



City and County of San Francisco
Department of Human Resources
Micki Callahan, Director

FY 2008-09
Annual Report
Goals and Accomplishments



Gavin Newsom
Mayor

Micki Callahan
Human Resources Director

September 30, 2009

I am pleased to present the Department of Human Resources' (DHR) Annual Report for FY08-09.

The Annual Report outlines the department's accomplishments in FY08-09 and presents goals for FY09-10. Given the downturn in the economy and the City's correspondingly dire budget situation, DHR and other City departments faced many challenges this past fiscal year. We made difficult decisions to institute layoffs, while continuing to deliver the essential services of our department.

Some of DHR's accomplishments were directly related to the budget and the need to refocus our priorities for the year. We renegotiated a number of Memoranda of Understanding with our labor organizations, and together we saved \$70 Million and many City jobs. We also instituted a program to provide assistance and guidance to our laid-off City employees through the Job Transition Services Program.

At the same time, all divisions within DHR continued efficiently delivering human resource services to departments. In this regard, two items in particular should be highlighted. First, while all other jurisdictions faced a double-digit increase in workers' compensation costs, the City's costs decreased by over 7.5%. Second, the City's provisional count is now at its lowest in 10 years, indicating significant progress in eliminating examination backlogs.

DHR also recognized the need to continue Civil Service Reform efforts. We initiated the discussions and process and look forward to working with the Civil Service Commission, City departments and labor organizations over the next fiscal year to improve and expand reforms.

I hope you find this information useful and informative and look forward to any feedback or comments you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Micki Callahan".

Micki Callahan
Human Resources Director

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1 Department of Human Resources Annual Report FY 2008-09

1.1 Department Overview

The Department of Human Resources (DHR) has the following mission, vision, and values to reflect the guiding direction and principles of our work:

Mission: The Department of Human Resources recruits, engages, and develops the City's workforce to meet the expectations and service needs of San Franciscans.

Vision: We strive to provide expert human resources services through leadership, facilitation, and innovation.

Values:

- **Accountability:** We take pride in our work and are responsive to each other and those who depend on our services.
- **Caring:** We understand that our work affects individual lives and the delivery of important City services. For this reason, we are communicative with those who depend on us.
- **Excellence:** We strive for the highest levels of individual and organizational achievement. We recognize exemplary and dedicated performance.
- **Fairness:** We act with honesty, integrity and ethics. We are committed to merit-based employment principles and equal employment opportunity.
- **Respect:** We recognize the value of each individual and view our diversity as a strength.
- **Teamwork:** We perform our work with collaboration and cooperation. We support each other through honest communication and a safe and learning environment.

Organizational Structure:

The City's Civil Service Commission (Commission) is the policymaking and appeals body that administers Civil Service Rules.¹ The Commission's five members are appointed by the Mayor for six year terms, and are charged with adopting the rules, policies and procedures necessary to carry out the civil service provisions of the City's Charter. The Human Resources Director is selected by the Mayor from candidates nominated by the Commission and confirmed by a vote of the Board of Supervisors.

DHR is tasked with administering personnel policies and procedures as determined by the Commission, and is organized into the following broad functional areas:

The **Employment Services Division** (ESD) includes the Recruitment and Assessment Services team, the Client Services team, the Classification and Compensation team, and the Employment Information Services team. Collectively, these teams provide expert human resources consultation and direct services in all operational areas of the City's human resource program. The core work is the recruitment and management of the City's workforce, in accordance with

¹ **Appendix A. Glossary of Terms** presents key terms used throughout this report.

consistent and fair application of the merit system principles that ensure equal employment opportunity.

The **Employee Relations Division** (ERD) negotiates and administers the provisions of collective bargaining agreements between the City and the labor organizations that represent City employees, facilitates and administers disciplinary and contract grievances and contractual provisions, conducts meet and confer processes with labor organizations, and administers the Employee Relations Ordinance.

The **Equal Employment Opportunity Division** (EEO) provides professional, expert consultation to applicant, employees and departments with respect to employment and accommodation of persons with disabilities; trains supervisors and managers to prevent workplace harassment; and investigates and resolves complaints of harassment and employment discrimination.

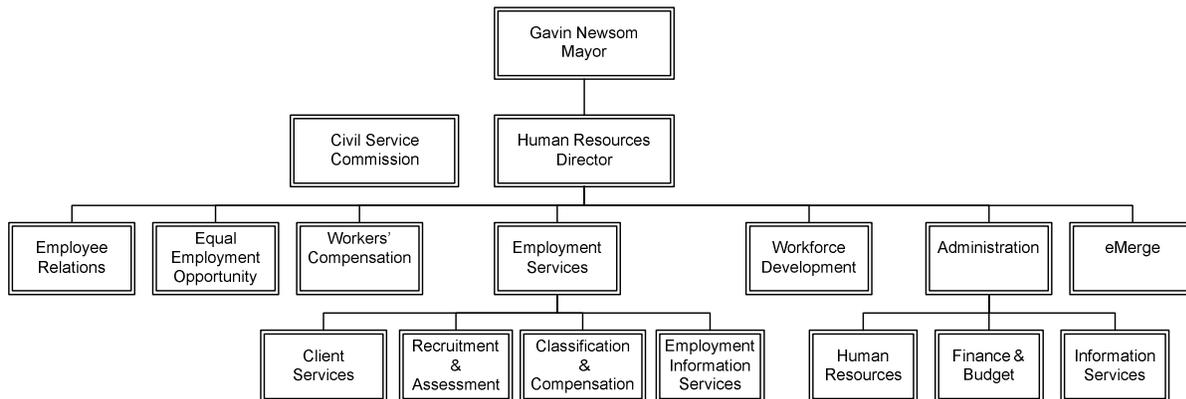
The **Workers' Compensation Division** (WC) administers benefits related to industrial injuries and illnesses in compliance with state and local laws and regulations; coordinates Citywide safety and prevention efforts; and facilitates return-to-work programs.

The **Workforce Development Division** (WD) develops and implements citywide training and organizational development programs; manages succession and workforce planning programs and the Citywide Performance Planning and Appraisal program; and provides assistance to employees subject to layoff.

The **Project eMerge Division** (e-Merge) is dedicated to achieving operational efficiencies across all City business processes and systems through the acquisition, configuration and implementation of a comprehensive human resources management system. The project is specifically intended to update recruitment, performance, training, workforce management, disaster service workers tracking, employee benefits, payroll, timesheets and attendance.

The **Administration Division** (ADM) provides internal administrative support and expertise to ensure efficient department operations; implements citywide projects such as the Disaster Service Worker program; and implements policy changes through the Civil Service Reform program.

Functional Organization Chart



1.2 Summary of DHR FY 2008-09 Accomplishments

DHR made significant strides in improving efficiency and effectiveness² in FY 2008-09.³ This included implementation of or progress in numerous human resources functions. This section highlights the major accomplishments of each team.

Employment Services

- Faster/Streamlined Hiring: Position Based Testing (PBT) was fully implemented, reducing hiring times for most positions to less than 90 days. DHR created a list of over 550 pre-approved classes for which the new PBT selection process is used. As a result of the training program and consulting services DHR provided to departments, the average amount of time required to issue a PBT eligible list is now 63 days. **Appendix C, Applicant and Application Data**, provides details on the applications processed for positions citywide for FY 2008-09.
- Provisional Appointment Reductions: DHR and the departments reduced provisional appointments by 39% in one year. Currently, this is the lowest provisional level in the last 10 years.
- Faster/Streamlined Hiring: A streamlined electronic review process was initiated to grant preliminary approval of new and substituted positions for the new budget cycle.
- Faster Hiring and Cost Efficiencies in Safety Examinations: DHR opened the Center for Testing of Occupational Performance and Potential (TOPP Center), a centralized police testing facility to expedite hiring efforts and create cost efficiencies. DHR plans to expand the facility into a dedicated multi-use police/safety/citywide examination facility for use by other City departments.
- Real-time Electronic Posting of Pending Actions: DHR successfully launched a pilot program for electronic public posting of pending actions on the DHR website. The pilot

² **Appendix B. List of DHR Reports** shows reports published on a regular basis on the human resource functions.

³ FY 2008-09 refers to the fiscal year starting July 1, 2008 and ending on June 30, 2009.

program provides real-time information to the public regarding pending classification actions, personal services contract (PSC) proposals, tentative eligible lists, and exceptions to the order of layoff (EOL).

- Classification and Compensation: DHR established a Classification and Compensation Team, responsible for overseeing the City's classification plan and managing the City's compensation structure. The team is working to modernize the City's classification system to reduce the number of classifications with overlapping responsibilities and limit inconsistency in utilization and compensation of classifications. The team is also working to ensure that appointments are made to appropriate classifications and levels within job code series.
- Layoffs and Special Conditions: DHR revised the review and application of special conditions during the layoff process to better ensure that individuals who displace other employees are qualified for their positions.

Employee Relations

- Overtime Legislation Reform: DHR helped draft legislation and conducted meet and confer sessions with all labor organizations to reform the City's overtime policies. Implemented processes for departments to request exceptions to new rules under certain circumstances.
- Labor Negotiations: Due to the economic situation, DHR initiated wage concession bargaining with all of the City's labor organizations. 27 Memoranda of Understanding were negotiated, which resulted in savings to the City of over \$70 Million.
- Statements of Incompatible Activities: DHR conducted meet and confer sessions with all labor organizations regarding the Statement of Incompatible Activities (SIAs) in the previous fiscal year. In FY08-09 the process was completed and all of the City departments' SIAs were approved by the Ethics Commission and implemented.

Equal Employment Opportunity

- Transfer of Police EEO: DHR and the Police Department completed the transfer of Police EEO functions to DHR, thus providing conformity in the timeframe for filing a complaint and for the review and investigation of EEO complaints.
- Mandatory Harassment Prevention Training: DHR coordinated the delivery of Harassment Prevention Training for 5,100 City supervisors, as required by state law (Assembly Bill 1825).
- Reasonable Accommodations: DHR updated the City's Reasonable Accommodation Handbook and delivered Reasonable Accommodation training to 180 City human resources professionals.
- Mediation Program: DHR expanded its mediation program with Hastings College of Law to include mediation of non-EEO employee disputes, conflicts and complaints.

Workers' Compensation

- Reduction of Workers' Compensation Medical Costs: DHR reduced workers' compensation medical costs by 7.53% from FY07-08. This accomplishment is all the more impressive given the fact that these costs are increasing for all other agencies statewide.

- Workers' Compensation Expenditures Under Budget: Workers' Compensation expenditures were 8.55% under budget for this fiscal year, and 8.06% lower than those of the previous fiscal year.

Workforce Development

- Training and Organization Development: Through the Training and Organization Development Unit and the Employee Assistance Program (EAP) Unit, DHR provided citywide training to employees, through workshops totaling 15,280 classroom hours, to 1,974 employees. The unit worked with 29 departments on special projects, including customized training and retreat facilitations that involved 1,760 employees. DHR implemented a Regional Training Academy for local jurisdictions and developed the Job Transition Services Program (JTSP) for City employees who were laid-off or displaced by layoffs.
- City University: DHR expanded the City University (CU) program with San Francisco State University-College of Extended Learning and City College of San Francisco by providing 13,095 classroom hours of instruction to 510 employees. CU partnered with the Department of the Environment and sponsored two Leadership in Energy and Environmental Design (LEED) training workshops. DHR continued to sponsor, in conjunction with the Controller's Office, a Municipal Government Accounting class.
- Mandatory Performance Plans and Appraisals: DHR continued oversight of the Citywide Performance Planning and Appraisal program, which has recognized an increase in compliance to 87% in FY07-08. The program was expanded to standardize performance planning and appraisals for department heads.
- Workforce and Succession Planning: In the area of Workforce and Succession Planning, DHR completed a pilot Human Resources Management Program for human resources personnel analysts, and implemented a knowledge management/knowledge transfer program in WD.
- City Hall Fellows Program: DHR established and administered the City Hall Fellows program, a year-long fellowship for recent college graduates to gain work experience in local government with the goal of encouraging them to consider local government as a career. The Fellows utilize their energy and talent to work on projects within City departments.

Project eMerge

- Phase 1 Planning: Project staff completed the planning and discovery stages of Phase 1 of the project. Planning and discovery entailed meeting with every major department within the City to understand and identify system requirements, processes that are done today, and required functionality for the future.
- Policy Database: DHR created a policy database that catalogs the municipal code, civil service rules and MOUs, ensuring the design and configuration of the new system accounts for all these rules and requirements.
- Phase 1 Functionality: DHR finalized the scope of the Phase 1 delivered functionality. This scope was determined by meeting with the key stakeholders and the Executive Steering Committee. We began the process of configuring the product for Phase 1 deployment. Configuration of the new system included the design considerations for

functionality to work within City rules, regulations and requirements, MOUs, civil service rules, and other city requirements.

- Phase 2: The project completed the planning stage and kicked off the discovery stage for Phase 2, which runs in parallel to Phase 1. Phase 2 includes time collection and absence management. Discovery includes looking at the current business processes and practices, what the business requirements are, and how we will use the system in the future.

Administration

- Civil Service Reform: DHR conducted stakeholder meetings with departments regarding civil service issues, developed recommendations for civil service reforms, presented them before the Commission and developed a plan for implementation.
- Disaster Preparedness: DHR managed the development and execution of DHR's disaster preparedness exercises, including testing of our systems for deploying employees and registering volunteer Disaster Service Workers.
- Centralized Location for DHR: DHR centralized its divisions into one physical location to support all citywide human resources functions.
- Coordination of Citywide Personal Service Contracts: DHR centralized departmental contracts under a single contract manager who manages the department Request for Proposal process and coordinates citywide Personal Service Contracts. The Contract Manager monitors and tracks all department contracts ensuring timely extensions and providing in-house advice and guidance to division managers.
- Department Head Performance Plan and Appraisals: DHR assisted the Mayor's Office in developing and tracking a Department Head Performance Plan and Appraisal system, including the development of forms, instructions and guidance for completion of the Performance Plans.
- Volunteer Activities: DHR planned and participated in a significant number of charitable volunteer causes – AIDS Walk, Combined Charities Campaign, Daffodil Day for the American Cancer Society, the San Francisco Fire Department Toy Drive, and the Mayor's Office of Neighborhood Services School Backpack Supply drive. DHR participated in Shape Up San Francisco projects – the American Lung Association Stair Climb, the Stadium to Stadium Walk/Run and organized noontime exercises classes at DHR.

1.3 Summary of Goals for FY 2009-10

To continue improvement of city human resource systems, teams within DHR will pursue the following major goals:

Employment Services

- Integrated Delivery of Services: To develop and implement a “systems solution” model for integrated delivery of expert professional human resources services that incorporates the work of all units and functions in ESD – Client Services, Recruitment and Assessment, Referral, Employment Information Services, and Classification and Compensation.
- Communication and Collaboration: To improve communication and collaboration within ESD units and the larger HR community. To identify and implement technology systems

or infrastructure design to support and/or develop enhanced communication and collaboration.

- Enhance Accountability: To increase efficiency and effectiveness through standardization and process improvements based on best or common practices to increase/enhance accountability in our work.

Employee Relations

- Successor MOUs: To negotiate successor MOUs for crafts/building trades, miscellaneous safety, deputy sheriffs, TWU Local 250-A (non-MTA), TWU Local 200 (non-MTA) and Teamsters that meet City interests with respect to budget, efficiency, recruitment, and retention.
- Civil Service Reform: To meet and confer with labor organizations over the impact of continued Civil Service Reform efforts.
- Substance Abuse Prevention Policy: To conduct meet and confers and finalize a Substance Abuse Prevention policy for employees in safety sensitive positions that goes beyond the base requirements of the U.S. Department of Transportation.

Equal Employment Opportunity

- Consultative/Facilitative Model: To establish a consultative/facilitative model for delivery of EEO program services. This proactive approach will increase the number of DHR EEO staff meetings with departmental management to discuss, assess, and develop a plan for addressing employee conflict. The goal is to resolve issues at the lowest level and before they become formal complaints.
- Harassment Prevention Training: To deliver the third edition of Harassment Prevention Training to approximately 6,000 City supervisors and managers, in conformance with Assembly Bill 1825.
- Reasonable Accommodation Training: To develop and deliver a series of interactive/role playing Reasonable Accommodation Trainings to human resources professionals and City supervisors and managers.

Workers' Compensation

- Medical Provider Network: To fully implement the revised Medical Provider Network (MPN).
- Reduce Workers' Compensation Costs: To reduce overall workers' compensation costs by 5%.
- iVOS System: To implement the iVOS system, which will increase the ability to go paperless by allowing all documents to be scanned and attached to an electronic file. This system will enable the electronic transfer of information to attorneys and doctors, thereby streamlining the process.

Workforce Development

- Workforce & Succession Planning: To continue the development of workforce and succession planning work by publishing the 2009 Workforce and Succession Planning Report. Additionally, to hold a Citywide Workforce and Succession Planning Conference to (i) address the need to continue this work in the midst of the budget situation and (ii) share lessons from other City departments and local jurisdictions as to best practices.

- Expansion of Training: To expand training programs by offering a Leadership Program as a follow-up to the 24-PLUS supervisor and manager training. To begin on-line training and blend learning opportunities. To develop and implement new training targeting human resource professionals through a human resources fundamentals program for all personnel analysts Citywide.
- JTSP Services: To continue to provide services to laid-off and displaced City employees through the JTSP, as needed.

Project e-Merge

- Phase 1 Development: To complete the development of Phase 1 functionality including required interfaces and enhancements. This stage includes stakeholders meetings and User Acceptance Testing.
- End-User Training: To complete end-user training and parallel testing for Phase 1. End-user training will be deployed to over 1,000 primary users of the system Citywide and will include all business processes affected by this roll out.
- Phase 1 Testing: To complete parallel testing for Phase 1 to include testing payroll runs, benefits, and human resources practices.
- Phase 1 Deployment: To deploy Phase 1 functionality to the entire City. Phase 1 business functions include payroll, core human resources functions, position management, recruitment, and benefits administration.
- Phase 2 Discovery & Configuration: To complete Phase 2 (time & attendance and absence management) discovery and configuration. Deployment of Phase 2 functionality is targeted for FY10-11.

Administration

- Disaster Preparedness Documentation: To continue to expand existing disaster preparedness documents (i.e., Continuity of Operations Plan – COOP) to address a wide range of emergencies and events (i.e., H1N1).
- Disaster Preparedness Exercises: To continue to develop and engage in disaster preparedness exercises to ensure readiness.
- Civil Service Reform: To continue the implementation of Civil Service Reform through revision of Civil Service Rules and DHR policies and procedures.

1.4 Civil Service Reform Phase II – Unfinished Business

DHR continues to identify and implement needed changes to the City’s civil service and human resources systems and processes. Through Phase II of DHR’s reform efforts, we convened meetings with a number of the City’s stakeholders to identify additional areas in need of reform. This included department heads, human resources personnel and managers, examination administrators, the Mayor’s Office, the Controller’s Office, the Civil Service Commission and DHR’s own internal division staff.

In addition to our ongoing efforts to identify ways to improve or expand upon previous civil service reform efforts, DHR will seek to implement a number of new reforms intended to:

1. Modernize and streamline the hiring and promotive process to ensure that the City can hire the best and the brightest candidates in a timely and efficient manner.
2. Do a better job of managing performance and attendance leave management.
3. Rationalize the City's separation policies and procedures to ensure that they: (i) meet operational needs; (ii) are fiscally responsible; and (iii) consistent with best practices.
4. Modernize and simplify the governance of our personnel system.

2 Appendices

Appendix A. Glossary of Terms

Appendix B. List of DHR Reports

Appendix C. Applicant and Application Data

Appendix A. Glossary of Terms

Appointment – the act of hiring an employee.

Civil Service Commission – comprised of five commissioners appointed to six year terms by the Mayor. Has the power to establish rules, policies and procedures to carry out the civil service merit system provisions of the Charter of the City and County of San Francisco.

Civil Service System – used to describe the body of rules and policies that govern personnel practices. Includes provisions in the City Charter, Administrative Code, Civil Service Rules, Memoranda of Understanding, and departmental policies and procedures.

Classification – the process of categorizing job duties, responsibilities, and qualifications into a system of organized series of jobs. Also, a noun referring to the four digit-number and corresponding title for each position in the City’s Classification Plan. Alternative terms include “job class” and “job code.”

Eligible List – a list of qualified applicants (typically in rank order) who meet or exceed the minimum qualifications for a class and have passed an examination or selection process.

Exam – a tool used to measure the extent to which an applicant possesses the knowledge, skills and abilities to perform the essential duties of a job. Exam formats include: multiple choice tests, job simulations, and supplemental questionnaires.

Job Class or Job Code – a four-digit number and corresponding job title; e.g., 1652 Senior Accountant, 7344 Carpenter, or 2320 Registered Nurse.

Position – a specific job within a classification. For example, there are many positions in a number of departments throughout the city in classification 1824 Principal Administrative Analyst.

Appendix B. DHR Reports

	Title/Description	Prepared by (1)	Prepared for	Frequency	Timing
1	Provisional Employee Report	RAS, MTA	Civil Service Commission	twice annually	2nd Civil Service Commission meeting in February & August
2	Appointment Exempt from Civil Service under the 1996 Charter Section 10.104-1 through 10.104-12	CS	Civil Service Commission	as needed	Prior to approval of request & for number of appointments of full time employees to exceed 2%.
3	Appointment Exempt from Civil Service under the 1996 Charter Section 10.104-16 through 10.104-18	CS, MTA	Civil Service Commission	twice annually	2nd Civil Service Commission meeting in February & August
4	Salary Survey for Registered Nurse Classifications	CC	Civil Service Commission	once annually	2nd Civil Service Commission meeting in April
5	Class Consolidation	CC	Civil Service Commission	as needed	regular Civil Service Commission meeting
6	Survey of monthly rates paid to Police Office & Fire Fighters in all cities 350,000 or more in the State of California	CC	Civil Service Commission	once annually	2nd Civil Service Commission meeting in July
7	EEO Workforce Utilization Analysis	EEO	Civil Service Commission	every 5 years	regular Civil Service Commission meeting
8	Annual Report on the Certification of Eligibles - Entry and Promotion-Uniformed Ranks of Police and Fire	RAS	Civil Service Commission	once annually	2nd Civil Service Commission meeting in August
9	Personal Services Contract Report	ADM	Civil Service Commission	twice monthly	regular Civil Service Commission meetings
10	Personal Services Contract Report	ADM	Civil Service Commission	once annually	August or September
11	Prevailing Wage Rates	CC	Civil Service Commission	once annually	2nd Civil Service Commission meeting in September
12	Efficiency Plan	ADM	Mayor's Office	once annually	early November
13	DHR Annual Report	ADM	General public & policymakers	once annually	August
14	Workforce Analysis	ADM	General public & policymakers	every other year	August
15	Succession Planning Report	WD	Policymakers, departments	every other year	August
16	DHR Budget Performance Measures	ADM	Controller's Office	twice annually	February & September
17	Report on the Status of Occupational Health and Safety at the City & County of San Francisco (aka Citywide Health & Safety Report)	WCD	Workers' Compensation Council	every other year	September
18	Workers' Compensation Council Meeting Presentations	WCD	Workers' Compensation Council	3-4 times per year	Per Council schedule

Appendix B. DHR Reports

	Title/Description	Prepared by (1)	Prepared for	Frequency	Timing
19	Workers' Compensation Council Annual Report to the Board of Supervisors	WCD	Board of Supervisors	once annually	November
20	Workers' Comp portion of Citywide SFStat presentations	WCD	SFStat panelists	quarterly	Per SFStat schedule
21	Workers' Compensation Cost Projection	WCD	Mayor's & Controller's Offices	monthly	End of month
22	Workers' Compensation Budget Proposal	WCD	Mayor, Controller, and department heads	once annually	February
23	Workers' Compensation Costs by Category	WCD	Controller's Office	once annually	End of fiscal year
24	Claims Summary Report	WCD	Actuary and Auditors	once annually	End of fiscal year

(1) Abbreviations:

ADM - Administrative Division

CC - Classification and Compensation Unit

CS - Client Services Unit

EEO - Equal Employment Opportunity Division

MTA - Municipal Transportation Agency (separate department from DHR)

RAS - Recruitment & Assessment Services Unit

WCD - Workers' Compensation Division

WD - Workforce Development Division

Appendix C. Applicant and Application Data

APPLICANTS AND APPLICATIONS

- This section describes applications for city employment during FY 2008-09. DHR processed applications for all permanent civil service, provisional, and exempt positions, with the exception of provisional and exempt positions in the Department of Public Health (DPH) and MTA. While the City's Classification Plan has approximately 1,100 job classes, examinations are not conducted for each classification in each year; they are conducted where there is a need to hire. This means that the applicant pool, and applications submitted, can vary substantially from year to year. For example, the City typically receives thousands of applications for entry level firefighter positions only in years when new recruits are sought.
- The total number of individuals applying for City employment in FY 2008-09 was 51,059, while the total number of applications received was 80,994.
- Each applicant submitted an average of 1.6 applications, with numbers ranging from a single submission to 69 applications submitted by one applicant.
- The proportion of applicants and applications from Bay Area county residents was the 84.3% and 87.3%, respectively. The largest group of applicants was San Francisco County residents (35.3%), followed by San Mateo (14.1%) and Alameda (13.4%) counties. Another 15.7% of applicants lived outside of the Bay Area.
- The highest percentage of applications came from San Francisco County residents (39%), followed by San Mateo (15%) and Alameda (13.3%) counties. Another 12.7% of applications were from outside the Bay Area.

Applicants & Applications by County of Residence

Residence	Applicants		Applications	
	#	%	#	%
Bay Area Counties				
Alameda	6,841	13.4%	10,773	13.3%
Contra Costa	4,795	9.4%	7,460	9.2%
Marin	1,181	2.3%	1,702	2.1%
Napa	217	0.4%	309	0.4%
San Francisco	18,029	35.3%	31,584	39.0%
San Mateo	7,182	14.1%	12,124	15.0%
Santa Clara	1,980	3.9%	2,809	3.5%
Solano	1,733	3.4%	2,629	3.2%
Sonoma	1,069	2.1%	1,308	1.6%
Subtotal Bay Area Counties	43,027	84.3%	70,698	87.3%
Outside of Bay Area	8,032	15.7%	10,296	12.7%
Total	51,059	100.0%	80,994	100.0%
Source: Applicant Tracking and Referral System				

Appendix C. Applicant and Application Data

- As a subset of the total applicants, the total number of applicants to the entry level Q2 Police Officer job class⁴ for FY 2008-09 was 1,563.

Residence of Q2 Police Officer Applications

Residence	#	%
Bay Area Counties		
Alameda	247	15.8%
Contra Costa	201	12.9%
Marin	49	3.1%
Napa	10	0.6%
San Francisco	342	21.9%
San Mateo	234	15.0%
Santa Clara	73	4.7%
Solano	86	5.5%
Sonoma	78	5.0%
Subtotal Bay Area Counties	1,320	84.5%
Outside of Bay Area	243	15.5%
Total	1,563	100.0%

Source: Applicant Tracking and Referral System

- The largest number of Q2 applicants is for San Francisco County residents (21.9%), followed by applicants residing in Alameda (15.8%) and San Mateo (15%) counties.

APPLICATIONS AND JOB CLASSES

- In FY 2008-09, there were five or fewer applications received for 18% of the classifications for which the City received applications. In addition, 40 job classes (10%) received over 500 applications per class.

Job Classes Receiving Applications

Number of Applications Received	Number of Classes	%
500 or more	40	10%
100 - 499	117	28%
50 - 99	67	16%
6 - 49	119	28%
5 or fewer	75	18%
Total	418	100%

Source: Applicant Tracking and Referral System

- Applications to the ten classifications in the table below constituted 31.7% of all applications received.

⁴ The Q2 Police Officer job class was highlighted in the 2007 workforce analysis, as it is a critical position that is hard-to-fill. The examination process requires multiple examination components and an increased level of effort.

Appendix C. Applicant and Application Data

10 Job Classes Receiving the Most Applications

Job Class	Title	#	%
H2	Firefighter	10,854	13.4%
9922	Public Service Aide - Associate To Profession	2,718	3.4%
2708	Custodian	1,739	2.1%
9132	Transit Fare Inspector	1,690	2.1%
8238	Police Communications Disp	1,632	2.0%
7514	General Laborer	1,615	2.0%
Q2	Police Officer	1,563	1.9%
9910	Public Service Trainee	1,417	1.7%
4321	Cashier 2	1,239	1.5%
1324	Customer Service Agent	1,191	1.5%
Total Applications Received for Top 10 Job Classes		25,658	31.7%
Total Applications		80,994	
Source: Applicant Tracking and Referral System			

APPLICATION STATUS

- Of the 80,994 applications received during FY 2008-09, 49,373 applications⁵ were for positions requiring an examination process. The number of applications affects the level of effort required to conduct an examination process. Some positions were continuously open to receiving applications at any time, while the majority had closing dates. Of the total applications in the examination process, 72% were deemed minimally qualified, while 16,016 applications (28%) were rejected because they either did not meet the filing terms (e.g. were late) or were not minimally qualified.
- Group A: One percent of those qualifying did not attend the exam and 1% failed the exam. Including those that were rejected for failure to meet filing terms or minimum qualifications, 27% of applications were eliminated from the selection process.
- Group B: A total of 53% of applications could lead to hires, because they were available for open positions (52%), qualified and on a register (1%).
- Group C: 501 applications (1%) resulted in hires, meaning they were certified as Permanent Civil Service (PCS).
- Group D: The status of 16% of applications is not finally resolved. Of these applications, 79% of them were recently submitted and not yet processed. The remaining applications were not finally resolved due to: general waivers, recruitment/appointment on hold, qualifications subject to verification, and applicants who voluntarily withdrew their names from the eligible list.

⁵ These applications were for Permanent Civil Service (PCS) job classes, registers, or class-based testing, or position-based testing.

Appendix C. Applicant and Application Data

