanical Reasoning = 25%
  - Reading = 25%
  - Writing = 25%
- Passing score = 82% (Final Score)

2025 FIRE Entry-level Test Scoring Updates

Ranking system

Per Rule 7 § 2(A), CSC will provide DFD and DOS with the list of qualified candidates who passed all examination requirements in rank order (eligible register). From the rank order, DFD and DOS can continue to make appropriate selections based on department goals/objectives.

The ranking system will incorporate and outline examination scores on the following leading up to the total score which determines the rank order.

- Written Test Final Score
- Military Service and Veterans Preference Points
- Special Skill Preference Points (language)
- Fire Career Apprentice Program
- Denver Fire EMT

2025 POLICE Entry-level Test Scoring Updates

Current:

- Pass or Fail in each of the 4 components
- Final Score is determined by weighted average of Human Relations and PSSA scores only
  - Human Relations = 50%
  - PSSA = 50%
- Passing score = 65% (Final Score)

New:

- Pass or Fail in each of the 2 components
- Final Score is determined by weighted average of all components
  - Reading = 50%
  - Writing = 50%
- Passing score = 65% (Final Score)

2025 POLICE Entry-level Test Scoring Updates

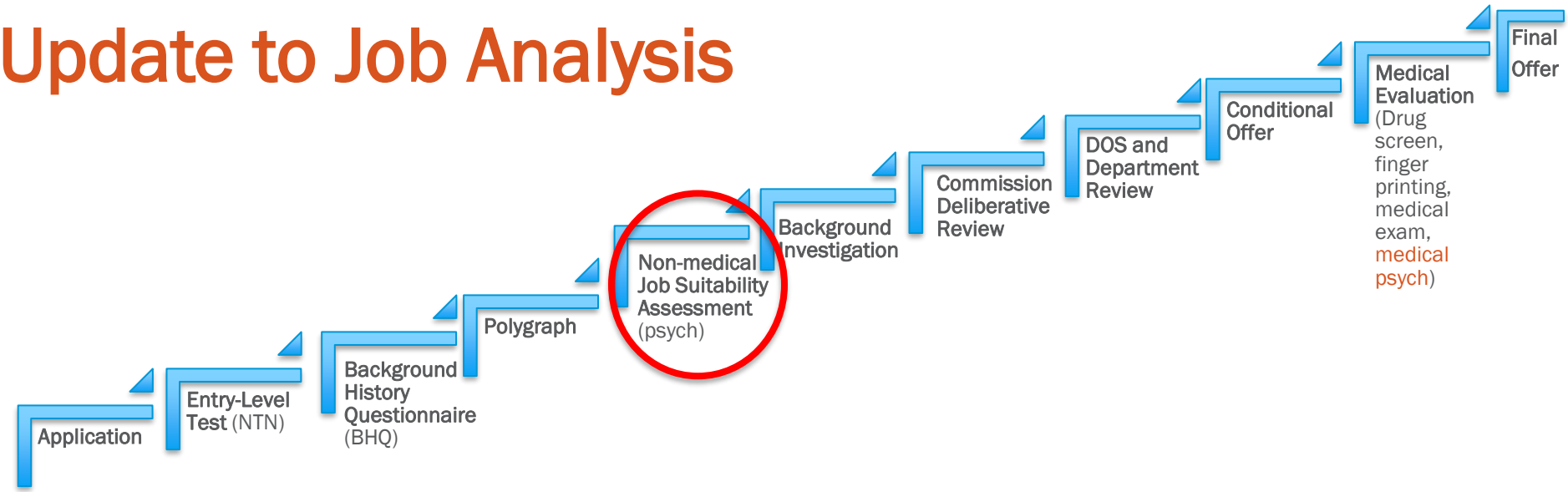
Ranking system

Per Rule 7 § 2(A), CSC will provide DPD and DOS with the list of qualified candidates who passed all examination requirements in rank order (eligible register). From the rank order, DFD and DOS can continue to make appropriate selections based on department goals/objectives.

The ranking system will incorporate and outline examination scores on the following leading up to the total score which determines the rank order.

- Written Test Final Score
- Military Service and Veterans Preference Points
- Special Skill Preference Points (language)
- Denver Sheriff Preference Points

Update to Job Analysis



- Instructions sent to SMEs on 12/10/2024.
- Response period was 12/11/2024 – 12/31/2024.
- Police closed 12/31/2024.
- Fire & EMT extended through 1/3/2025.

Update to Internal Staffing

- Senior HR Data Analyst Mo Hansia is no longer with CSC as of 1/3/2025.
- 2 Senior HR Data Analyst positions will be posted. Estimated hire date of 2/2025.
- 1 on-call admin assistant will be posted. Estimated hire date of 2/2025.
- 4 on-call background investigator positions are estimated to be filled by 1/2025.
- 1 board member opening posted and will close on 1/10/2025.

2024 Merit:

All annual performance evaluations have been completed and reflect either **thriving or excellent** ratings.

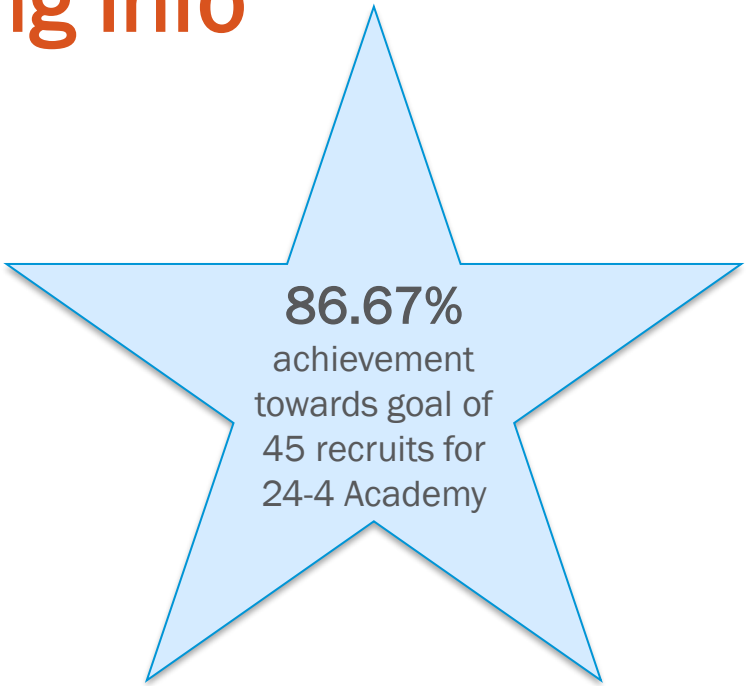
✓ **Methodology:**
- 4% across the board

✓ **Eligible staff:**
- Jeannette Giron
- Tammy Lewis
- Stephanie Rios
- Diana Aldapa-Fonseca
- Noel Carrion
- Stacie Potts Franklin
- Brandon Dorsey (prorated)

24-4 Police Academy Closing Info

39	Final offers
9	Deferred/On-hold (Includes 2 Laterals)
8	Post Conditional Testing (Includes 2 Lateral)
1	Unresponsive/Rescinded
3	Recycled (NOT included in Final count)
4	Withdrew
55	In total

Note: "Recycled" means - candidates that were already hired in prior academies but were injured and given jobs in other places within DPD while they were recovering. Joining an academy means they are healed enough to now complete/start an official academy training.



2025 Police Entry-Level Applicants

- ✓ New Continuous Posting for 2025
- Closed 25-1 Evergreen Req # R0069296
- Opened 2025 Continuous Req # R0072624
- Recruiting: Indeed campaign for 1/2025

Job Description

The Denver Civil Service Commission, and the City and County of Denver, is now accepting applications for an Entry Level Recruit Police Officer for 2025. This job posting is for 2025 Police Academies scheduled as follows. We reserve the right to change dates if operationally necessary.

25-1-scheduled to start on April 14, 2025

25-2-scheduled to start on July 28, 2025

25-3-scheduled to start on November 17, 2025

2025 Police Entry-Level Applicants

Current Step	Count of Candidate
Background Investigation	19
Background Report Received	6
Commissioner Deliberative Review	15
Commissioner Preliminary Review	3
Deferred/On Hold	2
Does Not Meet Qualifications	29
Drug Use	1
Eligible Register	16
Invited List	67
Passed Deliberative Review	2
Polygraph	23
Job Suitability (1st Psych)	10
File Review	6
Schedule Testing	573
Written Suitability B	1
Written Suitability E	4
Written Test Complete	1
Grand Total	**778**

*Workday data as of 1/7/2025

- ✓ **58** already in later stages (between background to offer)
- ✓ **3 of 30** disqualified for non-citizenship (monitored)
- ✓ **8 of 30** disqualified for use, purchase, or possession of Marijuana in the last 12 months

Gender	Count of Candidate	%
Decline to Identify	11	1.41%
Female	162	20.82%
Male	605	77.76%
Grand Total	**778**	

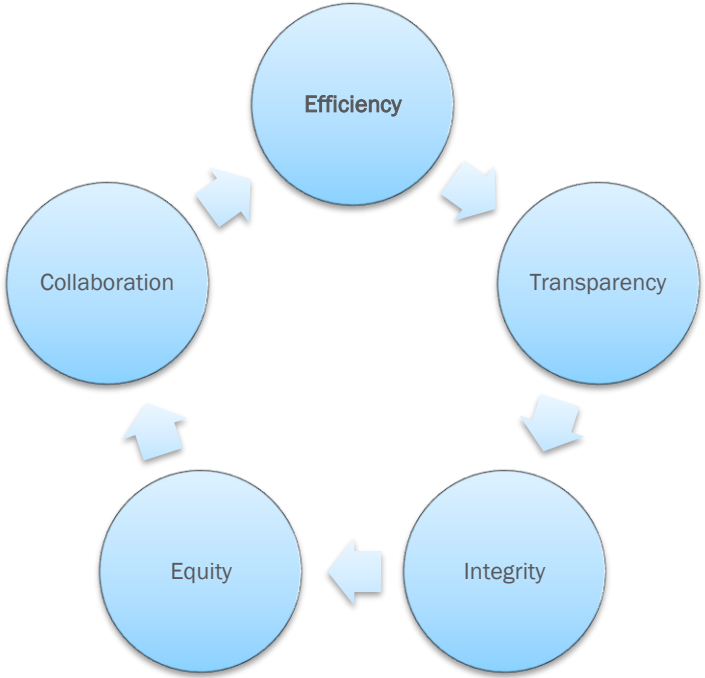
Race/Ethnicity	Count of Candidate	%
American Indian or Alaska Native (United States of America)	8	1.03%
Asian (United States of America)	27	3.47%
Black or African American (United States of America)	116	14.91%
Decline to Identify (United States of America)	27	3.47%
Decline to Identify (United States of America); White (United States of America)	1	0.13%
Hispanic/Latino (United States of America)	248	31.88%
Native Hawaiian or Other Pacific Islander (United States of America)	9	1.16%
Two or More Races (United States of America)	44	5.66%
White (United States of America)	298	38.30%
Grand Total	**778**	

2025 Goals & Strategic Plans

Goal #1: Process 80% of applications between receipt and up to conditional offer within 90 days.

Strategies:

1. Develop a comprehensive agency operations manual.
2. Develop and implement a workload management system for background investigators.
3. Develop a formal training curriculum for background investigators.
4. Review and update Background History Questionnaire (BHQ) to ensure relevance and remove redundancies.
5. Develop and implement staff cross-training plan.

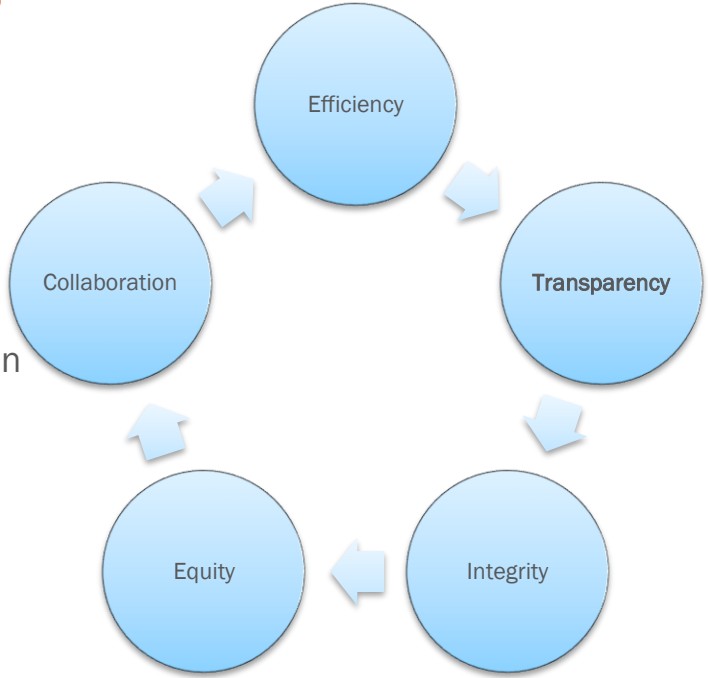


2025 Goals & Strategic Plans

Goal #2: Achieve 80% candidate experience satisfaction score.

Strategies:

1. Create a candidate checklist.
2. Develop hiring process information videos.
3. Develop an agency communication guide and update communication templates to candidates.
4. Respond to inquiries and/or provide process status updates within 24-48 hours.
5. Develop and implement a candidate experience survey.
6. Simplify informational booklets.



2025 Goals & Strategic Plans

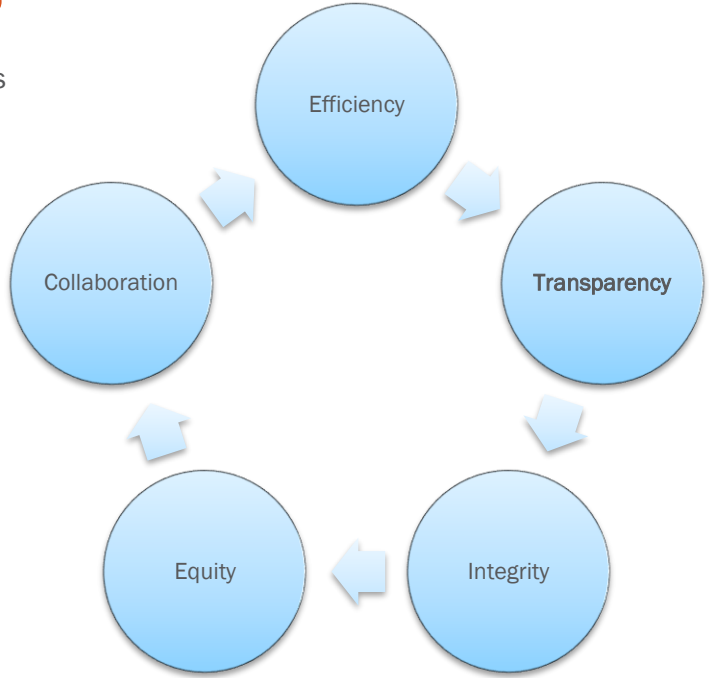
Goal #3: Deliver a modern and dynamic centralized platform that aggregates and visualizes the agency's key data and performance metrics.

Strategies:

1. Identify and resolve data silos within the agency and with external business partners to ensure data accessibility and consistency.
2. Identify critical data, performance indicators, and target audiences to align insights with strategic goals and stakeholder needs.
3. Design multiple dashboards tailored to distinct audiences:

- CSC Dashboard: Provides internal metrics and performance insights.
- Stakeholder Dashboard (e.g., departments/DOS): Delivers relevant data and progress updates for strategic alignment.
- Candidate Dashboard: Allows candidates to check their application status in real time.

4. Select impactful and user-friendly visualizations, ensure a dynamic and intuitive layout, maintain data integrity, and provide timely, accurate updates to empower decision-makers and users.

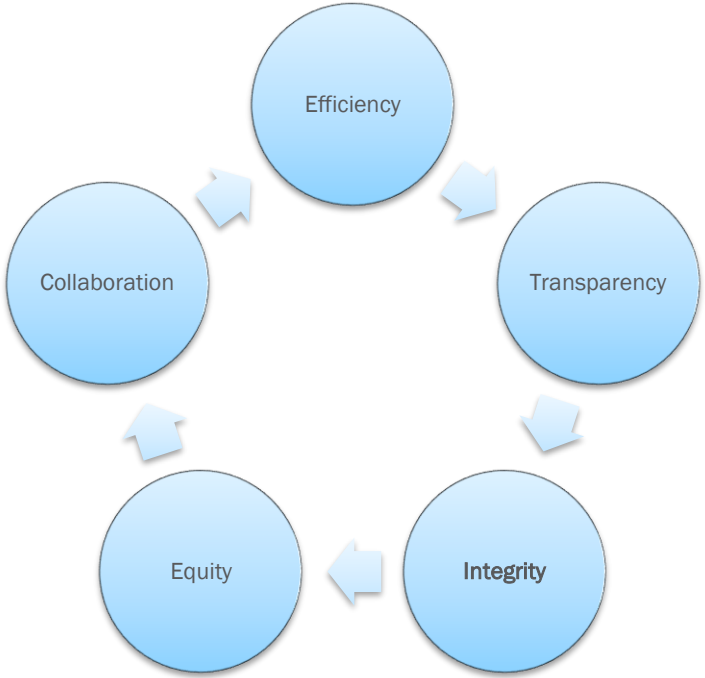


2025 Goals & Strategic Plans

Goal #4: Achieve 95% compliance rate across all active and/or required contracts.

Strategies:

1. Develop and implement standard work document which will be incorporated in the comprehensive agency operations manual.
2. Implement a system for regular reviews and audits of compliance processes.
3. Conduct quarterly vendor accountability meetings.

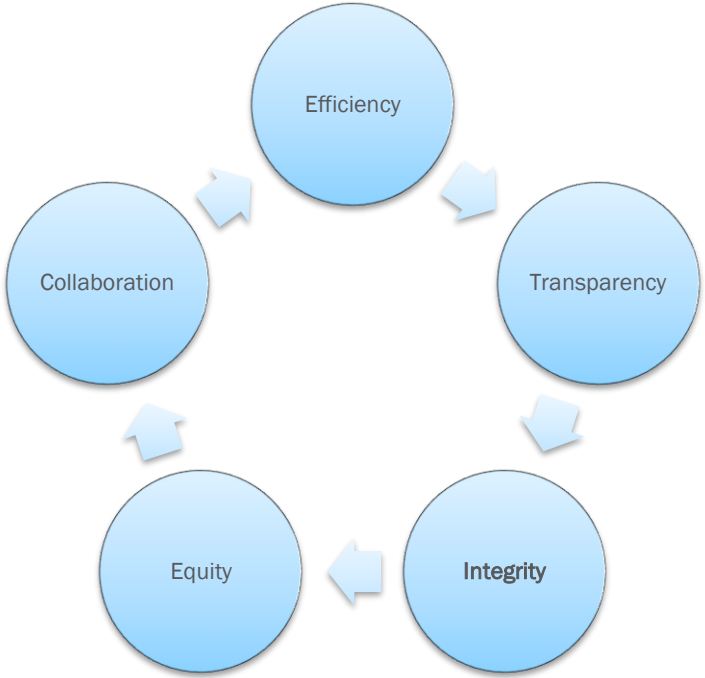


2025 Goals & Strategic Plans

Goal #5: Achieve 95% compliance rate across all Charter and/or Commission Rule-driven timelines associated with CORA, disciplinary hearings and appeals, and rulemaking.

Strategies:

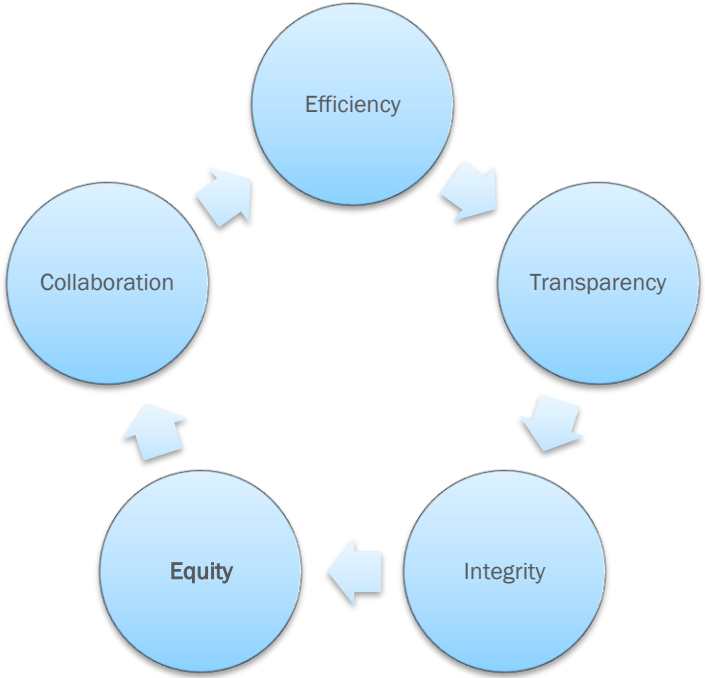
1. Establish a clear compliance program.
2. Establish quarterly compliance risk assessments.
3. Develop and implement regular employee training.
4. Establish an incident management and response process.
5. Conduct ongoing monitoring and reporting.



2025 Goals & Strategic Plans

Goal #6: Reduce the number of applicants who do not complete the entry-level written tests to 20%.

Strategies:
1. Collaborate with vendor to update entry-level tests for Police & Fire.
2. Collaborate with department recruiters to aid in candidate outreach.

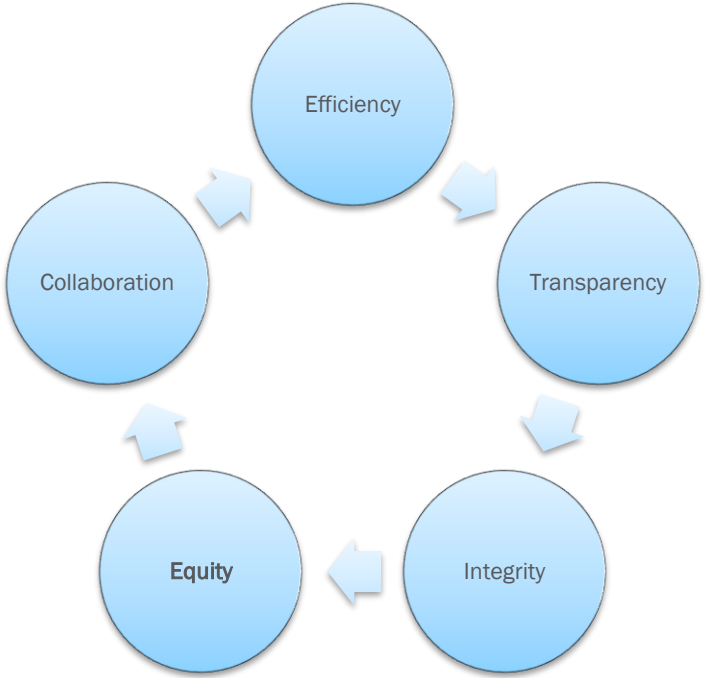


2025 Goals & Strategic Plans

Goal #7: Expand the languages tested for preference skills points to include the twelve (12) most spoken languages (other than English) in Denver.

Strategies:

1. Align the languages tested for preference skills points with the twelve (12) most spoken languages in Denver based on the Denver Neighborhood Language Map.
2. Identify a vendor who can provide consistent, cost-effective, accessible, and industry-standard assessment.
3. Align the agency's language assessment processes with Police and Fire Department's needs and assessment processes.

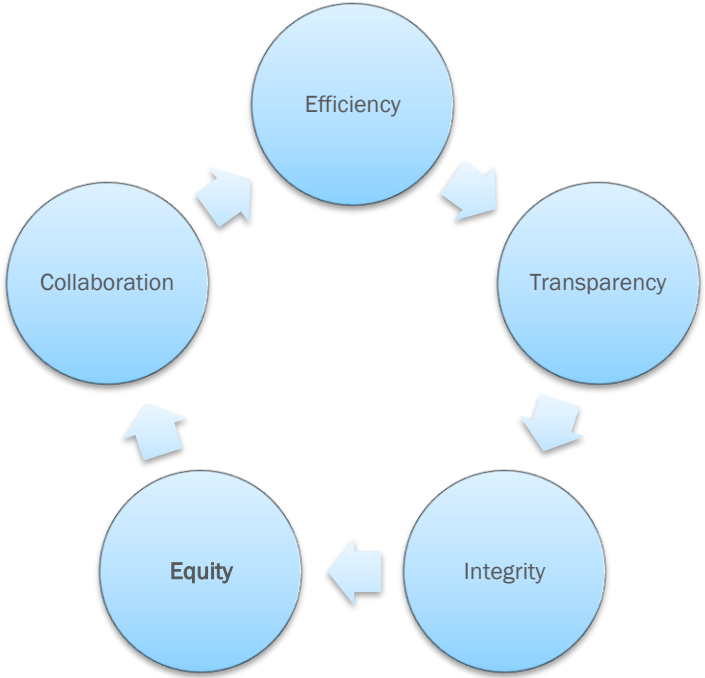


2025 Goals & Strategic Plans

Goal #8: Increase representation of minorities in the applicant pool for entry-level Police and Fire to reflect at least 25% female, 30% Hispanic or Latino, 9% Black or African American, 4% Asian, and 1% American Indian and Alaskan Native.

Strategies:

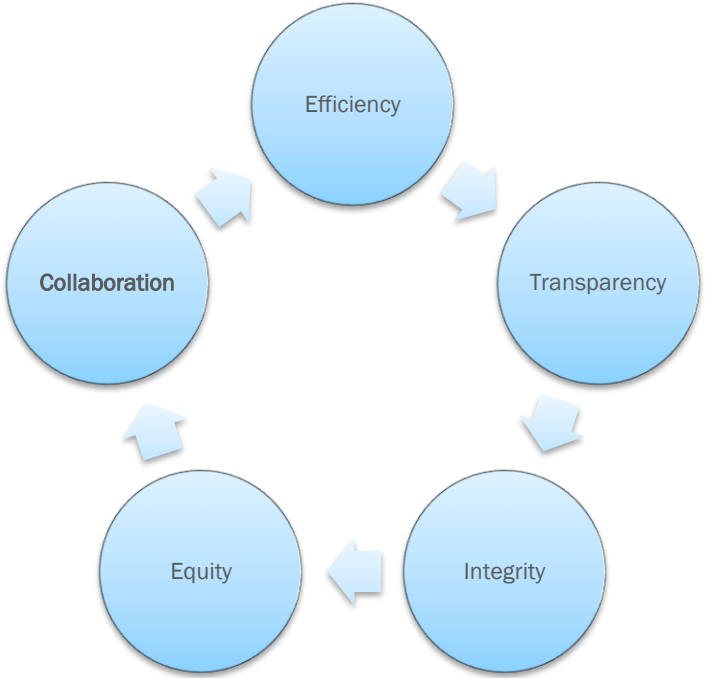
1. Collaborate with department and safety HR recruitment teams to identify and implement two (2) meaningful recruitment strategies.
2. Participate in at least 50% of targeted recruitment events.
3. Revamp the Fire Examination Diversity Review Committee (FEDRC) and the Police Examination Diversity Review Committee (PEDRC) meetings.



2025 Goals & Strategic Plans

Goal #9: Increase the number of CSC Connect events by 100%.

Strategies:
1. Organize a CSC Community Connect event once per quarter.
2. Hold bi-monthly CSC Connect with department recruitment teams.
3. Coordinate bi-annual team building with Safety HR.



Questions?