



**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

**DANIEL LURIE
MAYOR**

Date: February 3, 2025

To: Civil Service Commission

From: Sandra Eng
Executive Officer

Subject: **Mid-Year Status Report for Fiscal Year 2024-25**

The following is a summary report of the Civil Service Commission's activities for the period ending December 31, 2024. Please refer to the attached chart (Attachment A Fiscal Year 2024-2025 Priority Goals and Objectives as established by the Civil Service Commission (Commission)).

Department Administration

Staffing

The Civil Service Commission Department (Department) is funded for 6 full-time positions: Department Head (0961), Deputy Director (0951), Senior Human Resources Analyst (1244), Human Resources Analyst (1241), Personnel Technician (1203), and Senior Clerk Typist (1426). The 1244 position became vacant on November 2, 2024 due to a recent retirement. Our new 1244 employee started work with the Commission on January 21, 2025.

Budget

The Department is funded for six full-time equivalent (FTE) positions. Due to the brief vacancy of the 1244 Senior Human Resources Analyst position, we were able to make a small reduction in the budget for this fiscal year. However, the Mayor's Office has requested a 15% reduction in ongoing reductions beginning in fiscal year 2025-26. If we were to remove the highest line items in our budget of services from other departments that include work orders with Real Estate (provides CSC office allocation), the City Attorney's Office (provides confidential and privileged guidance to the Civil Service Commission and management staff), and the Department of Human Resources (provides employment services guidance and support to all City departments including the CSC), it would be insufficient to reduce the budget by 15%. A 15% reduction would require the removal of at least one full-time employee in an already resource depleted department. Civil Service Commission services mandated by Charter such as inspection service requests, processing appeals, advising departments, responding to employees, applicants, unions, and the public regarding hiring processes, proposing rule amendments to expedite hiring and expanding equity, developing pathways for career growth, training managers and human resources staff to ensure compliance while encouraging staff development and expanding racial equity will be affected tremendously by staff reduction.



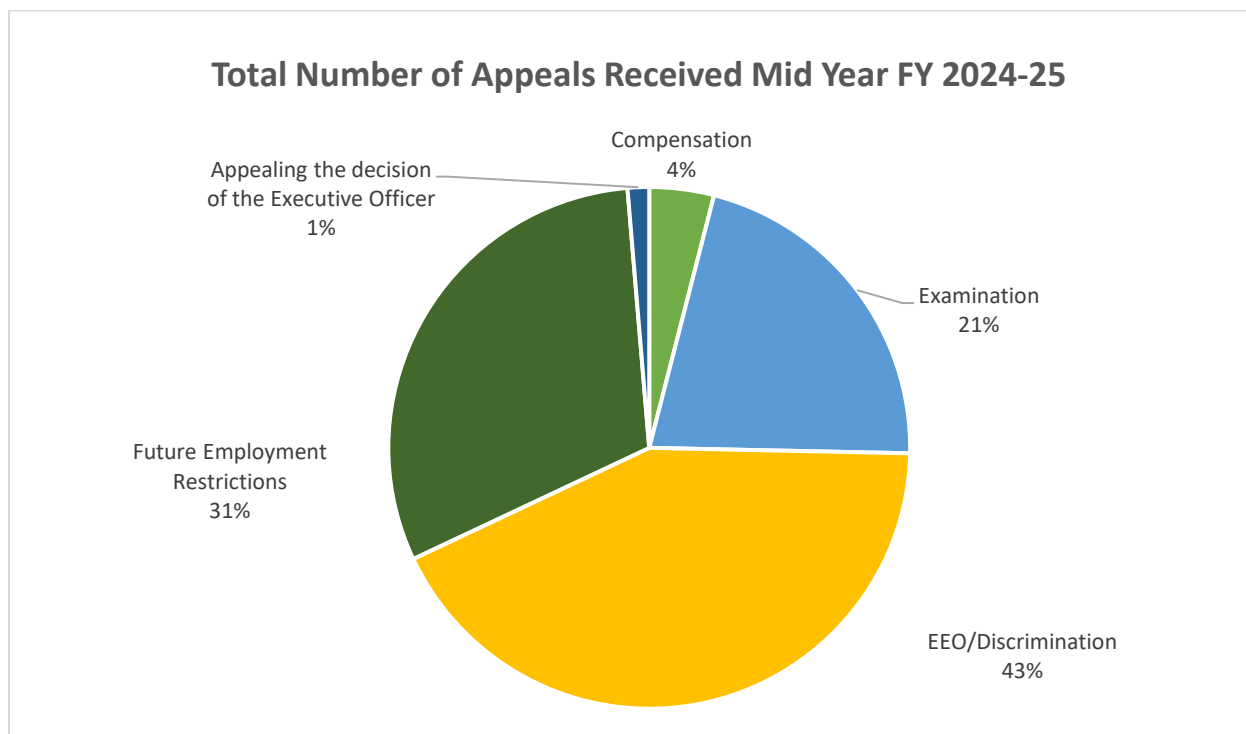
CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

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Appeals and Requests for Hearings

Appeals and Hearings

The Department carried over 47 appeals from Fiscal Year 2023-24 and received 28 new appeals for a total of 75 appeals as of December 31, 2024. Thirty-one (33) appeals were resolved, which comes to 44% of the appeals were resolved by the Commission. The performance measure goal is to complete 60% of the appeals received by the end of the fiscal year, June 30, 2025. 16% of the pending appeals are new appeals received in November and December. 45% of the pending appeals are on hold due to grievances, arbitration, and litigation.



Rules, Policies, and Administration

The Commission is mandated by Charter to establish Rules, policies and procedures to carry out the merit system provisions of the Charter. The Commission hears merit system appeals on examination matters, personal service contracts, limited compensation matters, future employment restrictions, and actions of the Executive Officer or the Human Resources Director on other matters under their jurisdiction. The Executive Officer also seeks input from the Commission's stakeholders (including human resources representatives, City supervisors and managers, and labor unions) on possible Rule revisions, policy changes and Adviser subjects for recommendation to the Commission.

Rules

Proposing rule amendments includes reviewing recent changes in law, hiring patterns and challenges through appeals and inspection service requests, listening to concerns from employees, departmental human resources management and unions, and meeting with subject matter experts from the Department of Human Resources (DHR) and the Municipal Transportation Agency (MTA). If the proposed amendments are approved by the Commission for public posting, the DHR, MTA, and Commission management conduct meetings with interested stakeholders and union representatives. After the questions have been answered and if there are no changes to the proposed amendments, the Executive Officer, DHR, and MTA return to the Commission for adoption of the rule amendments.

Due to updates and a review of the state and federal laws, the Commission amended Rule Series 020 Leaves of Absence on Bereavement Leave, Reproduction Loss Leave, and Military Leave in all four volumes to align with the laws.

The Commission adopted rule amendments to Volume II Uniformed Ranks of the Police Department Rule 213.2.1 and Volume III Uniformed Ranks of the Fire Department Rule 313.2.1 Certification of Eligibles – Including Secondary Criteria to reduce the time to hire for classifications with high vacancies and turnover rates. For many years secondary criteria has been utilized by the Police and Fire Departments to provide a selection procedure that includes identifying candidates with comparable knowledge, skills and abilities; ensures compliance with federal, state and local anti-discrimination laws; and enables the Chief of the Department to select the best-qualified candidate. By placing this requirement in the Rules, the departments are no longer required to obtain Commission approval to use secondary criteria in advance of posting the examination announcement.

To modernize and expedite the hiring process for permanent civil service positions, the Commission adopted the following Civil Service Commission Rule Series Amendments for Volumes I-IV: 02 Definitions, 09 Position Classifications, 013 Certification of Eligibles, Rule 014 Appointments, 020 Leaves of Absence, and 021 Layoff for the following changes:

- Civil Service seniority dates for new appointments are determined by appointment date.
- Expanding the certification rule to Rule of the List for continuous eligible lists and entrance level examinations.

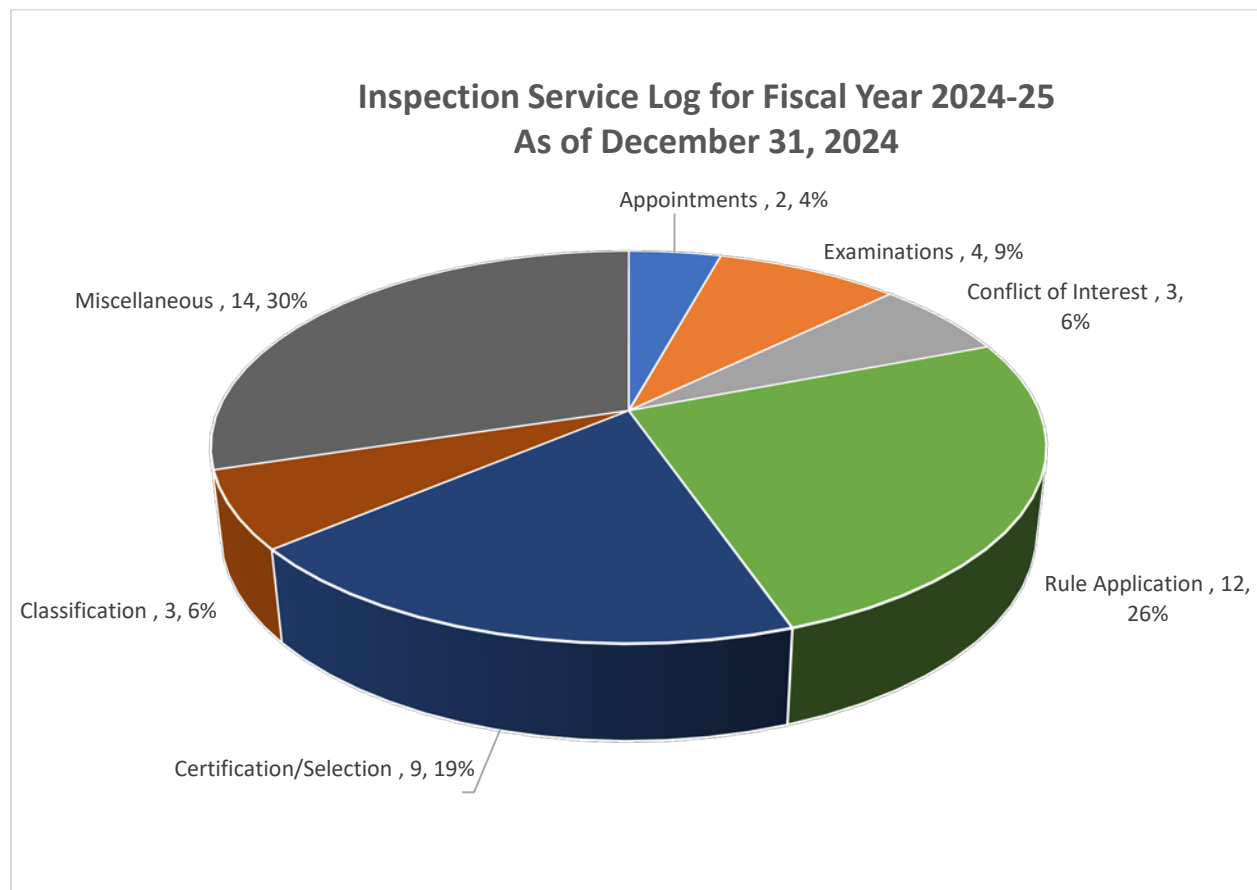
Merit System Review – Inspection Service Requests and Audit

Inspection Service Requests

For matters that are not appealable to the Commission, the Charter authorizes Commission staff to conduct inspection service requests to investigate the conduct or an action of appointees in all positions by reviewing all records regarding the hiring process and conduct interviews

with department staff. The Charter requires all departments to cooperate with the Commission during its investigation. If there are findings of violations of the Charter, Civil Service Commission Rules, policies, and procedures, the Executive Officer will make recommendations for corrective action. Corrective actions may include training, reviewing policies and practices, or working with the Labor Relations Division on matters that may lead to counsel, discipline or separation.

From July 1, 2024 through December 31, 2024, the Commission received forty-seven (47) inspection service requests. The performance measure goal is to complete 80% of the Inspection Service Requests within 60 days. As of December 31, 2024, the department has surpassed its goal and completed 91% of the requests within 60 days. This fiscal year, most of the departments were much quicker to respond to the inspection service requests in a timely manner, which increased the opportunity for Commission staff to complete the investigation and respond to the complainant within 60 days. For the first half of the fiscal year, complaints were made regarding the different types of appointments available, appointees meeting the minimum qualifications, and rights or abilities to return to a former position.



Merit System Audit

Any City employee selection for permanent civil service, provisional, and exempt appointments must meet the minimum qualifications for the position to which they are appointed. (Rule Series 010.9.1 Qualifications of Applicants, Civil Service Commission Policy and Procedures on Exempt Appointments, DHR Employee Handbook, Citywide Employee Personnel Records Guidelines).

The Department continues to receive complaints regarding an appointee not meeting the minimum qualifications for their position. Although the findings indicate that a majority of the records reviewed validate the appointee's meeting of the minimum qualifications, Commission staff continues to find employee files where the department has not maintained or requested verification of meeting the minimum qualifications especially in high level management positions.

Commission staff will be reviewing twelve (12) appointments to assess the department's compliance with applicable Charter provisions, Commission Rules, and merit system policies and procedures. It is the City's policy that employment verifications for all applicants be completed by departmental Human Resources professionals prior to an offer of employment with the City and County of San Francisco. This means that prior to extending an employment offer, or processing a candidate's appointment, hiring departments are required to verify information provided by the applicant regarding their qualifying experience and education, licenses, certifications, etc.

Training

The Department conducted training on the Overview of the Merit System to human resources staff, hiring managers, and racial equity leaders. Training in presenting appeals and preparing staff reports was conducted for the human resources staff including examinations, operations, civil rights, and labor relations teams. Training in responding to inspection service requests was conducted for departmental human resources staff. The following departments participated in the Civil Service Commission trainings: Municipal Transportation Agency, Public Utilities Commission, Human Services Agency, Department of Human Resources, Port Commission, Controller's Office, Department of Public Health, Recreation and Parks Department, San Francisco Unified School District, Department of Public Works, City Administrator's Office, Department of Building Inspection, and Treasurer and Tax Collector's Office. The Overview of the Merit System was eye-opening for hiring managers. For several of our City managers, this was the first class they have participated in, learning about the role of the Civil Service Commission and understanding why the Rules, policies, and procedures are in place to support a fair and competitive hiring system to hire the best qualified people. Questions raised in these sessions included explaining the budget approval process for positions, how to establish or amend job classifications, their roles in recruiting, expanding racial equity, determining how examinations are developed, and creating pathways for growth and promotional opportunities.

Collaboration

In the development of the new personal service contract database, unplanned additional duties were placed on Commission staff to agendized personal service contracts and to prepare the meeting materials. Commission staff and DHR closely worked together to learn more about the PSC database and through intense training, several meetings, and reorganization of duties, Commission staff has learned the new responsibilities involving the new PSC database. Although this change has added time and labor to our department with limited resources, a special recognition goes to our deputy director, senior clerk typist and human resources analyst for collaborating closely with DHR's expert in processing personal service contacts in the new PSC database.

In past reviews of the department's performance measures, the Commission expressed concerns on how the measurables or goals set may be challenging to achieve because to meet the performance measure or goals, the department's budget is limited and will often need to rely on other departments for support (e.g. technology, approved budget increase) and for other departments to meet deadlines (e.g. responding to appeals and inspection service requests). Our Deputy Director has been able to obtain agreement from the Department of Technology to conduct a needs assessment and provide additional technical support in reaching our goals such as evaluating ServiceNow as a viable document management system and learning what else may be available in developing the ability to submit appeals or complaints online and increasing efficiency through technology in the department.

Recommendation: Accept the report.

Attachments

Attachment A – Remaining pending Appeals Log for Fiscal Year 2024-2025 as of December 31, 2024

Attachment B – Resolved Appeals Log for Fiscal Year 2024-2025 as of December 31, 2024

Attachment C – Inspection Service Log for Fiscal Year 2024-2025 as of December 31,2024