



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

**FY 2009-10**  
**Annual Report**  
*Goals and Accomplishments*



Gavin Newsom  
Mayor

Micki Callahan  
Human Resources Director

November 9, 2010

I am pleased to present the Department of Human Resources' (DHR) Annual Report for FY09-10. The Annual Report outlines the department's accomplishments in FY09-10 and presents goals for FY10-11. During this past fiscal year, while DHR confronted a large budget deficit, we were nevertheless able to implement a range of process changes to increase efficiency, and continued to deliver essential services.

This year, many divisions within DHR focused on addressing layoffs and the budget deficit. We successfully negotiated open contracts and renegotiated closed contracts with our labor partners, resulting in savings to the City of over \$200 million for FY10-11 and FY11-12. We processed an unprecedented number of layoff, displacement, and reinstatement actions. We instituted human resources process efficiencies by utilizing technology and eliminating time-consuming and redundant tasks. We provided citywide and departmental trainings related to layoffs, and continued to provide assistance and guidance to our laid-off City employees through the Job Transition Services Program. DHR's Equal Employment Opportunity unit initiated a new Reasonable Accommodation training program for departmental staff, even as it continued to respond to an increase in the number of workplace discrimination, harassment and retaliation complaints.

Despite the challenges presented by our severe economic straits, DHR reached some important milestones. Efficient administration of our Workers Compensation Division has resulted in FY09-10 cost increases of only 4%, well below projections and below the rates experienced by similar public agencies. Our Recruitment and Assessment Services unit continues to deliver state-of-the-art civil service examinations; backlogs are all but eliminated, with provisional employee counts at an historic low.

Due to the focus of the department on these other critical issues, our work on Civil Service reform was delayed. For the upcoming fiscal year, DHR intends to move forward with the reform efforts and work with the Civil Service Commission, City departments and labor organizations to improve the civil service merit system.

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 2009-10

## 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.<sup>1</sup> 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

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<sup>1</sup> **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.

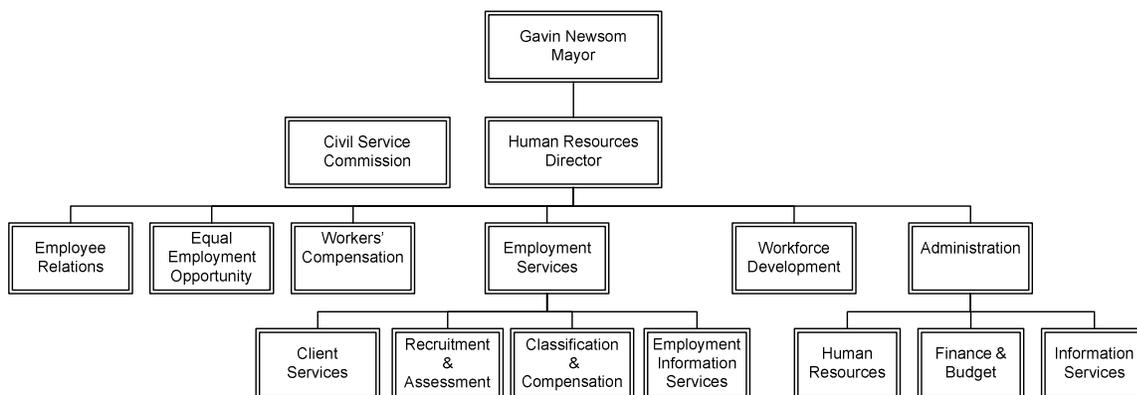
The **Equal Employment Opportunity Division (EEO)** provides professional, expert consultation to applicant, employees and departments with respect to employment and accommodation of persons with disabilities; trains supervisors and managers to prevent workplace harassment; and investigates and resolves 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 **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 2009-10 Accomplishments

This fiscal year was marked by the difficult economy, with budget deficits, layoffs and labor concessions becoming a large part of the work of DHR. Despite that situation, DHR continued to make improvements in efficiencies during FY 2009-10<sup>2</sup>. This section highlights the major accomplishments of each team.

### Employment Services

- HR Process Efficiencies: Implemented major improvements centered on layoff processing including the elimination of separation reports, electronic information exchanges and other improvements to abolish significant and time-consuming and redundant tasks.
- Security of City Operations: Revised its procedures to require all employees to disclose their criminal history anytime there is a change in appointment status to ensure there is no statutory bar or employment nexus with the position and the employee's conviction history.
- Classification Database: Implemented a classification database as a tool to assist in position classifications and analyses of classes for consolidation.
- JobAps Implementation: JobAps was fully implemented and available for all hiring processes including job application, examination development and administration and referral.
- Citywide Provisional Count: Successfully implemented faster merit-based permanent selection hiring processes. The citywide provisional count of City employees is a historic low of 1.3%.
- Application Intake and Examination Processing: Of the 80,994 applications received during FY 2009-10, staff conducted an examination process for 39,650 applications meeting the examination requirement.

### Employee Relations

- Successor MOUs: Negotiated 14 open labor contracts and renegotiated all other closed contracts to achieve economic concessions and efficiencies. The savings to the City from the FY09-10 labor project exceeds \$200 Million for FY10-11 and FY11-12.
- Substance Abuse Prevention Policy: Identified classifications of employees in which substance abuse presents a substantial risk to employees or the public. Negotiations were initiated with applicable labor organizations and will continue in FY10-11.
- Employee Relations Ordinance: Redrafted the Employee Relations Ordinance to comply with state and local law and to reflect best practices in standards and procedures. Employee Relations met and conferred with labor organizations and reached agreement on the redraft. The ERO is now ready for submission to the Board of Supervisors.
- Pension and Health Care Reforms: Conducted all meet and confers associated with the pension reforms that were proposed and eventually adopted by the voters. Negotiated a reduction in the City's obligation to pay for employee-only health premiums.

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<sup>2</sup> FY 2009-10 refers to the fiscal year starting July 1, 2009 and ending on June 30, 2010.

## **Equal Employment Opportunity**

- Consultative/Facilitative Model: Established a consultative/facilitative model for delivery of EEO program services by: 1) conducting consultative meetings with SFPD, SFFD, GSA, PUC, DPW, DPH, REC, JUV, LIB, AAM, FAM, DT, PRT, DBI, DEM, CPC, ADP and ART on services offered by DHR EEO, steps to mitigate employee complaints, corrective actions to resolve complaints, the intersection between Workers' Compensation/FMLA/Reasonable Accommodation/EEO Complaints, Policies on Use of City Resources and Professional Conduct; and 2) conducting Harassment Prevention training for employees at TTX, CPC, ENV, DEM and DPW to educate employees on the City's policies, supervisor/employee responsibilities and prevent harassment complaints.
- Mandatory Harassment Prevention Training: Coordinated the delivery of Harassment Prevention Training for 5,111 supervisors, as required by state law (Assembly Bill 1825).
- Reasonable Accommodations: Developed Five (5) Series Reasonable Accommodation Training Modules for HR Professionals, Reasonable Accommodation Coordinators and Supervisors. Presented three (3) training modules in FY09-10.

## **Workers' Compensation**

- Medical Provider Network: The revised Medical Provider Network (MPN) was implemented and is being utilized for new claims. Additionally, older open claims are being transitioned over to the new MPN on a case-by-case basis..
- Workers' Compensation Costs: Overall workers' compensation costs increased by 4.81% due to a 16% increase in medical costs and despite an 8% reduction in indemnity claims.
- iVOS System: The iVOS system implementation was moved to a "go-live" date of Q2 in FY10-11 by the contractor due to programming difficulties.
- Workers' Compensation Fraud: Established a Workers' Compensation Fraud Unit to investigate potentially fraudulent claims and refer them for prosecution. The Fraud Unit investigated 50 cases, of which 6 were referred and accepted for prosecution.

## **Workforce Development**

- Workforce & Succession Planning: Published a 2009 Workforce and Succession Planning Report with updated 5-year trends in the City's workforce and progress in planning efforts citywide. DHR also organized a citywide Workforce and Succession Planning Conference to highlight the necessity to continue this work in the midst of the downturn in the economy and to share best practices from City departments and local jurisdictions. Over 120 people attended the conference, representing over 30 City departments. A webpage was developed on the DHR website with videos, presentations and other resources available from the conference.
- Expansion of Training: A Leadership Program was developed as a follow-up to the 24-PLUS supervisor and manager training. A new performance management workshop entitled "Improving Unsatisfactory Performance" was developed and implemented. The first component of a Human Resources Fundamentals program was piloted with personnel analysts within DHR, which is currently being revised before implementation citywide. A lunchtime series on succession planning topics was also initiated.
- Consulting Services: This fiscal year the WD team at DHR continued to expand the consulting work through developing customized training programs, facilitating retreats and team building programs, strategic planning initiatives and performance management

coaching. Over 17 City departments engaged DHR to provide consulting work on over 30 projects.

- Services and Training related to Layoffs: Job Transition Services Program (JTSP) workshops were held for laid-off and/or displaced employees as well as the workshop for supervisors and managers entitled “Managing Performance During Layoffs.” With a vast majority of City employees receiving a layoff notice this year, DHR developed two (2) new workshops – “Delivering Bad News” and “I Received a Layoff Notice.”

### **Administration**

- Disaster Preparedness Documentation: Developed a draft Continuity of Operations Plan – COOP, to address a wide range of emergencies and events (i.e., H1N1). The COOP identifies the mission-critical services that DHR will continue to provide in the event of an emergency/disaster.
- Disaster Preparedness Exercises: Deployed a consolidated database and management system designed to manage city employees and volunteers during a disaster response. Through the CORES system, the City established an emergency two-way communication and management system. All employee job classification and contact information was uploaded into the CORES System for deployment, if needed. Additionally, during an emergency closure of the Bay Bridge, the two-way communication system was tested.
- Civil Service Reform: Submitted reform proposals to the Civil Service Commission for its consideration. Additionally, implemented civil service reforms that could be accomplished internally through DHR policies and procedures. Of the three reforms requiring legislation action, one is pending submission to the Board of Supervisors and the other two reforms are pending approval from the City Attorney’s Office.
- Pension and Health Care Reforms: Worked with the SF Employees’ Retirement System and others to research and propose pension reforms which were adopted by the voters in June 2010.

## **1.3 Summary of Goals for FY 2010-11**

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

### **Employment Services**

- Issues Tracking System: To develop and implement an electronic system for tracking and sharing human resources issues, their timelines and status updates.
- Service Delivery Timelines: To respond and resolve all human resources issues to the client department’s satisfaction with agreed upon timelines..
- Minimum Qualification Program: To develop and implement a consistent and defensible Minimum Qualification Program.
- Classification Utilization Program: To develop and implement a comprehensive Classification Utilization Program.
- Eligible Lists: To deliver eligible lists in a timely manner.
- Use of Technology: To improve efficiency and customer service by maximizing the use of technology for examinations.

- Conviction History Program: To enhance the Conviction History Program by utilizing technology.
- New Employee Orientation: To expand the New Employee Orientation Program to better serve the needs of the hiring departments.

### **Employee Relations**

- Support for eMerge Roll-out: To provide MOU interpretation and liaison with labor organizations to support the eMerge roll-out.
- 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.
- Policies and Procedures: To create standard operating procedures and internal training for collective bargaining and MOU filing processes.

### **Equal Employment Opportunity**

- Consultative/Facilitative Model: Expand the model to include establishing Reasonable Accommodation Case Review Sessions, continue the delivery of harassment prevention training for employees and conduct EEO complaint review and consultations with Department staffs.
- Harassment Prevention Training: Complete the delivery of the third edition of Harassment Prevention Training for Supervisors to the approximately 889 remaining Supervisors, as required by state law, Assembly Bill 1825.
- Reasonable Accommodation Training: Deliver the two (2) remaining interactive/role-playing Reasonable Accommodation Training Modules to HR Professionals, Reasonable Accommodation Coordinators and Supervisors.

### **Workers' Compensation**

- Employee Guide: To develop and implement a new employee guide to workers' compensation.
- Control Workers' Compensation Costs: To control workers' compensation costs to allow for no more than a 5% increase despite statewide projections of greater increases.
- iVOS System: To successfully and fully 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 develop a workforce and succession planning strategy within DHR by focusing on a "grow-your-own" workforce targeting workers' compensation claims adjusters.
- HR Fundamentals Training: To develop and pilot an HR Fundamentals Program targeting human resources professionals within the City.
- Training Plans: To implement collaborative training plans in targeted City departments to encourage professional development of City employees.

## **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.

## **2 Appendices**

Appendix A. Glossary of Terms

Appendix B. List of DHR Reports

## 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.

**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.

**Examination** – 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 Classification** – 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. List of 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	Salary Survey for Registered Nurse Classifications	CC	Civil Service Commission	once annually	2nd Civil Service Commission meeting in April
4	Class Consolidation	CC	Civil Service Commission	as needed	regular Civil Service Commission meeting
5	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 August
6	EEO Workforce Utilization Analysis	EEO	Civil Service Commission	every 5 years	regular Civil Service Commission meeting
7	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
8	Personal Services Contract Report	ADM	Civil Service Commission	twice monthly	regular Civil Service Commission meetings
9	Prevailing Wage Rates	CC	Civil Service Commission	once annually	2nd Civil Service Commission meeting in September
10	Efficiency Plan	ADM	Mayor's Office	once annually	early November
11	DHR Annual Report	ADM	General public & policymakers	once annually	August
12	Workforce Analysis	ADM	General public & policymakers	every other year	September
13	Succession Planning Report	WD	Policymakers, departments	every other year	September
14	DHR Budget Performance Measures	ADM	Controller's Office	twice annually	February & September
15	Workers' Compensation Council Meeting Presentations	WCD	Workers' Compensation Council	3-4 times per year	Per Council schedule
16	Workers' Compensation Council Annual Report to the Board of Supervisors	WCD	Board of Supervisors	once annually	November
17	Workers' Compensation Cost Projection	WCD	Mayor's & Controller's Offices	monthly	End of month

## Appendix B. List of DHR Reports

	Title/Description	Prepared by (1)	Prepared for	Frequency	Timing
18	Workers' Compensation Budget Proposal	WCD	Mayor, Controller, and department heads	once annually	February
19	Workers' Compensation Costs by Category	WCD	Controller's Office	once annually	End of fiscal year
20	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