



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

**DANIEL LURIE
MAYOR**

Sent via Electronic Mail

October 9, 2025

NOTICE OF CIVIL SERVICE COMMISSION MEETING

**SUBJECT: REQUEST FOR PROPOSED AMENDMENTS TO CIVIL SERVICE COMMISSION RULE 212 TO
SUPPORT THE SAN FRANCISCO POLICE DEPARTMENT HIRING OF LATERAL AND
EXTERNAL POLICE ACADEMY GRADUATE CANDIDATES.**

The above matter will be considered by the Civil Service Commission at a hybrid meeting (in-person and virtual) in Room 400, City Hall, 1 Dr. Goodlett Place, San Francisco, California 94102 and through Cisco Webex to be held on **October 20, 2025, at 2:00 p.m.**

This item will appear on the Regular Agenda. Please refer to the attached notice for procedural and other information about Commission hearings.

Attendance by you or an authorized representative is recommended. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

CIVIL SERVICE COMMISSION

LAVENA HOLMES
Deputy Director

Attachment

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Kate Howard, Department of Human Resources
Anna Biasbas, Department of Human Resources
Lisa Pigula, Department of Human Resources
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LaWanna Preston, Police Department
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All Unions
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Commissioners' Binder
Chron

NOTICE OF COMMISSION HEARING POLICIES AND PROCEDURES

A. Commission Office

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Each presentation shall conform to the following:

1. Opening summary of case (brief overview);
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3. Corroborating witnesses, if necessary; and
4. Closing remarks.

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Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: sotf@sfgov.org, or on the City's website at www.sfgov.org/bdsupvrs/sunshine.

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

**DANIEL LURIE
MAYOR**

Sent via Electronic Mail

September 22, 2025

NOTICE OF CIVIL SERVICE COMMISSION ACTION

**SUBJECT: REQUEST FOR PROPOSED AMENDMENTS TO CIVIL SERVICE COMMISSION RULE 212 TO
SUPPORT THE SAN FRANCISCO POLICE DEPARTMENT HIRING OF LATERAL AND
EXTERNAL POLICE ACADEMY GRADUATE CANDIDATES**

At its meeting on **September 15, 2025**, the Civil Service Commission had for its consideration the above matter.

The Civil Service Commission is requesting employment data from the Department of Human Resources/Police Department and will continue the above matter at the meeting of October 20, 2025.

If this matter is subject to Code of Civil Procedure (CCP) Section 1094.5, the time within which judicial review must be sought is set forth in CCP Section 1094.

CIVIL SERVICE COMMISSION

LAVENA HOLMES
Deputy Director

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

**DANIEL LURIE
MAYOR**

Sent via Electronic Mail

September 4, 2025

NOTICE OF CIVIL SERVICE COMMISSION MEETING

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CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

Refer to Civil Service Commission Procedure for Staff - Submission of
Written Reports for Instructions on Completing and Processing this Form

1. Civil Service Commission Register Numbers: **n/a**
2. For Civil Service Commission Meeting of: **October 20, 2025**
3. Check One:
Ratification Agenda ☐
Consent Agenda ☐
Regular Agenda ☒
Human Resources Director's Report ☐
4. Subject: **Proposed Amendments to Civil Service Commission Rules 212 and 213 to Support the San Francisco Police Department Hiring of Lateral and External Police Academy Graduate Candidates**
5. Recommendation: **Adopt the report.**
6. Report prepared by: **Carol Isen** Telephone number: **628.652.0880**
7. Notifications: **(Attach a list of the person(s) to be notified in the format described in IV. Commission Report Format-A).**
8. Reviewed and approved for Civil Service Commission Agenda:
Human Resources Director: 
Date: 10/2/2025
9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to:
**Executive Officer
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102**
10. Receipt-stamp this form in the ACSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

Attachment

CSC RECEIPT STAMP

NOTIFICATIONS

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Benjamin.Houston@sfgov.org



MEMORANDUM

DATE: October 9, 2025

TO: Civil Service Commission

FROM: Carol Isen, Human Resources Director

SUBJECT: Proposed Amendments to Civil Service Commission Rules 212 and 213 to Support the San Francisco Police Department Hiring of Lateral and External Police Academy Graduate Candidates

Executive Summary

At the Civil Service Commission meeting on September 15, 2025, the Department of Human Resources (DHR) presented a proposal to amend Civil Service Rule 212 regarding the public posting of lateral and external police academy graduate eligible lists. The Commission understood the intent of the proposal but raised several important considerations and changes they wished to see in order to consider adopting the rule change. Commissioners recommended that the proposed change be implemented as a pilot program with a clear end date and option to extend, rather than as a permanent rule change. The Commission also requested that DHR further examine and clarify the definition of "misconduct" as outlined in Civil Service Rule 210.8.5 and how it aligns with the definition used by the Commission on Peace Officer Standards and Training (POST). Additionally, the Commission asked DHR to provide baseline data on lateral applications and hires to enable evaluation of the pilot program's effectiveness over time. In response, DHR has revised its proposal to incorporate these recommendations. The updated proposal includes a pilot program with a termination date of December 31, 2027, and establishes ongoing reporting requirements to the Commission to support data-driven review and oversight of the program's outcomes.

The foundation of the current hiring process for Volume II – Uniformed Ranks of Police Department was established in 2000. DHR has collaborated with the SFPD extensively over the last 25 years to refine, simplify, and expedite the Q002 Police Officer hiring process to establish and maintain a competitive edge over other jurisdictions. However, SFPD has struggled to convert eligible lateral officer candidates, often losing candidates during the post referral selection stage of the hiring process.

DHR is seeking to amend Rule 212 Eligible Lists – Police Department and 213 Certification of Eligibles – Police Department to establish a pilot program under which the eligible lists for

lateral Police Officer candidates and external police academy graduates would no longer be posted publicly online. The current practice exposes these candidates—who are actively employed by other law enforcement agencies and/or have successfully completed academy training—to actions by their employers to disincentivize or create a barrier to the transfer. Most other police departments do not publicly post the names of lateral or external academy graduate candidates and aligning with this standard should improve SFPD’s competitiveness in attracting and hiring experienced officers. Lateral candidates and external academy graduates are particularly valuable because they are already trained, vetted, and ready to serve with minimal onboarding. This change is intended to protect candidate confidentiality, encourage more lateral and external academy graduate applications, and support more efficient and effective recruitment.

Background

Police hiring is currently highly competitive due to widespread staffing shortages and high vacancy rates across law enforcement agencies nationwide. A small portion of the police officer recruitment pool consists of experienced police officers, and while most new hires enter through the Police Academy, the Police Department needs more officers than it has been able to recruit, so every potential recruit is important. Law enforcement agencies are aggressively competing for a limited pool of qualified candidates, particularly trained and experienced officers—i.e., officers currently serving in another law enforcement agency (lateral officers) and candidates who have completed a police academy at an external agency (external academy graduates)—who may be appointed to positions more quickly and require less training time and cost. In this environment, removing barriers that may dissuade applicants from coming to San Francisco is essential to maintaining a competitive edge in recruitment.

The SFPD has learned through its recruiting efforts within the last 18 months, of eight instances where lateral or external academy graduate candidates, who wish to remain anonymous, experienced professional repercussions—or feared they would—after their interest in transferring became known to their current employer. In several cases, candidates withdrew from the process due to concerns about impacts on performance evaluations, training assignments, or access to overtime. Some agencies have been reported to delay resolving internal affairs investigations, knowing that unresolved cases can prevent SFPD from moving forward with a hire. In other instances, departments actively monitored SFPD’s publicly posted eligible lists to identify officers seeking to transfer and took internal action in response. These examples highlight how public disclosure of candidate names can create real or perceived risks for applicants, dissuading them from pursuing opportunities with SFPD.

Additionally, some officers already serving in SFPD as laterals have shared that their previous departments limited their training or overtime opportunities once their intent to work for SFPD became known. These officers expressed hesitancy to encourage their colleagues to apply, fearing they might face similar consequences. In other cases, potential applicants declined to apply altogether out of concern that their participation in current training or advancement opportunities would be jeopardized if their interest in working for the SFPD were discovered.

While candidates understand that their current departments will eventually be contacted during the background investigation phase—typically after a conditional offer of employment has been extended—that stage occurs much later in the hiring process, when the likelihood of an actual job offer is significantly higher. In contrast, the public posting of eligible lists happens very early in the process, when many candidates have not yet been selected for advancement. This early disclosure can expose candidates to workplace consequences even if they are never ultimately hired by the SFPD.

These patterns reflect a broader challenge in lateral recruitment: confidentiality is not merely a preference, but a practical necessity. Publicly posting the names of lateral and external academy graduate candidates undermines the SFPD’s recruitment efforts by exposing candidates to professional risk or by enabling other agencies to preemptively “poach” them. In a highly competitive hiring environment, removing procedural barriers such as public name posting is a necessary step to protect applicants and improve recruitment outcomes.

Publicly Posted Eligible Lists and Comparability in the Bay Area

Currently, all eligible lists for the Uniformed Ranks of the San Francisco Police Department are publicly posted online in accordance with CSC Rule 212.9. This practice was originally implemented to promote transparency and provide the public with access to information about potential hires.

Most other bay area law enforcement agencies do not publicly post the names of lateral or external academy graduate applicants online. Law enforcement agencies comparable to SFPD including Oakland Police Department, San Jose Police Department and Sacramento Police Department do not publicly post the names of their lateral and external academy graduate applicants. Aligning our practice with these standards will enhance SFPD’s competitiveness in recruiting lateral and external academy graduate officers. While lateral and recent academy graduate eligible lists would no longer be posted online, the City will publicly post the names of all lateral and police academy graduate hires to provide transparency to the public of the officers serving their community. Furthermore, eligible lists will remain accessible to the public through the California Public Records Act (PRA).

Backgrounding, POST Requirements and Civil Service Commission Rules

Transparency remains an important consideration in the lateral and external academy graduate hiring process. Lateral and external academy graduate candidates when joining SFPD as new officers undergo the same comprehensive background investigation as entry-level candidates. Further, in addition to the background investigation, SFPD also contacts lateral candidate’s current law enforcement agency and reviews their personnel files, Internal Affairs files, and background files. This extra step provides SFPD with valuable insight into a candidate’s professional conduct—insight that is not available for entry-level candidates. Importantly, this contact with the candidate’s current employer is initiated only after the candidate has

completed all other phases of the selection and background process and is being considered for hire. By that point, the likelihood of disincentivizing the candidate's hire by the SFPD is significantly reduced, compared to the risk of early disclosure through a publicly posted eligible list.

Further, there is the additional check in place for assessing possible misconduct of active officers through maintaining a current POST certificate. Under California Senate Bill 2 (effective January 1, 2022), POST is required to revoke or suspend the certification of any officer found to have engaged in serious misconduct, including excessive or unreasonable use of force. POST defines such "serious misconduct" to include dishonesty, abuse of power, and physical abuse, among other behaviors. If POST determines that an officer has engaged in misconduct and moves to decertify them—or if there is an unresolved POST case—the officer is ineligible for employment in any California law enforcement agency. Even if a candidate's current agency completes its own investigation and clears them, SFPD cannot hire them if POST has an open decertification case or a sustained finding. This process ensures both high standards of accountability and protection for the public, while maintaining transparency through adherence to statewide certification standards.

Complementing this statewide framework, Civil Service Rules 210.8.3, 210.8.4 and 210.8.5 provides an additional, locally tailored definition of serious misconduct. While the two standards are structured differently, they overlap considerably—both addressing serious issues such as excessive force, dishonesty, discrimination, and sexual misconduct. Notably, the SFPD Backgrounds Unit applies the Civil Service Rules standard during candidate evaluations. As a result, even if a candidate retains POST certification, they would still be disqualified from employment if their conduct falls short of San Francisco's higher expectations as defined in the Civil Service Rules. This dual-layered review process strengthens hiring decisions by combining robust state oversight with local accountability standards, ensuring the department holds candidates to the highest level of integrity.

Lateral Recruitment Data Overview

Understanding the impact of publicly posting candidate names on police recruitment requires both quantitative and qualitative analysis. Although data collection is limited due to the confidential and competitive nature of police hiring, DHR has compiled key baseline data to help evaluate the effectiveness of the proposed pilot program.

It's important to note that detailed data specific to lateral police officer applicants is only available beginning July 2, 2024. This is when a separate job ad was created exclusively for lateral applicants, distinguishing them from entry-level candidates for the first time. Prior to this change, all candidates—whether lateral or entry-level—applied under a single job posting (Q002), and their application data was not categorized separately. As a result, earlier data does not allow isolation or analysis of lateral applicant trends. The creation of a dedicated lateral job ad streamlined the hiring process for experienced officers.

The available data establishes a meaningful benchmark for evaluating the pilot program's impact. From July 2, 2024, through December 31, 2024 the City received 87 lateral applications resulting in 23 hires. From January 1, 2025 through September 26, 2025, the City received 182 lateral applications resulting in 22 hires. The percentages of hires from applicant pools (26% and 12% respectively; and 16.7% overall) provide the basis to track trends and compare outcomes over time.

It is not possible to quantify how many qualified candidates chose not to apply due to concerns about public disclosure of their names on eligible lists. However, feedback from both recruiters and prospective applicants indicates that this remains a significant deterrent—particularly for currently employed officers who wish to keep their job search confidential.

Given the ongoing police hiring crisis, even the loss of one qualified lateral or external academy graduate candidate is too many. These candidates offer significant advantages in training, cost, and deployment readiness. Removing procedural barriers such as public name posting may encourage more applications and improve candidate retention through the hiring process.

As part of this pilot program, DHR will continue to monitor and report on these data points to the Civil Service Commission to support evidence-based decisions on whether to extend, revise, or terminate the program.

Recommended Revisions to Civil Service Commission Rule 212

The proposed Rule changes would implement a pilot program under which the eligible lists for lateral Police Officer candidates and external police academy graduates would no longer be posted publicly online. While the general practice of posting entry-level Q002 Police Officer eligible lists and promotive eligible lists online remains unchanged, the new language clarifies that as part of a pilot program lateral police officer and the external academy graduate eligible lists will no longer be posted online. In lieu of posting these eligible lists online, the City will publicly post the names of all lateral and police academy graduates hires. The pilot program would terminate December 31, 2027 unless extended by the Civil Service Commission and could be terminated anytime before that date at the discretion of the Civil Service Commission. The revisions also add the new program to DHR's annual reporting to the Commission.

The affected rules are as follows:

- Posting of the Tentative Eligible List (Rule 212)
- Certification of Eligibles, General Policy (Rule 213)

An additional clerical edit, unrelated to the pilot program, was made to rule 212.14 Appeal of Tentative Eligible List to align with the amended appeal timeline rule changes that were adopted in August of 2023.

Detailed revisions of the Rules are provided in Attachment A.

DHR has met with the Police Officer's Association (POA) and has informed them of our intent in amending Rules 212 and 213, and the POA is receptive to the change (Attachment B).

Authority

Pursuant to Charter Section 10.100, the CSC is specifically charged with "the duty of providing qualified persons for appointment to the service of the City and County." Under Charter Section 10.101, the CSC is responsible for adopting rules, policies, and procedures to carry out the civil service merit system provisions of the Charter, including those governing seniority, leaves, and layoffs. It further states that 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.

Pursuant to Civil Service Rule 210, the City and County of San Francisco establishes the minimum qualifications and disqualifying criteria for applicants to peace officer positions in the uniformed ranks of the San Francisco Police Department. Sections 210.8.3 and 210.8.4 provide clear standards for disqualification based on an applicant's history of serious misconduct, including sustained findings or separation during pending disciplinary proceedings. Section 210.8.5 defines "Serious Misconduct" for purposes of these provisions, aligning with both local expectations and broader public safety standards. These rules ensure that only candidates who meet the highest standards of integrity and conduct are eligible for appointment, and support the City's commitment to transparency, accountability, and public trust in law enforcement hiring practices.

Conclusion

As part of a pilot program, discontinuing the public posting of lateral police officer and external academy graduate eligible lists online is a practical step toward protecting candidate confidentiality, reducing disincentives to apply, and enhancing our department's ability to attract and hire experienced law enforcement professionals. Adoption and implementation of this rule change will also contribute to reducing the high vacancy rate for Q002 Police Officers.

Recommendation

DHR respectfully requests the Commission accept the report and post the proposed amended Rules.

Attachments

A: Volume II Rule Revisions

B: Letter from POA

Deletions in strikethrough – Additions in underline

Rule 212

Eligible Lists - Police Department

Applicability: Rule 212 shall apply to all classes of the Uniformed Ranks of the San Francisco Police Department

Article I: Administration Of Eligible Lists

Sec. 212.1 Establishment of Eligible Lists

Sec. 212.2 Discrete Eligible Lists

Sec. 212.3 Continuous Eligible Lists

Sec. 212.4 Duration of Eligibility on Continuous Lists

Sec. 212.5 Duration of Discrete Eligible Lists and Eligibility

Sec. 212.6 Extension of Eligibility

Sec. 212.7 Cancellation of Eligibility – Entrance Appointments

Sec. 212.8 Merging of Eligible Lists – Entrance Appointments

Sec. 212.9 Posting of Tentative Eligible List

Sec. 212.10 Eligible List Program for Q002 Police Officer – Lateral and External Police Academy Graduates

Sec. 212.11 Application of Eligible List Program for Q002 Police Officer – Lateral and External Police Academy Graduates

Sec. 212.12 Termination of Rule 212.10 Eligible List Program for Q002 Police Officer – Lateral and Police Academy Graduates.

Sec. 212.~~40~~13 Documents Included in Inspection and Maintenance of Anonymity of Examiners

Sec. 212.~~41~~14 Appeal of Tentative Eligible List

Sec. 212.~~42~~15 Adoption of Eligible List

Sec. 212.~~43~~16 Official Adoption Date

Sec. 212.~~44~~17 Maintenance of Eligibility

Article II: Holdover Status And Return To Duty

Sec. 212.~~15~~18 Holdover Status and Return to Duty

Rule 212

Eligible Lists - Police Department

Article I: Administration Of Eligible Lists

Applicability: Rule 212 shall apply to all classes of the Uniformed Ranks of the San Francisco Police Department

Sec. 212.1 **Establishment of Eligible Lists**

Qualified participants successfully passing all phases of the examination shall be ranked on an “Eligible List” in the order of their total score.

Sec. 212.2 **Discrete Eligible Lists**

Discrete eligible lists are lists derived from examinations which are open for filing for a specific time period and in which the selection procedure is administered on a specific date or dates.

Sec. 212.3 **Continuous Eligible Lists**

A continuous eligible list may be used for a class after the Human Resources Director has designated the class as a “continuous list class.” Each time an examination for such a class is given, the names of the eligibles resulting from the examination shall be added to the existing eligible list, ranked by the eligible’s score on the examination taken. For eligibles with the same score, names shall be listed alphabetically.

Sec. 212.4 **Duration of Eligibility on Continuous Lists**

Each examination announcement for a continuous list class shall state the time period during which the names of eligibles successfully passing the examination will remain on the continuous list. This time period will be referred to as the “eligibility period.” The eligibility period of a continuous list shall not exceed forty eight (48) months. An eligible’s name shall be removed from a continuous list at the end of the eligibility period.

Sec. 212.5 **Duration of Discrete Eligible Lists and Eligibility**

As provided in these Rules, the duration of the eligible list shall be from twenty four (24) to forty eight (48) months. The exact duration shall be stated on the examination announcement. If the expiration date falls on a Saturday, Sunday or legal holiday, the removal of all names shall be effective at the close of business on the following business day.

Sec. 212.6 Extension of Eligibility

The Human Resources Director may extend an eligible list or eligibility period for up to one (1) additional year up to and not to exceed a total of four (4) years. Eligibles shall be notified of the extension or any change in the expiration of their eligibility.

Sec. 212.7 Cancellation of Eligibility - Entrance Appointments

The Human Resources Director may cancel an entrance appointment eligible list after the minimum duration of six (6) months. In canceling an eligible list, the Human Resources Director shall consider, among other factors, the number of eligibles remaining, the length of time since the selection procedures were administered, and labor market availability. Eligibles and the recognized employee organization representing the affected class shall be notified.

Sec. 212.8 Merging of Eligible Lists - Entrance Appointments

212.8.1 For entrance appointments the Human Resources Director may authorize the merging of an earlier list in a class with a later eligible list in the same class.

212.8.2 The names of eligibles from the earlier eligible list shall be interpolated with the names of eligibles on the later eligible list by score. Eligibles with the same score shall be listed in alphabetical order.

212.8.3 The duration of the merged eligible lists shall be established as provided elsewhere in these Rules and eligibles from the earlier eligible list shall have their eligibility extended accordingly.

Sec. 212.9 Posting of the Tentative Eligible List

212.9.1 Following the completion of an examination, a tentative eligible list shall be posted for public inspection for a minimum period as determined by the Human Resources Director not to be less than three (3) business days. In establishing the minimum period, the Human Resources Director shall consider, among other factors, availability of technology to facilitate the review of ratings, technology or method used for scoring, type of exam, number of eligibles, extent of access by eligibles to the means for receiving timely notification, the stability and reliability of the messaging platform in sending and receiving notifications, and complexity of the examination ratings.

Sec. 212.9 Posting of the Tentative Eligible List (cont.)

212.9.2 During the posting of the tentative eligible list, participants shall be allowed to inspect their scores, their examination papers, and the tentative eligible list. Except for the entry-level Police Officer eligible lists for lateral and external police academy graduate candidates, the tentative eligible list shall be posted on the City's official employment opportunity website and will be distributed to each Bureau and Division. A copy of the posting will be provided to the certified bargaining representative.

Sec. 212.10 Eligible List Program for Q002 Police Officer – Lateral and External Police Academy Graduates

212.10.1 The City shall not post the eligible list for Q002 Police Officer – Lateral and External Police Academy Graduates online.

212.10.2 In lieu of posting the eligible lists online, the City shall publicly post the names of all hires made from the Q002 Police Officer – Lateral and External Police Academy Graduates eligible lists online

Sec. 212.11 Application of Eligible List Program for Q002 Police Officer – Lateral and External Police Academy Graduates

212.11.1 Upon request by the Human Resources Director, the Civil Service Commission in its sole discretion may make changes to the criteria of this pilot program. Changes to the pilot program may be based on: program effectiveness, program efficiencies, and other relevant criteria as determined by the Civil Service Commission.

Sec. 212.12 Termination of Rule 212.10 Eligible List Program for Q002 Police Officer – Lateral and Police Academy Graduates.

212.12.1 Rule 212.10 and the Pilot Eligible List Program for Q002 Police Officer – Lateral and External Police Academy Graduates shall terminate on December 31, 2027, absent action by the Civil Service Commission to extend it. Further, the pilot program may be terminated at any time before that date at the discretion of the Civil Service Commission.

Sec. 212.13 Documents Included in Inspection and Maintenance of Anonymity of Examiners

Inspection during the posting period of the tentative eligible list shall include the eligible's application, documents supporting qualifications to participate in the examination, written answer sheet, oral rating sheet and other papers needed to verify accuracy of scores. Neither the identity of the examiner giving any mark nor grade in an examination nor the questions or answers shall be provided.

Sec. 212.~~4114~~ Appeal of Tentative Eligible List

During this inspection period participants shall be allowed to file protests allowed by this Rule. The inspection of the tentative eligible list, the candidate's scores and examination papers shall occur during a ~~four~~three (43) day period, ~~two (2) days falling on either side of a weekend~~. Allowable protests of the tentative eligible list and/or scoring shall be filed during the ~~four-three~~ (43) day protest period of posting and inspection. Protests shall be limited to scoring miscalculations, typographical errors, computational errors in scoring, and the listing on a tentative eligible list of a person or persons allegedly ineligible for promotion. No protests shall be permitted that were or could have been raised at an earlier stage. The Human Resources Director shall not consider challenges merely because candidates believe they are entitled to a higher score. The decisions of the Human Resources Director on all matters related to this section shall be final and not subject to appeal to the Civil Service Commission.

Sec. 212.~~4215~~ Adoption of Eligible List

~~212.12.12~~212.15.1 If no appeals are received during the posting period, the eligible list shall be automatically adopted. Changes in an eligible list because of clerical or computational error shall not change the date of adoption of the eligible list.

~~212.12.22~~212.15.2 The Human Resources Director may adopt an eligible list pending the resolution of any appeal. Eligibles who are reachable for certification may be certified. The decision of the Human Resources Director shall be final and shall not be reconsidered by the Civil Service Commission.

Sec. 212.1316 Official Adoption Date

~~212.13.1~~**212.16.1** Pending the official adoption of an eligible list, the tentative eligible list shall be posted. Any protests must be filed with the Human Resources Director/Police Department Examination Division as provided in these Rules. After the posting period and in the absence of protest on ratings, scorings or eligibility, the tentative eligible list shall automatically become official as posted.

~~212.13.2~~**212.16.2** If appeals are received during the applicable filing period under these Rules, the investigation and action of the Human Resources Director or his or her designee shall be expedited so that final adoption of the eligible list is not delayed beyond sixty (60) days after the date of posting except for reasons beyond the control of the Director or his or her designee.

~~212.13.3~~**212.16.3** Eligibles who, as a result of their ranking, would receive a notice of appointment regardless of the outcome of the protest(s), may be offered employment from adopted lists pending the resolution of any protest(s) and amendment of the adopted eligible list.

~~212.13.4~~**212.16.4** Changes in the eligible list because of clerical errors or re-ratings or computations shall not change the date of adoption of the eligible list.

Sec. 212.147 Maintenance of Eligibility

~~212.14.1~~**212.17.1** Except as otherwise provided in these Rules, eligibles who fail to possess or maintain the qualifications required by law and by the terms of the examination announcement under which they participated shall forfeit their eligibility.

~~212.14.2~~**212.17.2** Except for persons designated as “holdovers”, eligibles on a promotive only eligible list who are separated from the City and County service shall be removed from such eligible list. If re-employed and if the eligible list has not expired, upon written request and with the approval of the Human Resources Director, the person may be returned to the eligible list with previous rank on the list restored.

~~212.14.3~~**212.17.3** The Human Resources Director is authorized to remove eligibles from an eligible list in accordance with the conditions described above.

Rule 212

Eligible Lists - Police Department

Article II: Holdover Status And Return To Duty

Applicability: Rule 212 shall apply to all classes of the Uniformed Ranks of the San Francisco Police Department

Sec. 212.1518 Holdover Status and Return to Duty

212.15.1212.18.1 Holdover Roster - General Requirements

- 1) Subject to the provisions of this Rule, permanent or probationary civil service appointees who are laid off or placed on an involuntary leave of absence shall be designated as holdovers.
- 2) The names of holdovers shall be ranked on a holdover roster for the class or classes from which layoff occurs and in the order of total seniority in the class in the City and County service. Seniority prior to resignation or termination shall not be used in determining holdover rights in a class.
- 3) Holdovers shall be returned to duty in rank order from holdover rosters.
- 4) Holdovers shall, for a period of five (5) years from the date of layoff, have preference for appointment over eligibles on civil service lists, or employees requesting transfer, reinstatement, or reappointment. The Human Resources Director, upon review of all the circumstances, may extend the holdover status for such specified period of time as he/she may deem proper.
- 5) Holdover rosters shall be canvassed in the following order: first, permanent holdover rosters; then, temporary holdover rosters.
- 6) Permanent holdovers shall be returned to duty in temporary positions before temporary holdovers. Permanent holdovers shall displace any temporary or part-time exempt appointee in the same class in any City and County department. Permanent holdovers returned to duty in temporary positions shall retain their status on the permanent holdover roster. In the event of a displacement, the least senior temporary or part-time exempt appointee in the City and County service shall be laid off first.
- 7) Permanent holdovers in classes with citywide seniority for layoff purposes shall be entitled to displace only the least senior permanent employee in that class in City service. Holdovers who waive such appointment shall remain on the holdover list for subsequent permanent appointment to vacant positions, but may accept a temporary position in the class, if available.

Sec. 212.1518 Holdover Status and Return to Duty (cont.)**212.185.1 Holdover Roster - General Requirements (cont.)****8) Exceptions to Return to Duty in Rank Order**

If two or more approved requisitions are on file, the Human Resources Director may permit holdovers in line for appointment, and in accordance with their standing on the roster, to select from the available requisitions the positions to which they desire appointment. In cases where holdovers on rosters who would be reached for appointment on requisitions, the Human Resources Director may consult with appointing officers and employees involved, and if it is in the best interest of the service, may offer out said positions to holdovers so as to make it possible for them to return to duty in the department from which laid off.

9) Holdovers who are notified that they are being returned to duty are required to respond to the Department of Human Resources within five (5) business days of the date of notification. The Human Resources Director may extend the time response period beyond five (5) business days. Failure of a holdover to respond within the time limits shall be considered a refusal of the offer and shall be subject to the penalty, if any, provided in this Rule.

10) Except as otherwise provided in these Rules, holdovers who fail to possess and maintain the qualifications required by law and by the terms of the examination announcement under which they participated shall forfeit their eligibility.

11) In all cases of change of address, the Department of Human Resources must be notified in writing separately for each class involved. Notice of change of address to the Post Office and/or the employee's current department only shall not be a reasonable excuse for special consideration in case of failure to respond to notice of return to duty within time limits.

12) Except as otherwise directed by the Human Resources Director, holdovers being returned to duty shall not be required to pass a new medical examination.

13) A properly completed copy of the designated report of layoff or involuntary leave of absence form shall be forwarded to the Department of Human Resources as soon as possible (in advance of the action if possible) so that the Department of Human Resources may record the action and

Sec. 212.1518 Holdover Status and Return to Duty (cont.)**212.15.1212.18.1 Holdover Roster - General Requirements (cont.)****13) (cont.)**

place the employee's name on a holdover roster for immediate consideration for return to duty.

14) Late reports of layoff shall not interfere with nor affect the rights of holdovers to whom notices of return to duty have already been mailed and who have been or may be returned to duty in response to such notices except as follows: A holdover with more than five (5) years of seniority in a class shall displace any appointee or any holdover who has been returned to duty who has less than five (5) years or seniority in the same class.

15) If there is no holdover roster for a class or if the holdover roster is exhausted, the Human Resources Director may authorize that a holdover be returned to duty from another holdover roster deemed suitable to temporarily provide the required service. If no other roster is available, the position shall be offered to eligibles on regular civil service eligible lists or to individuals requesting transfer, reinstatement or reappointment.

16) Holdovers returned to duty shall be reinstated with accrued compensatory time, if any, and with their original anniversary date for the purposes of computing sick leave and vacation benefits.

212.15.2212.18.2 Holdover - Temporary Appointees

1) Appointees certified from an eligible list who have satisfactorily served under temporary appointment shall upon expiration of the list be designated a "temporary holdover."

2) Resignation from temporary appointment from a holdover roster or refusal of temporary appointment from a holdover roster cancels all temporary holdover rights in that class.

212.15.3212.18.3 Holdover - Permanent and Probationary Appointees

1) A permanent or probationary appointee to a promotional or entrance position who is laid off shall be designated a "permanent holdover" and shall be returned to duty in a position in the class from which laid off from a holdover roster as provided in this Rule.

2) A permanent holdover returned to duty on a permanent basis in a department other than the one from which laid off shall serve a new probationary period.

Sec. 212.1518 Holdover Status and Return to Duty (cont.)**212.185.3 Holdover - Permanent and Probationary Appointees (cont.)**

3) Return to duty of a permanent holdover to a position in the class from which laid off shall be subject to the following conditions:

4) Return to Duty - Department From Which Laid Off

Permanent Vacancy - A permanent holdover who refuses an offer to return to duty on a permanent basis in the department from which laid off shall forfeit all holdover rights in that class, and shall be removed from all rosters for that class. Such refusal of return to duty shall be deemed a resignation.

Temporary Vacancy - Permanent holdovers may refuse an offer to return to duty on a temporary basis in the department from which laid off without affecting future offers to be returned to duty. Waiver of temporary appointment shall not be removed without the permission of the Human Resources Director.

5) Return to Duty - Department Other Than the One From Which Laid Off

Permanent holdovers may refuse an offer to return to duty on a permanent or temporary basis in a department other than the department from which laid off without affecting future offers to be returned to duty. Such departmental waivers shall not be withdrawn without the approval of the Human Resources Director.

6) A permanent holdover who was laid off during the probationary period and who is returned to duty in the department from which laid off shall complete the remaining period of probationary service.

7) Transferees who are laid off during the probationary period shall be ranked on the permanent holdover roster for the class in accordance with their seniority in the class in the City and County service.

8) Permanent holdovers who resign or are released during the probationary period may be returned to the holdover roster from which appointed subject to the provisions of these Rules. Such holdovers shall not displace any current permanent or probationary employees, but shall remain on the list for subsequent permanent appointment to vacant positions and may accept a temporary position in the class, if available.

Rule 213

Certification of Eligibles - Police Department

Applicability: Rule 213 shall apply to all classes of the Uniformed Ranks of the San Francisco Police Department

Article I: Personnel Requisitions

Sec. 213.1 **Personnel Requisitions**

Article II: Certification Of Eligibles

Sec. 213.2 **Certification of Eligibles - General Policy**

Sec. 213.3 **Certification Rules**

Sec. 213.4 **Requirement for Secondary Criteria Applicable to All Certification Rules**

Sec. 213.5 **Certification Rules – General Provisions Applicable to All Certification Rules**

Sec. 213.6 **Certification of Entry Eligible List**

Sec. 213.7 **Certification of Promotive Eligible List – Rule of Ten Scores**

Article III: Administration of Certification

Sec. 213.8 **Response Period**

Sec. 213.9 **Effect of Failure to Respond**

Sec. 213.10 **Waivers**

Sec. 213.11 **Change of Address**

Rule 213

Certification of Eligibles - Police Department

Article I: Personnel Requisitions

Applicability: Rule 213 shall apply to all classes of the Uniformed Ranks of the San Francisco Police Department

Sec. 213.1 **Personnel Requisitions**

213.1.1 **Requirement for Personnel Requisitions**

Whenever a position is to be filled, the appointing officer shall issue a personnel requisition on the prescribed form. Fully approved personnel requisitions shall immediately be time stamped in the order of receipt in the Department of Human Resources.

213.1.2 **Separate or Group Personnel Requisitions**

A separate personnel requisition shall be made for each permanent position to be filled. Group personnel requisitions may only be made for temporary positions.

213.1.3 **Cancellation of Personnel Requisitions**

Upon written request by the appointing officer indicating good cause, cancellation of a personnel requisition may be allowed by the Human Resources Director.

213.1.4 **Priority of Personnel Requisitions**

Except as otherwise provided in these Rules, certification shall be made in accordance with priority of approval of the personnel requisition in the Department of Human Resources or the date to report to duty, whichever is later.

213.1.5 **Flexible Staffing Personnel Requisitions**

A personnel requisition for a permanent vacancy filled by an appointee in accordance with the flexible staffing authority of the Salary Ordinance shall also be valid for subsequent certification for appointment of the same eligible, when qualified, to the class designated on the personnel requisition.

Rule 213

Certification of Eligibles - Police Department

Article II: Certification of Eligibles

Applicability: Rule 213 shall apply to all classes of the Uniformed Ranks of the San Francisco Police Department

Sec. 213.2 **Certification of Eligibles - General Policy**

213.2.1 The Civil Service Commission endorses and supports the broadening of the Rules governing certification of eligibles from the civil service eligible lists and considers this broadening as an increase in opportunities for appointing officers to select employees who are best suited to perform the duties of specific positions. Selection of employees from eligible lists shall be based on merit and fitness without regard to relationship, race, religion, gender, national origin, ethnicity, age, disability, gender identity, political affiliation, sexual orientation, ancestry, marital status, color, medical condition or other non-merit factors or otherwise prohibited nepotism or favoritism. Appointing officers and their designees shall be responsible for establishing non-discriminatory selection procedures which may include by way of example but not limitation, scheduling each interested eligible for interview, reviewing application materials, conducting interviews by a diverse panel, asking job-related questions. Appointing officer/designee shall also be responsible for maintaining documentation of selection criteria, and reviewing the proposed selection with the department's Equal Employment Opportunity Officer or with the Department of Human Resources Equal Employment Opportunity Unit. When making appointments, the Appointing Officer or designee will consider the following secondary criteria: assignment, training, education, community involvement, special qualifications, commendations/awards, bilingual certification, and discipline history. In the event of a recommendation to change the criteria specified above, prior to the issuance of any job announcement, that change shall be presented to the Civil Service Commission for its approval in advance and will be discussed in open session with all interested parties. Unless otherwise instructed by the Civil Service Commission, the Department of Human Resources shall annually report to the Civil Service Commission on the selection processes administered for the Police Department uniformed ranks. In addition to the annual reports, the Department of Human Resources shall make regular reports as requested by the Civil Service Commission on merit system issues such as recruitment, examination, and certification and selection procedures. The Human Resources Director shall report to the Civil Service Commission on the progress of continuous testing and the entry-level certification expansion and the eligible list program for Q002 Police Officer – Lateral and External Police Academy Graduates on an annual basis for two (2) years and thereafter on a schedule to be determined.

Sec. 213.2 **Certification of Eligibles - General Policy (cont.)****213.2.2** **Implementing this Rule, the Human Resources Director shall:**

- 1) adhere to all rules, policies, procedures, and directives of the Civil Service Commission and all relevant Charter provisions of the City & County of San Francisco, and
- 2) ensure that such rules, policies, procedures, directives, and Charter provisions are adhered to by all decentralized units as delegated by the Human Resources Director, and
- 3) take any action necessary to ensure compliance with federal, state and local anti-discrimination laws, ordinances or regulations.

213.2.3 The appointing authority/designee shall be responsible for establishing non-discriminatory selection procedures.

213.2.4 Selection of an eligible within the certification shall be made under the authority and direction of the appointing authority/designee.

Sec. 213.3 **Certification Rules****213.3.1** **Rule of Three Scores**

- 1) The Department of Human Resources shall certify to the appointing officer the names of eligibles with the three (3) highest scores on the list of eligibles for the position who are available for appointment.
- 2) Except as otherwise may be provided, when there are two (2) or more approved personnel requisitions on file for the same class, the number of scores certified shall be equal to the number of positions to be filled plus two (2) scores. An eligible list adopted under the Rule of Three Scores shall in all cases be exhausted when eligibles standing at less than three (3) scores are available. Use of the eligible list when there is less than the minimum certification available shall be at the discretion of the appointing officer.

213.3.2 **Rule of Three or More Scores**

- 1) The names of all eligibles standing at a specified number of scores with a minimum of at least those eligibles with the three (3) highest scores shall be certified to each available position.
- 2) Except as otherwise may be provided, when there are two (2) or more approved personnel requisitions on file for the same class, the number of scores certified shall be equal to the number of positions to be filled plus the number of scores in the certification rule applicable to the eligible list being certified minus one.

Sec. 213.3 **Certification Rules (cont.)****213.3.3** **Rule of Ten Scores**

1) The Department of Human Resources shall certify to the appointing officer the names of eligibles with the ten (10) highest scores on the list of eligibles for the position who are available for appointment.

2) Except as otherwise may be provided, when there are two (2) or more approved personnel requisitions on file for the same class, the number of scores certified shall be equal to the number of positions to be filled plus nine (9) scores. An eligible list adopted under the Rule of Ten Scores shall in all cases be exhausted when eligibles standing at less than three (3) scores are available. Use of the eligible list when there is less than the minimum certification available shall be at the discretion of the appointing officer.

213.3.4 **Rule of the List**

1) The names of all eligibles on the eligible list shall be certified to each available position.

2) An eligible list adopted under the Rule of the List shall be exhausted when there are less than one third of the number of eligibles on the original list still available, provided however, if the original list had nine (9) or fewer eligibles, at least three (3) eligibles must be available. If application of the one-third formula specified above results in a fraction, the next highest number shall be used. Use of the list when there is less than the minimum certification available shall be at the discretion of the appointing officer.

Sec. 213.4 **Certification Rules – General Provisions Applicable to All Certification Rules**

If all eligibles at a score waive appointment or fail to respond within the time limits provided in these Rules, the appointing officer may request supplementary certification(s) from the next highest score(s).

Sec. 213.5 **Certification of Entry Eligible List**

The entry level Certification Rule to be utilized shall be established and announced on the examination announcement. For entry level eligible lists, the Department of Human Resources shall certify to the Police Chief/Designee the names of eligibles available for appointment under the Rule of the List.

Sec. 213.6 **Certification of Promotive Eligible List – Rule of Ten Scores**

For each referral from promotive eligible lists, the Certification Rule shall be the Rule of Ten Scores.

Sec. 213.7 **Certification of Eligible List – Continuous List Class**

The certification rule for all eligible lists that the Human Resources Director designates as “continuous list class” shall be Rule of the List.

Rule 213

Certification of Eligibles - Police Department

Article III: Administration of Certification

Applicability: Rule 213 shall apply to all classes of the Uniformed Ranks of the San Francisco Police Department

Sec. 213.8 **Response Period**

213.8.1 **Notice of Inquiry**

1) Eligibles are required to respond in writing to the Department of Human Resources within a minimum period from the date of such notice not to be less than three (3) business days as established by the Human Resources Director. In establishing the minimum period, the Human Resources Director shall consider, among other factors, availability of technology to respond, number of eligibles, the stability and reliability of the messaging platform in sending and receiving notifications, extent of access by eligibles to the means for receiving timely notification, and complexity of the selection procedures.

2) The Human Resources Director may authorize that eligibles be polled by telephone, provided however, that eligibles who cannot be reached by telephone shall not be penalized or adversely affected in any way.

213.8.2 **Notice of Certification**

1) Eligibles are required to notify the Department of Human Resources/appointing officer or designated representative within a minimum period not to be less than three (3) business days after the date of such notice as determined by the Human Resources Director. In establishing the minimum period, the Human Resources Director shall consider, among other factors, availability of technology to respond, number of eligibles, the stability and reliability of the messaging platform in sending and receiving notifications, extent of access by eligibles to the means for receiving timely notification, and complexity of the selection procedures.

2) Eligibles are required to notify the Department of Human Resources as to their certification status within a minimum period not to be less than three (3) business days after the Notice of Certification as determined by the Human Resources Director. In establishing the minimum period, the Human Resources Director shall consider, among other factors, availability of technology to respond, number of eligibles, the stability and reliability of the messaging platform in sending and receiving notifications, extent of access by eligibles to the means for receiving timely notification, and complexity of the selection procedures.

Sec. 213.8 **Response Period (cont.)****213.8.2** **Notice of Certification (cont.)**

3) The Police Department is required to notify the Department of Human Resources of the results of a certification within twenty (20) business days after the date of the Notice of Certification.

213.8.3 **Extensions**

Response period time limits may be extended by the Human Resources Director or his or her designee.

Sec. 213.9 **Effect of Failure to Respond**

213.9.1 An eligible who fails to respond within the time limits provided shall be placed under general waiver on the eligible list until such time as the waiver is withdrawn in accordance with these Rules.

213.9.2 Except if the Human Resources Director determines that unusual circumstances exist which would create an undue hardship, the Police Department may be required to present the reasons for a delay in providing the results of the certification to the Civil Service Commission.

Sec. 213.10 **Waivers****213.10.1** **General Waivers**

An eligible may be placed in an inactive status under general waiver of certification of an eligible list as follows:

- 1) At the eligible's request. Such waivers shall be effective on the next business day.
- 2) For failure to respond to a Notice of Certification or Inquiry within the prescribed time limits.
- 3) For failure to notify the Department of Human Resources as to the eligible's status within seven (7) days following certification.
- 4) A person appointed to a permanent position shall be under general waiver for all appointments on all eligible lists for the same class. A person appointed to a temporary position shall be under general waiver for temporary appointment on all eligible lists for the same class. Such waiver may not be withdrawn unless ordered by the Human Resources Director or his or her designee.
- 5) For reasons prescribed elsewhere in these Rules.

Sec. 213.10 Waivers (cont.)**213.10.1 General Waivers (cont.)**

6) An eligible under general waiver shall not be certified to any position on the eligible list until the eligible notifies the Department of Human Resources in writing to withdraw such waiver as prescribed in these Rules. General waivers imposed by the Human Resources Director or his or her designee may not be removed unless ordered by the Civil Service Commission, the Human Resources Director or his or her designee.

213.10.2 Waiver of Part-Time Employment

Any part-time position may be declared by the Human Resources Director to be under conditional waiver and eligibles may then waive certification without penalty for appointment to a full-time position. An eligible who accepts such appointment shall retain eligibility for appointment to a full-time position.

213.10.3 Conditional Waivers

Except as provided by the examination announcement, waiver of certification to positions with unusual employment circumstances or special conditions of employment may be imposed by:

- 1) the eligible to be effective the next business day;
- 2) the Civil Service Commission; or
- 3) the Human Resources Director or his or her designee.

Conditional waivers on an eligible list imposed by the eligible shall remain in force until withdrawn in accordance with these Rules.

213.10.4 Effects of Waivers

- 1) A general or conditional waiver of certification by an eligible having standing on more than one list in the same class shall apply to any existing list for the same class.
- 2) An eligible who waives certification to a position covered by conditional waivers shall not be certified to a position requiring those conditions from that list until such waiver is removed in accordance with the provisions of these Rules.
- 3) Unless otherwise provided in the examination announcement, eligibles may refuse consideration for temporary or permanent appointment from two (2) Notices of Certification. Refusal of consideration from the third (3rd) Notice of Certification shall result in removal of the eligible's name from that eligible list and all other lists in that class. The non-selection by the department of an available eligible shall not be recorded as a refusal.

Sec. 213.10 **Waivers (cont.)****213.10.4** **Effects of Waivers (cont.)**

4) Unless otherwise ordered by the Human Resources Director, if one (1) Notice of Certification is issued for more than one (1) department or position and the eligible refuses a position not previously waived, a refusal shall be recorded against the eligible's name on the list.

213.10.5 **Withdrawal of Waivers**

1) Withdrawal of general or conditional waivers imposed by the eligible must be filed in writing with the Department of Human Resources.

2) Such requests must be received in Department of Human Resources offices before the close of business on the third (3rd) Friday of the month to be effective the first (1st) business day of the following month. In the event the third (3rd) Friday is a legal holiday, such requests must be received by the close of business on the next business day.

3) Withdrawal of waivers which have been imposed by the Civil Service Commission or the Human Resources Director or his or her designee may be authorized at any time and become effective the first business day of the following month unless specifically ordered otherwise.

4) Withdrawal of waivers shall not interfere with nor affect the rights of eligibles next in line for certification to whom the Notices of Certification have already been mailed and who have been or may be appointed in response to such notices.

5) Immediate withdrawal of waiver may be authorized by the Human Resources Director or his or her designee, if it is determined that such immediate withdrawal of waiver is in the best interests of the Service.

Sec. 213.11 **Change of Address**

In all cases of change of address, the Department of Human Resources must be notified in writing separately for each class involved. Notice of changes of address to the Post Office and/or the employee's current department only shall not be a reasonable excuse for special consideration in cases of failure to respond to any notice within the time limits.



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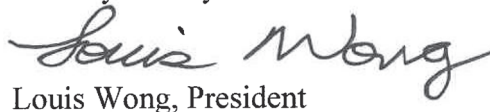
**Re: Civil Service Commission Rule 212 / Q002 Police Officer Lateral
Eligible Lists**

Dear Chairperson Favetti:

On behalf of the San Francisco Police Officers Association, I want to extend our enthusiastic and unequivocal support for the proposed amendment to Civil Service Rule 212. The San Francisco Police Department has been facing a critical and serious staffing shortage for quite a few years now. We at the SFPOA have been working collaboratively with the Police Department and DHR to address this structural staffing crisis. In that regard, we have put an extreme emphasis on recruiting qualified and experienced police officers from other agencies to the ranks of SFPD. That said, the proposal before the Commission from DHR clearly addresses this urgent need to entice additional qualified peace officers by alleviating a potential obstacle to the recruitment process.

We wholeheartedly support the amendment to Rule 212 and encourage the Commission to adopt the proposal as submitted by DHR.

Thank you for your consideration.



Louis Wong, President

cc: Ardis Graham, Employee Relations Director, CCSF (via email only)