



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

Date: ~~December 19, 2022~~ January 26, 2026

To: Civil Service Commission

Through: Sandra Eng
Executive Officer

From: Lavena Holmes
Deputy Director

Subject: **Civil Service Commission's Five-Year Strategic Plan AMENDED**

The Civil Service Commission Strategic Plan is amended to a Five-Year Strategic Plan and attached for your review and approval. ~~The This~~ Strategic Plan is intended to introduce the Civil Service Commission's mission, vision and values statements and to serve as a general outline of the Commission's policies, ~~y~~ priorities and objectives. The Civil Service Commission Priority and Goals for each fiscal year will be presented annually.

Recommendation: Adopt the Report

Attachments:

- Attachment A: Five-Year Strategic Plan
- Attachment B: Charter Section 10.100-101
- Attachment CB: Civil Service Commission's Mission ~~and~~ Vision, and Values Statements
- Attachment CD: Annual Planning Calendar of required reports
- Attachment DE: Chart of Civil Service Rule Revisions and Various Items for Consideration

- Attachment ~~EF~~: Goals, Objectives and Performance Measures

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ATTACHMENT A

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CIVIL SERVICE COMMISSION'S DRAFT FIVE YEAR STRATEGIC PLAN OUTLINE

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General Goals and Objectives ~~for Fiscal Year 2022-2023~~

- ❖ Establish Rules, policies, and procedures within the merit system to work towards a inclusive, diverse, equitable, and inclusive-accessible City.
- ❖ Increase access to and the utilization of the Civil Service Commission's website information and resources in compliance with laws requiring language and disability access. ~~Launch CSC new website and conform content to best practices on sf.gov~~
- ❖ Create greater transparency and efficiencies in the Civil Service Commission's procedures and communications. Make CSC appeal forms available ~~and fillable on a new website to complete and submit through the website.~~
- ❖ Ensure the timely resolution of appeals so that merit system issues are addressed effectively and expeditiously~~efficiently, effectively and fairly.~~
- ❖ ~~Consider-Assess~~ City departments' need for flexibility in resolving personnel management issues while ~~at the same time maintaining~~ensuring the integrity of the City's merit system.
- ❖ ~~Ensure that~~Align the Civil Service Commission Rules, policies and procedures ~~are with current merit system operational best practices to ensure they are consistent; compliant with the law; easily understood and available to~~understood and known by all stakeholders; ~~consistent; compliant with the law; and reflective of current and best practices.~~
- ❖ Strengthen-Support the Civil Service Commission's ability to effectively meet its Charter mandates and oversee the operation of the merit system.
- ❖ Increase public hearings accessibility through hybrid (virtual and in-person) meetings and by updating website materials into accessible formats.
- ❖ ~~Reinstate-Engage the~~ Committee on Policies and Rules (COPAR) ~~meetings~~-with specific projects and designate workgroups to ~~promote/address to~~develop policies and /or procedures to expedite the ~~he ability to quickly hire~~hiring of permanent civil servants

Specific Merit System Goals

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Review the Civil Service Rules for revisions as appropriate, in the following order of priority:

1. Rule provisions that conflict ~~with, or with or~~ are otherwise inconsistent with the law.
2. Rules provisions that support or should support inclusion, diversity, ~~and~~equity, and accessibility.

3. Rules that are confusing, inconsistent with other Rules or policies, or inconsistently applied by departments.
4. Rule provisions that would support operational needs, especially during state of emergencies.
5. Rules provisions that need to adapt to electronic or remote application.
6. Rules needed to address merit system ~~issues-violations~~ discovered during the course of Inspection Service reviews or the Merit [System](#) Audit Program ~~conducted to review compliance~~.
7. Rule provisions that are no longer applicable in theory or practice.
8. Revisions that would consolidate or streamline the Rules.
9. Clean-up (e.g., [gender specific terms](#), postmarked date versus emailed date, remove Rules that have expired, or no longer applicable, [incorporate current best practices](#), etc.)

Civil Service Commission Policies

Review existing Civil Service Commission policies in collaboration with the Department of Human Resources and the Municipal Transportation Agency for ~~needed-necessary~~ revisions as appropriate and determine whether the creation of policies is ~~necessary-and~~ appropriate to address merit system issues where Civil Service Commission stakeholders ~~require-need~~ more guidance. Policy reviews will be prioritized based on directives from the Civil Service Commission, requests from Commission stakeholders, and the frequency of Inspection Service complaints ~~reviewed-received~~ on a common issue.

- ~~A Review and amend, if required, -the Tentatively scheduled for review in Fiscal Year 2022-2023 are the~~ Commission's policies and procedures on personal service contracts, the post-referral selection process, personnel files (~~after-when~~ DHR has selected the electronic employee personnel file system), meeting procedures, verification of minimum qualifications, and staff reports.
- Review, update and issue Civil Service Advisers that provide clarification of the Charter and Rules (e.g., verification of minimum qualifications, merit system and ~~racial equity~~ [IDEA- inclusion, diversity, equity, and accessibility](#), exempt appointments).
- Exempt appointments – Review, update and issue civil service policies on exempt appointments; [continue to](#) require departments to place documentation of verification of minimum qualifications in the employee's personnel file.

ATTACHMENT B

ARTICLE X PERSONNEL ADMINISTRATION

Sec. 10.100. CIVIL SERVICE COMMISSION.

There is hereby established a Civil Service Commission which is charged with the duty of providing qualified persons for appointment to the service of the City and County.

The Commission shall consist of five members appointed by the Mayor, pursuant to Section 3.100, for six-year terms. Not less than two members of the Commission shall be women.

The persons so appointed shall, before taking office, make under oath and file in the office of the County Clerk the following declaration: "I am opposed to appointments to the public service as a reward for political activity and will execute the office of Civil Service Commissioner in the spirit of this declaration."

A commissioner may be removed only upon charges preferred in the same manner as in this Charter provided for elective officers.

The regular meetings of the Commission shall be open to the public and held at such a time as will give the general public and employees of the City and County adequate time within which to appear before the Commission after the regular daily working hours of 8:00 a.m. to 5:00 p.m. Such person or persons shall be given an opportunity to be heard by the Commission before final action is taken in any case involving such person or persons.

Sec. 10.101. GENERAL POWERS AND DUTIES.

The Civil Service Commission shall adopt rules, policies and procedures to carry out the civil service merit system provisions of this charter and, except as otherwise provided in this Charter, such rules shall govern applications; examinations; eligibility; duration of eligible lists; certification of eligible; leaves of absence for employees and officers; appointments; promotions; transfer; resignations; lay-offs or reduction in force, both permanent and temporary, due to lack of work or funds, retrenchment or completion of work; the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal or permanent; status and status rights; probationary positions, as exempt, temporary, provisional, part-time, seasonal or permanent; status and status rights; probationary status and the administration of probationary periods, except duration; pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for fitness for duty examinations will be made, and the imposition of new requirements; classification; conflict of interest; and such other matters as are not in conflict with this Charter; provided further that rules for leave due to illness or disability shall be approved by the Board of Supervisors. Changes to the rules may be proposed by members of the Commission, the Executive Assistant or the Human Resources Director and approved or rejected by the Commission. The Commission may, upon ten days' notice, make changes in the rules, which changes shall

thereupon be printed and be in force; provided that no such changes in rules shall affect a case pending before the Commission.

The Commission shall have power to institute and prosecute legal proceedings for violations of any civil service merit system or Department of Human Resources provisions of this Commission.

The Commission shall have power to institute and prosecute legal proceedings for violations of any civil service merit system or Department of Human Resources provisions of this Charter.

The Commission shall establish an inspection service for the purpose of investigating the conduct or an action of appointees in all positions and of securing records of service for promotion and other purposes. All departments shall cooperate with the Commission in making its investigations and any person hindering the Commission or its agents shall be subject to suspension.

The Commission shall by rule establish procedure to review and resolve allegations of discrimination as defined in [Article XVII](#) of this Charter or otherwise prohibited nepotism or favoritism appealed to it pursuant to this section. The determination reached under Commission procedures shall be final and shall forthwith be enforced by every employee and officer.

The Commission shall have the power to inquire into the operation of the civil service merit system to ensure compliance with merit principles and rules established by the Commission. After such inquiry, the Commission may direct the Human Resources Director to take such action as the Commission believes necessary to carry out the civil service provisions of this Charter. In any hearing conducted by the Commission or by any hearing officer it appoints pursuant to this section, the Commission or the hearing officer shall have the power to subpoena and require the attendance of witnesses and the production of records.

The Commission may require periodic reports from the Human Resources Director in a manner and form which it shall prescribe.

The Commission may hear appeals from an action of the Human Resources Director in accordance with its rules, including but not limited to:

1. Allegations of discrimination as defined in [Article XVII](#) of this Charter. Notwithstanding any other provisions of this Charter except the fiscal provisions hereof, the decision of the Commission regarding allegations of discrimination shall forthwith be enforced by every officer and employee;
2. Allegations of fraud; and
3. Allegations of conflict of interest.

No action by the Human Resources Director which is the subject of any appeal shall be stayed during the appeal process except by a majority vote of the Civil Service Commission.

The Commission shall have the power and it shall be its duty to appoint an executive assistant to be the administrative head of the affairs under its control who shall serve at its pleasure; provided, however, that any person who has Civil Service status in the position of executive assistant to the Commission on the effective date of this section as amended shall continue to have Civil Service status in the position of executive assistant under the Civil Service provisions of this Charter. The executive assistant shall periodically report to the Commission on operation of the civil service merit system and may make recommendations to the Civil Service Commission regarding its rules, policies and procedures.

ATTACHMENT C

CIVIL SERVICE COMMISSION'S MISSION ~~AND~~, VISION, ~~AND~~ VALUES STATEMENTS

Comprehensive Mission Statement

The Civil Service Commission (protects, safeguards, maintains, ensures, secures) the integrity and fairness of the merit (hiring and employment) system for the City and County of San Francisco, ensuring that employment practices are equitable, transparent, and compliant with the law. We serve as the policy and rule-making authority and final decision-maker on civil service matters, providing oversight and accountability for City and County of San Francisco, San Francisco Municipal Transportation Agency, and for matters involving non-certificated employees of the San Francisco Unified School District and the San Francisco Community College District.

Our mission is to:

- Promote continuous civil service reform by maintaining clear, consistent, and legally compliant rules, policies, and procedures that reflect current best practices and are accessible to all stakeholders.
- Ensure fairness and due process by hearing and ruling on appeals of the Human Resources Director and the Municipal Transportation Director related to merit system issues, employment restrictions, discrimination, harassment, retaliation, and serving as the final administrative remedy.
- Exercise fiscal and operational oversight by setting salaries and benefits for elected officials and approving the work scope of personal services contracts.
- Monitor and enforce compliance with civil service rules and policies across all covered entities.
- Evaluate system efficiency through regular review of key performance indicators to ensure the merit system remains robust, equitable, and effective.

Through these actions, the Commission upholds the principles of merit, accountability, and public trust in government employment.

Vision Statement

To be a trusted (protector, defender, champion, steward) of the merit system—promoting fairness, transparency, and exceptional public employment—so that every individual has confidence in the integrity and effectiveness of San Francisco’s civil service system.

Core Values

1. **Integrity** – We uphold the highest ethical standards in all decisions and actions, ensuring trust and confidence in the merit system.

2. **Fairness** – We guarantee impartiality and equity in employment practices, appeals, and oversight responsibilities.

3. **Transparency** – We operate openly and accessibly, making rules, policies, and decisions understandable to all stakeholders.

4. **Accountability** – We take seriously the impact of our actions and decisions, ensuring compliance with laws and regulations while maintaining public trust.

5. **Service Excellence** – We strive for continuous review and implementation of best practices to deliver efficient, effective, and responsive public service.

6. **Innovation** – We embrace reform and modernization to support expedited hiring, keep civil service rules & policies relevant, and reflective of current needs and future challenges.

7. **Collaboration** – We work with stakeholders across departments and agencies to promote shared understanding and uphold the merit system.

~~The mission of the Civil Service Commission is to establish, ensure, and maintain an equitable and credible merit system for public service employment for the citizens of San Francisco. The Commission’s goal is to consistently provide the best qualified candidates for public service in a timely and cost-effective manner.~~

ATTACHMENT D

Annual Planning Calendar of Required Reports

<u>Required Report</u>	<u>Reporting Agency</u>	<u>Due Date of the Report</u> <i>(Reminder: staff reports are due no later than 11a.m. two Thursdays prior to each meeting)</i>
Annual Classification Review/Updates – both Civil Service and Exempt Under Charter Section 8A.104	MTA	Annual: First meeting in February
General Report on Strategic Planning and Diversity Recruitment Strategies for Higher Level Leadership Positions	MTA	Annual: First meeting in March
Salary Survey for Registered Nurse Classifications	DHR	Annual: Second meeting in April
Classified Exempt Appointments from Civil Service under the 1996 Charter Section 10.104- Categories 16 through 18 and Examination Plan	SFUSD	Annual: Second Meeting in April
Personal Service Contract (“PSC”) Awards. Report on all PSCs awarded during the preceding year (including the names, contract amounts and duration for all contracts issued under the approved PSC)	DHR	Annual: not later than August 1st of each year
Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 1 through 10.104 - 12	DHR	Prior to approval of request and for appointments over 2% Annual Status report in August
Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 – Categories 16 through 18 with an Explanation and Plan for Correction of Appointments Past Charter Authorized Duration	DHR/MTA	Annual: Second Meeting in August
Equal Employment Opportunity Workforce Utilization Analysis Report (Civil Service Rules 103.2 and 403.2)	DHR/MTA	Every Five Years: Second meeting in August
Equal Employment Opportunity Workforce Utilization Analysis Follow-Up Report on Classes with Underrepresentation Identified in the Equal Employment Opportunity Workforce Analysis Report	DHR/MTA	Each Year Following the Five-Year Equal Employment Opportunity Workforce Utilization Analysis Report, Due: Second meeting in August
Note: This is a new annual reporting requirement beginning in calendar year 2013, in lieu of requiring an Equal Employment Opportunity Workforce Utilization Analysis Report on an annual basis (as indicated above, the Equal Employment Opportunity Workforce Utilization Analysis is now due every five years instead of annually). The purpose of this new annual reporting requirement is to track and report on the City’s/MTA’s efforts and success in increasing representation in those City classes identified in the five –year report as having lower percentages		

of sex, race or ethnic groups in occupational categories in the workforce in the relevant job market		
Survey of monthly rates paid to Police Officer & Firefighters in all cities 350,000 or more in the State of California	DHR	Annual: First meeting in August
Required Reports	Reporting Agency	Due Date of the Report (Reminder: staff reports are due no later than 11a.m. two Thursdays prior to each meeting)
Class Consolidation	DHR	Annual: Second meeting in August
Certification of Prevailing Rate of Wages for Workers Those who are: 1) performing work under City contracts for public works and improvement; 2) performing work under City contracts for janitorial services; 3) performing work in public off-street parking lots, garages, or storage facilities for automobiles on property owned or leased by the City; 4) engaged in theatrical or technical services for shows on property owned by the City; 5) performing moving services under City contracts at facilities owned or leased by the City; and 6) engaged in the hauling of solid waste generated by the City in the course of City operations, pursuant to a contract with the City; and 7) engaged in Exhibit, Display, or Trade Show work at a special event on property owned by the City	OLSE	Annual: Second meeting in September
Provisional Employee Report	DHR/MTA	Annual: Second meeting in August
Annual Report on the Certification of Eligible – Entry and Promotion – Uniformed Ranks of Police and Fire	DHR	Annual: Second meeting in August
Position-Based Testing Program	DHR	Annual: Second meeting in August
	MTA	
Annual Report on Future Employment Restrictions Placed - Report on separations and resignations of Permanent Civil Service and Exempt employees with future restrictions that were imposed or appealed; and the restrictions subsequently reduced, rescinded, and the appeal withdrawn	DHR/MTA	Annual: Second meeting in August
Department of Human Resources Report on the City and County of San Francisco Pre-Employment Conviction History Program	DHR	Every 2 years: Second meeting in September

Annual Planning Calendar of Required Reports

~~-Fiscal Year 2022-23-~~

Required Report	Reporting Agency	Due Date of the Report (Reminder: staff reports are due no later than 11a.m. two Thursdays prior to each meeting.)
Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 1 through 10.104 12	DHR	Prior to approval of request and for appointments over 2% Annual Status report in August
Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 Categories 16 through 18	DHR/MTA	Annual: First meeting in March Semi-annual: for Appointments past Charter authorized duration in March and September
Annual Classification Review/Updates both Civil Service and Exempt Under Charter Section 8A.104	DHR/ MTA	Annual Second meeting in November Annual: First Meeting in February
Equal Employment Opportunity Workforce Utilization analysis Report (Civil Service Rules 103.2 and 403.2)	DHR/MTA	Every Five Years: Second meeting in August
Equal Employment Opportunity Workforce Utilization Analysis Follow-Up Report on Classes with Underrepresentation Identified in the Equal Employment Opportunity Workforce Analysis Report Note: This is a new annual reporting requirement beginning in calendar year 2013, in lieu of requiring an Equal Employment Opportunity Workforce Utilization Analysis Report on an annual basis (as indicated above, the Equal Employment Opportunity Workforce Utilization Analysis is now due every five years instead of annually). The purpose of this new annual reporting requirement is to track and report on the City's/MTA's efforts and success in increasing representation in those City classes identified in the five-year report as having lower percentages of sex, race or ethnic groups in occupational categories in the workforce in the relevant job market.	DHR/MTA	Each Year Following the Five-Year Equal Employment Opportunity Workforce Utilization Analysis Report, Due: Second meeting in August.
Salary Survey for Registered Nurse Classifications	DHR	Annual: Second meeting in April
Survey of monthly rates paid to Police Officer & Firefighters in all cities 350,000 or more in the State of California.	DHR	Annual: First meeting in August
Reports related to De-Identification	DHR	Annual: First Meeting in December
Class Consolidation	DHR	Annual: Second meeting in August
Required Report	Reporting Agency	Due Date of the Report (Reminder: staff reports are due no later than 11a.m. two Thursdays prior to each meeting.)
Certification of Prevailing Rate of Wages for Workers	OLSE	Annual: Second meeting in September

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Those who are: 1) performing work under City contracts for public works and improvement; 2) performing work under City contracts for janitorial services; 3) performing work in public off-street parking lots, garages, or storage facilities for automobiles on property owned or leased by the City; 4) engaged in theatrical or technical services for shows on property owned by the City; 5) performing moving services under City contracts at facilities owned or leased by the City; and 6) engaged in the hauling of solid waste generated by the City in the course of City operations, pursuant to a contract with the City; and 7) engaged in Exhibit, Display, or Trade Show work at a special event on property owned by the City.		
Provisional Employee Report	DHR/MTA	Semi-annual: First meeting in February and 2 nd meeting in August
Annual Report on the Certification of Eligible—Entry and Promotion—Uniformed Ranks of Police and Fire	DHR	Annual: Second meeting in August
Position-Based Testing Program	DHR	Annual: Second Meeting in August
	MTA	Annual: Second Meeting in August
Report on anticipated and actual numbers and classifications of “Promotive Only” exams.	DHR/MTA	Annual: First Meeting in December
Report on separations and resignations of Permanent Civil Service and Exempt employees with future restrictions that were imposed or appealed; and the restrictions that were imposed or appealed; and the restrictions subsequently reduced, rescinded, and the appeal withdrawn.	DHR/MTA	Annual: 2 nd meeting in August
Personal Service Contract (“PSC”) Awards. Report on all PSCs awarded during the preceding year (including the names, contract amounts and duration for all contracts issued under the approved PSC).	DHR	Annual: not later than August 1 st of each year.
Department of Human Resources Report on the City and County of San Francisco Pre-Employment Conviction History Program	DHR	Annual: Second Meeting in September
General Report on Strategic Planning and Diversity Recruitment Strategies for Higher Level Leadership Positions.	MTA	Annual: First meeting in March

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ATTACHMENT E

Chart of Civil Service Rule Revisions and Various Items for Consideration

RULE	COMMENTS
All 4 Volumes	Include “email” added as an additional method of communication along with “postmarked”.
	Update to allow for electronic submittal of appeals.
	Update to allow for virtual meetings when authorized by the Mayor/designee
	<u>Update Rule Series 20 Leave of Absence</u>
	Reissue Rules in their entirety—
New Appeals Section	Divide Rule Series 05 into two (2) sections, creating a new section incorporating all appeal language contained in the first section and include references to other Rules for details on appealable matters. _____
Rule Series 011 Veteran’s Preference in Examinations	Provide consistent procedures for requesting and awarding veteran’s points. (Review and research for possible reasons consistency was not applied throughout the series.)
Cleanup Items	Remove obsolete provisions
Consideration	Near List and Seniority Date
Volumes I	Review Separations
Policies and Guidelines	
	<u>Policy and Procedures on Personal Service Contracts</u>
	<u>Policy and Procedures on Exempt Appointments</u>
	<u>Official Employee Review Personnel File Guidelines</u>
	<u>Civil Service Adviser re: Out of Class Assignments</u>
	<u>Civil Service Adviser re: Verification of Minimum Qualifications</u>
	<u>Civil Service Adviser re: Reversion</u>
	<u>Memo re: the Certification and Selection Process</u>
	<u>Civil Service policy and guidelines concerning future employment restrictions</u>
Volume 1	<u>New Rulebook (2026-2027)</u>
Volume 4	<u>New Rulebook (2026 – 2027)</u>
Volume 2	<u>New Rulebook (2027-2028)</u>
Volume 3	<u>New Rulebook (2027 – 2028)</u>

ATTACHMENT F

Goals, Objectives and Performance Measures [for Fiscal Year 2022-2023](#)

The following six (6) goals are focused on: 1) fulfilling the Commission’s legal and Charter mandates; 2) supporting the Commission’s purpose and mission through its six major program areas and functions; 3) advancing the Commission’s objective to modernize and strengthen the operations of the City and County of San Francisco’s merit system; and, 4) furthering the Commission’s policy priorities as established in the [annual Commission’s Priority and Goals Fiscal Year 2022-23 strategic plan](#). The objectives assist in defining the goals, and the performance measures for each objective are indicators of service levels and the extent to which Commission staff is able to achieve those goals within the [measurement period](#) (Fiscal Year [2022-23](#)).

Goal #1 Autonomy - Increase access to, and utilization of the Commission’s information resources.

Objective	Performance Measures
Increase the availability of Information about the Commission.	<ul style="list-style-type: none"> Ensure that all information on the Commission’s website is accessible, accurate and current. Seek ways to expand upon the information available on the Commission’s website, Facebook page and Linked In and social media channels. Update the information as needed throughout the fiscal year. Ensure compliance with Accessibility Regulation, Language Access Ordinance and SF.gov best practices for web postings.
Ensure that information on the Commission’s website is intuitive and easily accessible.	<ul style="list-style-type: none"> Continue to ensure that the Civil Service Rules are in a format conducive to printing (e.g. consistent font and paragraph spacing, review for legibility, etc.). Maintain the posting of official Civil Service Rules in accessible PDF format.
Increase the availability of information on the Commission’s website.	<ul style="list-style-type: none"> Continue to increase the availability of information and documents under the Commission’s purview on the Commission’s website (e.g., post established policies, publications and relevant historical statistics, documents, staff reports, etc.).

Objective	Performance Measures
<p>Ensure that Commission staff and the Commissioners have quick, efficient and easy access to the Commission's historical documents and files for proper record retention purposes and any specific research needs.</p>	<ul style="list-style-type: none"> Continue to expand the use of the Commission's web-based document management system: <ul style="list-style-type: none"> Expand upon the types of accessible documents uploaded into the system (e.g., meeting material, policies, communications, publications and reports). Require that all Commission staff use, access and/or upload documents into the document management system on a weekly basis throughout the fiscal year. Convert paper reports and other Commission documents into digital files in the document management system. Continue to review all Commission hard copy documents and files throughout the year. <ul style="list-style-type: none"> Continue to purge all duplicative/unnecessary hard copy documents (either through proper destruction procedures or by sending them to storage at the San Francisco Public Library) and upload all relevant historical documents and files into the document management system.

Goal #2 Transparency – Create greater transparency and efficiencies in the Commission’s procedures and communications.

Objective	Performance Measures
Improve communications with appellants so that they understand the Civil Service Commission Rules, policies and meeting procedures.	<ul style="list-style-type: none"> Review meeting procedures and protocols for peace officer appeals and work with counsel for recommended changes. Continue to provide appellants with as much information as possible so that they understand meeting and appeal procedures. Offer training/guidance to departments on how to prepare and present staff reports before the Commission. Provide Monthly/Quarterly Training. Conduct Survey for Satisfaction/Training Topics. Publish Accessible Staff Report Template by June 2023.
Communicate to departments the need for transparency when describing accurate information for use of Personal Service Contracts.	<ul style="list-style-type: none"> Ensure depts clarify services providedscope of work when initiating or modifying Personal Service Contracts and to include an accurate description of smaller contracts providing various each scope or phase of work for as-needed contracts to ensure services under the one umbrella for transparency to stakeholders. Provide semi-annual training for PSC coordinators.
Increase the use of electronic communications with departments and appellants (if requested) in an effort to reduce paper consumption, staff resources; and create efficiencies with Commission stakeholders.	<ul style="list-style-type: none"> Throughout the fiscal year, Expedite and streamline the Commission’s communications with its stakeholders, and reduce the Commission’s paper production and consumption and drain on staff resourcesin support of a cleaner, greener environment.
Issue all reports regarding Commission deliverables and achievements on a timely basis.	<ul style="list-style-type: none"> Annual Reports due in September. No later than the second meeting in September 2022, finalize the draft Fiscal Year 2021-22 Annual Report and Year End Report for the Commission’s review and approval. Year End Reports due in September. Mid-Year Reports due in February. No later than the first meeting in February 2023, report to the Commission on the status of the Commission’s

	<p>achievements of its goals and objectives for the first half of the Fiscal Year 2022-23.</p> <ul style="list-style-type: none"> Quarterly Reports on the status of pending appeals. Annual Priority and Goals for the following fiscal year due in June.
Objective	Performance Measures
Ensure that Commission staff understand and are focused on supporting the Commission's mission goals and objectives.	<ul style="list-style-type: none"> Performance Plans due in August and to No later than August 2022 establish all Commission staff performance plans for the next performance review period (Fiscal Year 2022-23), and ensure that the plans include deliverables specifically tied to the Commission's fiscal Year 2022-23 annual Goals-goals and Objectivesobjectives.
Ensure that the Commission's internal policies and administrative procedures are kept undocumented , updated, and maintained and documented for by Commission staff.	<ul style="list-style-type: none"> No later than June 30, 2023, rRevisit and update as needed all Commission internal policies and standard operating procedures to ensure consistency and facilitate cross training. Continue to perform Records Management (electronic). Continue to respond to Public Records Requests.

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Goal #3 Equity - Ensure the timely resolution of appeals so that merit system issues are addressed efficiently, effectively and fairly.

Objective	Performance Measures
Resolve appeals in a timely manner to the extent possible.	<ul style="list-style-type: none"> Process 100% of appeals and requests for hearing within seven (7) days of receipt, in Fiscal Year 2022-23 (e.g., review for jurisdiction and timeliness, record the appeal into the Commissions Pending Appeal Log (PAL) and communication log, send appellants acknowledgement of receipt letters, and notify departments of the appeal and targeted hearing dates). By the end of June 30, 2023, resolve and/or forward the Commission for hearing, at least 70% of the appeals received in the current Fiscal Year according to the established performance measures, 2022-23.

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Objective	Performance Measures
Monitor appeals and develop strategies to improve the efficiency by which appeals are resolved.	<ul style="list-style-type: none"> Evaluate the effectiveness of the Commission's appeals policies and procedures (e.g., staff report deadlines, revised communications to departments, etc.) and based on performance measure achievements over the past three fiscal years. By the end of June 30, 2020, implement any new, or adjust existing policies and procedures as appropriate for the next Fiscal Year 2019-2020. Issue the Commission's Meeting Schedule and Deadlines for the next Calendar Year 2023 no later than November of the previous year 2022 to ensure that departments are aware of staff report submission deadlines. Regularly update and monitor the Pending Appeals Log on a bi-weekly basis, and communicate with departments as appropriate to ensure that staff reports and appeals are submitted within a reasonable period of time. Convene-Communicate monthly meetings with the Department of Human Resources and City departments to review pending or potential complex issues and work towards resolution in collaboration. Obtain advice and guidelines from the City Attorney's Office as needed on legal issues concerning appeals in as far advance as possible to avoid delays and backlogs (e.g., closed session matters, privacy protections, Brown Act requirement, etc.).
Work collaboratively with departmental representatives, the Department of Human Resources and City Attorney's staff to establish new or amend current Rules, policies and procedures to address changing needs as appropriate.	<ul style="list-style-type: none"> Throughout the fiscal year, seek input from human resource analysts and managers on the effectiveness of the merit system and areas needing improvement. Convene regular meetings of the Commission's Committee on Policy and Rules Revision (COPAR) throughout the fiscal year to: 1) discuss and review with departmental human resources representatives any new Rules, policies or procedures, or needed/requested revisions thereto; and 2) seek departmental input on inconsistencies between the Civil Service Rules and current departmental practices, to recommend appropriate action to the Commission (e.g., consider proposing a Rule amendment, issue an Adviser to clarify Rule requirements, etc.).

Goal #4 Compliance - Work to ensure that the Civil Service Commission Rules policies and procedures are easily understood and known by all stakeholders, consistent, compliant with the law, and reflective of current and best practices.

Objective	Performance Measures
Review the Civil Service Rules series and recommend revisions/deletions/additions to the Rules for the Commission's consideration as necessary and appropriate.	<p>Review one Civil Service Rule series every other month on average and recommend revisions/deletions/additions for the Commission's consideration. Revisions will be prioritized as follows:</p> <ol style="list-style-type: none"> 1. Rules or provisions that conflict with, or that are otherwise inconsistent with the law. 2. Rules that are confusing, inconsistent with other Rules, or policies, or inconsistently applied by departments. 3. Rules or provisions that would support operational needs. 4. Rules or provisions no longer applicable. 5. Revisions that would consolidate or streamline the Rules. 6. Rules needed to address merit system issues discovered during the course of Inspection service reviews or the Audit Program. 7. Clean-up (e.g., remove Rules that have expired, etc.)
Review existing Commission advisers and policies and procedures; and recommend revisions to existing advisers and/or policies and procedures, or the creation of new ones, as appropriate.	<ul style="list-style-type: none"> • Review at least one existing Commission adviser and policy every quarter and recommend revisions as appropriate for the Commission's consideration. The Executive Officer will also recommend for the Commission's consideration the creation of advisers and policies as needed and appropriate on merit system issues for which Commission stakeholders require more guidance. • The Executive Officer's policy review will be prioritized based on directives from the Commission, requests from Commission stakeholders, and the frequency of Inspection Service complaints received on a particular issue.

Objective	Performance Measures
Conduct meet and discuss and facilitate meet and confer negotiations to adopt new and amended Rules, policies and/or procedures when required under state law.	<ul style="list-style-type: none"> As needed during the fiscal year, conduct meet and discuss sessions with the City's labor unions or attend meet and confer sessions conducted by the Department of Human Resources when appropriate with City's labor unions on any new or amended Rules or policies when required under state law.
Conduct best practice reviews of merit system matters in other jurisdictions.	<ul style="list-style-type: none"> Research best practices in the Bay Area and/or comparable jurisdictions (e.g., Los Angeles) upon request of the Commission during the fiscal year.
Provide outreach, training, and support to the Commission's stakeholders regarding the Civil Service Rules, policies and procedures.	<ul style="list-style-type: none"> Upon request/as needed during the fiscal year, develop and conduct seminars and training on the merit system, the Civil Service Rules, policies and procedures and other matters under the jurisdiction of the Commission. Give regular presentations and updates on merit system issues during the Department of Human Resources' monthly Human Resources Professional Group meetings. Provide a presentation regularly scheduled trainings on the Merit System to new human resources staffanalysts, and managers, and racial equity leaders on an annual basis. Offer to provide other Commission stakeholders with an overview of the merit system upon request (e.g., union representative/employee groups, operational managers, elected officials, Deputy City Attorney's, etc.). Provide annual training on the Civil Service Commission Policy on Personal Service Contracts to PSC Coordinators, contract managers, project managers, elected officials and their staff, and labor representatives. Seek input from the Commission's stakeholders on commonly misconstrued merit system matters merit system areas of confusion and issue-publish publications on Frequently Asked Questions and develop new Advisers on reoccurring issues as needed during the fiscal year. Offer to provide labor representatives with informational articles on the Commission for their member newsletters upon request.

Goal #5 Authority - Strengthen the Commission’s ability to meet its Charter mandates and oversee the operation of the merit system.

Objective	Performance Measures
Review the operations of the merit system in City departments.	<ul style="list-style-type: none"> Conduct nine (9)twelve (12) or more departmental audits in Fiscal Year 2022-23 annually. Resolve/complete within 60 days, 80% of Inspection Service Requests received in Fiscal Year 2022-23. In the event that Commission staff determines in the course of its audits and/or Inspection Service reviews that some department practices conflict with established Rules or policies, issue formal clarifying statements and/or trainings within 60 days so that all departments are aware of an understandinformed and adhere to applicable merit system requirements.
Increase the Commission’s access to information regarding the operation of the merit system.	<ul style="list-style-type: none"> No later than At the second meeting in AugustJune 2023, submit for the Commission’s review its Calendar of Reports for the following Calendar Year 2023 (this details the reports that City departments are required to submit to the Commission each year). Include for the Commission’s review a list of available canned queries, reports and available information related to merit system matters in the event that the Commission wishes to expand upon the information it currently receives from Commission staff and/or city departments (e.g., exempt appointment justifications, personal services contracts, examination plans, etc.). By the end of December 2022, 2023, issue the final 2023 Calendar of Reports to departments in advance. Additionally, issue an electronic reminder one month prior to each report’s due date.

Objective	Performance Measures
Ensure that departments are complying with Commission's requests for reports and/or additional information.	<ul style="list-style-type: none"> When applicable, record any conditions, restrictions or reporting requirements that the Commission places on a Personal Services Contract (PSC). Utilize a tickler system so that the Commission is able to ensure that departments comply with the Commission's conditions, restrictions or reporting requirements for PSC approvals. When applicable, record and create a "tickler"reminder system for any additional reports that the Commission requests throughout the fiscal year.
Complete/coordinate all Charter mandated wage/benefit surveys requiring Commission certification under the Charter.	<ul style="list-style-type: none"> By the end of November 2022, develop a work plan and schedule for achieving Charter mandated surveys for the fiscal year. Utilize a "tickler system"reminder system for departmental reports to ensure that Charter-mandated surveys are timely submitted (e.g., Office of Labor Standards and Enforcement prevailing wage survey, and Department of Human Resources survey of nurse salaries and benefits). No later than the second meeting in May 2023, complete the salary survey for the Board of Supervisors in accordance with Charter Section 2.100 Compensation and Salary Elected Officials Salary.
Ensure that the Commission's budget in each f fiscal y Year 2023-24 is sufficient so that it can adequately carry out its Charter obligations to oversee the merit system.	<ul style="list-style-type: none"> Negotiate with the Mayor's Budget Office, Controller's Office and board-Board of Supervisors to maintain the Commission's budget in the following ffiscal yYear 2023-2024 at an adequate level to support its operations, Charter functions and merit system goals and objectives.

Goal #6 Vision - Mayor's vision for San Francisco as a clean, safe, vibrant and inclusive City of shared prosperity.

Objective	Performance Measures
Coordinate a pilot task force/committee spear headed by representatives from Civil Service Commission, Department of Human Resources, Office of Racial Equity , San Francisco Unified School District , Community College District , and the City's Workforce Development Agency.	<ul style="list-style-type: none"> • Participate in the Office of Racial Equity Committees and work groups to understand the challenges working towards a diverse, equitable and inclusive city. • Review Rule, policies, and procedures and collaborate with the Department of Human Resources and the Municipal Transportation Agency in researching methods to expand diversity and equity. • Meet with management, union representatives, and other stakeholders to find other identify tools to expand diversity and equity. • Strategize on how to coordinate City efforts in various Departments for assisting disenfranchised or struggling families searching for support in securing sustainable employment with the City and County of San Francisco. • Assist in training and outreach to understand the Merit System and employment opportunities with the City and County of San Francisco and with private employers throughout the City. • Assist Departments with developing new programs of opportunity and provide a resource for engagement with their program leaders.
Strengthen Links for Connective Services	<ul style="list-style-type: none"> • Link-Collaborate with Labor partners and Workforce Employment Development, Human Rights Commission in the Mayor's Office and the Department of Human Resources Department in to providing provide contact resources, training opportunities, internship, trade or apprenticeship programs to gain valuable qualifying experience for future employment. • Link-Collaborate with other City departments, Community College District and other training venues and recruitment fairs for opportunities to provide merit system employment information. • Connect with established City and County resources in wrap-around services which include Homeless Connect, health services, Human Services Agency, etc.

	<ul style="list-style-type: none">• Seek neighboring Bay Area community assistance for reciprocity. <u>Coordinate resources with other City departments requesting merit system support or training.</u>
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