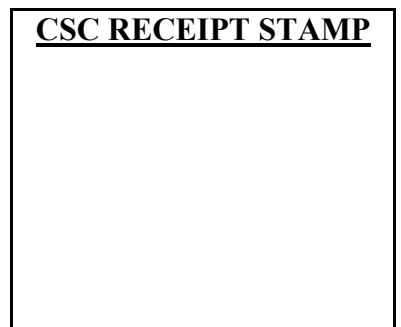




Notifications

Carol Isen, Human Resources Director
Department of Human Resources
1 S Van Ness Ave., 4th Floor
San Francisco, CA 94103
Carol.isen@sfgov.org

Kate Howard
Department of Human Resources
1 S Van Ness Ave., 4th Floor
San Francisco, CA 94103
Kate.howard@sfgov.org

Anna Biasbas
Department of Human Resources
1 S Van Ness Ave., 4th Floor
San Francisco, CA 94103
Anna.biasbas@sfgov.org

Lisa Pigula
Department of Human Resources
1 S Van Ness Ave., 4th Floor
San Francisco, CA 94103-5413
Lisa.Pigula@sfgov.org

John Kraus
Department of Human Resources
1 S Van Ness Ave., 4th Floor
San Francisco, CA 94103
John.C.Kraus@sfgov.org



DATE: August 6, 2026

TO: Honorable Civil Service Commission

THROUGH: Carol Isen
Human Resources Director

Anna Biasbas
Director, Employment Services

FROM: John Kraus
Exams Manager, Miscellaneous

SUBJECT: **Report on the Position-Based Testing Program**

Executive Summary

This annual report is to update the Civil Service Commission (CSC) on the Position-Based Testing (PBT) Program from July 1, 2025, through June 30, 2026.

Background

The CSC adopted Rule 111A on PBTs on February 6, 2006. Hiring departments or agencies are permitted to conduct recruitments under the PBT Program in consultation with the Department of Human Resources (DHR). The program was intended to streamline the hiring of permanent employees by offering departments a more straightforward approach compared to the alternative of a Class-Based Testing exam process. The stated goal of the PBT Program is to adopt eligible lists resulting from merit-based exam processes within 60 days of the posting of a Job Ad.

Analysis

Table 1 on page two shows that 181 (49%) of the 368 exams administered during fiscal year 2025-26 were PBTs. The number of PBTs decreased 33.46% compared to the previous year – 181 versus 272. DHR believes that the implementation of Continuous Class-Based Tests (CCT) for additional high-volume PBT classifications (e.g. 1823 and 1824 Administrative Analyst), the City's current fiscal outlook, and the implementation of the Enhancing Employment Opportunities for City Employees (EEOCE) rules in April of 2025 may have contributed to a reduction of PBT recruitments.

The table also shows that the median length of time to conduct PBT recruitments decreased from 77 days to 66 days which is much closer to the 60-day goal. Data indicated that 54% of the recruitments which took over 60 days to complete were in IT and management classes, which has been historically hard-to-fill and have unique sets of minimum qualifications per position.

Table 1

	PBT			CBT			Total Tests
	# of tests	% of all tests	Avg. # days	# of tests	% of all tests	Avg. # days	
FY 2006-2007	120	52%	99	109	48%	113	229
FY 2007-2008	180	61%	82	117	39%	111	297
FY 2008-2009	106	67%	67	52	33%	81	158
FY 2009-2010	142	56%	63	110	44%	80	252
FY 2010-2011	333	69%	42	152	31%	54	485
FY 2011-2012	268	70%	48	113	30%	90	381
FY 2012-2013	243	68%	58	113	32%	73	356
FY 2013-2014	305	65%	62	167	35%	81	472
FY 2014-2015	392	61%	58	251	39%	77	643
FY 2015-2016	418	60%	54	280	40%	88	698
FY 2016-2017	416	62%	57	254	38%	97	670
FY 2017-2018	380	60%	56	251	40%	74	631
FY 2018-2019	354	57%	61	265	43%	90	619
FY 2019-2020	316	61%	68	205	39%	96	521
FY 2020-2021	238	49%	86	244	51%	132	482
FY 2021-2022	297	61%	94	186	39%	91	483
FY 2022-2023	355	61%	84	224	39%	89	579
FY 2023-2024	339	61%	157	219	39%	116	558
FY 2024-2025	272	57%	77	208	43%	62	480
FY 2025-2026	181	49%	66	187	51%	67	368

Average # days in this table corresponds to the median time frame between the job ad closing and list adoption.

Protests/Appeals

Three protests/appeals involving PBTs were received during fiscal year 2025-26. All of the protest/appeals were administratively resolved by DHR and/or at the departmental level. The three protests/appeals over 181 PBTs yields a rate of 1.6%.

Probationary Releases

The CSC requested on March 3, 2015, that DHR's reports on PBTs include information about the number of employees released from probation as an indication of the "reliability" of the PBT program in predicting on-the-job success.

One hundred and eighty employees were released from probation from the City and County of San Francisco during fiscal year 2025-26. (This does not include releases from CCD, CRT, MTA or USD.) Twelve of these 180 releases (6.66%) were hired from PBT lists. Ten of these releases were non-disciplinary and two were disciplinary. Moreover, these 12 releases represent 2.6% of the 453 hires made from PBT eligible lists during fiscal year 2025-26. Table 2 on page three shows the classes from which the 12 PBT-related probationary releases occurred.

Table 2

Class	# Released
0923-Manager II	2
0941-Manager VI	1
1052-Technology Analyst/Designer	3
1231-Equal Employment Opportunity Programs Senior Specialist	1
2453-Supervising Pharmacist	1
2578-Medical Examiner's Investigator II	1
2618-Food Service Supervisor	1
4142-Senior Real Property Officer	1
9206-Airport Property Specialist I	1
TOTAL:	12

Conclusion

Twenty years of data is ample evidence to conclude that the PBT Program has been generally successful in producing eligible lists faster for some classifications than Class-Based Testing without compromising the quality of the exam process. As indicated above, hard-to-fill recruitments affected the median time to conduct PBT recruitments, but not significantly. DHR will continue to support departments through training and guidance with efforts aimed at further reducing PBT timelines.

Appeals of PBTs occur in 1.6% of all cases and a retention rate of 93.34% [6.66% released from probation] strongly supports the reliability of the program. DHR anticipates that the new EEOCE CSC rules will continue to reduce the number of PBT recruitments.

Recommendation: Adopt the report.