



**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 Number: _____ - _____ -
2. For Civil Service Commission Meeting of: December 4, 2023
3. Check One:
Ratification Agenda
Consent Agenda
Regular Agenda
 Human Resources Director's Report
4. Subject: Report on the Status of De-Identification for Classification-Based Testing Recruitments
5. Recommendation: Adopt the Report.
6. Report prepared by: Dave Johnson Telephone number: 415-557-4871
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:

A handwritten signature in blue ink, appearing to read "Carol H".

Date: 11.22.23

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 CSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

Attachment

CSC-22 (11/97)

CSC RECEIPT STAMP

Notifications

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DATE: November 21, 2023

TO: Honorable Civil Service Commission

THROUGH: Carol Isen
Human Resources Director

FROM: Dave Johnson
Assistant Director Employment Services, Recruitment and Selection

SUBJECT: **Report on the Status of De-Identification for Classification-Based Testing Recruitments**

Executive Summary

On September 17, 2018, the Civil Service Commission [CSC] adopted amendments to Volume I – Miscellaneous Classifications of its rules to provide for de-identification (de-ID) in the hiring process. The changes were effective October 15, 2018.

This report provides information regarding the effect of de-ID on Classification-Based Testing (CBT) recruitments. As indicated below, only a few recruitments met the criteria initially established for the first analysis of data in 2019. Given this limitation, DHR expanded the scope of the analysis to review hires in relation to the demographics of the City workforce over the previous six fiscal years.

The data continue to show no significant changes to the demographics of the City workforce in the five years since the 2018 implementation of de-ID.

Background

In April of 2016, the Board of Supervisors issues a Resolution (Res. No. 145-16) requesting that the Department of Human Resources (DHR) analyze strategies and create a plan to reduce the effect of implicit bias in the hiring process for City employment. DHR and City and County of San Francisco (City) departments agreed that the Post-Referral Selection Process (PRSP) was the optimal point in the hiring process for targeted intervention, as a review of the relevant research conducted at the time indicated that implicit bias comes into play most often when hiring managers are deciding whom to interview.

On October 15, 2018, the City implemented the de-ID process to remove demographic information and indicators from candidate profiles, including no longer publicly posting eligible lists with names. Instead, examination score reports are posted with aggregate counts of candidates at each score and rank. Information such as names, addresses, names of schools attended, and other identifying information is redacted from the view of hiring managers. These identifiers can suggest information about an applicant's race, ethnicity, gender, age, nationality, and other demographics, which are not necessarily job-related and can trigger unconscious bias in the selection and hiring processes. The intended outcome is to eliminate information that can result in conscious or unconscious bias, and instead ensure hiring managers base interview selections on job-relevant criteria, such as experience, training, and educational achievement.

The focus of DHR's reporting is the comparison of demographic outcomes across selection processes within the same classification which occurred pre- and post-de-ID. To assess the intended outcomes of de-ID, DHR has tracked post-de-ID CBT recruitments with 50 or more eligibles on the list and at least five hires made from the list. These criteria were applied because assessment of larger candidate pools with more hires provides more meaningful information on any changes in the diversity of candidate pools.

In the report to the Commission on February 3, 2020, DHR identified seven CBT eligible lists posted after the launch of de-ID and projected to expire by December 31, 2019. City departments were asked to indicate the method used to select candidates to interview for these seven recruitments along with the "comparison" recruitments that were conducted prior to the launch of de-ID.

DHR focused on the initial referrals for these recruitments because there are more positions citywide tied to an initial referral. This results in more reachable eligibles and often prompts a "screen-down" as it may not be feasible to interview a high number of reachable eligibles. Analysis of data pre- and post-de-ID showed an increase in diversity in the pool of candidates invited to interview in only two CBT recruitments.

In its report to the Commission on November 15, 2021, DHR identified 12 CBT eligible lists posted after the launch of de-ID. DHR again applied a threshold of including only the post-de-ID CBT recruitments with 50 or more eligibles on the list and five or more hires made from the list. City departments were instructed to provide DHR with data on these 12 recruitments along with comparison recruitments that were conducted prior to the launch of de-ID.

In the report to the Commission on December 5, 2022, DHR identified 37 eligible lists posted after the launch of de-ID and which were expired. DHR again applied a threshold of including only the post-de-ID CBT recruitments with 50 or more eligibles on the list and five or more hires made from the list. City departments were asked to provide DHR with data on these 37 recruitments along with comparison recruitments that were conducted prior to the launch of de-ID.

This report is intended to identify, analyze, and discuss the CBT recruitments completed since the previous report to determine whether de-ID has produced more diverse and representative pools of interviewees. For this report, DHR applied the same data selection criteria used for the 2020, 2021, and 2022 reports (post-de-ID CBT recruitments that had 50 or more eligibles on the list and five or more hires). Ten lists across five classifications met these criteria for comparison with ten initial referrals analyzed.

Analysis

Table 1 below shows the five classes and ten lists mentioned above.

TABLE 1: CBT: Pre-de-ID Certifications with Comparison Post-de-ID Certifications

Class Number	Class Title	Recruitment ID		Adoption Date	# of Eligibles on the List	# of hires
2905	HSA Sr Eligibility Worker	Pre	CBT-2905-902421	11/17/2017	596	61
		Post	CBT-2905-X00023	3/28/2023	862	95
8208	Park Ranger	Pre	CBT-8208-901118	5/16/2016	33	19
		Post	CBT-8208-126794	2/10/2023	71	14
8216	Senior Parking Control Officer	Pre	CBT-8216-M00163	6/23/2017	74	2
		Post	CBT-8216-T00015	5/25/2023	79	16
8300	Sheriff's Cadet	Pre	CBT-8300-902647	5/29/2018	73	10
		Post	CBT-8300-117214	8/7/2023	147	28
9209	Community Police Services Aide	Pre	CBT-9209-902725	8/31/2018	416	53
		Post	CBT-9209-X00011	10/25/2022	178	15

All five classifications were eliminated from analysis for one or more reasons, such as insufficient comparison data, language special conditions were used, referral questionnaires were used, or the initial certification was cancelled. The factors that determined no meaningful analyses could be performed for the five classifications are listed below.

CBT-2905-902421 HSA Sr. Eligibility Worker compared to CBT-2905-X00023

- Language special conditions were used. No comparison can be made.

CBT-8208-126794 Park Ranger compared to CBT-8208-126794

- All interested candidates were invited. No comparison can be made.

CBT-8216-M00163 Senior Parking Control Officer compared to CBT-8216-T00015

- Pre-De-ID hiring information falls outside record retention policy. Therefore, there is no information to make a comparison.

CBT-8300-902647 Sheriff's Cadet compared to CBT-8300-117214

- All interested candidates were invited. No comparison can be made.

CBT-9209-902725 Community Police Services Aide compared to CBT-9209-X00011

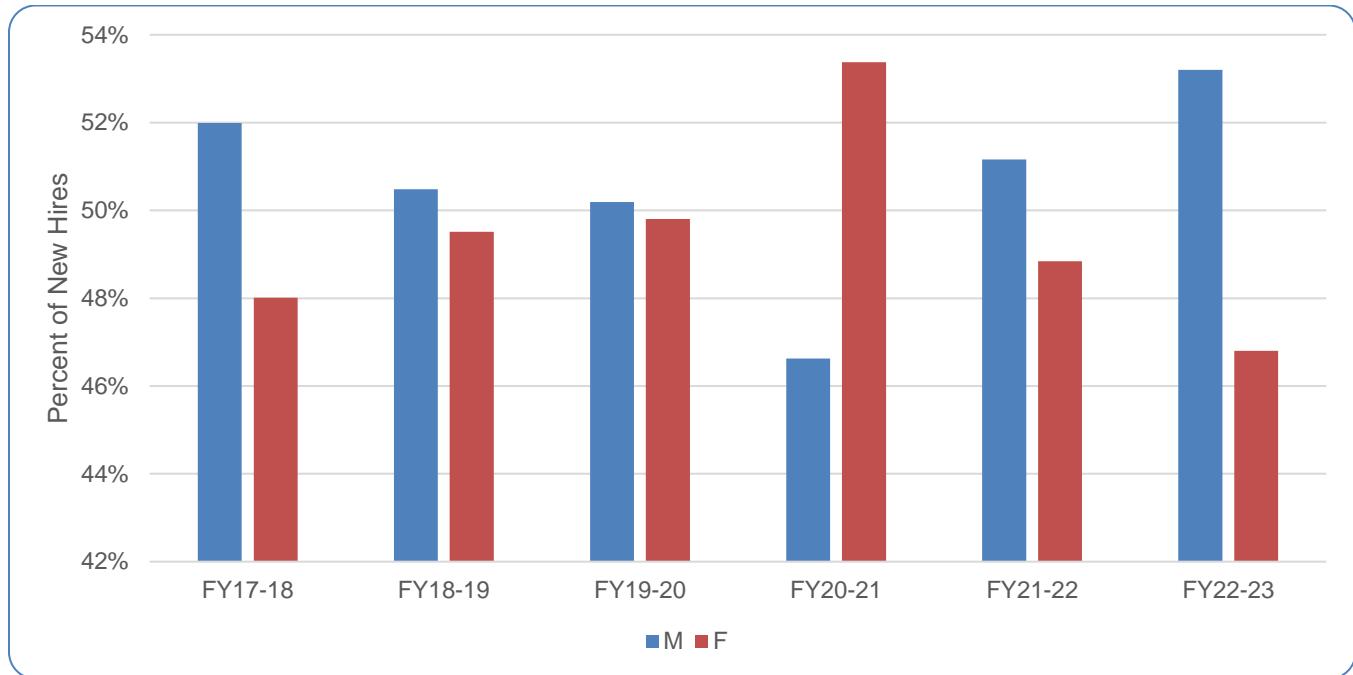
- All interested candidates were invited. No comparison can be made.

Based on the information provided above, there are no classes to compare pre- versus post-de-ID data to review the effect of de-ID on the diversity of the City's workforce. With no comparison to be made, DHR, consistent with the last report, took a wider look at all hires across the City workforce during the period from 2017-2018 to 2022-2023.

Gender and New Hires

The table below reflects chosen gender of new hires across the last six fiscal years. The data shows more males than females being hired for every period except FY 20-21. And the gap between males and females in FY 22-23

is the largest gap during the six-year period and just exceeds that seen in FY 17-18. DHR believes that the anomaly in FY 20-21 is attributed primarily to the City's extensive hiring in response to the pandemic [e.g., healthcare] in classes that are traditionally dominated by females.

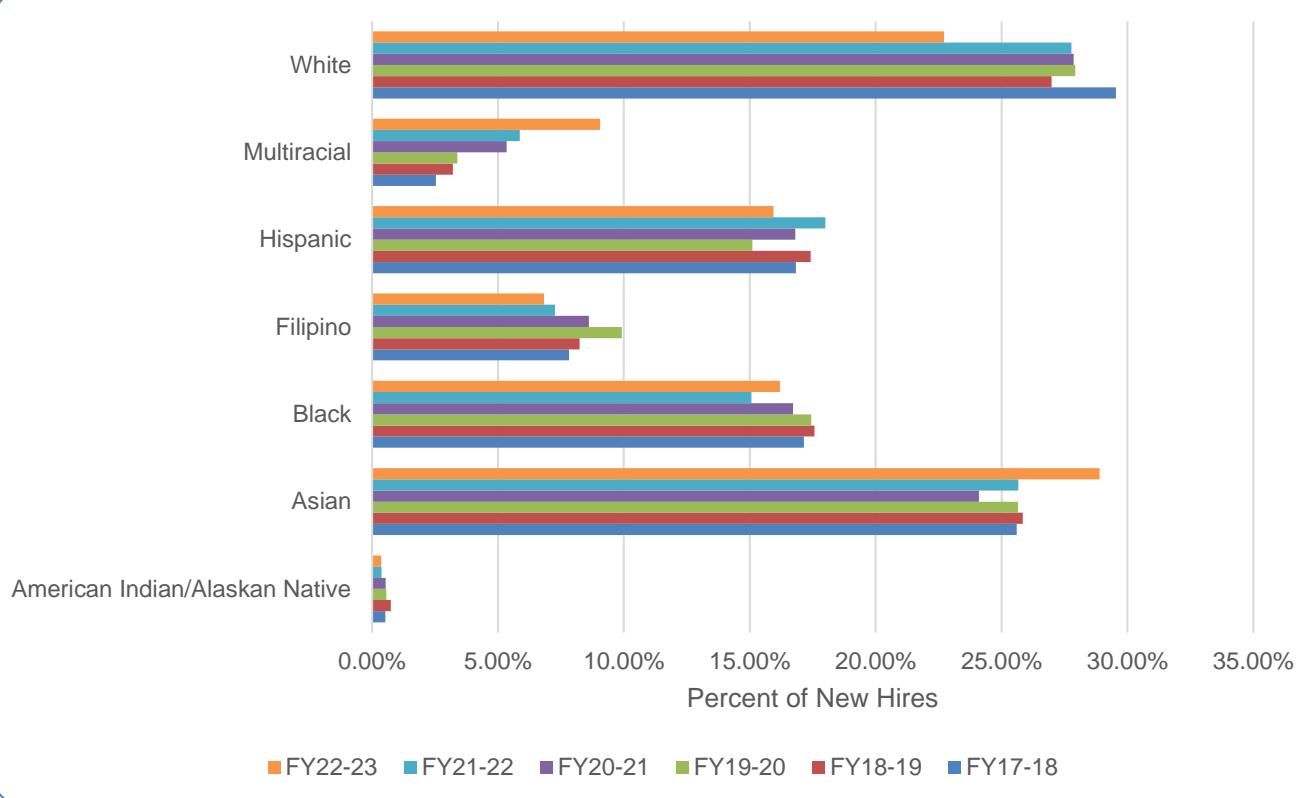


Race/Ethnicity and New Hires

The table below shows representation by:

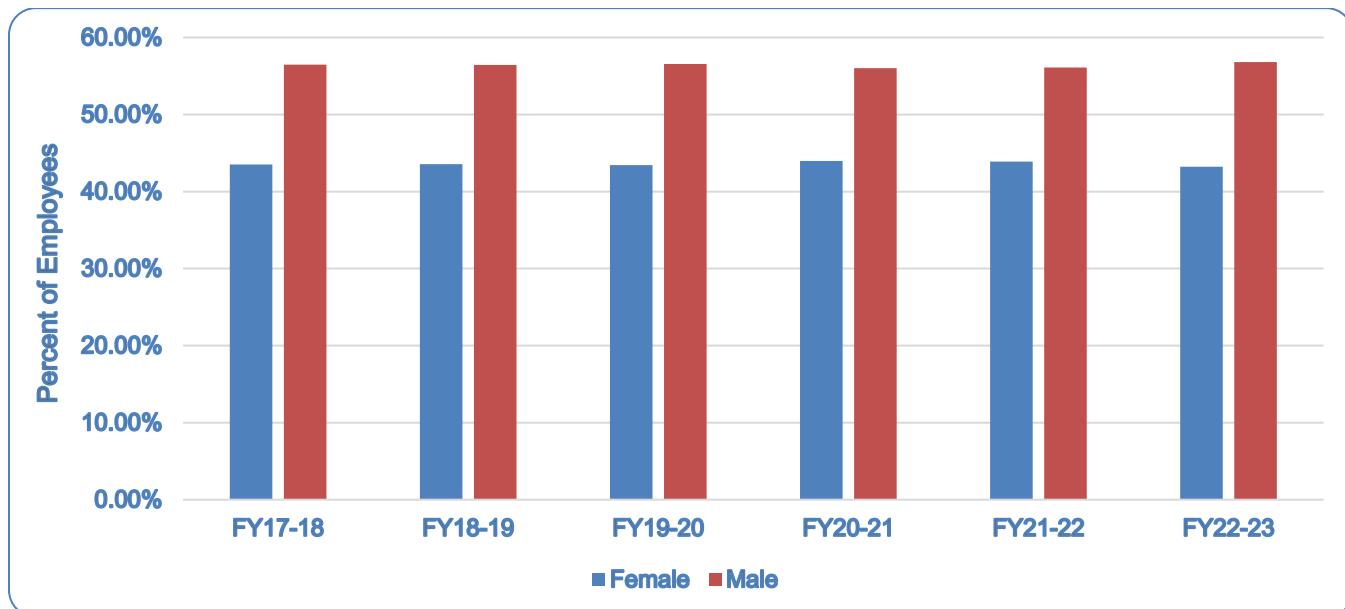
- American Indian/Alaskan Natives decreased slightly from FY 21-22 to 0.36%, but is further down from the high of 0.74% in FY 18-19.
- Asians increased from 25.68% in FY 21-22 to 28.89% in FY 23-23.
- Blacks increased slightly from FY 21-22 to 16.20% in FY 22-23 but is still down from the high of 17.57% in FY 18-19.
- Filipinos continues to decline from the high of 9.92% in FY 19-20 and is now at 6.83%.
- Hispanics declined from a high of 18.01 in FY 21-22 to 16.94% in FY 22-23.
- Whites decreased from a high of 29.54% in FY 17-18 to 22.72% in FY 22-23; the lowest across the six-year period.

Employee counts are from July 1st- June 30th of the noted fiscal years. "New hires" only include employees without prior City and County of San Francisco employment.

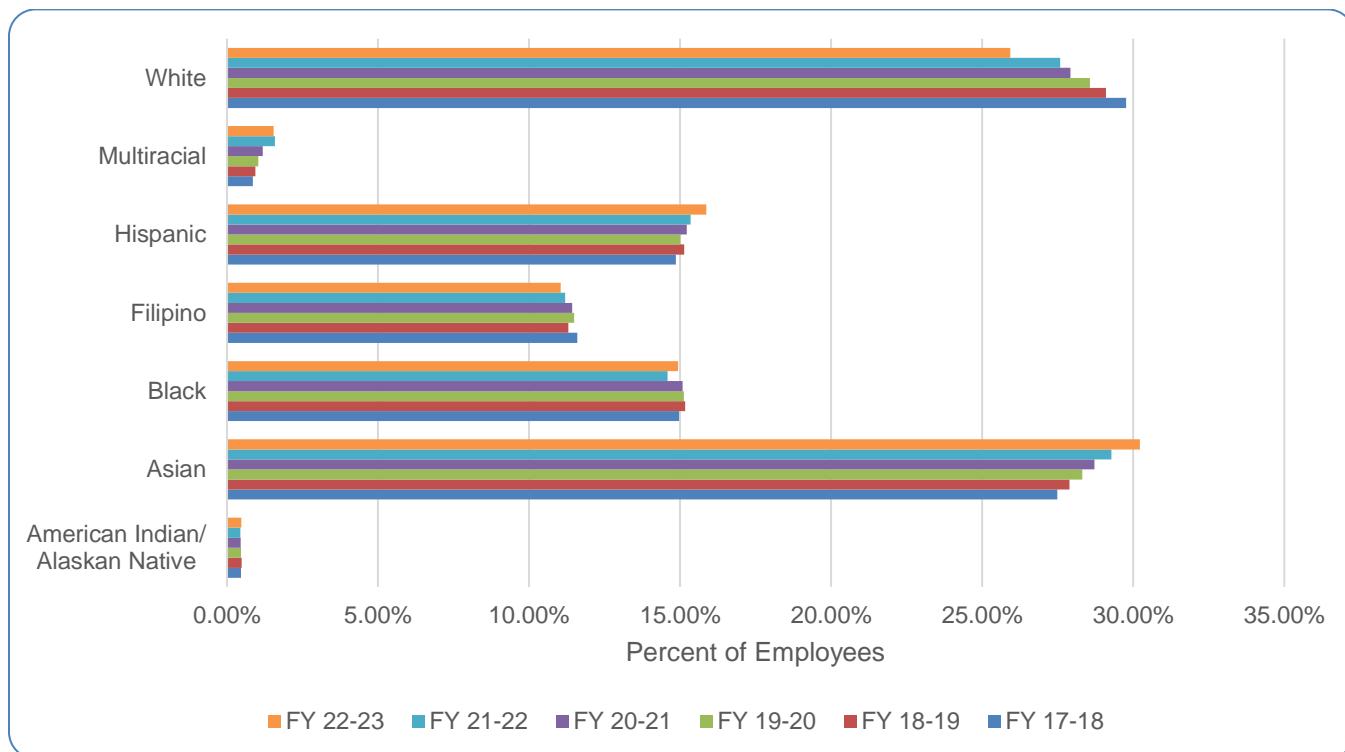


DHR conducted a final analysis looking at changes in the demographic composition throughout the City workforce across the five-year period. DHR recognizes that this data is confounded by separations from the City which are entirely unrelated to any de-ID efforts that could result in changes in workforce demographics. The following tables illustrate City-wide data regarding gender and race/ethnicity, respectively, across the same five fiscal years.

City-wide: Gender



City-wide: Ethnicity



The City workforce varied in numbers across the six-year period from a high of 36,592 employees in FY 18-19 to a low count of 33,249 employees in FY 22-23. While DHR would expect a significant increase in diversity of the City workforce due to de-ID, a comparison of the ratio of females to males and race/ethnicity categories pre-

and post-de-ID does not support this expectation. In fact, female representation in the City workforce pre-de-ID [43.51%] is 0.30% more than the current representation [43.21%].

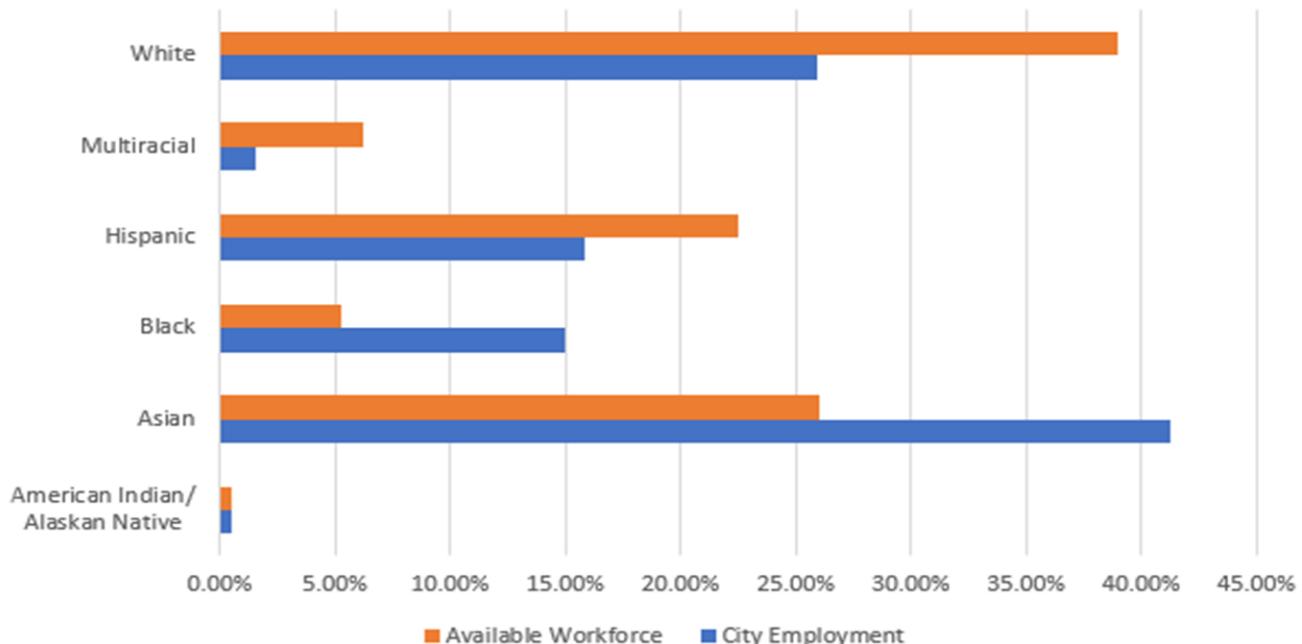
It is important to note that following the Mayor's October 25, 2018 Executive Directive to Support People of All Gender Identities, the City expanded gender and self-identifiers on all city forms (including job applications) to include non-binary as an option. Prior to the directive, job applicants were limited to the gender options of female, male, and undeclared. This report does not include non-binary information because the data was not collected for pre-de-ID recruitments and there is no basis for a comparison. Also, while the data likely exists in the database, DHR employees do not have ready access to that data.

With respect to race/ethnicity, we observe that the representation of Whites in the workforce has consistently declined across the six-year period, from a high of 29.77% in FY 18-19 to a low of 25.93% at the end of FY 22-23. Conversely, the representation of Asians was the opposite from a low of approximately 27.49% in FY 17-18 to a high of 30.21% at the end of FY 22-23. Over the course of the six-year period representation of Blacks has fluctuated up and down with most recently an increase from 14.58% in FY 21-22 to 14.93% in FY 22-23. Filipino representation is still trending down, this time from 11.20% in FY 21-22 to 11.04% in FY 22-23. Hispanic representation continues to trend up increasing from 15.35% in FY 21-22 to 15.87% in FY 22-23.

Available Workforce vs. City Workforce

Finally, DHR looks at the current City work force composition compared to the available workforce from 2020 data. "Available Workforce" reflects data for 10 Bay Area counties from the 2020 American Community Survey (ACS) 5-Year Estimate. Percentages are of total available workforce in the Bay Area, and ACS estimates fold "Filipino" data into the Asian category. City employment counts are as of July 1, 2023.

As shown in the table below, the City work force is over-represented by Asians and Blacks, underrepresented by Hispanics and Whites, and American Indian / Alaskan Native representation is at parity. So, while de-ID does not appear to be further diversifying the workforce, the City workforce has maintained its overall diversity in relation to the available workforce.



Conclusion

As stated above, no classifications provided comparative data for measuring the effect of de-ID on diversity, and analysis across the span of these reports provides no evidence of de-ID having any significant effect on diversity. Given the City's Record Retention Policy wherein such data is retained for five years, we expect no comparative data of pre- versus post-de-ID recruitments going forward, rendering this report obsolete from its original intent.

The only purpose served by this report going forward would be discussion of trends in demographic changes in the City workforce. However, such a report may be duplicative of information that DHR will make available through dashboards linked in real-time to hiring information.

Recommendation

DHR respectfully recommends that the Commission adopt the report and remove the de-ID report from the list of annual reports submitted by DHR.