

WORKFORCE CONNECTIONS

QUARTERLY NEWS ON TRAINING & PERSONNEL TOPICS FOR CITY & COUNTY EMPLOYEES

Paystub Online?

Since coming to work for the City and County of San Francisco in 2003, my paystub, or “advise” issued by the Controller’s Office, has routinely been delivered to my desk at 1145 Market Street, in a sealed envelope. Like everyone else, I save the paystub in a file and recycle the envelope.

I didn’t really think much about this, or the resources required to print, stuff, seal, and distribute this bi-weekly piece of paper, until meeting the team in the Controller’s Office responsible for production and distribution of the paper advises; which as it happens, is substantial.

City Controller Ben Rosenfield has devised a green solution, that is far more efficient and less resource and waste-intensive. Dubbed “Paystub Online”, the Controller is asking all City employees to consider enrolling in this web-based system that provides for paperless, web-based advises, which can be easily saved, and printed as needed. It’s simple to use and available to all. Check it out at www.sfgov.org/paystub. This will bring you to the link that allows you to enroll and review your pay information on line. †

— Carol Isen

Holiday Greetings from DHR

Every year at about this time I send out a communication regarding the need for City employees to refrain from overtly religious celebrations and decorations in public areas at work. And every year, I get responses--some of them unprintable-- from angry employees and members of the public, chastising me for this "Scrooge-like" policy. This time I've opted to include the reminder in my Workforce Connections article, along with some thoughts as we head into the new year.

State and local law require us to maintain a separation of church and state. As a public agency, the City and County of San Francisco cannot promote any one religious tradition or creed. More importantly, our City workforce, and the public we serve, must not feel that the City has endorsed certain belief systems, perhaps to the disadvantage of those who do not share those beliefs. While we come from many backgrounds and have divergent points of view, one thing I believe we do share is our "San Francisco value" respecting diversity, including that of religion. Let us remember to refrain from displaying religious decorations or symbols in public

places so that we may provide a respectful and comfortable holiday environment for all of our employees and the public we serve.

On another note, I would like to comment on the transitions that will affect us with the coming of the new year. In 2011, we will have a new district attorney, an acting or interim mayor, and ultimately a newly-elected mayor. Once again, we face a daunting budget deficit and fewer resources with which to provide the public with needed services. This level of uncertainty may be disheartening, particularly when combined with a seeming lack of confidence in public service by the very public we serve. It has never been more difficult to be a public employee. Despite these trying circumstances, I am confident that our dedicated City employees will continue to work efficiently and diligently, with creativity and good spirit. We will weather these changes and challenges, and we will do our best for the people of San Francisco.

Best wishes to you and yours for a joyous holiday season and fruitful new year. †

— Micki Callahan

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Workforce Connections

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The City and Labor Work Together to Update the City's Employee Relations Ordinance

Over a year ago, the City invited all labor organizations to participate in an effort to overhaul our long outdated Employee Relations Ordinance ("ERO"). What is the City's ERO? The ERO sets out the rules for determining appropriate bargaining units (and related representational issues) and adjudicating claims that one side or the other has committed an unfair labor practice ("ULP"). One of the main reasons for municipalities to have an ERO is to effectuate State law, namely, the Meyers Milius Brown Act, regarding representational issues. Our ERO had not been updated for nearly 40 years, and it became quite out-of-date due to numerous changes to the S.F. Charter and State law during that time.

The Employee Relations Division of DHR spearheaded the meet and confer with Labor. The parties met on numerous occasions to work out the new version of the ERO. The negotiations took close to a year due to the complexity of the issues and the number of unions involved.

One of the biggest changes in State Law was the California Legislature's decision to include cities and counties under the jurisdiction of the Public Employment Relations Board ("PERB"). When the Legislature did so, it created different rules for

ULPs compared to disputes over representation issues. For ULPs, the Legislature granted PERB *exclusive jurisdiction* over such disputes. For representational issues, the Legislature granted PERB *concurrent jurisdiction*, meaning that both PERB and local agencies, such as civil service commissions or personnel boards, could hear and decide such disputes. In the event that a party requests that PERB enforce local rules regarding representation issues, PERB must apply local representation rules, unless the local rules do not address the issue at hand.

Another wrinkle was that PERB does not have jurisdiction over peace officers or managers. Thus, the parties had to rewrite the City's ERO to do away with local ULP procedures for miscellaneous employees, while leaving local rules in place to handle ULP charges filed by labor or management when the ULP involves peace officers or managers.

While the negotiations were not easy, the parties continued meeting throughout the year, and reached agreement on all issues. The new ERO was passed by the Board of Supervisors and signed into law by the Mayor in November. The new ERO is now on the DHR website. †

— Martin Gran

HR Fundamentals Module One

The first in a new series for HR Professionals, DHR is providing professional training exclusively for HR practitioners working for the City and County of San Francisco. This first module, beginning in January 2011, will focus on critical aspects of *Performance Management*. From

examining the role of the HR Professional as expert, coach, mentor, and pair of hands, you will learn about key processes, basis for authority, and best practices. Go to the Employee Training page of SFDHR.org. †



24-PLUS Graduates

New Supervisors & Managers
October 5 -7, 2010



New Supervisors & Managers
November 16-18, 2010



Experienced Supervisors & Managers
December 7-9, 2010

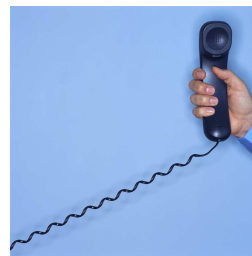


Workshops & Scheduling Training

For a list of dates and times of 24-PLUS and other trainings available through DHR, you can access the Training Calendar on-line by going to:

- www.sfdhr.org
- > Employee Training
- > Training Calendar and Schedule

In addition, a full calendar of all the training programs is available. Should your department need a workshop for a group, contact the Workforce Development team at (415) 557-4840. ♣



Workforce Development

From T&E to Answering a), b), c) or d)

Consider the question, “Most people enjoy taking tests.” True or false?

Unless you have a penchant for mind-teaser or Menza-like games, or you relish the challenge of outwitting the writers of multiple-choice tests, it is probably a safe bet to say that you, along with most of the world, find tests to be anxiety-provoking or, at the very least, intrusive annoyances. This is because stakes are often high when we take tests, there is usually an inconvenience factor, and we dislike the idea that a test score can be used to describe us or compare us to others.

It is therefore no wonder that most job applicants like the “T&E” (Training and Experience Rating) examination methodology, although many do not know what it is because it all occurs “behind the scenes” so to speak. Under this methodology, a personnel analyst awards or assigns score points based on the applicant’s possession of relevant work experience, training or education, as reported on the applicant’s job application. In effect, the application becomes the candidate’s test paper. How stressful is that? Not much. The application can be completed conveniently in one’s home and there’s no pressure to finish before the “clock runs out.” Most importantly, so long as you meet the education and/or experience requirements stated on the job announcement, you PASS and are guaranteed to be placed on the eligible list for the job to which you have applied!

Although limited research had been conducted on T&E’s prior to 1976, T&E use started to proliferate in government about that time as personnel analysts struggled to

find ways to keep pace with a growing workforce. Faced with limited options, T&E’s were recognized to be among the most efficient and cost-effective to produce eligible lists. They require limited staff training, are inexpensive to administer, and can produce eligible lists quickly to satisfy the demands of hiring managers. Given the ongoing need for governmental organizations to enhance efficiency and productivity, T&E’s are now widely used in public sector employment.

Despite this popularity, there is one significant concern about T&E use, validity. Researchers and practitioners generally consider T&E’s to be poor predictors of

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job performance. In fact, large-scale studies have shown this to be the case, although it should be noted that some types of T&E’s can be better predictors than others. This is not so difficult to understand when you consider that job applicants sometimes “look better on paper.” T&E’s tend to focus on the quantity of applicants’ experiences, not the quality of those experiences. For example, an applicant might report five years of “widget making” experience on an application, but the quality of that “widget making” is not known, nor is the applicant’s productivity relative to the “widget making”. Also, two individuals with equal amounts of “widget” experience can differ significantly in terms of the number and types of tasks they have performed in association with that experience. Should those two individuals receive an equal number of points for an equal amount of experience? What if one of those individuals has more recent experience? Questions such as these help explain why T&E scores may not be the best predictors. And, of course, T&E’s do not address important

job related factors such as initiative, drive, teamwork, conscientiousness, interpersonal skills, etc.

Ok, so T&E's may not be so wonderful after all. Do they have a place in personnel selection? Yes, they certainly do in some situations. For example, when a job requires a license or certification and the applicant count is very low, T&E's make perfect sense. However, human resource agencies should resist the temptation to overuse T&E's simply because of their low cost and ease to administer. When job opportunities are highly competitive and there are selection tools available that better predict job success, agencies would be remiss to sacrifice quality for expediency.

This is why the Department of Human Resources recently has been placing more emphasis on formal examinations. For example, DHR has introduced a number of new examinations such as the Administrative Analyst Examination, the Personnel Analyst Examination, the Supervisory Test Battery and the Management Test Battery. These tests have higher levels of validity than T&E's because they require candidates to demonstrate their job-related skills and abilities. Indeed, these examinations attempt to simulate the types of activities required of a classification.

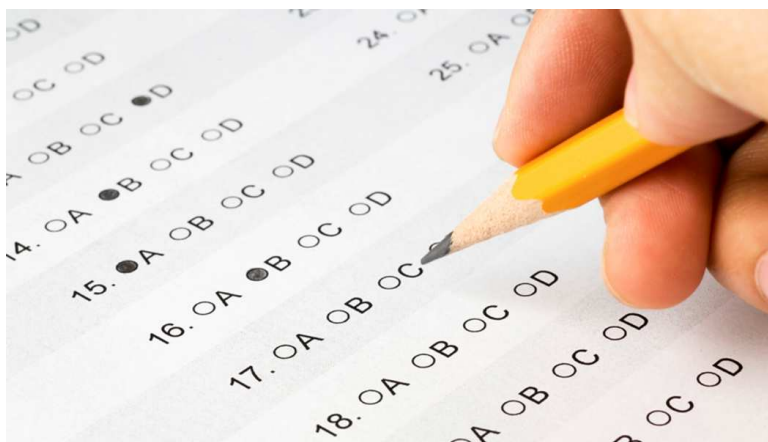
Research has shown that there is a real economic value to improved hiring meth-

ods. Better quality hires result in increases in productivity and these gains are directly proportional to the size of the increase in validity when moving from old to new selection methods. Although administering examinations make take a little longer than T&E's to generate eligible lists, it should be remembered that being too much in a hurry to hire can often lead to wrong picks.

From the standpoint of job applicants, the use of standardized examinations such as those mentioned above will ensure that all candidates are treated the same way for the same classification. Also, while candidates will be required to appear to take these tests, their scores will be banked for up to three years. This means that they need not take the same test again should they apply and be eligible for a future announcement for which that test is used (although they will have the option to do so after one year). This feature is designed to minimize candidate inconvenience, while simultaneously improving examination efficiency.

When top talent is not recruited and hired, the long term growth and productivity of an organization suffers. By introducing new selection tools and measures and assessing candidates on job-related skills, the Department of Human Resources will be able to provide a City workforce that can meet the expectations and services needs of San Franciscans. †

— John Kraus



Project eMerge Highlights

Project eMerge has begun the count down to the September 2011 go-live date. Here are some of the highlights:

Contact Info

Your Department Readiness Team will be your point of contact for training and participation in any testing going on with the project. For more information, or to find out who is on your readiness team, contact us at change-team.emerge@sfgov.org

Launch of Questionmark: Project eMerge, in coordination with the Recruitment and Selection (RAS) division of the Department of Human Resources (DHR), completed a successful pilot of a new assessment tool called Questionmark Perception. This pilot spanned several days and tested the new tool in a live testing situation. The Questionmark tool allows RAS exam analysts to create computer-based exams using a bank of questions. Questionmark allows RAS to consolidate their various repositories of exam questions into one bank, streamlining the exam creation process, resulting in more consistent exams. Because the exam is taken on the computer, there are no pens, no pencils, no paper and no scantron forms. And, as the results are captured in real-time, the exam analyst is able to view the candidate score immediately upon completion of the exam.

New JobAps Functionality: In September, Project eMerge announced new functionality and reports in JobAps. In the coming months, additional functionality will be rolled out, such as the ability to update certification actions, assign multiple security roles, and copy applications to different recruitments. When the Project goes live, JobAps will be integrated with PeopleSoft. This means that, upon hire, the information from the application in JobAps will populate the New Hire Template in PeopleSoft, removing the need to rekey in all the applicant's information.

Position Management: After working with the Office of the Controller, the Mayors Budget Office and the DHR to define policy guidelines, Project eMerge held Position Management Forums at-

tended by over 100 budget, finance and HR professionals across the City. It was standing room only in the two sessions held in November and December. The Position Management team presented the business processes associated with creating Positions and associating Positions with the ASO budget lines. This is the first time that the City has had an enterprise-wide Position Management solution. This solution is highly flexible, giving the City the oversight and visibility into Positions city-wide, while also providing Departments the ability to manage their positions and the headcount to their unique business needs. In addition to central pages that everyone in the City will use to manage positions, this solution provides Department specific pages that allow Departments to track information that is unique to their organization. These pages are only viewable by the Department, adding another layer of flexibility and control in Position Management.

Department Readiness Teams: To assist each Department in making the transition to PeopleSoft 9.0, the Project eMerge Change Management Team has helped to define and launch Department Readiness Teams in every department. These teams, made up of HR, Recruitment, Payroll, Budget and IT professionals, meet monthly to discuss all facets of the transition from current systems, including local systems as well as PeopleSoft 7.5, to PeopleSoft 9.0. This includes comparing internal business processes to the new business processes, cleaning up data in PeopleSoft 7.5 and local systems, reviewing security structures, and technical topics such as interfaces and file layouts to ensure each department continues to get all the information it needs to run its business. †

— Martha Jensen