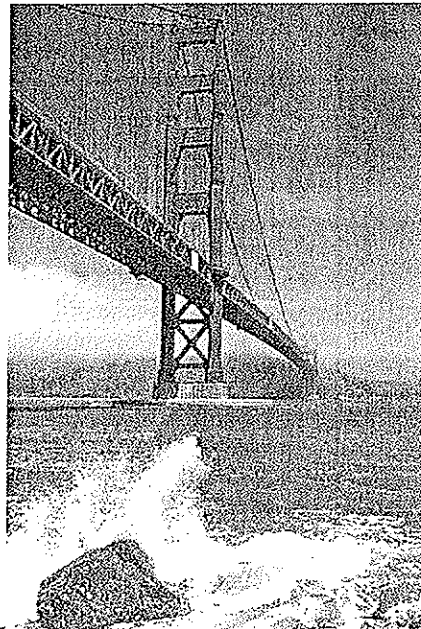


Civil Service Reform Phase II: Unfinished Business

*Preserving the Promise
of Government*

Presentation to the
Civil Service Commission
Special Meeting
February 23, 2009

Micki Callahan, Human Resources Director
Jennifer Johnston, Chief of Policy



City and County of San Francisco Department of Human Resources



Civil Service Commission Special Meeting February 23, 2009

AGENDA

- Status of May 2005 Civil Service Reform Policy Paper Recommendations
- Overview on Phase II Processes and Expectations
- Recommendations regarding Civil Service Rules and/or Civil Service Commission Policies
- Questions and Comments
- Discussion and Direction

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DHR Policy Paper– Status of Recommendations

- **The Policy Paper**
 - Issued in May 2005 (located on the DHR website at www.sfgov.org/DHR-CSR)
 - Recommendations based on discussions with stakeholders, study of best practices, review of civil service reform efforts in other jurisdictions and discussions with the experts.
 - Total of 45 recommendations organized into 4 reform areas: Hiring, Employee Investment and Performance Management, Separations and Governance.
- **Status of Reform Recommendations**
 - 36 of the 45 recommendations have been achieved or partially achieved, many with DHR's ongoing efforts for expansion and/or improvement.
 - Of those, 3 are no longer necessary or no longer recommended; and
 - DHR is seeking to implement the remainder of the recommendations through Phase II of its Civil Service Reform efforts.

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Status of Recommendations

Faster/Streamlined Hiring

- The new Position-Based Test (PBT) Rule was adopted in February 2006.
 - Over 550 pre-approved classes in which the new PBT selection process is used.
 - Average amount of time required to issue a PBT eligible list is now only 63 days.
- A number of classes have been consolidated or abolished, and DHR continues to identify new classes for consolidation or abolishment.
 - 150 classes abolished, w/ 98 slated for abolishment in the near future.
- Now testing for core competencies, reducing the number of examinations needed.
- JobAps implemented – an integrated, web-based application system to accept job applications online and facilitate candidate referral and review for faster hiring.
- Newly automated classification processes and materials have been developed, streamlining and expediting the hiring and classification processes.
- Due to these and other efforts, the number of Provisional (PV) appointments Citywide has dropped by 58% since the Civil Service Reform report was issued.

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Status of Recommendations

- **Faster Hiring and Cost Efficiencies in Safety Examinations.**
 - Reduced the time it takes to administer police examinations by 80% with on-line applications and multiple, continuous examinations.
 - Centralized police testing facility to expedite hiring and create cost efficiencies.
- **Recruitment Efforts - New Citywide recruitment coordinator:**
 - Established integrated advertising for all departments at a reduced rate; and
 - Offers specialized recruitment support for specific departmental needs.

Governance

- 14 craft unions consolidated into one master MOU.
- DHR divisions now centralized into one location capable of supporting all Citywide human resource functions.
- Requisition approval process has been simplified and streamlined, with 35% fewer approvals needed and a 40% faster approval rate.
- Project eMerge is underway to modernize the City's antiquated and overlapping Employee Databases. Will result in a fully integrated, comprehensive web-based system for Human Resources, Benefits, Time and Attendance, and Payroll.

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Status of Recommendations

Employee Investment/Performance Management

- **Overtime Reform and Attendance Standards.**
 - Conducted training and presentations for HR representatives Citywide on strategies for reducing sick leave and OT usage.
 - Led the meet and confer over the OT reduction ordinance, and continue to reach out and advise departments with excessive individual overtime amounts.
 - Developed Citywide Return-to-Work Program.
- **Employee Training and Career Development.**
 - Mandatory 24- PLUS training; over 950 supervisors have attended.
 - Harassment Training Program implemented, with 4510 supervisors trained.
 - Tuition reimbursement funds have been significantly increased in MOUs.
 - Increased the hours of training offered to a total of over 28,491 hours per year.
 - City University Program launched in May 2006, focused on creating additional learning opportunities for City employees.
- **Performance Management.**
 - Performance evaluations are also now mandatory; 87% compliance last year.
 - Standard probationary period length negotiated into MOUs.
 - New Performance-Based Pay Provisions in MOUs – satisfactory performance required for step increases and performance bonuses available for excellence.

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Status of Recommendations

Separations

- Layoffs and Special Conditions.
 - Rule change eliminated interdepartmental bumping for managers.
 - Audited and verified IT Special Conditions.
 - Revised the review and application of special conditions during the layoff process to ensure that individuals who displace other employees are qualified for their positions.
- Succession Planning Efforts.
 - Succession Planning Reports published to aid departments in developing strategies to address this growing problem.
 - Pilot Succession Planning Model created for departments to use in their planning efforts, and succession planning programs launched within DHR.
 - GASB Reform— not only addressed the City's ballooning unfunded retiree health costs, but also resulted in a modest retirement improvement aimed at retaining individuals longer to address the City's need to retain senior staff.
- Terminations.
 - DHR negotiated expedited arbitration provisions for termination appeals in the City's labor contracts.
 - Implementation of fully automated system for online termination of employees.

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Phase II – Unfinished Business

- **Phase II Process**
 - Review of Previous Reform Recommendations
 - Best Practice Research
 - Stakeholder Meetings
- **Three Avenues of Reform Implementation**
 - Civil Service Rules and Commission Policy
 - DHR/Department Policies and Procedures
 - Charter, Ordinance or MOU
- **Expectations/Moving Forward**
 - Direction from the Commission
 - Notice Requirements
 - Meet and Confer Obligations
 - Rule Revision Task Force

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Phase II Recommendations

Hiring

1. Do not allow credit for time earned in violation of the Civil Service Rules (Rule 110).
2. Set certification rules based on operational and business needs to allow for faster hiring and more discretion by hiring managers.
3. Expedite the hiring process and create efficiencies in the examination process by streamlining appeals/protests and reducing the points of appeals.
4. Create consistency in exam-related provisions.

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Phase II Recommendations

Hiring

5. Eliminate appeals of background rejections.
6. Facilitate Promotive Appointments
 - Allow for more closed promotive examinations when appropriate to provide career ladders and expedite hiring; and
 - Provide promotive points for time served in non-permanent City positions.

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Phase II Recommendations

Employee Investment and Performance Management

7. Clarify and simplify the Rules on Fitness for Duty Examinations.
8. Updates to Rule 115:
 - Article I: revise Rule to reflect recent changes in Department of Rehabilitation terminology; and
 - Article II: update to reflect the City's current policies and practices on reasonable accommodations.
9. Expand upon Rule 118 to apply to all employees with outside employment and expand on Conflict of Interest provisions.

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Phase II Recommendations

Employee Investment and Performance Management

10. Temporary Disability Compensation (Shadow Account) – provide that an employee will not earn more while on disability than while working.
11. Assault Pay Compensation – provide that an employee will not earn more while out on Assault Pay than while working.
12. Clarification on approvals of for leaves to accept a promotive appointment (Rule 120).

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Phase II Recommendations

Separations

13. Layoffs – Eliminate displacement of temporary back-fills under Charter Exemption Category 17.
14. Layoffs – Do not allow holdovers who resign or who are released, or who refuse a placement, to then displace provisionals.
15. Clarify Rules on Nearlists to reflect current processes and practices.

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Phase II Recommendations

Separations

16. Holdover Rosters – Limit the length of the holdover roster and eligibility, and eliminate the ability to refuse a placement.
17. Revisit seniority and regularize consistent with best practices to fully recognize an employee's seniority – change to actual time worked and base on start work date.

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Phase II Recommendations

Governance

18. Appeals and Appellants – Clarify bases for appeals.
19. Civil Service Rules – consolidate, simplify and organize.
20. Employee Relations Ordinance (Rule 7) – update to comply with current law and practice.
21. Personal Services Contracts – process needs to be revised and threshold amount increased.

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Phase II – Unfinished Business

- Questions and Comments

- Discussion and Direction from the Commission

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