



City and County of San Francisco
Department of Human Resources
Philip A. Ginsburg, Director

**FY 2005-06 Annual
Report**
Accomplishments and Goals

Workforce Analysis
*Demographic Characteristics and
Trends*

**2006 EEO Workforce
Utilization
Analysis**

City and County of San Francisco

Gavin Newsom
Mayor



Department of Human Resources

Philip A. Ginsburg
Human Resources Director

October 23, 2006

I am pleased to present the Department of Human Resources' (DHR) FY2005-06 Annual Report and Workforce Analysis.

FY 2005-06 Annual Report

The Annual Report gives an account of DHR's accomplishments in FY 2005-06 and presents goals for FY 2006-07. DHR made significant strides in improving the efficiency and effectiveness in the human resources functions in the City. This included implementation or progress toward 30 of 46 recommendations in the department's May 2005 Civil Service Reform report, as well as numerous additional initiatives. Although the department has accomplished a great deal in this past fiscal year, there is still much more work to be done, as indicated by our goals set for the current fiscal year.

Workforce Analysis

The Workforce Analysis provides a picture of the City's workforce characteristics and trends over the past five years. The analysis updates data presented in the May 2005 Civil Service Reform report and includes additional data to assist in project implementation in other areas, such as workforce and succession planning. The analysis can be used as a reference tool, a resource in planning new programs, or to answer questions on staffing that may arise in City departments.

In some cases, the analysis confirms assumptions already held, for example, that our employees' average age and length of service increased over the past five years. The data also confirm that changes in the City workforce generally reflect trends in the U.S. population at large, namely, that large numbers of employees in the baby-boom generation are nearing retirement. At least 18% of City employees are eligible for full retirement benefits; in some departments, the figure is 25%.

The analysis also identifies areas in which the City should gather additional data. For example, DHR currently collects applicant and application data for permanent civil service positions, but these data are not centrally available for provisional hires. The City also lacks accessible data on employees' education levels or specific skills such as language ability, which are important factors when designing training programs and delivering services. Qualitative data on the expectations of new City employees and the reasons people decide to leave City employment with satisfactory service would assist in refining recruitment and retention programs. Projects currently under way to implement a new, web-based applicant and referral tracking system, and to update the Human Resource Information System will go a long way toward gathering and analyzing these types of data.

DHR is preparing its first Workforce and Succession Planning Report, which will provide a detailed analysis on the future of San Francisco's workforce. I look forward to presenting it to you later this fiscal year.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Philip A. Ginsburg".

Philip A. Ginsburg
Human Resources Director

Table of Contents

1	Department of Human Resources Annual Report FY 2005-06	5
1.1	Department Overview	5
1.2	Summary of DHR FY 2005-06 Accomplishments	6
1.3	Civil Service Reform Update.....	8
1.4	Summary of Goals for FY 2006-07	10
2	Workforce Analysis	13
2.1	Purpose.....	13
2.2	Summary of Findings.....	13
2.2.1	Current Employees and Five Year Trends	13
2.2.2	Applicants and Applications	16
2.2.3	Recommendations and Next Steps.....	16
2.3	Workforce Characteristics	17
2.3.1	Total Employees by Appointment Status	17
2.3.2	Temporary Exempt Employees.....	18
2.3.3	Employees by Department and Major Service Area.....	19
2.3.4	Employees by Age Group.....	22
2.3.5	Employees by Length of Service	22
2.3.6	Employees by Hourly Pay Rate	23
2.3.7	Employees by Job Code—Top 100 Job Codes.....	25
2.3.8	Employees by Job Code—Classes with Three or Fewer Employees	28
2.3.9	Employees by Union Local.....	28
2.3.10	Employees by County of Residence	30
2.3.11	Unpaid Leaves of Absence	30
2.3.12	Promotive Leaves.....	31
2.3.13	Age and Length of Service of All Employees	32
2.3.14	Average Age and Length of Service by Department	32
2.3.15	Retirement Milestones by Major Service Area.....	35
2.3.16	Retirement Milestones by Department	36
2.3.17	Retirement Milestones by Union	38
2.3.18	Characteristics of FY 2004-05 Applicants and Applications	40
2.3.19	Characteristics of Q2 Police Officer Applicants.....	41
2.3.20	Applications and Job Classes for FY 2004-05.....	42
2.3.21	Application Status.....	42
2.4	Workforce Trends – FY 2001-02 to FY 2005-06	44
2.4.1	Employees by Appointment Status.....	44
2.4.2	Employees by Major Service Area	45
2.4.3	Employees by Department.....	45
2.4.4	Citywide Average Age and Length of Service	47
2.4.5	New Hires by MSA.....	47
2.4.6	New Hires by Department	48
2.4.7	New Hires by Age Group	50
2.4.8	New Hires by County of Residence.....	50
2.4.9	Separations by Reason	51
2.4.10	Voluntary Separations.....	53

2.4.11	Involuntary Separations	53
2.4.12	Age at Separation.....	54
2.4.13	Turnover Rate	55
2.4.14	Turnover Rate by Major Service Area.....	55
2.4.15	Turnover Rate by Department	56
2.4.16	Turnover Rate by Age Group	57
2.4.17	Turnover Rate by Length of Service.....	58
2.4.18	Paid Leave.....	59
2.4.19	Compensatory Time.....	61
2.4.20	Overtime	62
2.4.21	Unpaid Leave	63
3	Appendices.....	65
	Appendix A. List of DHR Reports	A-1
	Appendix B. Glossary of Terms	B-1
	Appendix C. Sources	C-1
4	Attachment: 2006 EEO Workforce Utilization Analysis	

1 Department of Human Resources Annual Report FY 2005-06

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.

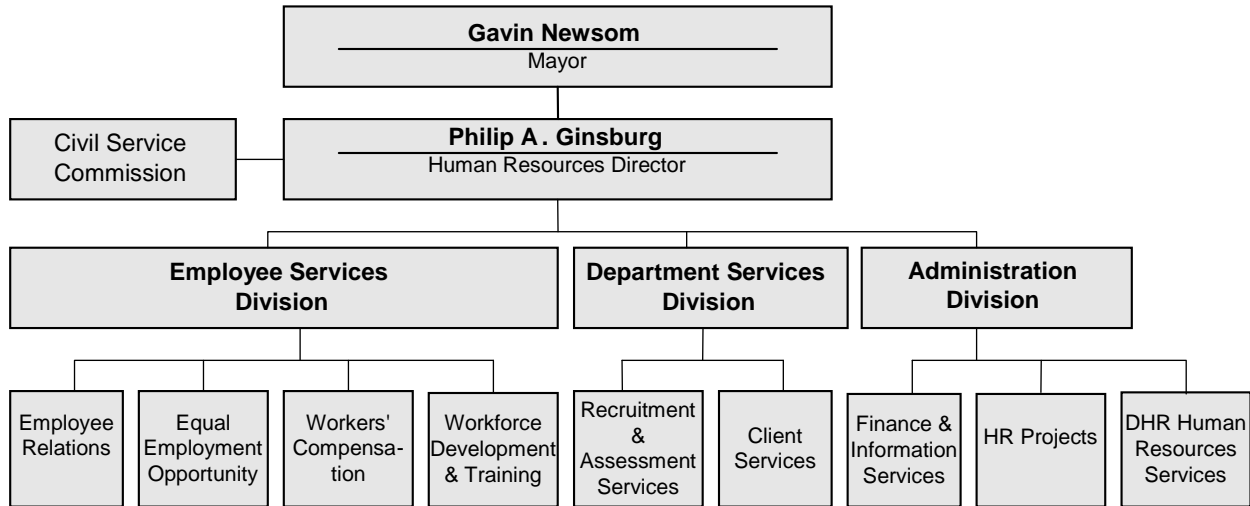
Organizational Structure:

The City's Civil Service Commission (Commission) is the policymaking and appeals body that administers Civil Service Rules. 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 comprised of three divisions. The Employee Services Division negotiates labor agreement with employee organizations, investigates complaints of workplace discrimination, administers workers' compensation benefits for injured employees, and coordinates citywide efforts to train and develop employees. The Department Services Division conducts examinations that identify qualified applicants for City employment, and members of its Client Services team serve as a single point of contact for City departments seeking human resources services. Finally, the Administration Division supports DHR's internal finance and

personnel infrastructure, as well as the citywide Human Resources Information System (HRIS). The Administration Division also coordinates internal and interdepartmental projects designed to improve the efficiency and effectiveness of human resources functions.

Department of Human Resources Organizational Chart



1.2 Summary of DHR FY 2005-06 Accomplishments

DHR made significant strides in improving efficiency and effectiveness in FY 2005-06.¹ This included implementation of or progress toward 30 of 46 recommendations in the department’s May 2005 Civil Service Reform report, as well as numerous additional initiatives undertaken. This section highlights the major accomplishments of each team.

Employee Relations

- Negotiated 38 labor agreements (or MOUs – Memoranda of Understanding) on time and within budget. Only three negotiations went to arbitration.
- Implemented civil service reforms in these MOUs, including consolidation of 14 separate crafts agreements into one master agreement; salary step increases based on satisfactory performance; more forms of performance-based compensation; lengthening and standardization of probationary periods across agreements; and creating a Joint Labor Management Laborers Apprenticeship Program with the Department of Public Works and Public Utilities Commission.
- Achieved agreements with almost every union to begin addressing retiree medical costs as required by Governmental Accounting Standards Board (GASB) Statement 45.

Equal Employment Opportunity

- Resolved over 90% of discrimination complaints within 12 months of filing, an increase from prior rates of 62% in FY 2003-04 and 77% in 2004-05.

¹ FY 2005-06 refers to the fiscal year starting July 1, 2005 and ending on June 30, 2006. In tables presented in this report, this fiscal year is noted as FY06.

- Developed and coordinated a harassment prevention training program for City supervisors as required by state law AB 1825.
- Successfully completed a pilot mediation program with Hastings College of Law students and professors. Mediated six agreements and agreed to continue the program beyond the pilot stage.

Workers' Compensation

- Increased savings on medical costs by implementing a new bill review service, saving an average of 67% of medical claims costs in FY 2005-06, compared to a savings rate of 55% in FY 2004-05.
- Achieved a claims closing ratio of 110.4%, well above the performance measure target of 103%.
- Ended the fiscal year \$4,383,464, or 9.14%, under budget through improvements in claims handling, the improved medical bill review process and changes in workers' compensation laws which reduced the amount of claims to be paid.

Workforce Development and Training

- Expanded staff from two to ten and delivered over 8,600 classroom hours to 1,600 employees who attended 113 classes. Served over 20 departments through special projects such as workshops, retreat facilitation, and strategic interventions that reached over 1,000 employees. Created and disseminated a monthly Workforce Development newsletter to promote learning and training opportunities.
- Made substantial progress in implementing the Mayor's directive that all employees have current performance evaluations, including extensive training of supervisors and managers in conducting performance planning and appraisals.
- Established the Training and Organization Development Network group among City departments; launched the multi-year City University program to expand training to more employees; and began succession planning.
- Developed a series of training modules and a competency matrix for supervisors and managers called 24-PLUS for Supervisors & Managers; created the Supervisors and Managers Roundtable; and implemented a pilot 360 Assessment program at DHR.

Recruitment and Assessment Services

- Drafted and passed a new Civil Service Rule, Rule 111A, for Position-Based Testing, which will shorten examination times and reduce inefficient provisional hiring by departments. Created and delivered training to departmental personnel staff on position-based testing and provided trainees with a reference manual on this testing process.
- Completed the five-year Management Classification and Compensation Program (MCCP) project. Over 950 positions were audited and 93 management job codes were consolidated into new broadbanded job codes which were or will be abolished. Currently, 366 positions are filled in the new job codes, and 278 additional filled positions will move into the new job codes shortly. Ninety eligible lists were created to clear old provisional appointments.
- Completed the transfer of the Police Examination Team to DHR and made significant progress toward streamlining and speeding exam processes that have historically been well conducted but contentious and time-consuming.

Client Services

- Re-engineered and automated the appointment process; designed and implemented new conviction history and fingerprinting procedures; and expanded One-Stop Appointment processing, which brings the new employee processing services – fingerprinting, health benefits and retirement processing – together in one central location.
- Partnered with the Information Services team to design and implement online terminations to reduce paperwork, errors, and costs involved in processing employee terminations.
- Transitioned the City’s classification program into Client Services, including implementation of the ongoing MCCP classification program and preliminary approvals for departments’ budget submissions. This is a significant step toward completing implementation of the Client Services model, which provides departments with a single point of contact for all departments to address a broad range of services.
- Developed and implemented the City’s (Disaster Service Worker) DSW Identification Card Project.

Finance and Information Systems

- Strengthened information systems infrastructure by installing Pentium 4 computers and LCD screens for nearly all staff, LAN Desk to better manage information systems, and new servers that doubled available drive space.
- Improved the accuracy of reporting for health and dental information, which will reduce costs and increase efficiency of benefits transactions; implemented programming changes to speed requisition processing; completed a project to process terminations online; and assisted with the production of DSW cards for active employees.
- Successfully advocated for a \$10 million budget for the multi-year upgrade to the City’s Human Resources Information System, processed 2,200 tuition reimbursement payment requests from employees, and completed a request for proposals and vendor selection for web-based online employment application and referral software.

1.3 Civil Service Reform Update

In May 2005 DHR published its Civil Service Reform report (Report), a comprehensive review of the City’s human resources systems, which provided 46 recommendations across four key areas: hiring, employee investment and performance management, separations, and system governance. At the time of this report, 30 recommendations have either been implemented or are in progress. Many of the accomplishments listed above by teams are reorganized thematically below.

Hiring: To hire the most qualified candidates in a timely manner.

- Our Report highlighted the large number of employees in job classes with four or fewer employees, which create testing and other inefficiencies. More than 100 classes have been slated for abolishment or consolidation as a result of the completion of the MCCP project.
- The classification plan as a whole was found to be outdated and not adequately meeting operational needs. MCCP and position-based testing will allow greater flexibility to create position-specific minimum qualifications for a position to meet departments’ unique needs. We have just begun a project to review the classification plan as a whole,

recommend high priority areas for change, and create a database of classification information to speed and improve current and future classification work.

- Hiring someone often took anywhere from six months to a year. Implementation of position-based testing will reduce hiring times for many positions to under 90 days.
- The City has traditionally limited centralized recruiting efforts to posting job announcements. This passive approach, and a paper-based application method, did not help the City attract top talent. DHR now has a citywide recruitment coordinator to expand and professionalize recruitment efforts. Also, an integrated, web-based application and referral system is planned to be operational by January 2007.

Employee Investment/Performance Management: To motivate and inspire high levels of employee performance through career development, performance assessment, effective management, accountability, and flexible compensation.

- Probationary periods, the final stage in the selection process and best predictor of success on the job, were so inconsistent that they were difficult to administer. Standard probationary period length language was negotiated into the MOUs to facilitate this administration.
- A concern repeatedly voiced by employees during our stakeholder outreach process was that many had not had a performance review in years. On August 15, 2005, the Mayor directed departments to conduct performance evaluations for all employees. During the first half of the fiscal year, departments reported that 74% of scheduled appraisals were done and estimated that by fiscal year end 89% would be complete. DHR provided performance planning and appraisal training to over 400 staff to facilitate this progress. The target for FY 2006-07 is 100%. A tracking system for appraisals is planned for implementation by December 2006.
- All stakeholders emphasized the need for employee training, both to improve current performance and to promote career development. DHR designed and implemented 24-PLUS training for all new managers and supervisors, significantly increased tuition reimbursement funds through MOUs, and expanded the hours of training offered and delivered at DHR and through City University, a partnership with City College of San Francisco, San Francisco State University, the business and philanthropic communities, and labor organizations. In FY 2006-07, we will offer approximately 50,000 hours of training to City employees, a 300% increase over the prior fiscal year.
- We were not doing enough to recognize and reward performance. To address this, provisions were negotiated into the MOUs that link satisfactory performance to step increases, and performance bonuses were negotiated into the professional and managerial labor contracts.

Separations: To minimize the disruption to employees and departments caused by separations.

- We found that termination appeals could take up to two years to resolve. Now, new MOU provisions providing for standing arbitrators permit arbitration of appeals to occur within 90 days.
- We found Citywide bumping rules rewarded seniority but often risked putting employees in jobs they are not qualified to do. In May 2006 the Commission asked DHR to draft

Civil Service Rule changes that restrict interdepartmental bumping for professionals and managers.

- Approximately 43% of the City's workforce is over 50 years of age, and large numbers of the City's most experienced staff are becoming eligible to retire. DHR is reviewing workforce data and trends and meeting with departments to identify high risk areas and development programs to be prepared for possible loss of staff, including knowledge management strategies.

Governance: To make personnel administration more functional by simplifying and harmonizing overlapping rules, regulations, and responsibilities into a more cohesive system.

- It was cumbersome and time consuming for departments to receive hiring approval. In response, DHR modified requisition approval processes to reduce the number of approvals needed by over a third and approve requisitions 45% faster.
- The rules and procedures governing personnel actions were described as voluminous, confusing, overlapping and contradictory. In FY 2006-07, DHR's Client Services team is revising the Human Resources Policy and Procedures Manual (Manual); the Employee Relations team will recommend revisions to the Employee Relations Ordinance, which governs personnel management and employer-employee relations; and the Commission will convene a Rule Revision task force with the goal of simplifying rules.
- Too many labor contracts made contract administration laborious. In the spring of 2006, 14 crafts unions agreed to one consolidated master MOU.

1.4 Summary of Goals for FY 2006-07

In continuing implementation of recommendations from the Civil Service Reform report to improve human service systems, teams within DHR will continue their work on the following major goals.

Employee Relations

- Implement all MOU provisions, including a program to expand health benefits to as-needed employees, GASB retiree benefits committee, apprenticeship program improvements, and expedited dispute resolution.
- Provide training to departments in MOU compliance.
- Negotiate successor MOUs for police officers, firefighters, and nurses that meet City interests with respect to budget, efficiency, recruitment, and retention.

Equal Employment Opportunity

- Coordinate the Disability Employment Advisory Panel to develop recommendations on increasing employment of individuals with disabilities.
- Continue and expand the Pilot Mediation Program to mediate complaints of employment discrimination.
- Continue to reduce time to complete resolution of complaints.

Workers' Compensation

- Implement the Temporary Transitional Work Program to expand transitional work opportunities to injured employees across departments.
- The Mayor's Shape Up San Francisco Program is a worksite-based injury and illness prevention and health promotion program. DHR will assist departments in adopting the Program's Shape Up at Work Strategies.
- Design, gain approval for, and implement a Medical Provider Network.

Workforce Development and Training

- Begin succession planning by publishing the first annual Workforce Analysis of employee demographics; piloting projects at DHR and the Public Utilities Commission to develop succession planning solutions that may be applicable to other departments; and creating knowledge transfer proposals.
- Continue building the City University Program with an ongoing planning group and advisory body; developing curricula with stakeholder partners including City College of San Francisco and San Francisco State University; expanding potential funding sources; and developing a marketing campaign to employees.
- Continue to build and expand training and consulting activities through professional development of training staff, improved marketing for training opportunities, implementation of online training, enhanced facilities, and dissemination of information on available resources.

Recruitment and Assessment Services

- Full implementation of citywide position-based testing and restructuring of the citywide exam plan; continue position-based testing training for City department staff to allow the Recruitment and Assessment Services team to focus on producing critical citywide eligible lists and decrease departmental dependence on provisional hiring.
- Develop more collaborative exam efforts and increase efficiency of production of eligible lists by using the recently-published 3-year citywide exam plan.
- Coordinate recruitment efforts among departments and pool resources to create a responsive and effective recruitment program.

Client Services

- Redesign the Human Resources Policies and Procedures Manual, including creation of an interactive user database for housing the Manual; enhancing the HR Fundamentals Program to train to the new Manual; and expanding the Manual to include all human resources functions.
- Implement a new web-based, integrated online application and referral system.
- Complete the DHR Classification Project, a comprehensive review of the City's classification plan, recommendations for improvement, and a database to speed and improve the consistency of classification decisions.
- Complete several projects included in the City's Disaster Service Worker (DSW) program, including: (1) Citywide DSW Identification Cards; (2) Citywide DSW Training; (3) Citywide Employee Communication; (4) Citywide DSW Skills Bank and Deployment; (5) DSW Volunteer; and (6) Human Resources Policies During Disasters in conjunction with the Department of Public Health Pandemic Flu Project.

Finance and Information Services

- Begin the process of acquiring and implementing an HR Integrated System.
- Reorganize the department's budget structure to reflect current operations.
- Support department and citywide disaster preparedness projects through computer systems and website.

2 Workforce Analysis

2.1 Purpose

The purpose of this analysis is to provide a picture of the City's workforce characteristics and trends over the past five years. In May 2005 the Department of Human Resources (DHR) published its Civil Service Reform report to review the state of human resources systems and offer recommendations for improvement. This analysis provides both an update to data presented at that time as well as additional data to inform project implementation in a number of areas, particularly succession planning. Finally, it serves as a companion document to our 2006 Equal Employment Opportunity Workforce Utilization Analysis, which provides detailed information on the gender and racial/ethnic composition of the workforce using the same dataset as in Section 2.3 Workforce Characteristics.

2.2 Summary of Findings

2.2.1 Current Employees and Five Year Trends

Appointment Type

- Permanent civil service (PCS) employees are the largest group of the City's workforce (87.2%), followed by permanent exempt (6%) provisional (4.8%), and temporary exempt (1.9%) employees with part or full time schedules. Between FY 2001-02² and FY2005-06, the percentage of the workforce with PCS status decreased by 0.1% and provisionals increased by 0.9%.

Major Service Areas and Department

- In order to summarize information about departments, the City's budget and other documents describe data by groupings of departments called major service areas (MSAs). The highest percentage of employees (35%) are in the 10 departments that comprise MSA B Public Works, Transportation, & Commerce, followed by 22% of employees in one of the eight departments in MSA A Public Protection (22%).
- Between FY 2001-02 and FY 2005-06, the proportion of employees working in MSA B Public Works, Transportation, & Commerce, and MSA E Culture & Recreation, decreased 0.3% and 0.8%, respectively. MSA C Human Welfare & Neighborhood Development had the largest change in proportion of total workforce (0.6%) over the same period.

Age and Length of Service

- The average employee is 47 years old with a length of service of 13 years. This has increased since FY 2001-02, when the average employee was 46 years old with 12 years of service.

² FY 2001-02 refers to the fiscal year starting July 1, 2001 and ending June 30, 2002. Throughout the report, fiscal year references in the text follow this style. Fiscal year references in tables are in a shortened version, so FY 2001-02 is written FY02.

Job Codes

- The three job codes with the largest number of employees are:
 - 9163 Transit Operator (7.6% of employees)
 - Q2-4 Police Officer (5.6% of employees)
 - 2320 Registered Nurse (4.0% of employees)
- The City's workforce is allocated into a total of 1,107 job codes; 479 of these job codes have three or fewer incumbents.

Union Representation

- San Francisco has a high proportion of employees represented by labor unions—over 99%, represented by over 40 distinct unions. On average, 27% of employees in jurisdictions represented in a 2002 report of performance measure data by the International County Managers Association were represented by labor unions. In Philadelphia, another city and county jurisdiction, 72% of employees were represented in one of four unions.

Residence

- The largest percentage of employees reside in San Francisco County (42.5%) followed by San Mateo (22.3%) and Contra Costa (11.1%) counties. Almost three percent (2.7%) of the City workforce resides outside of the Bay Area.

Retirement Milestones

- Retirement “milestones” refer to combinations of age and years of service that represent minimum retirement eligibility requirements. Employees who are at least 50 years of age and have five or more years of service are eligible for a vesting retirement (i.e. health benefits and a small monthly allowance). Those who are 50 years of age with 20 years of service or 60 years of age with 10 years of service are eligible for full retirement benefits. Citywide, 38% of employees are at the 50-5 milestone, and at least 18% are at the 50-20 or 60-10 milestone.
- In the Police Department, almost one quarter (24%) of current employees are at least 50 years old and have 20 years of service. In the Recreation & Park and Juvenile Probation departments, over 25% of employees have reached this milestone.
- TWU Local 200 SEAM has a higher proportion of employees at the 50-5 and 50-20 milestones than any other union—71% and 51%, respectively—followed by Supervising Probation Officers (64% and 50%) and Supervising Nurses (66% and 39%).

New Hires

- Between FY 2001-02 and FY 2005-06, the Department of Public Health consistently had the largest number of new hires. Other departments with large numbers of new hires during the period include MTA – Metropolitan Transit Agency, Human Services Agency, Police Department, and Public Utilities Commission.

- Hiring was highest in all years of the FY 2001-02 to FY 2005-06 period among the 24-34 age group, followed by the 34-44 and 45-54 age groups.
- On average, compared to all current employees, employees hired within the past five years are more likely to be residents of San Francisco or Alameda counties, and less likely to be residents of San Mateo or Contra Costa counties.

Separations

- On average over the past five years, 80% of separations were voluntary on the part of employees, and 20% were involuntary. The main reasons for voluntary separations were retirements and resignations, while involuntary separations were due to layoffs and terminations.
- The total number of separations decreased in FY 2002-03, due to a large (20%) drop in resignations, perhaps due to the tighter labor market conditions at that time. Total separations increased slightly in FY 2003-04 due to layoffs, spiked in FY 2004-05 due to layoffs and a particularly large number of retirements, and returned to FY 2003-04 levels in FY 2005-06.

Turnover Rates

- During the previous five fiscal years, the overall turnover rate peaked at 8.5% in FY 2004-05 due to layoff-related separations (i.e. layoffs and early retirements to mitigate the effects of layoffs) and higher numbers of regular retirements and resignations. The overall turnover rate was lowest in FY 2002-03 at 5.9% and averaged 6.8% during the period. Turnover was highest in departments providing General Administration & Finance services (average of 8.6%) and lowest in those providing Public Works, Transportation, and Commerce services (average of 5.9%).

Paid Leave

- The Citywide average of total paid leave usage increased between FY 2001-02 and FY 2005-06, from 16.2% of hours to 16.7% of hours. Vacation constituted the largest portion of paid leave for all years and all MSAs at approximately 5.5% of total hours.

Unpaid Leave

- Unpaid leaves shorter than three pay periods are reported from the payroll system. In FY 2005-06, unpaid leave accounted for 2%-5% of hours. Health-related issues are the underlying reason for over two-thirds of unpaid leave: unpaid sick leave, workers' compensation leave, and state disability were the largest sources of unpaid leave hours.
- Unpaid leaves of absences longer than three pay periods are reported from the HR Information System. While the overall number of unpaid leaves did not change between FY 2004-05 and FY 2005-06, the proportion of leaves for sick leave without pay and workers' compensation leave increased substantially, from 38% to 42% for sick leave without pay and from 25% to 33% for workers' compensation leave. The average duration of unpaid leave increased from 12 to 14 months.

Overtime and Compensatory Time

- When employees work more than their scheduled hours, they can be paid in dollars or in hours of paid leave. Comp time earned reflects overtime paid in time off. Not all employees are eligible to earn comp time. Comp time earned was consistently highest in MSA A Public Protection. Between FY 2001-02 and FY 2005-06, the percentage of comp time earned decreased in all MSAs.
- Overtime hours decreased from FY 2001-02 through FY 2003-04, and then increased in the final two years of the period. Total hours were 6.5% lower in FY 2005-06 (2.28 million) than in FY 2001-02 (2.45 million).
- Citywide, MSA A Public Protection and MSA B Public, Works, and Commerce had the largest amount of overtime hours during the period. The top three departments with overtime hours over the past five years have been the MTA and Police and Public Health departments. Overtime hours for all three were lower in FY 2005-06 than in FY 2001-02.

Promotive Leaves

- On a discretionary basis, departments may grant their employees promotive leaves from their permanent positions to accept an exempt or provisional position with higher pay and responsibility. Departments can backfill the vacancy, but the promotive employee retains rights to the position.
- In April 2005, 716 employees were on promotive leave the average length of a promotive leave at the time was 3.6 years. In June 2006, the number of employees on promotive leave had increased by 27% to 907 employees. In contrast, the average length of time on promotive leave dropped by 19.4% to 2.9 years.

2.2.2 Applicants and Applications

- Applicant characteristics in any given year depend on the exams being conducted. In FY 2004-05, 14,532 applicants submitted 24,460 applications for City positions. Of the applicants, 48% resided in San Francisco. Over 92 % of all applicants lived in one of the nine Bay Area counties.
- Nearly half (45%) of all permanent civil service job examinations conducted in FY 2004-05 had five or fewer applicants. Just over a quarter (28%) had between six and 50 applicants and 27% had fifty or more.
- Application volume in any given year depends on the exams being conducted, but entry level positions generally draw the largest applicant pools. Of the ten classes drawing the most applications in FY 2004-05, four were transit classes, two were clerical, and one each was for entry level eligibility workers, engineers, emergency dispatchers, and librarians.

2.2.3 Recommendations and Next Steps

- While City systems provide data on the number of employees who are hired and separated and the reason codes for each such transaction, DHR recommends supplementing this with more qualitative data and analysis from entrance and exit interviews to assist in recruitment, workforce development, and succession planning purposes.
- A new integrated, web-based job application and referral system is scheduled to come online by January 2007, making new types of data available, and likely improving data quality in this area. We recommend more detailed analysis of both applicants and what happens to their applications. We also recommend analysis of data on applicants' educational backgrounds to assist workforce development and succession planning efforts.
- Detailed data on promotional leaves and retirement eligibility data by department and job class will be presented in the upcoming Workforce and Succession Planning report, which will report separately on police officers and firefighters, who are historically most likely to retire when they are eligible for the maximum retirement allowance.

2.3 Workforce Characteristics

This section provides general descriptive statistics of the City's workforce as of May 17, 2006. Data are for employees of all City departments, including the MTA, but excluding the San Francisco Unified School District and Community College District, the Trial Courts, as well as Board members, commissioners, elected officials, and temporary exempt employees with as-needed schedules. Technically, the data in this section describe "appointments" rather than individuals; one individual can hold multiple appointments, such as a full time nurse who sometimes works extra shifts. By excluding as-needed appointments, the appointments in this section generally translate to employees. For informational purposes, Section 2.3.2 includes a table showing the twenty most populated job classes used in temporary exempt, as-needed appointments.

2.3.1 Total Employees by Appointment Status

- Permanent civil service (PCS) employees (87.2%) are the largest group of City's workforce, followed by permanent exempt (PEX, 6%)³ provisional (TPV, 4.8%)⁴, and temporary exempt (TEX, 1.9%)⁵ employees.

³ DHR reports the percentage of employees exempt under Charter sections 10.104-1 through 10.101-12 to the Civil Service Commission. The percent of exempt employees in these reports will differ from the figure above because they 1) capture data from a different date; 2) include employees exempt under Charter sections 1-12 only, whereas this report includes all exempt categories; and 3) include only full time employees, whereas this report includes part time employees. The percentage of exempt, full time employees in this dataset (i.e. as of May 17, 2006) calculated with the Commission report methodology is 1.27%.

⁴ DHR reports the number of provisional (TPV) employees to the Civil Service Commission semiannually. On September 5, 2006, DHR reported that there were 1,340 provisional employees as of June 30, 2006.

⁵ Temporary exempt (TEX) employees with a part time or full time schedule are included here because their work schedule implies that they are incurring hours. Temporary exempt employees with an as-needed schedule are

Citywide Employees by Appointment Type

Appointment Type	Number	%
PCS - Permanent Civil Service	24,096	87.2%
PEX - Permanent Exempt	1,645	6.0%
TPV - Temporary Provisional	1,337	4.8%
TEX - Temporary Exempt	515	1.9%
Other	27	0.1%
Total Employees	27,622	100%
Source: HR Information System		

- Permanent (PCS) employees are appointed through a civil service examination and eligible list referral process. Permanent Exempt (PEX) appointments are at will. Provisional (TPV) appointments are made by departments when there is no eligible list from which to hire, and are limited to three years in duration. Temporary exempt (TEX) appointments are also exempt from civil service examinations and the duration of each one is limited to 1,040 hours per fiscal year.
- Jurisdictions define appointments and schedules in a variety of ways, complicating comparisons. A rough comparison with federal civilian workforce data shows the City has a slightly lower percent of permanent employees (93.2%) than the federal government (95.0%, January 2005 figures), and a higher proportion of temporary employees (6.7% compared to 4.8%).⁶

2.3.2 Temporary Exempt Employees

- In addition to the permanent, provisional, and exempt employees discussed above, the City employs temporary workers to perform work on a seasonal and as-needed basis. Temporary Exempt (TEX) appointments with an “As Needed” (AN) schedule, are eligible to, but may not actually work hours under these appointments.

excluded because they may or may not work hours, as discussed in Section 2.3.2. “Other” includes Temporary Civil Service (TCS), Non Civil Service (NCS), Rehired (REH), and Temporary Limited Term (TLT).

⁶ In the federal system, permanent appointments include employees who are (1) in the competitive service who hold career appointments and who either have completed probation or are not required to serve probation; (2) in the competitive service who hold career-conditional appointments, or who hold career appointments and are serving probation; (3) in the excepted service whose appointments carry no restrictions such as conditional, indefinite, specific time limitations, or trial periods; (4) in the excepted service who are serving trial periods or whose tenure is equivalent to career-conditional tenure in the competitive service; and (5) in the Senior Executive Service (SES) who are not serving under “limited term and limited emergency” appointments. Temporary and indefinite appointments include all other employees who do not fall within any of these categories of permanent appointments.

- Twenty job codes⁷ represent 74% of all TEX appointments with as-needed schedules; the remaining 26% of appointments are scattered among 211 other job classes. The three largest groups are P103 Special Nurses, who are generally full time employees who may choose to work additional shifts under this job code; medical student residents assigned to San Francisco General Hospital to complete their training; and testing technicians used by the Department of Human Resources to administer employment examinations.

Top 20 Job Classes Held by Temporary Exempt Employees

Job Code	Title	Number	%
P103	Special Nurse	1,379	29%
2277	Post M.D. III	223	5%
2275	Post M.D. II	217	5%
2273	Post M.D. I	182	4%
1227	Testing Technician	147	3%
2230	Physician Specialist	147	3%
2708	Custodian	134	3%
2279	Post M.D. IV	133	3%
3602	Library Page	121	3%
9910	Public Service Trainee	105	2%
2328	Nurse Practitioner	101	2%
3280	Assistant Recreation Director	99	2%
2302	Nursing Assistant	97	2%
1229	Special Examiner	71	1%
1402	Junior Clerk	64	1%
1404	Clerk	64	1%
3210	Swimming Instructor/Pool Lifeguard	60	1%
2736	Porter	55	1%
8320	Counselor, Juvenile Hall	55	1%
8226	Museum Guard	54	1%
	211 Other Job Codes	1,262	26%
Total TEX As-Needed		4,770	100%
Source: HR Information System			

- Individuals who hold these appointments may or may not actually work hours in them. For example, many human resources employees in the City have a concurrent appointment as exam proctors (classes 1227 and 1229) and can administer employment exams outside of their regular work schedules. Few employees actually work hours in these appointments, whereas full-time nurses at the Department of Public Health, who hold concurrent appointments as P103 Special Nurse, very often do work hours under these appointments.

2.3.3 Employees by Department and Major Service Area

- This report includes data for 48 City departments, ranging in size from fewer than 10 to over 5,000 employees. In order to summarize information about departments, the City’s

⁷ The terms job code, job class, and classification are used interchangeably and refer to the four-digit number and title for each City position, e.g. 8226 Museum Guard.

budget and other documents describe data by groupings of departments called major service areas (MSAs), which are categories of services.

- The highest percentage of employees (35%) provides Public Works, Transportation, & Commerce services across 10 departments, followed by Public Protection (22%) services through eight departments, and Community Health (21%) services provided through the Department of Public Health. MSA E Culture & Recreation has the fewest number of employees (1,833) across seven departments.

Employees by Department and Major Service Area

MSA	Department	Number	%
A: PUBLIC PROTECTION	ADULT PROBATION	101	
	DISTRICT ATTORNEY	251	
	EMERGENCY COMMUNICATIONS DEPARTMENT	229	
	FIRE DEPARTMENT	1,701	
	JUVENILE PROBATION	240	
	POLICE	2,531	
	PUBLIC DEFENDER	150	
	SHERIFF	938	
	Subtotal	6,141	22%
B: PUBLIC WORKS, TRANSPORTATION & COMMERCE	AIRPORT	1,292	
	BOARD OF APPEALS	5	
	DEPARTMENT OF BUILDING INSPECTION	273	
	ECONOMIC & WORKFORCE DEVELOPMENT	14	
	GENERAL SERVICES AGENCY - PUBLIC WORKS	1,175	
	MTA - MUNICIPAL RAILWAY	4,711	
	PORT	216	
	PUBLIC UTILITIES	1,908	
	TAXI COMMISSION	5	
	Subtotal	9,599	35%
C: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT	CHILD SUPPORT SERVICES	130	
	CHILDREN & FAMILIES COMMISSION	10	
	CHILDREN, YOUTH & THEIR FAMILIES	34	
	DEPARTMENT OF THE STATUS OF WOMEN	6	
	ENVIRONMENT	61	
	HUMAN RIGHTS	38	
	HUMAN SERVICES AGENCY	1,758	
	RENT ARBITRATION BOARD	29	
	Subtotal	2,066	7%
D: COMMUNITY HEALTH	PUBLIC HEALTH	5,883	
Subtotal	5,883	21%	
E: CULTURE & RECREATION	ACADEMY OF SCIENCES	8	
	ARTS COMMISSION	26	
	ASIAN ART MUSEUM	55	
	FINE ARTS MUSEUM	104	
	PUBLIC LIBRARY	708	
	RECREATION & PARK	839	
	WAR MEMORIAL	93	
	Subtotal	1,833	7%
F: GENERAL ADMINISTRATION & FINANCE	ADMIN SERVICES	369	
	ASSESSOR / RECORDER	116	
	BOARD OF SUPERVISORS	53	
	CITY ATTORNEY	329	
	CITY PLANNING	141	
	CIVIL SERVICE	7	
	CONTROLLER	169	
	ELECTIONS	35	
	ETHICS	12	
	GENERAL SVCS AGENCY - TELECOM&INFO SVCS	267	
	HEALTH SERVICE SYSTEM	32	
	HUMAN RESOURCES	159	
	MAYOR	123	
	RETIREMENT SYSTEM	70	
TREASURER/TAX COLLECTOR	218		
Subtotal	2,100	8%	
Total Employees		27,622	100%

Source: HR Information System

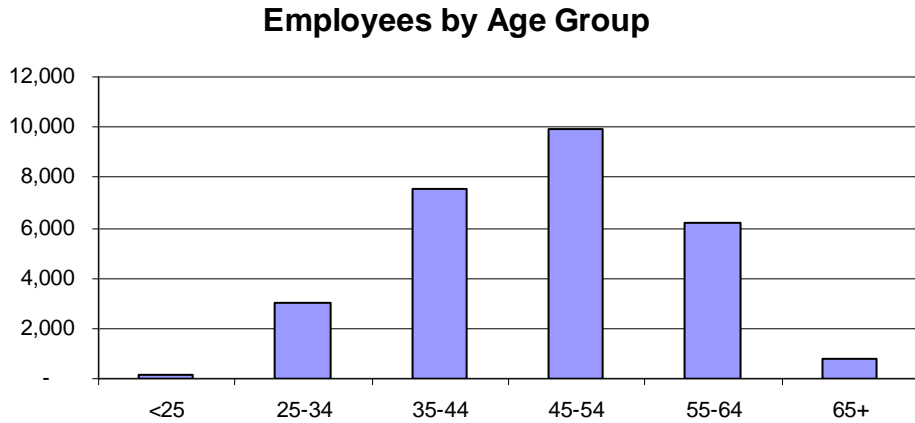
2.3.4 Employees by Age Group

- The average age of a City employee is 47.2.
- One percent of the City’s workforce is 25 or younger, 3% are 65 or older, and over one third (36%) are between the ages of 45 and 54.

Employees by Age Group

Age Group	Number	%
<25	166	1%
25-34	2,996	11%
35-44	7,540	27%
45-54	9,961	36%
55-64	6,175	22%
65+	784	3%
Total	27,622	100%
Citywide Average Age		47.2

Source: HR Information System



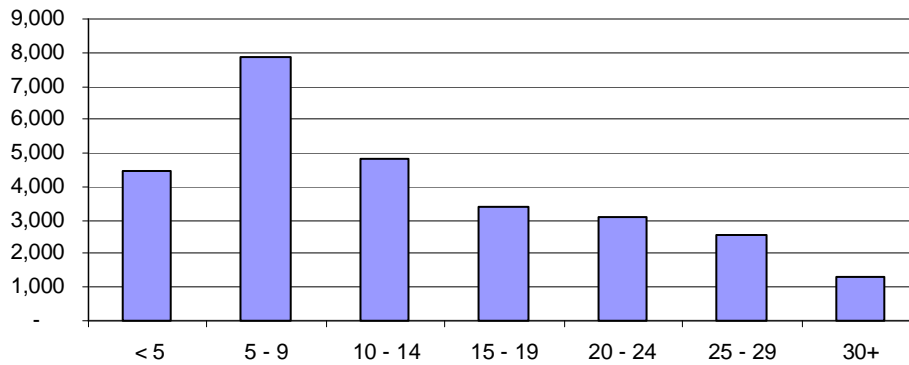
2.3.5 Employees by Length of Service

- The average length of service is 13.1 years.
- Sixteen percent of the City’s workforce has been employed with the City for less than five years, one quarter (25%) for at least 20 years, and 29% for 5-9 years.

Employees by Length of Service (LOS)

Length of Service (by years)	Number	%
< 5	4,486	16%
5 - 9	7,891	29%
10 - 14	4,829	17%
15 - 19	3,409	12%
20 - 24	3,095	11%
25 - 29	2,577	9%
30+	1,335	5%
Total	27,622	100%
Citywide Average LOS		13.1
Source: HR Information System		

Employees by Length of Service



2.3.6 Employees by Hourly Pay Rate

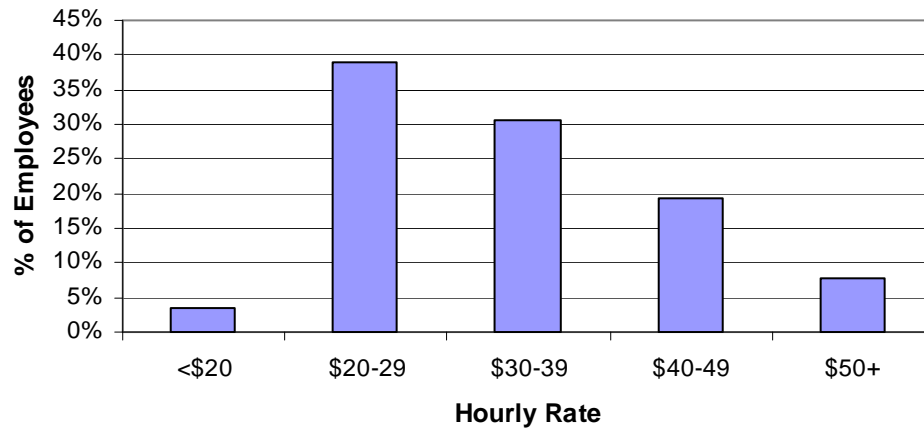
- The Citywide average pay rate is \$34 per hour. The largest group of employees (39%) earn between \$20 and \$29 per hour, while four percent earn less than \$20 per hour and 8% earn over \$50. Nationally, average wages for state and local government workers were approximately \$23 in March 2005.
- Actual take-home pay varies due to overtime pay and compensation for performance or skill-based premiums, such as acting assignment pay. The difference is typically largest for public safety employees because they earn the largest amounts of overtime and premiums for training, education, and work on legal holidays in lieu of time off.

Employees by Hourly Rate

Hourly Rate	%	Average in Rate Group
<\$20	4%	\$ 17
\$20-29	39%	\$ 25
\$30-39	31%	\$ 34
\$40-49	19%	\$ 44
\$50+	8%	\$ 61
Total Employees	100%	
Citywide Average		\$ 34

Source: Current Payroll Database, PPE 5/19/06.

Employees by Hourly Rate



- All MSAs except MSA F General Administration and Finance have concentrations of over 40% employees in a particular range. MSA A Public Protection has 43% in the \$30-39 range. MSAs B, C, D, and E have 44-57% in the \$20-29 range.

Employees by Hourly Rate and MSA

Hourly Rate	A: Public Protection	B: Public Works, Transportation & Commerce	C: Human Welfare & Neighborhood Development	D: Community Health	E: Culture & Recreation	F: General Administration & Finance
<\$20	1%	4%	2%	4%	12%	3%
\$20-29	14%	49%	48%	44%	57%	29%
\$30-39	43%	29%	40%	18%	26%	31%
\$40-49	36%	12%	6%	23%	2%	19%
\$50+	7%	7%	3%	10%	2%	18%

Source: Current Payroll Database, PPE 5/19/06.

2.3.7 Employees by Job Code—Top 100 Job Codes

- While there are over 1,200 job codes in the City, a large number of employees are concentrated in a relatively small number of them. In fact, 69% of employees are in 100 job classes.
- A quarter (25.2%) of employees are in the top six job classes, almost one-third (31.4%) are in the top 10 job classes, and 43.9% are in the top 25 job classes. Fifty percent of the workforce is in 36 job classes.
- The top three job classes with the largest number of employees is 9163 Transit Operator (7.6%), followed by Police Officers, Q2-4, (5.6%), and 2320 Registered Nurse (4.0%).
- Comparing the top 10 job classes the table below to comparable classes in Philadelphia, Philadelphia had proportionally more Police Officers (15.4%) compared to San Francisco (5.6% in classes Q2, Q3, Q4), more Firefighters (4.8%) than San Francisco (3.8% in class H2); more Laborers (2.6%) than San Francisco (1.3% in class 7514); and slightly fewer senior clerks (1.4%) than San Francisco (1.7% in class 1426).
- Combining groups of similar job classes⁸, five large groups of employees are:
 - Police Officers – 7.9%
 - Transit Operators – 7.6%
 - Firefighters – 5.8%
 - Nurses – 5.2%
 - Information Systems workers – 2.4%

⁸ “Police” includes employees represented by the POA or MEA – Police, “Transit Operators” includes employees represented by TWU Transit Operators, “Firefighters” includes employees represented by Locals 798, 799 and MEA – Fire, “Nurses” includes employees represented by SEIU 790 Nurses and Local 856 Supervising Nurses, and “Information System workers” includes Local 21 employees in classes 1002-1073.

Top 100 Job Classes

Rank	Job Code	Title	Number (sort order)	%	Cumulative %
1	9163	Transit Operator	2,093	7.6%	7.6%
2	Q2,Q3,Q4	Police Officer	1,546	5.6%	13.2%
3	2320	Registered Nurse	1,108	4.0%	17.2%
4	H 2	Firefighter	1,059	3.8%	21.0%
5	2302	Nursing Assistant	574	2.1%	23.1%
6	2708	Custodian	568	2.1%	25.2%
7	8304	Deputy Sheriff	555	2.0%	27.2%
8	1426	Senior Clerk Typist	479	1.7%	28.9%
9	8177	Attorney (Civil/Criminal)	356	1.3%	30.2%
10	7514	General Laborer	348	1.3%	31.4%
11	2905	Senior Eligibility Worker	313	1.1%	32.6%
12	3417	Gardener	276	1.0%	33.6%
13	8214	Parking Control Officer	275	1.0%	34.6%
14	Q35,Q36,Q37 0380-0382	Police Inspector	266	1.0%	35.5%
15	Q50-52	Police Sergeant	253	0.9%	36.5%
16	H 3	Firefighter/Paramedic	250	0.9%	37.4%
17	2736	Porter	244	0.9%	38.2%
18	1424	Clerk Typist	221	0.8%	39.0%
19	2940	Protective Services Worker	215	0.8%	39.8%
20	7371	Electrical Transit System Mechanic	214	0.8%	40.6%
21	2312	Licensed Vocational Nurse	213	0.8%	41.4%
22	9139	Transit Supervisor	185	0.7%	42.0%
23	1446	Secretary 2	175	0.6%	42.7%
24	7334	Stationary Engineer	174	0.6%	43.3%
25	1404	Clerk	170	0.6%	43.9%
26	3602	Library Page	162	0.6%	44.5%
27	8238	Police Communications Disp	155	0.6%	45.1%
28	2903	Eligibility Worker	153	0.6%	45.6%
29	3284	Recreation Director	142	0.5%	46.1%
30	5241	Engineer	142	0.5%	46.6%
31	7355	Truck Driver	142	0.5%	47.2%
32	7372	Stationary Eng, Sewage Plant	142	0.5%	47.7%
33	2587	Health Worker 3	141	0.5%	48.2%
34	H 20	Lieutenant, (Fire Department)	137	0.5%	48.7%
35	8444	Deputy Probation Officer	135	0.5%	49.2%
36	7318	Electronic Maintenance Tech	132	0.5%	49.6%
37	2604	Food Service Worker	131	0.5%	50.1%
38	3630	Librarian 1	129	0.5%	50.6%
39	5207	Assoc Engineer	128	0.5%	51.0%
40	2232	Senior Physician Specialist	126	0.5%	51.5%
41	7381	Automotive Mechanic	126	0.5%	52.0%
42	8201	School Crossing Guard	126	0.5%	52.4%
43	1632	Senior Account Clerk	121	0.4%	52.9%
44	1823	Senior Administrative Analyst	117	0.4%	53.3%
45	5203	Asst Engr	114	0.4%	53.7%
46	2930	Psychiatric Social Worker	113	0.4%	54.1%
47	2912	Senior Social Worker	112	0.4%	54.5%
48	7410	Automotive Service Worker	112	0.4%	54.9%
49	1428	Unit Clerk	109	0.4%	55.3%
50	1408	Principal Clerk	103	0.4%	55.7%

Top 100 Job Classes (continued)

Rank	Job Code	Title	Number	%	Cumulative %
51	2328	Nurse Practitioner	102	0.4%	56.0%
52	9209	Community Police Services Aide	102	0.4%	56.4%
53	1824	Pr Administrative Analyst	100	0.4%	56.8%
54	2586	Health Worker 2	99	0.4%	57.1%
55	3610	Library Assistant	99	0.4%	57.5%
56	9102	Transit Car Cleaner	94	0.3%	57.8%
57	9703	Emp & Training Spec 2	94	0.3%	58.2%
58	1450	Executive Secretary 1	93	0.3%	58.5%
59	7345	Electrician	93	0.3%	58.9%
60	1630	Account Clerk	90	0.3%	59.2%
61	8226	Museum Guard	90	0.3%	59.5%
62	2322	Nurse Manager	88	0.3%	59.8%
63	Q60,Q61,Q62	Police Lieutenant	85	0.3%	60.1%
64	2920	Medical Social Worker	84	0.3%	60.4%
65	7346	Painter	83	0.3%	60.7%
66	8306	Senior Deputy Sheriff	80	0.3%	61.0%
67	1652	Senior Accountant	78	0.3%	61.3%
68	7501	Environmental Service Worker	78	0.3%	61.6%
69	1244	Senior Personnel Analyst	77	0.3%	61.9%
70	2908	Hospital Eligibility Worker	76	0.3%	62.1%
71	1053	IS Business Analyst-Senior	75	0.3%	62.4%
72	1654	Principal Accountant	74	0.3%	62.7%
73	3616	Library Technical Assistant 1	74	0.3%	62.9%
74	2430	Medical Evaluations Assistant	70	0.3%	63.2%
75	7344	Carpenter	70	0.3%	63.5%
76	1222	Sr Payroll & Personnel Clerk	69	0.2%	63.7%
77	1458	Legal Secretary 1	69	0.2%	64.0%
78	5211	Sr Engineer	68	0.2%	64.2%
79	6318	Construction Inspector	68	0.2%	64.4%
80	1022	IS Administrator 2	67	0.2%	64.7%
81	2230	Physician Specialist	66	0.2%	64.9%
82	8158	Child Support Officer II	65	0.2%	65.2%
83	8320	Counselor, Juvenile Hall	65	0.2%	65.4%
84	1054	IS Business Analyst-Principal	64	0.2%	65.6%
85	2305	Psychiatric Technician	64	0.2%	65.9%
86	2830	Public Health Nurse	64	0.2%	66.1%
87	7313	Automotive Machinist	64	0.2%	66.3%
88	922	Manager I	62	0.2%	66.6%
89	2913	Program Specialist	62	0.2%	66.8%
90	7347	Plumber	62	0.2%	67.0%
91	7388	Utility Plumber	61	0.2%	67.2%
92	6331	Building Inspector	59	0.2%	67.4%
93	1636	Health Care Billing Clerk 2	58	0.2%	67.6%
94	1043	IS Engineer-Senior	57	0.2%	67.9%
95	1220	Payroll Clerk	57	0.2%	68.1%
96	1842	Management Assistant	57	0.2%	68.3%
97	9131	Station Agent, Municipal Railway	57	0.2%	68.5%
98	3632	Librarian 2	55	0.2%	68.7%
99	931	Manager III	54	0.2%	68.9%
100	3280	Assistant Recreation Director	54	0.2%	69.1%
Total for Top 100 Job Classes			18,922		
Total Employees			27,622		
Source: HR Information Systems					

2.3.8 Employees by Job Code—Classes with Three or Fewer Employees

- The City’s workforce is allocated into a total of 1,107 job codes, of which 479 job codes have three or fewer incumbents.
- A total of 756 employees or 3% of the workforce holds a job class in which there are three or fewer employees. There are 287 job classes with only one incumbent.

Groups of Job Classes with Three or Fewer Employees

Groups of Job Classes	Number	# of EEs
Number of job classes with three or fewer employees	85	255
Number of job classes with two or fewer employees	107	214
Number of job classes with one employee	287	287
Total Number of Job Classes with Three or Fewer Employees	479	756
Total Job Classes Citywide	1,107	
Total Employees	27,622	
Source: HR Information System		

2.3.9 Employees by Union Local

- The largest proportion of employees (36.9%) is represented by SEIU Locals 250, 535, and 790. In contrast, there are two dozen unions that represent fewer than 100 employees.
- San Francisco has a relatively high proportion of employees represented by labor unions—over 99%. Conditions of employment of many of the remaining employees (133 or 0.5%) are set by the Unrepresented Ordinance, rather than the standard labor agreement (or MOU).
- On average, 27% of employees in jurisdictions represented in a 2002 report of performance measure data by the International County Managers Association were represented by labor unions. For Philadelphia, another city and county jurisdiction, 72% of employees were represented in one of four unions.

Employees by Union Local

Rank	Union Code	Union Title	Number (sort order)	%	Cumulative %
1	790	SEIU Locals 250, 535, 790	10,189	36.9%	36.9%
2	021	Local 21, Professional & Technical Engineers	3,448	12.5%	49.4%
3	911	Police Officers Association	2,183	7.9%	57.3%
4	253	TWU Local 250-A, Transit Operators	2,093	7.6%	64.9%
5	798	Locals 798 & 799, Firefighters	1,597	5.8%	70.6%
6	791	SEIU - Nurses	1,324	4.8%	75.4%
7	261	Local 261, Laborers International	942	3.4%	78.8%
8	351	Municipal Executives Association	776	2.8%	81.6%
9	498	SF Deputy Sheriff's Association	760	2.8%	84.4%
10	006	Local 6, Electrical Workers	736	2.7%	87.1%
11	039	Local 39, Stationary Engineers	567	2.1%	89.1%
12	311	Municipal Attorney's Association	427	1.5%	90.7%
13	130	Local 1414, Machinists	375	1.4%	92.0%
14	038	Local 38, Plumbers	308	1.1%	93.1%
15	200	TWU Local 200, SEAM	260	0.9%	94.1%
16	164	UAPD Physicians & Dentists	222	0.8%	94.9%
17	216	Teamsters, Local 853 Truck Drivers	149	0.5%	95.4%
18	651	SF Probation Officers Association	135	0.5%	95.9%
19	252	TWU Local 250-A, Automotive Service Workers	132	0.5%	96.4%
20	858	Local 856, Teamsters - Supervising Nurse	110	0.4%	96.8%
21	236	Carpenters, Local 22	98	0.4%	97.1%
22	856	Local 856, Teamsters - Multi-Unit	97	0.4%	97.5%
23	004	Painters, Local 4	95	0.3%	97.8%
24	251	Local 250, TWU Miscellaneous	80	0.3%	98.1%
25	929	SF Building Inspectors	74	0.3%	98.4%
26	001	Unrepresented Employees - Miscellaneous	69	0.2%	98.9%
27	002	Unrepresented Employees - Management	68	0.2%	98.6%
28	419	SFDA Investigators Association	54	0.2%	99.1%
29	003	Operating Engineers, Local 3	53	0.2%	99.3%
30	104	Sheet Metal Workers, Local 104	44	0.2%	99.4%
31	580	Cement Masons, Local 580	27	0.1%	99.5%
32	377	Iron Workers, Local 377	17	0.1%	99.6%
33	007	Brick Layers & Hod Carriers	15	0.1%	99.6%
34	793	Fire Rescue Paramedic, Local 793	15	0.1%	99.7%
35	016	Theatrical Stage Employees, Local 16	15	0.1%	99.8%
36	965	Supervising Probation Officers, Local 3	14	0.1%	99.8%
37	034	Pile Drivers, Local 34	13	0.0%	99.9%
38	718	Glaziers, Local 718	10	0.0%	99.9%
39	040	Roofers, Local 40	10	0.0%	99.9%
40	352	Municipal Executive Association - Fire	8	0.0%	100.0%
41	969	SF Institutional Police Officers Association	8	0.0%	100.0%
42	353	Municipal Executive Association - Police	2	0.0%	100.0%
43	350	Teamsters, Local 350, Animal Keepers	2	0.0%	100.0%
44	604	Port Director	1	0.0%	100.0%
Total Employees			27,622	100.0%	
Source: HR Information System					

2.3.10 Employees by County of Residence

- The largest percentage of employees reside in San Francisco County (42.5%) followed by San Mateo (22.3%) and Contra Costa (11.1%) Counties. Almost three percent (2.7%) of the City workforce resides outside of the Bay Area.⁹

Residence	Number	%
Bay Area Counties		
Alameda	2,888	10.5%
Contra Costa	3,063	11.1%
Marin	893	3.2%
Napa	109	0.4%
San Francisco	11,752	42.5%
San Mateo	6,146	22.3%
Santa Clara	271	1.0%
Solano	1,184	4.3%
Sonoma	580	2.1%
Subtotal Bay Area Counties	26,886	97.3%
Outside of Bay Area	736	2.7%
Total Employees	27,622	100.0%
Source: HR Information System		

2.3.11 Unpaid Leaves of Absence

- Unpaid leaves that last more than six weeks (three pay periods) are reported from the Human Resources Information system. See section 2.4.21 for payroll system data on unpaid leave hours.
- While the overall number of unpaid leaves did not change between FY 2004-05 and FY 2005-06, the proportion of leaves for sick leave without pay and workers' compensation leave increased substantially, while those for family care leave decreased. The average duration of unpaid leave increased from 12 to 14 months.

⁹ California law prohibits jurisdictions from discriminating in hiring based on residence.

Leaves of Absence

Type	2005			2006		
	#	%	Avg. Length (Months)	#	%	Avg. Length (Months)
Sick leave without pay	167	38%	10	187	42%	11
Workers Compensation Leave	112	25%	20	146	33%	20
Family Care Leave	75	17%	7	39	9%	10
Personal Leave	60	14%	8	58	13%	10
Employee Organization Repres	9	2%	17	8	2%	26
Education	8	2%	11	3	1%	5
Unpaid Administrative Leave	5	1%	3	2	0%	9
All Other	6	1%	28	6	1%	33
Total	442	100%	12	449	100%	14

Source: HR Information System

2.3.12 Promotive Leaves

- In April 2005, 716 employees were on promotive leave, that is, had taken leave from a permanent position to accept an exempt or provisional position with higher pay and responsibility. On a discretionary basis, departments have granted such leaves in order to insulate employees from the risk of taking exempt or provisional promotions. The average length of a promotive leave at the time was 3.6 years.
- In June 2006, the number of employees on promotive leave had increased by 27% to 907 employees. In contrast, the average length of time on promotive leave dropped by 19.4% to 2.9 years.
- Departments may fill the vacancy that occurs when an employee goes on promotive leave. However, if the promoted employee abridges their leave, the requisition is reactivated and the replacement worker is displaced.

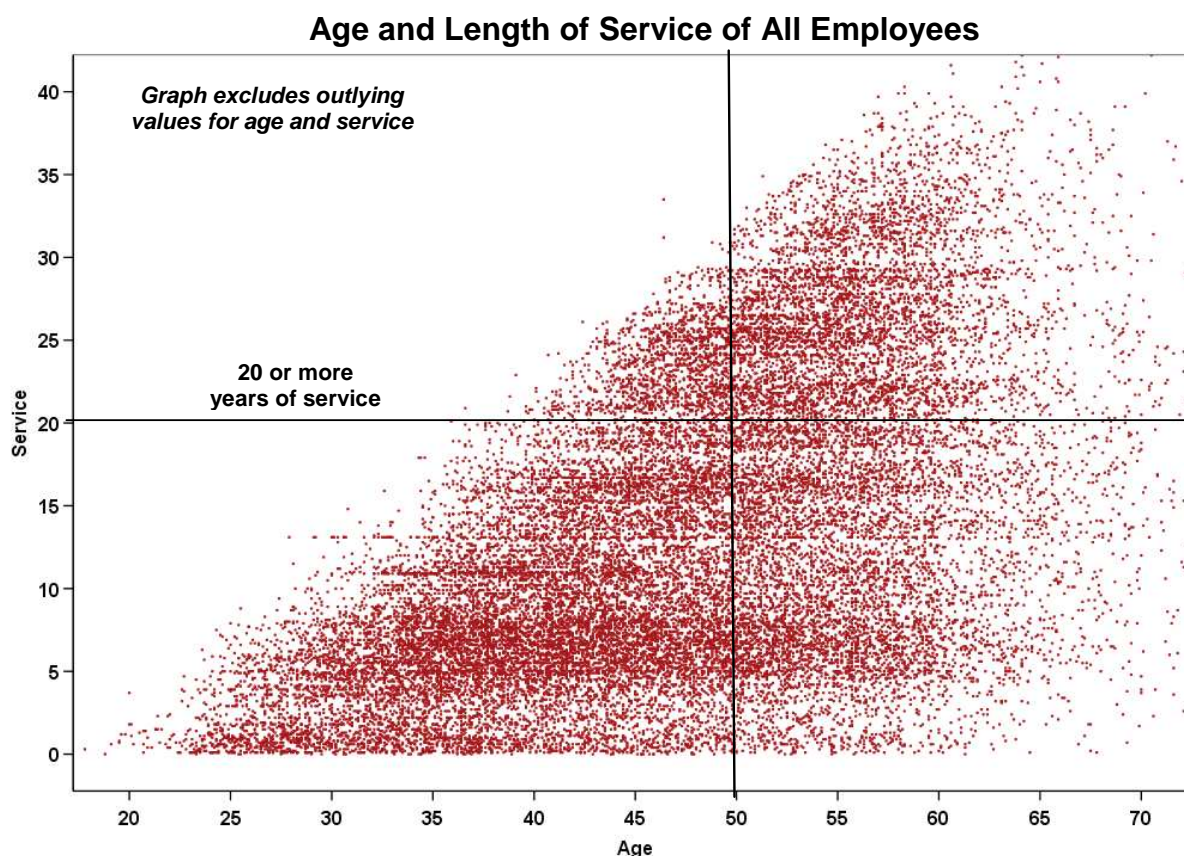
Employees on Promotive Leave

Years of Leave	Number of Employees		
	2005	2006	% Change
<1	224	405	80.8%
1-2	120	180	50.0%
2-3	104	88	-15.4%
3-4	94	63	-33.0%
4-5	23	19	-17.4%
5-6	16	22	37.5%
6-7	16	12	-25.0%
7-8	22	17	-22.7%
8-9	10	9	-10.0%
9-10	6	17	183.3%
>10	81	75	-7.4%
Total Employees	716	907	26.7%
Average Years	3.6	2.9	-19.4%

Source: HR Information System

2.3.13 Age and Length of Service of All Employees

- The chart below shows all current employees by age and length of service. The upper right quadrant shows employees who are currently eligible to retire because they are 50 or older and have 20 or more years of service.
- The density of certain horizontal bands indicates years or periods of particularly low or high hiring. For example, the plot is denser in the band of employees who have four to eight years of service, indicating high levels of hiring five to nine years ago, and lighter for those who have two to three years of experience, indicating fewer hires three to four years ago.



2.3.14 Average Age and Length of Service by Department

- The average age of employees Citywide is 47.2 years old. For the three largest departments, the average age is as follows:
 - Public Health: 47.7 years old
 - MTA- Municipal Railway: 49.3 years old
 - Police: 44 years old

- The average age among employees by department ranges from 37.4 in Economic & Workforce Development to 51.4 at the War Memorial.
- The average length of service (LOS) Citywide for employees is 13.1 years. For the three largest departments, the average length of service is:
 - Public Health: 12.5 years
 - MTA- Municipal Railway: 13.5 years
 - Police: 16.1 years
- The average length of service ranged from two years in the Children & Families Commission to 16.1 years at both the Police and Juvenile Probation departments.

Average Age and Length of Service of Employees by Department

Department Title	Total EEs	Average Age	Average LOS
ADMIN SERVICES	369	48.2	11.2
ADULT PROBATION	101	48.0	14.9
AIRPORT	1,292	49.5	11.6
ARTS COMMISSION	26	48.8	8.7
ASIAN ART MUSEUM	55	46.5	6.8
ASSESSOR / RECORDER	116	49.7	13.9
BOARD OF SUPERVISORS	53	41.6	10.1
CHILD SUPPORT SERVICES	130	47.0	11.2
CHILDREN & FAMILIES COMMISSION	10	39.5	2.0
CHILDREN, YOUTH & THEIR FAMILIES	34	37.6	3.5
CITY ATTORNEY	329	46.8	10.8
CITY PLANNING	141	43.0	9.8
CONTROLLER	169	46.5	11.8
DEPARTMENT OF BUILDING INSPECTION	273	49.6	11.9
DISTRICT ATTORNEY	251	46.3	12.5
ECONOMIC & WORKFORCE DEVELOPMENT	14	37.4	3.7
ELECTIONS	35	40.0	6.3
EMERGENCY COMMUNICATIONS DEPARTMENT	229	41.8	10.3
ENVIRONMENT	61	38.1	4.3
ETHICS	12	39.6	4.5
FINE ARTS MUSEUM	104	48.2	9.6
FIRE DEPARTMENT	1,701	43.8	14.0
GENERAL SERVICES AGENCY - PUBLIC WORKS	1,175	47.4	12.3
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	267	48.6	13.4
HEALTH SERVICE SYSTEM	32	49.7	10.9
HUMAN RESOURCES	159	48.1	12.7
HUMAN RIGHTS	38	50.6	14.5
HUMAN SERVICES AGENCY	1,758	47.4	12.1
JUVENILE PROBATION	240	49.3	16.1
MAYOR	123	40.8	6.9
MTA - MUNICIPAL RAILWAY	4,711	49.3	13.5
POLICE	2,531	44.0	16.1
PORT	216	50.3	14.1
PUBLIC DEFENDER	150	41.9	10.1
PUBLIC HEALTH	5,883	47.7	12.5
PUBLIC LIBRARY	708	45.1	13.4
PUBLIC UTILITIES	1,908	48.6	13.3
RECREATION & PARK	839	48.5	16.0
RENT ARBITRATION BOARD	29	51.3	11.5
RETIREMENT SYSTEM	70	50.2	13.6
SHERIFF	938	42.6	11.9
TREASURER/TAX COLLECTOR	218	48.3	11.1
WAR MEMORIAL	93	51.4	15.2
ALL OTHER DEPARTMENTS	31	45.0	8.4
Total	27,622		
Citywide Average		47.2	13.1
Source: HR Information System			

2.3.15 Retirement Milestones by Major Service Area

- The retirement “milestones” in the following tables refer to combinations of age and years of service that represent minimum eligibility requirements. Each column shows the percentage of employees who have reached the milestone. An individual who is counted as being age 50 with 20 years of service or age 60 with ten years of service will also be counted in the 50 with 5 years of service column. The milestones are:
 - **50-5** = 50 years of age and having five years of service. All employees at this milestone can retire and receive post-retirement health insurance as well as a small monthly payment (monthly vesting retirement benefit). Police officers and firefighters at this milestone are eligible for a service retirement, which means a larger monthly retirement allowance.¹⁰
 - **50-20** = 50 years of age and having 20 years of service or **60-10** = 60 years of age and having 10 years of service. Employees at either of these milestones meet the minimum age and service requirements for miscellaneous employees (i.e. neither police officers nor firefighters) to retire and receive monthly retirement allowances.¹¹
- More detailed retirement risk projections for sworn personnel and miscellaneous employees will be addressed in a subsequent Workforce and Succession Planning Report. It will report separately on police officers and firefighters, who have different retirement provisions and are most likely to retire when they are eligible for the maximum retirement allowance.
- As of May 2006, CCSF employees grouped into MSAs have reached the following milestones presented below. Columns show the percentage of employees within a major service area which have reached the stated age and length of service; “50-5” is fifty years old with five years of service.
- MSA E Culture & Recreation and MSA A Public Protection have the highest percentage (20%) of employees that are at least 50 years old with 20 years of service. Each of the other MSAs has over 15% of employees at the same milestone.

¹⁰ Charter Sections A8.595, A8.596, A8.597 and A8.598 outline retirement provisions for sworn employees of the Police and Fire Departments. Sworn employees also vest in the City’s Retirement System with a minimum of 5 years of service and at least 50 years of age. The percentage for each year of credited service increases with the age of retirement, with a maximum retirement allowance of 90 percent of the employee’s final compensation for sworn employees.

¹¹ Charter Section A8.509 outlines retirement provisions for miscellaneous employees (generally employees who are not sworn employees of the Police or Fire Departments). Employees with a minimum of 5 years of service and at least 50 years of age are vested in the City’s Retirement System. However, eligibility requirements for retirement are 50 years of age and at least 20 years of service or 60 years of age and at least 10 years of service. The percentage for each year of credited service increases with the age of retirement, with a maximum retirement allowance of 75 percent of the employee’s final compensation for miscellaneous employees.

- MSA B Public Works, Transportation, & Commerce has the greatest percentage (8%) of employees that has reached the milestone of at least 60 years old and at least 10 years of service.

Retirement Milestones by MSA Based on Age and Length of Service

Major Service Area (MSA)	Total # of EEs	% of EEs by Age & LOS		
		% 50-5	% 50-20	% 60-10
A: Public Protection	6,141	27%	20%	3%
B: Public Works, Transportation, & Commerce	9,599	44%	19%	8%
C: Human Welfare & Neighborhood Development	2,066	37%	16%	7%
D: Community Health	5,883	40%	17%	7%
E: Culture & Recreation	1,833	40%	20%	7%
F: General Administration & Finance	2,100	37%	15%	7%
Grand Total	27,622			
Source: HR Information System				

2.3.16 Retirement Milestones by Department

- Citywide, 38% of employees are eligible for a vesting retirement (i.e. are at the 50-5 milestone), and at least 18% are eligible for full retirement benefits (i.e. are at the 50-20 or 60-10 milestone). By comparison, in the City and County of Denver, 11.6% of the workforce was eligible for retirement¹² as of December 2005.
- In the Police Department, almost one quarter (24%) of current employees are at least 50 years old and have 20 years of service. In the Recreation & Park and Juvenile Probation departments, over 25% of employees have reached this milestone.

¹² In Denver, a normal unreduced retirement is at age 65. The earliest retirement age is 55. An employee's benefit may be reduced 3% for each year under age 65 (30% at age 55) unless the employee has reached the Rule-of-75 (years of service + age = 75). An employee is vested (i.e. eligible to receive retirement benefits) after five (5) years of credited service with the City and County of Denver. There are no minimum service requirements for members age 65.

Retirement Milestones by Department Based on Age and Length of Service

Department	Total # of EEs	% of EEs by Age & LOS		
		% 50-5	% 50-20 (sort order)	% 60-10
HUMAN RIGHTS	38	50%	32%	13%
WAR MEMORIAL	93	58%	27%	13%
RECREATION & PARK	839	45%	26%	7%
JUVENILE PROBATION	240	45%	25%	8%
POLICE	2,531	29%	24%	3%
ADULT PROBATION	101	42%	24%	10%
RETIREMENT SYSTEM	70	44%	23%	11%
CONTROLLER	169	38%	22%	10%
MTA - MUNICIPAL RAILWAY	4,711	45%	21%	7%
PORT	216	50%	21%	9%
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	267	46%	21%	8%
FIRE DEPARTMENT	1,701	27%	20%	1%
PUBLIC UTILITIES	1,908	42%	19%	8%
CHILD SUPPORT SERVICES	130	37%	18%	8%
ASSESSOR / RECORDER	116	44%	18%	12%
HUMAN RESOURCES	159	41%	18%	3%
DISTRICT ATTORNEY	251	31%	18%	8%
PUBLIC HEALTH	5,883	40%	17%	7%
HUMAN SERVICES AGENCY	1,758	39%	16%	8%
PUBLIC LIBRARY	708	35%	16%	6%
GENERAL SERVICES AGENCY - PUBLIC WORKS	1,175	38%	15%	7%
DEPARTMENT OF BUILDING INSPECTION	273	45%	15%	10%
PUBLIC DEFENDER	150	19%	15%	2%
CITY ATTORNEY	329	30%	15%	5%
BOARD OF SUPERVISORS	53	26%	15%	4%
CITY PLANNING	141	26%	15%	2%
FINE ARTS MUSEUM	104	36%	14%	3%
TREASURER/TAX COLLECTOR	218	41%	14%	10%
RENT ARBITRATION BOARD	29	55%	14%	7%
AIRPORT	1,292	48%	13%	9%
HEALTH SERVICE SYSTEM	32	44%	13%	9%
ARTS COMMISSION	26	38%	12%	4%
EMERGENCY COMMUNICATIONS DEPARTMENT	229	17%	11%	3%
ADMIN SERVICES	369	40%	11%	6%
SHERIFF	938	21%	10%	2%
MAYOR	123	20%	7%	5%
ASIAN ART MUSEUM	55	24%	4%	5%
CHILDREN & FAMILIES COMMISSION	10	0%	0%	0%
CHILDREN, YOUTH & THEIR FAMILIES	34	3%	0%	3%
ECONOMIC & WORKFORCE DEVELOPMENT	14	7%	0%	0%
ELECTIONS	35	17%	0%	3%
ENVIRONMENT	61	8%	0%	0%
ETHICS	12	17%	0%	0%
ALL OTHER DEPARTMENTS	31	23%	10%	6%
Total Employees	27,622			
Average, All Department for Each Milestone		38%	18%	6%
Source: HR Information System				

2.3.17 Retirement Milestones by Union

- In 19 unions, 20% or more employees have at least 50 years of age and 20 years of service. In particular, for TWU Local 200 and Supervising Probation Officers Local 3, 50% or more of employees have reached this milestone. In five unions at least 10% of employees have reached the 60-10 milestone.

Retirement Milestones by Union Based on Age and Length of Service

Code	Union	Total # of EEs	% of EEs by Age & LOS		
			% 50-5	% 50-20 (sort order)	% 60-10
200	TWU Local 200, SEAM	260	71%	51%	8%
965	Supervising Probation Officers, Local 3	14	64%	50%	7%
858	Local 856, Teamsters - Supervising Nurse	110	66%	39%	15%
251	Local 250, TWU Miscellaneous	80	48%	38%	5%
003	Operating Engineers, Local 3	53	57%	34%	8%
040	Roofers, Local 40	10	40%	30%	0%
377	Iron Workers, Local 377	17	59%	29%	12%
006	Local 6, Electrical Workers	736	53%	29%	10%
651	SF Probation Officers Association	135	43%	25%	11%
911	Police Officers Association	2,183	27%	24%	2%
351	Municipal Executives Association	776	47%	24%	8%
104	Sheet Metal Workers, Local 104	44	61%	23%	2%
856	Local 856, Teamsters - Multi-Unit	97	44%	23%	6%
130	Local 1414, Machinists	375	55%	21%	7%
039	Local 39, Stationary Engineers	567	53%	21%	7%
004	Painters, Local 4	95	45%	21%	5%
798	Locals 798 & 799, Firefighters	1,597	25%	20%	1%
791	SEIU - Nurses	1,324	42%	20%	5%
793	Fire Rescue Paramedic, Local 793	15	47%	20%	7%
236	Carpenters, Local 22	98	52%	19%	6%
261	Local 261, Laborers International	942	36%	19%	5%
419	SFDA Investigators Association	54	31%	19%	9%
216	Teamsters, Local 853 Truck Drivers	149	43%	18%	9%
164	UAPD Physicians & Dentists	222	39%	17%	10%
253	TWU Local 250-A, Transit Operators	2,093	42%	16%	6%
021	Local 21, Professional & Technical Engineers	3,448	37%	16%	7%
790	SEIU Locals 250, 535, 790	10,189	40%	16%	8%
038	Local 38, Plumbers	308	39%	15%	9%
252	TWU Local 250-A, Automotive Service Workers	132	30%	15%	5%
311	Municipal Attorney's Association	427	26%	14%	4%
580	Cement Masons, Local 580	27	33%	11%	4%
718	Glaziers, Local 718	10	40%	10%	0%
498	SF Deputy Sheriff's Association	760	16%	8%	1%
034	Pile Drivers, Local 34	13	23%	8%	0%
016	Theatrical Stage Employees, Local 16	15	20%	7%	0%
002	Unrepresented Employees - Miscellaneous	69	26%	6%	4%
929	SF Building Inspectors	74	42%	4%	8%
001	Unrepresented Employees - Management	68	12%	1%	4%
007	Brick Layers & Hod Carriers	15	33%	0%	0%
	All Other Unions	21	57%	38%	5%
Total Employees		27,622			
Average, All Department for Each Milestone			38%	18%	6%
Source: HR Information System					

2.3.18 Characteristics of FY 2004-05 Applicants and Applications

- This section describes applicants to, and applications for, city employment during FY 2004-05.¹³ While the City's Classification Plan has approximately 1,200 job classes, examinations are not conducted for each classification in each year; they are conducted where there is a need to hire. This means 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 in years when new recruits are sought. In FY 2004-05, the Municipal Transportation Agency conducted four large exams, for Transit Operators, Station Agents, Transit Operator Supervisors, and Transit Car Cleaners.
- This section does not include data on applicants for Q2 Police Officer, provisional or exempt positions, which are maintained separately. Q2 applicant data are described in section 2.3.19 below.
- The total number of applicants to City employment in FY 2004-05 was 14,532, and the total number of applications submitted was 24,460.
- A total of 3,318 applications were submitted by people who indicated they were City employees at the time of submittal.
- Each applicant submitted an average of 1.7 applications, with numbers ranging from a single submission to 32 applications submitted by one applicant.
- The proportion of applicants and applications from Bay Area county residents was the same—just over 92%. The largest group of applicants was San Francisco County residents (48.3%), followed by applicants residing in San Mateo (17.2%) and Alameda (11.0%) counties. Another 7.3% of applicants lived outside of the Bay Area.
- Comparing applications submitted to applicants by county of residence, San Francisco residents submitted more applications per person than applicants from any other county. For San Francisco residents, 2.0 applications were submitted to every one applicant. In comparison, the ratio was 1.6 applications to every one Alameda applicant, and one application to every one San Mateo applicant. The highest percentage of applications came from San Francisco County residents (56.1%), followed by Alameda (10.8%) and San Mateo (10.0%) Counties. Another 7.4% of applications were from outside of the Bay Area.

¹³ Data in the City's Applicant Tracking and Referral System are for permanent civil service examinations only. This section does not include applicant or application data for provisional and exempt positions, which are maintained separately by departments.

Applicants & Applications by County of Residence

Residence	Applicants		Applications	
	Number	%	Number	%
Bay Area Counties				
Alameda	1,605	11.0%	2,647	10.8%
Contra Costa	1,126	7.7%	1,822	7.4%
Marin	123	0.8%	238	1.0%
Napa	37	0.3%	54	0.2%
San Francisco	7,026	48.3%	13,710	56.1%
San Mateo	2,495	17.2%	2,451	10.0%
Santa Clara	338	2.3%	630	2.6%
Solano	570	3.9%	905	3.7%
Sonoma	79	0.5%	151	0.6%
Subtotal Bay Area Counties	13,399	92.2%	22,608	92.4%
Outside of Bay Area	1,077	7.3%	1,799	7.4%
Unknown*	56	0.4%	53	0.2%
Total	14,532	100%	24,460	100%

Source: Applicant Tracking and Referral System
 * Denotes data that were missing, miscoded, or not available.

2.3.19 Characteristics of Q2 Police Officer Applicants

- During FY 2005-06, the police officer examinations team moved from the Police Department to the Department of Human Resources. Data here are for applicants to the entry level (Q2) police officer position November 2005 through April 2006. The total number of applicants during that time was 3,929.
- A higher proportion of Q2 applicants—22%—lived outside the Bay Area than applicants for other positions, of which 92% lived in the Bay Area. The largest number of Q2 applicants were San Francisco County residents (31%), followed by applicants residing in San Mateo and Alameda counties, 17% and 12% respectively.

Residence of Q2 Police Officer Applicants

Residence	Number	%
Bay Area Counties		
Alameda County	453	12%
Contra Costa	377	10%
Marin	68	2%
Napa	11	0%
San Francisco	1,214	31%
San Mateo	662	17%
Santa Clara	169	4%
Solano	27	1%
Sonoma	99	3%
Subtotal Bay Area Counties	3,080	78%
Outside of Bay Area	849	22%
Total Q2 Police Officer Applicants	3,929	100%

Source: Applicant Tracking and Referral System

2.3.20 Applications and Job Classes for FY 2004-05

- In FY 2004-05, there were five or fewer applications received for 45% of the classifications for which the City received applications. In addition, eight job classes (2%) received over 500 applications per class.

Job Classes Receiving Applications

Number of Applications Received	Number of Classes	%
500 or more	8	2%
100 - 499	56	14%
50 - 99	41	11%
6 - 49	110	28%
5 or fewer	174	45%
Total	389	100%
Source: Applicant Tracking and Referral System		

- As mentioned above, Q2 Police Officer applications are not included in this section.
- 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 close dates.
- Applications to the ten classifications in the table below constituted 20% of all applications received.

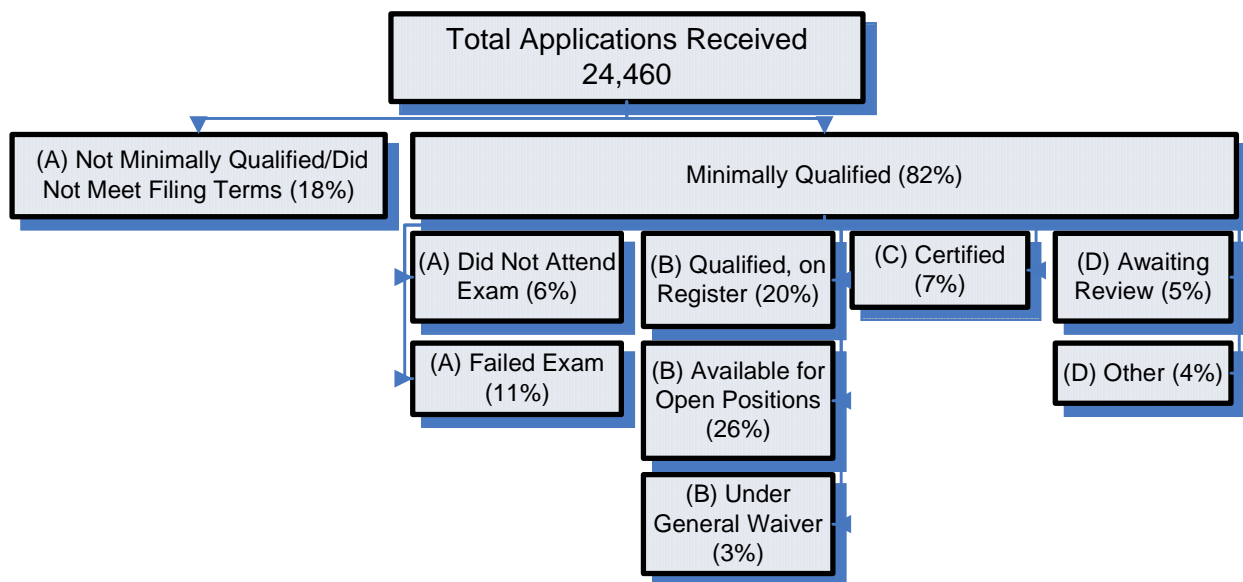
10 Job Classes Receiving Most Applications

Job Class	Title	Number	%
9102	Transit Car Cleaner	2,228	4.7%
9131	Station Agent, Municipal Railway	1,719	3.7%
9163	Transit Operator	973	2.1%
1424	Clerk Typist (partial year)	862	1.8%
9139	Transit Supervisor	843	1.8%
2903	Eligibility Worker (continuously open)	774	1.6%
1426	Senior Clerk Typist	608	1.3%
5201	Junior Engineer (continuously open)	521	1.1%
8238	Public Safety Communications Dispatcher	460	1.0%
3630	Librarian 1 (continuously open)	420	0.9%
Total Applications Received for Top 10 Classes		9,408	20.0%
Source: Applicant Tracking and Referral System			

2.3.21 Application Status

- Of the 24,460 applications received during FY 2004-05, 20,073 applications (82%) were deemed minimally qualified, while 4,386 applications (18%) were rejected because they either did not meet the filing terms (e.g. were late) or were not minimally qualified.

- Group A: Six percent did not attend the exam and 11% failed the exam. Including those that were rejected for failure to meet filing terms or minimum qualifications, 35% of applications were eliminated from the selection process.
- Group B: A total of 49% of applications could lead to hires, because they were available for open positions (26%), qualified and on a register (20%), or were under general waiver (3%).
- Group C: 1,620 applications (7%) resulted in hires, meaning they were certified as Permanent Civil Service (PCS).
- Group D: The status of 9% of applications is not finally resolved.



Status of Applications

Disposition	Number	%
A - Did Not Attend Exam	1,515	6%
A - Failed Exam	2,673	11%
A - Failed to Meet Filing Terms/Min. Qualifications	4,386	18%
A - Subtotal, eliminated from selection	8,574	35%
B - Available for Open Positions	6,272	26%
B - Qualified, On Register	4,969	20%
B - Under General Waiver	714	3%
B - Subtotal, could be hired	11,955	49%
C - Certified (i.e. hired permanently)	1,620	7%
D - Awaiting Review	1,212	5%
D - Other	1,099	4%
D - Subtotal, application not resolved	2,311	9%
Total Applications	24,460	100%
Source: Applicant Tracking and Referral System		

2.4 Workforce Trends – FY 2001-02 to FY 2005-06

This section examines trends in workforce demographics, new hires, separations, and turnover rates over the last five fiscal years. As with section 2.3 Workforce Characteristics, data are for employees of all City departments, including the MTA, but excluding the San Francisco Unified School District and Community College District, the Trial Courts, as well as Board members, commissioners, elected officials, and temporary exempt employees with as-needed schedules.

2.4.1 Employees by Appointment Status

- Between FY 2001-02 and FY2005-06, the percentage of the workforce with Permanent Civil Service (PSC) status employees decreased by 0.1%. During the same period, there was an increase of 0.9% in Temporary Provisional (TPV) employees

Employees by Appointment Status from FY02 through FY06

Appointment Status	% FY02	% FY03	% FY04	% FY05	% FY06	Change Between FY02 and FY06
PCS - Permanent Civil Service	87.3%	87.2%	88.2%	88.6%	87.2%	-0.1%
PEX - Permanent Exempt	6.0%	5.8%	5.6%	5.7%	6.0%	-0.1%
TPV - Temporary Provisional	3.9%	4.4%	4.0%	3.6%	4.8%	0.9%
TEX - Temporary Exempt (1)	2.7%	2.5%	2.0%	2.0%	1.9%	-0.8%
Other	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%
Total Employees	29,505	29,402	28,515	27,568	27,622	
Source: HR Information System; (1) "Other" includes Temporary Civil Service (TCS), Non Civil Service (NCS), Rehired (REH), and Temporary Limited Term (TLT).						

2.4.2 Employees by Major Service Area

- Between FY 2001-02 and FY 2005-06, the proportion of employees working in MSA B Public Works, Transportation, & Commerce, and MSA E Culture & Recreation, decreased 0.3% and 0.8%, respectively. MSA C Human Welfare & Neighborhood Development had the largest change in proportion of total workforce (0.6%) over the same period.

Employees by Major Service Area from FY02 through FY06

Major Service Area (MSA)	% FY02	% FY03	%FY04	%FY05	% FY06	Change Between FY02 and FY06
A: Public Protection	22.2%	22.1%	22.1%	22.2%	22.2%	0.0%
B: Public Works, Transportation, & Commerce	35.1%	34.8%	35.0%	35.1%	34.8%	-0.3%
C: Human Welfare & Neighborhood Development	6.9%	7.1%	7.1%	7.1%	7.5%	0.6%
D: Community Health	20.9%	21.2%	21.1%	21.4%	21.3%	0.4%
E: Culture & Recreation	7.4%	7.3%	7.1%	6.8%	6.6%	-0.8%
F: General Administrative & Finance	7.5%	7.5%	7.5%	7.4%	7.6%	0.1%
Total Employees	29,505	29,402	28,515	27,568	27,622	

Source: HR Information System

2.4.3 Employees by Department

- Between FY 2001-02 and FY 2005-06, the City's workforce decreased by 1,883 employees.
- Fifteen departments had an increase in staffing levels between FY 2001-02 and FY 2005-06, while 26 departments saw a decrease. The Department of Elections had the largest proportional change in staffing levels (106%). Some changes in workforce size within specific departments were due to movement of staff among departments.

Employees by Department from FY02 through FY06

Department	EEs as a % of Total EEs for Each FY					% Change FY02 and FY06
	FY02	FY03	FY04	FY05	FY06 (sort order)	
Public Health	6,159	6,246	6,020	5,907	5,883	-4.5%
MTA- Municipal Railway	5,446	5,392	5,209	4,926	4,711	-13.5%
Police	2,727	2,643	2,581	2,516	2,531	-7.2%
Public Utilities	1,666	1,710	1,814	1,855	1,908	14.5%
Human Services Agency ¹	1,589	1,601	1,577	1,652	1,758	10.6%
Fire Department	1,895	1,894	1,768	1,717	1,701	-10.2%
Airport	1,445	1,391	1,269	1,280	1,292	-10.6%
GSA- Public Works	1,230	1,213	1,178	1,150	1,175	-4.5%
Sheriff	960	960	984	919	938	-2.3%
Recreation & Park	1,119	1,064	995	883	839	-25.0%
Public Library	848	810	787	741	708	-16.5%
Administrative Services	416	411	390	362	369	-11.3%
City Attorney	358	336	336	330	329	-8.1%
Dept of Building Inspection	270	253	255	248	273	1.1%
GSA- TeleComm&Info Svcs	331	323	315	275	267	-19.3%
District Attorney	274	254	243	242	251	-8.4%
Juvenile Probation	294	281	257	244	240	-18.4%
Emergency Communications Dept	162	207	216	225	229	41.4%
Treasurer/Tax Collector	176	182	201	210	218	23.9%
Port	251	244	228	211	216	-13.9%
Controller	152	153	149	151	169	11.2%
Human Resources ²	209	208	189	176	159	-23.9%
Public Defender	115	121	140	141	150	30.4%
City Planning	139	138	135	116	141	1.4%
Child Support Services	147	143	139	134	130	-11.6%
Mayor	152	151	131	124	123	-19.1%
Assessor/Recorder	127	123	122	109	116	-8.7%
Fine Arts Museum	63	63	57	70	104	65.1%
Adult Probation	130	130	113	107	101	-22.3%
War Memorial	90	93	94	95	93	3.3%
Retirement System	70	76	76	79	70	0.0%
Environment	40	52	61	60	61	52.5%
Asian Art Museum	28	63	60	49	55	96.4%
Board of Supervisors	58	58	56	55	53	-8.6%
Human Rights	45	46	43	41	38	-15.6%
Elections	17	34	29	31	35	105.9%
Children, Youth, & Their Families	35	55	32	27	34	-2.9%
Health Service System ²	-	-	-	-	32	n/a
Rent Arbitration Board	29	33	28	28	29	0.0%
Arts Commission	34	34	30	27	26	-23.5%
Economic & Workforce Dev	32	31	18	10	14	-56.3%
Ethics	9	10	9	10	12	33.3%
Children & Families Commission	9	8	9	9	10	11.1%
Academy of Sciences	11	10	9	8	8	-27.3%
Civil Service	7	6	6	6	7	0.0%
Dept on the Status of Women	6	9	6	5	6	0.0%
Board of Appeals	4	4	4	4	5	25.0%
Taxi Commission	-	4	5	3	5	n/a
Aging & Adult Services ¹	131	131	142	-	-	-100.0%
Total Employees	29,505	29,402	28,515	27,568	27,622	-6.4%

Source: HR Information System

1- In FY 2004-05, the department of Aging & Adult Services became part of the Human Services Agency

2- In FY 2005-06, the Health Service System became a distinct department from the Department of Human Resources.

2.4.4 Citywide Average Age and Length of Service

- The average age for City employees rose from 45.9 years old in FY 2001-02 to 47.2 years old in FY 2005-06, and the average length of service increased from 12 years to 13.1 years.

Citywide Average Age and Length of Service

Characteristic	FY02	FY03	FY04	FY05	FY06	Five Year Average
Citywide Average Age	45.9	46.2	46.7	47.0	47.2	46.6
Citywide Average Length of Service	12.0	12.3	12.7	13.0	13.1	12.6
Source: HR Information System						

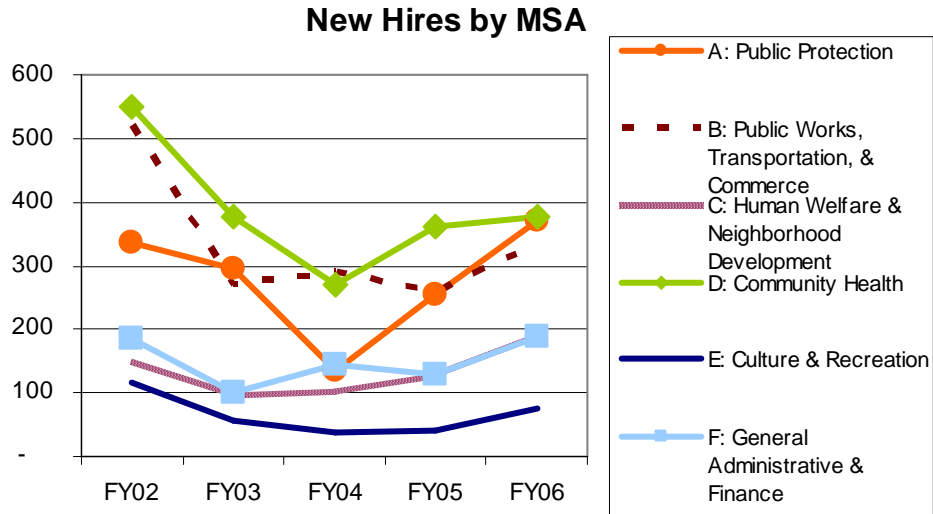
2.4.5 New Hires by MSA

- New hires refer to employees who are new to City service. They exclude hires of temporary exempt (TEX) employees as well as movements of existing employees among departments through reassignments, transfers, promotions, demotions, and rehires made within a week of a prior appointment.
- In each of the last five years, except for FY 2005-06, MSA D Community Health had the highest number of new hires, followed by MSA B Public Works, Transportation, & Commerce and MSA A Public Protection.

New Hires by MSA

Major Service Area	FY02	FY03	FY04	FY05	FY06	Total
A: Public Protection	337	296	136	254	372	1,395
B: Public Works, Transportation, & Commerce	521	269	290	259	333	1,672
C: Human Welfare & Neighborhood Development	149	95	102	126	189	661
D: Community Health	550	376	269	361	376	1,932
E: Culture & Recreation	117	58	38	42	74	329
F: General Administrative & Finance	185	99	143	130	190	747
Total	1,859	1,193	978	1,172	1,534	6,736
Source: HR Information System						

- All MSAs except MSA B Public Works, Transportation & Commerce experienced the lowest level of new hires in either FY 2002-03 or FY 2003-04, which demonstrates how departments slowed their hiring before the years with the largest number of layoffs, FY 2003-04 and FY 2004-05.



2.4.6 New Hires by Department

- Public Health and MTA had the largest number of new hires steadily over the last five years. Smaller departments with low turnover had few or no hires, including the Civil Service Commission, Board of Appeals, and the Academy of Sciences. Turnover rates are presented in sections 2.4.13 through 2.4.17.
- The largest number of rehires during the period occurred in FY 2005-06. In that year, rehires of employees accounted for at least a quarter of total new hires at eight departments, including 50% at the Taxi Commission.

New Hires by Department

Dept	Title	FY02	FY03	FY04	FY05	FY06	Total
AAM	ASIAN ART MUSEUM	3	27	1	1	6	38
ADM	ADMIN SERVICES	25	25	8	15	22	95
ADP	ADULT PROBATION	4	2	1			7
AGE	AGING & ADULT SERVICES	3	1	2			6
AIR	AIRPORT	34	18	21	50	43	166
ART	ARTS COMMISSION	6	1		2	2	11
ASR	ASSESSOR / RECORDER	3	7	9	4	13	36
BOS	BOARD OF SUPERVISORS	9	9	14	12	7	51
CAT	CITY ATTORNEY	33	14	34	15	25	121
CFC	CHILDREN & FAMILIES COMMISSION	3	2		3	3	11
CHF	CHILDREN, YOUTH & THEIR FAMILIES	12	5	1	4	10	32
CON	CONTROLLER	16	11	9	31	20	87
CPC	CITY PLANNING	23	2	3	5	30	63
CSC	CIVIL SERVICE					2	2
CSS	CHILD SUPPORT SERVICES	22	3	7	13	9	54
DAT	DISTRICT ATTORNEY	10	7	10	23	22	72
DBI	DEPARTMENT OF BUILDING INSPECTION	7	3	14	6	30	60
DPH	PUBLIC HEALTH	550	376	269	361	376	1,932
DPW	GENERAL SERVICES AGENCY - PUBLIC WORKS	26	33	14	29	46	148
DSS	HUMAN SERVICES AGENCY	96	64	72	93	154	479
ECD	EMERGENCY COMMUNICATIONS DEPARTMENT	19	48	40	43	47	197
ECN	ECONOMIC & WORKFORCE DEVELOPMENT	2	1	2	3	3	11
ENV	ENVIRONMENT	10	14	20	11	8	63
ETH	ETHICS		1		1	1	3
FAM	FINE ARTS MUSEUM				2	12	14
FIR	FIRE DEPARTMENT	70	92	2	80	75	319
HRC	HUMAN RIGHTS		1		1		2
HRD	HUMAN RESOURCES	9	7	4	6	16	42
HSS	HEALTH SERVICE SYSTEM					4	4
JUV	JUVENILE PROBATION	5		1	1	1	8
LIB	PUBLIC LIBRARY	24	7	18	11	18	78
MTA	MTA - MUNICIPAL RAILWAY	353	146	120	67	86	772
MYR	MAYOR	20	8	32	19	18	97
PAB	BOARD OF APPEALS	1				1	2
PDR	PUBLIC DEFENDER	14	19	28	5	13	79
POL	POLICE	105	86	48	91	152	482
PRT	PORT	18	7	3	5	17	50
PUC	PUBLIC UTILITIES	80	60	116	99	101	456
REC	RECREATION & PARK	80	23	19	25	36	183
REG	ELECTIONS	2	1	1	1	1	6
RET	RETIREMENT SYSTEM	1	3	7	3	7	21
RNT	RENT ARBITRATION BOARD		4			2	6
SCI	ACADEMY OF SCIENCES	1					1
SHF	SHERIFF	110	42	6	11	62	231
TIS	GENERAL SVCS AGENCY - TELECOM&INFO SVCS	34	5	15	6	16	76
TTX	TREASURER/TAX COLLECTOR	10	6	7	12	8	43
TXC	TAXI COMMISSION		1			6	7
WAR	WAR MEMORIAL	3			1		4
WOM	DEPARTMENT OF THE STATUS OF WOMEN	3	1		1	3	8
Total		1,859	1,193	978	1,172	1,534	6,736
Source: HR Information System							

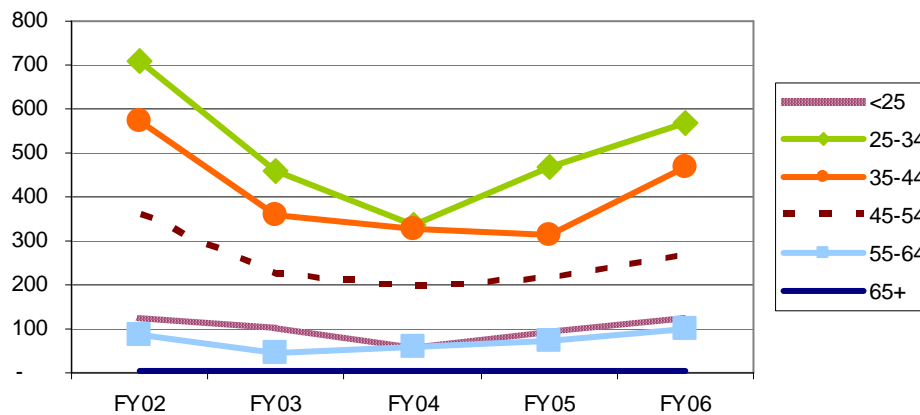
2.4.7 New Hires by Age Group

- Hiring was highest in all years among the 25-34 age group, followed by the 35-44 and 45-54 age groups. Hiring was lowest in all years among the 65+ age group, slightly higher among the 55-64 age group, and low but growing in the under 25 group.

Group	FY02	FY03	FY04	FY05	FY06	Total
<25	129	103	58	97	128	515
25-34	709	458	335	466	568	2,536
35-44	573	357	326	314	466	2,036
45-54	360	225	194	214	269	1,262
55-64	85	47	60	75	99	366
65+	3	3	5	6	4	21
Total	1,859	1,193	978	1,172	1,534	6,736

Source: HR Information System

New Hires by Age Group



2.4.8 New Hires by County of Residence

- As with current employees, nearly all (95.3%) newly hired employees in the past five years lived in Bay Area counties at the time of hire. It is possible that new employees moved after they were hired.
- On average, compared to all current employees (section 2.3.10), employees hired within the past five years are more likely to be residents of San Francisco or Alameda counties, and less likely to be residents of San Mateo or Contra Costa counties.

New Hires by County of Residence

County	FY02	FY03	FY04	FY05	FY06	Five Year Average	% of Average
Bay Area Counties							
Alameda	241	149	120	157	190	171	12.7%
Contra Costa	172	84	67	119	118	112	8.3%
Marin	50	40	29	32	33	37	2.7%
Napa	10	2	1	3	-	3	0.2%
San Francisco	856	522	495	531	767	634	47.1%
San Mateo	343	248	166	204	304	253	18.8%
Santa Clara	19	17	19	20	32	21	1.6%
Solano	55	42	22	36	31	37	2.8%
Sonoma	17	17	6	20	14	15	1.1%
Subtotal Bay Area Counties	1,763	1,121	925	1,122	1,489	1,284	95.3%
Outside of Bay Area	96	72	53	50	45	63	4.7%
Total	1,859	1,193	978	1,172	1,534	1,347	100.0%

Source: HR Information System

2.4.9 Separations by Reason

- Separations reflect the proportion of City employees who leave City employment each year. These separations can either be voluntary or involuntary. In this section, a number of record types have been excluded in order to capture the original reason an employee left City employment.¹⁴
- The total number of separations decreased in FY 2002-03, due to a large (22%) drop in resignations with satisfactory service, perhaps due to the tighter labor market conditions at that time. Total separations increased slightly in FY 2003-04 due to layoffs, spiked in FY 2004-05 due to layoffs and a particularly large number of retirements, and returned to FY 2003-04 levels in FY 2005-06.
- Between FY 2001-02 and FY 2005-06, a total of 487 layoffs were processed, with a peak of 263 layoffs in FY 2004-05. In FY 2005-06, layoffs returned to their pre-peak level of slightly less than thirty.
- On average, between FY 2001-02 and FY 2005-06 there were approximately 775 retirements per year, with a peak of 946 retirements in FY 2004-05. In FY 2003-04 the City implemented an Early Retirement Program to mitigate the impact of layoffs.

¹⁴ For example, an employee may be laid off or resign with satisfactory service, and later within the fiscal year, decide to retire and begin receiving retirement benefits. In such cases where there are two separation records within the same fiscal year, the table below captures only the first. Also, all separations of temporary exempt employees are excluded (not just those with an as-needed schedule as in the above tables) because of DHR's administrative policy prior to July 1, 2005 to separate them at the end of the fiscal year in order to comply with the City Charter limit of 1,040 hours worked per temporary exempt appointment in a fiscal year.

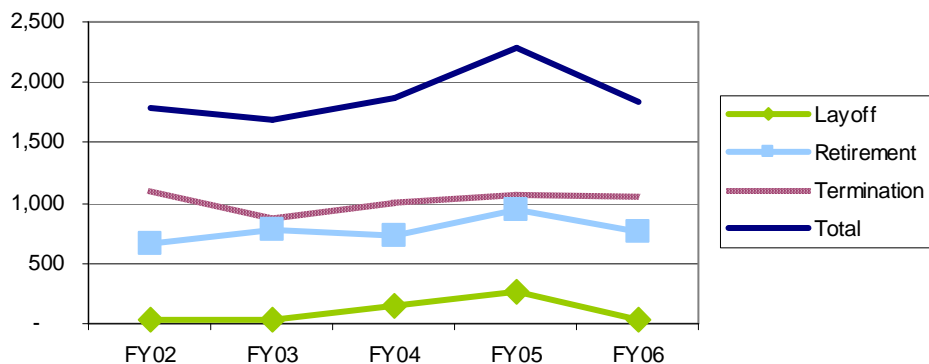
Employees in layoff job classes meeting age and service requirements were offered an opportunity to retire up to three years early, thus allowing the City to limit involuntary layoffs.

- The number of terminations remained relatively stable throughout the period, except for a notable decrease in FY 2002-03, due largely to the drop in the number of resignations noted above.

Total Separations by Reason							
Action	Reason Description	FY02	FY03	FY04	FY05	FY06	Total
Total Layoffs, All Reasons		26	28	141	263	29	487
RET	Early Retirement	-	-	7	124	68	199
	Normal Retirement	613	722	681	788	683	3,487
	Other	43	51	42	34	13	183
Total Retirements, All Reasons		656	773	730	946	764	3,869
TER	Death	55	72	103	88	82	400
	Dismissal of Permanent Employee	37	36	40	29	42	184
	Release from Probation	123	73	63	60	82	401
	Release - NCS, TPV, Exempt	40	47	70	46	32	235
	Resign - Satisfactory Service	765	594	618	753	721	3,451
	Resign - Unsatisfactory Service	33	24	27	24	22	130
	Other	57	39	83	76	71	326
	Total Terminations, All Reasons		1,110	885	1,004	1,076	1,052
Total, All Actions		1,792	1,686	1,875	2,285	1,845	9,483

Source: HR Information System

Total Separations



- On average over the last five fiscal years, 80% of separations were voluntary, and 20% of separations were involuntary.

Total Voluntary and Involuntary Separations

	FY02		FY03		FY04		FY05		FY06		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Voluntary	1,463	82%	1,395	83%	1,398	75%	1,754	77%	1,536	83%	7,546	80%
Involuntary	329	18%	291	17%	477	25%	531	23%	309	17%	1,937	20%
Total	1,792		1,686		1,875		2,285		1,845		9,483	

Source: HR Information System

2.4.10 Voluntary Separations

- Voluntary separations are defined as those that are voluntary on the part of the employee. With the exception of resignations with unsatisfactory service, these are separations that the City could influence through additional retention programs. It is likely that a portion of resignations with satisfactory service are related to conduct and performance problems; the City would not choose to address these cases through retention programs. Between FY 2001-02 and FY 2005-06, voluntary separations peaked in FY 2004-05, due to early retirements and higher numbers of regular retirements and resignations.

Voluntary Separations							
Action	Reason Description	FY02	FY03	FY04	FY05	FY06	Total
RET	Early Retirement	-	-	7	124	68	199
	Normal Retirement	613	722	681	788	683	3,487
	Other	43	51	42	34	13	183
Total Retirements, All Reasons		656	773	730	946	764	3,869
TER	Resign - Satisfactory Service	765	594	618	753	721	3,451
	Resign - Unsatisfactory Service	33	24	27	24	22	130
	Other	9	4	23	31	29	96
Total Terminations, All Reasons		807	622	668	808	772	3,677
Total, All Actions		1,463	1,395	1,398	1,754	1,536	7,546

Source: HR Information System

2.4.11 Involuntary Separations

- Involuntary separations are defined as those that are not voluntary on the part of the employee. Between FY 2001-02 and FY 2005-06, involuntary separations peaked in FY 2004-05 due to layoffs.

Involuntary Separations							
Action	Reason Description	FY02	FY03	FY04	FY05	FY06	Total
Total Layoffs, All Reasons		26	28	141	263	29	487
TER	Death	55	72	103	88	82	400
	Dismissal of Permanent Employee	37	36	40	29	42	184
	Release from Probation	123	73	63	60	82	401
	Release - NCS, TPV, Exempt	40	47	70	46	32	235
	Other	48	35	60	45	42	230
Total Terminations, All Reasons		303	263	336	268	280	1,450
Total, All Actions		329	291	477	531	309	1,937

Source: HR Information System

2.4.12 Age at Separation

- The average age at separation increased 4.4% between FY 2001-02 and FY 2005-06, from 48.2 years to 50.3 years.

Average Age at Separation	
Fiscal Year	Age
FY02	48.2
FY03	50.2
FY04	50.6
FY05	51.2
FY06	50.3
Average all years	50.2

Source: HR Information System

- Employees who retired were older than those who were laid off or terminated for any reason. The average age of employees who retired was approximately 60, those who terminated employment for other reasons were approximately 43, and those laid off were 46 on average. By comparison, the average age at retirement for the City and County of Denver was 60.8 years.

Average Age of Separation by Action						
Action	FY02	FY03	FY04	FY05	FY06	5-Year Avg
Layoff	43.0	43.8	45.8	46.6	52.2	46.4
Retirement	59.8	59.0	59.6	60.0	59.3	59.6
Termination	41.5	42.7	44.7	44.5	43.6	43.4
All Actions	48.2	50.2	50.6	51.2	50.3	50.2

Source: HR Information System

2.4.13 Turnover Rate

- Turnover rates are calculated by dividing the total number of separations in a fiscal year by the average number of employees in the year. Two points in time in each fiscal year—October 1 and April 1—were used to calculate the average number of employees. These are points during the year when there are not typically large changes in employee numbers, as there are at the start and end of the calendar and fiscal year cycles.
- According to a 2002 survey on turnover in public sector organizations conducted by the International Public Managers Association, average turnover was 8.1% among the 111 municipal jurisdictions surveyed and 7.9% among the 31 counties. Turnover in San Francisco during the last five years ranged from a low of 5.9% in FY 2002-03 to a high of 8.5% in FY 2004-05, and averaged 6.8% per year over the period.
- San Francisco’s FY 2001-02 turnover rate of 6.3% was just under the average turnover rate of 6.5% among jurisdictions participating in ICMA’s Center for Performance Measurement FY 2002 survey.
- Turnover is generally higher when labor market demand is high, in jurisdictions with a large number of employees reaching retirement age. It is generally lower among public safety employees.

Turnover Rate by Fiscal Year

FY02	FY03	FY04	FY05	FY06	Average
6.3%	5.9%	6.7%	8.5%	6.9%	6.8%
Source: HR Information System					

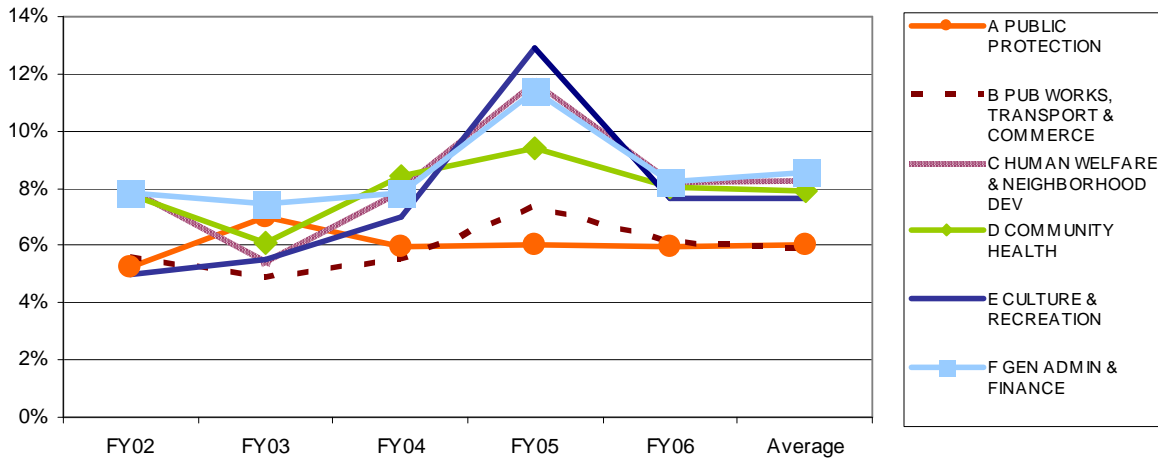
2.4.14 Turnover Rate by Major Service Area

- Average turnover during the last five fiscal years was highest in MSA F General Administration and Finance, and lowest in MSA B Public Works, Transportation and Commerce. Turnover spiked in FY 2004-05 in all MSAs except for MSA A Public Protection. The greatest one-year difference in turnover rates was in MSA E Culture & Recreation in FY 2004-05.

Turnover Rate by MSA

	FY02	FY03	FY04	FY05	FY06	Average
A PUBLIC PROTECTION	5.2%	7.0%	6.0%	6.0%	6.0%	6.0%
B PUBLIC WORKS, TRANSPORTATION & COMMERCE	5.6%	4.9%	5.5%	7.3%	6.1%	5.9%
C HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT	8.0%	5.3%	7.9%	11.8%	8.2%	8.2%
D COMMUNITY HEALTH	7.8%	6.1%	8.4%	9.4%	8.0%	7.9%
E CULTURE & RECREATION	5.0%	5.5%	7.0%	12.9%	7.7%	7.6%
F GENERAL ADMINISTRATION & FINANCE	7.8%	7.5%	7.9%	11.4%	8.3%	8.6%
Source: HR Information System						

Turnover Rate by MSA



2.4.15 Turnover Rate by Department

- Average turnover rates between FY 2001-02 and FY 2005-06 by department for the 30 largest departments in FY 2005-06 ranged from lows of 5.1% in the Police Department to 16.0% in the Mayor's Office. Turnover rates for smaller departments are not shown; rates vary dramatically from year to year because of their small size but may not be meaningful.
- Average turnover in the Mayor's Office (MYR) and Emergency Communications (ECD) was significantly higher than in all others. Higher turnover in the Mayor's Office is generally expected, given the high number of at will appointments. However, turnover rates in the Emergency Communications Department (ECD) were consistently high during the entire period, reflecting known recruitment and retention difficulties. Average turnover in the Planning Department (CPC), Recreation and Parks Department (REC), Child Support Services (CSS), and many other departments spiked in one or two fiscal years, particularly FY 2004-05.

Turnover Rates: 30 Largest Departments

Dept	Title	FY02	FY03	FY04	FY05	FY06	Average
MYR	MAYOR	10.1%	7.5%	24.7%	21.8%	15.9%	16.0%
ECD	EMERGENCY COMMUNICATIONS DEPARTMENT	11.3%	15.3%	16.9%	16.4%	17.9%	15.6%
CPC	CITY PLANNING	12.7%	5.0%	5.9%	14.3%	7.4%	9.1%
REC	RECREATION & PARK	5.3%	5.8%	8.3%	16.2%	9.1%	9.0%
CSS	CHILD SUPPORT SERVICES	4.2%	6.9%	8.0%	14.1%	10.8%	8.8%
CAT	CITY ATTORNEY	7.7%	7.6%	8.1%	10.2%	8.0%	8.3%
DAT	DISTRICT ATTORNEY	6.3%	10.1%	10.3%	6.8%	7.7%	8.2%
HRD	HUMAN RESOURCES	7.7%	4.5%	6.9%	14.4%	6.8%	8.0%
DPH	PUBLIC HEALTH	7.8%	6.1%	8.4%	9.4%	8.0%	7.9%
ADM	ADMIN SERVICES	8.7%	6.9%	7.0%	8.3%	7.7%	7.7%
PDR	PUBLIC DEFENDER	15.0%	7.7%	7.7%	2.8%	4.9%	7.6%
DSS	HUMAN SERVICES AGENCY	7.6%	4.8%	7.2%	10.6%	7.8%	7.6%
ASR	ASSESSOR / RECORDER	4.2%	10.0%	2.7%	12.1%	8.3%	7.4%
CON	CONTROLLER	6.6%	12.1%	2.7%	8.5%	6.4%	7.3%
TIS	GENERAL SVCS AGENCY - TELECOM&INFO SVCS	4.5%	4.4%	6.5%	11.9%	7.4%	6.9%
FAM	FINE ARTS MUSEUM	1.6%	0.0%	6.8%	13.1%	11.2%	6.5%
TTX	TREASURER/TAX COLLECTOR	5.4%	7.1%	4.7%	8.0%	6.4%	6.3%
PRT	PORT	5.4%	5.3%	6.8%	7.5%	5.6%	6.1%
WAR	WAR MEMORIAL	7.9%	4.4%	6.3%	7.5%	4.3%	6.1%
FIR	FIRE DEPARTMENT	4.4%	8.9%	5.8%	5.2%	5.8%	6.0%
DPW	GENERAL SERVICES AGENCY - PUBLIC WORKS	5.7%	5.5%	4.9%	9.4%	4.5%	6.0%
SHF	SHERIFF	7.2%	4.8%	5.2%	7.9%	4.9%	6.0%
MTA	MTA - MUNICIPAL RAILWAY	6.1%	4.7%	5.4%	7.1%	6.4%	5.9%
DBI	DEPARTMENT OF BUILDING INSPECTION	4.3%	5.2%	6.2%	9.1%	4.4%	5.8%
LIB	PUBLIC LIBRARY	4.5%	5.3%	4.2%	8.5%	5.9%	5.7%
PUC	PUBLIC UTILITIES	4.9%	4.6%	5.3%	6.8%	6.7%	5.6%
JUV	JUVENILE PROBATION	5.5%	5.9%	7.2%	5.7%	3.8%	5.6%
AIR	AIRPORT	4.6%	5.4%	5.8%	6.4%	5.3%	5.5%
ADP	ADULT PROBATION	2.3%	6.2%	6.6%	5.5%	6.8%	5.5%
POL	POLICE	4.4%	5.6%	4.7%	5.2%	5.5%	5.1%

Source: HR Information System

- Comparing some of the turnover rates above, with a sampling of three departments in Philadelphia, shows that turnover for FY 2005-06 in Philadelphia's City Planning (12.1%) was higher than San Francisco's City Planning (7.4%), was higher in Philadelphia's Revenue Collection (7%) compared to San Francisco's Treasurer/Tax Collector (6.4%), and also higher in Philadelphia's Auditing/Accounting (8.5%) than in San Francisco's Controller's Office (6.4%).

2.4.16 Turnover Rate by Age Group

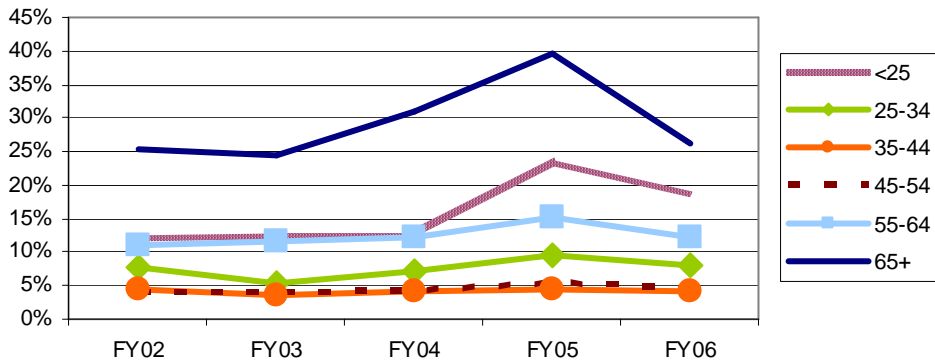
- Perhaps predictably, turnover rates between FY 2001-02 and FY 2005-06 were highest among employees in the 65+ and 55-64 age groups as employees became eligible for retirement. Turnover was also high among those under 25, a small group where separations were highest among new Q 2 Police Officers, 8300 Sheriff Cadets, and 2320 Nurses. Turnover was lowest among those in the 35-44 and 45-54 age groups. Rates spiked in FY 2004-05 for all but the 35-44 age group.

Turnover Rate by Age Group

	FY02	FY03	FY04	FY05	FY06	Average
<25	12.3%	12.6%	12.6%	23.7%	18.9%	16.0%
25-34	7.8%	5.5%	7.1%	9.5%	8.0%	7.6%
35-44	4.5%	3.5%	4.1%	4.5%	4.2%	4.2%
45-54	3.9%	4.0%	4.2%	5.4%	4.3%	4.4%
55-64	11.0%	11.7%	12.2%	15.3%	12.2%	12.5%
65+	25.4%	24.4%	31.0%	39.7%	26.3%	29.4%

Source: HR Information System

Turnover Rate by Age Group



2.4.17 Turnover Rate by Length of Service

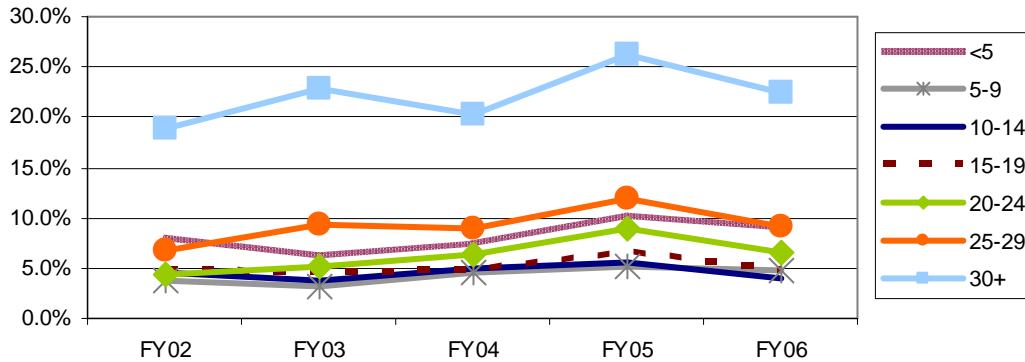
- In general, turnover rates from FY 2001-02 to FY 2005-06 corresponded to length of service; as years of service increased, and employees reached retirement eligibility, so did turnover. The only aberration was for employees with five or fewer years of service, which experienced turnover rates in between the 25-29 years and 20-24 years groups. In every year, turnover rates between FY 2001-02 and FY 2005-06 were largest among those with 30 or more years of service.

Turnover Rate by Length of Service

	FY02	FY03	FY04	FY05	FY06	Average
<5	8.2%	6.3%	7.6%	10.3%	9.1%	8.3%
5-9	3.9%	3.2%	4.6%	5.3%	4.8%	4.4%
10-14	4.6%	3.8%	5.0%	5.5%	4.0%	4.6%
15-19	4.8%	4.5%	4.8%	6.5%	4.9%	5.1%
20-24	4.4%	5.1%	6.4%	8.9%	6.6%	6.3%
25-29	6.8%	9.4%	8.9%	11.9%	9.2%	9.2%
30+	18.9%	22.9%	20.3%	26.2%	22.4%	22.2%

Source: HR Information System

Turnover Rate by Length of Service Group



2.4.18 Paid Leave

- Citywide total paid leave usage for the five major types of paid leave increased between FY 2001-02 and FY 2005-06, from 16.2% of hours to 16.7% of hours.¹⁵ All other types of paid leave outside of these five largest—including disability, educational, parental, jury duty, and other paid leaves—typically account for an additional 1%.
- Vacation constituted the largest portion of paid leave in all years, nearly 5.5% of total hours. In comparison, for Denver’s civilian employees¹⁶ 6% of hours were for vacation during 2005.

Citywide Leave Usage, Five Largest Types of Leave, FY02 - FY06

Citywide Average	Floating Holiday	Legal Holiday	Comp Time	Paid Sick Leave	Vacation	Total Paid Leave
FY02	1.3%	3.9%	1.3%	4.2%	5.5%	16.2%
FY03	1.5%	3.9%	1.3%	4.3%	5.6%	16.5%
FY04	2.8%	3.8%	1.1%	4.3%	5.4%	17.5%
FY05	2.7%	3.7%	1.1%	4.2%	5.4%	17.1%
FY06	2.5%	3.7%	1.1%	4.1%	5.3%	16.7%

Source: Controller's Office

- Total paid leave usage increased in all major service areas (MSAs) between FY 2001-02 and FY 2005-06, with the MSA A Public Protection having the highest total paid leave usage in FY 2005-06. This MSA includes the Police and Sheriff’s departments, which have a higher use of compensatory time used (that is, use of time earned in lieu of extra

¹⁵ The table “Citywide Leave Usage, Five Largest Types of Leave, FY 02-06” shows the weighted average among MSAs of the five major leave types.

¹⁶ Employees for the City and County of Denver are categorized as Civil Service, “uniformed” employees in the police and fire departments, or Career Service, “civilian” employees in all other departments, including those in the sheriff’s department.

pay for overtime hours worked). It excludes the Fire Department because firefighters receive a 7% premium in lieu of time off on legal holidays.

- During the FY 2001-02 to FY 2005-06 period, employees earned between 44 and 54 days off per year, or 17% to 21% paid time off, including 11 legal holidays, up to 10 floating holidays (depending on year and labor agreement), 10 to 20 vacation days (depending on years of service), and 13 days of paid sick leave.
- With the exception of Public Protection, less than 0.5% of “Other Paid Leave” was used in most MSAs.¹⁷ Other paid leave is highest in Public Protection because for this group it includes Disability Pay, the full time pay employees receive, untaxed, for up to one year per work-related injury under State Labor Code section 4850, as well as Workers’ Compensation Supplemental Leave Pay, which supplements wages after the one year period expires.
- The Board of Supervisors is excluded from MSA F General Administrative and Finance because elected officials do not record leave hours, and the Elections department is excluded because it has a high proportion of as-needed staff that are not eligible for leave.

¹⁷ Other paid leave types include Administrative Leave, Assault Leave, Bereavement Leave, Educational Leave, Executive Leave, Jury Duty Leave, Military Leave, Parent/Teacher Conference Leave, Parental Leave, and Workers’ Compensation Supplemental Leave Pay.

Paid Leave by Major Service Area

Major Service Area	Legal Holiday	Floating Holiday	Vacation	Paid Sick Leave	Comp Time	Other Paid Leave	Total Paid Leave
A: Public Protection							
FY02	4.5%	1.3%	5.5%	3.7%	3.2%	2.3%	20.5%
FY03	4.4%	1.6%	5.5%	3.8%	3.2%	2.6%	21.2%
FY04	4.4%	2.8%	5.5%	3.8%	2.7%	2.6%	21.9%
FY05	4.4%	2.4%	5.6%	3.8%	2.7%	2.7%	21.6%
FY06	4.4%	2.1%	5.8%	3.7%	2.3%	3.2%	21.5%
B: Public Works, Transportation, & Commerce							
FY02	4.1%	1.4%	5.5%	4.3%	0.8%	0.3%	16.4%
FY03	4.1%	1.5%	5.6%	4.4%	0.8%	0.2%	16.7%
FY04	4.1%	3.0%	5.4%	4.3%	0.7%	0.3%	17.7%
FY05	3.8%	2.9%	5.3%	4.1%	0.6%	0.2%	17.0%
FY06	3.8%	2.7%	5.4%	4.1%	0.6%	0.3%	16.9%
C: Human Welfare & Neighborhood Development							
FY02	4.2%	1.2%	5.3%	4.3%	1.1%	0.0%	16.2%
FY03	4.2%	1.5%	5.1%	4.3%	1.1%	0.1%	16.4%
FY04	4.2%	3.3%	5.1%	4.2%	1.0%	0.1%	17.8%
FY05	4.0%	3.3%	5.1%	4.1%	0.8%	0.1%	17.5%
FY06	4.1%	3.0%	4.5%	3.7%	0.8%	0.1%	16.3%
D: Community Health							
FY02	3.8%	1.4%	5.1%	4.2%	0.9%	0.4%	15.8%
FY03	3.8%	1.7%	5.1%	4.2%	0.9%	0.5%	16.1%
FY04	3.8%	2.9%	5.1%	4.2%	0.7%	0.5%	17.2%
FY05	3.6%	2.7%	4.9%	4.1%	0.9%	0.4%	16.6%
FY06	3.7%	2.5%	5.0%	4.0%	0.9%	0.4%	16.4%
E: Culture & Recreation							
FY02	4.0%	1.3%	5.3%	4.2%	0.7%	0.1%	15.5%
FY03	4.0%	1.5%	5.4%	4.5%	0.7%	0.0%	16.2%
FY04	3.9%	3.2%	5.1%	4.2%	0.7%	0.2%	17.2%
FY05	3.7%	3.3%	5.2%	4.1%	0.6%	0.2%	17.0%
FY06	3.7%	3.0%	5.1%	3.8%	0.7%	0.2%	16.4%
F: General Administration & Finance							
FY02	4.2%	1.3%	4.9%	4.1%	1.4%	0.0%	16.0%
FY03	4.2%	1.6%	5.0%	4.3%	1.4%	0.0%	16.5%
FY04	4.2%	3.4%	4.8%	4.1%	1.1%	0.2%	17.8%
FY05	4.1%	3.6%	4.8%	4.0%	0.9%	0.2%	17.5%
FY06	4.1%	3.1%	4.9%	3.9%	1.1%	0.1%	17.2%

Source: Calculated using Controller's Office payroll data.

2.4.19 Compensatory Time

- When most employees work more than their scheduled hours, and in accordance with the applicable labor agreement, they can be paid in dollars or in hours of paid leave. Comp time earned reflects overtime paid in time off. Comp time earned was consistently highest in MSA A Public Protection. Between FY 2001-02 and FY 2005-06, the percentage of comp time earned decreased in all MSAs.

Comp Time Earned per MSA from FY02 through FY06

Major Service Area (MSA)	FY02	FY03	FY04	FY05	FY06	Change Between FY02 and FY05
A: Public Protection	2.8%	2.8%	2.2%	2.7%	2.4%	-0.4%
B: Public Works, Transportation, & Commerce	0.7%	0.7%	0.5%	0.6%	0.5%	-0.2%
C: Human Welfare & Neighborhood Development	0.9%	0.9%	0.8%	0.8%	0.7%	-0.2%
D: Community Health	0.7%	0.7%	0.6%	0.9%	0.5%	-0.2%
E: Culture & Recreation	0.6%	0.6%	0.6%	0.6%	0.5%	-0.1%
F: General Administration & Finance	1.0%	1.0%	0.7%	0.9%	0.7%	-0.3%

Source: Controller's Office payroll data

2.4.20 Overtime

- Overtime hours decreased from FY 2001-02 through FY 2003-04, and then increased in the final two years of the period. Total hours were 6.7% lower in FY 2005-06 than in FY 2001-02.
- Citywide, MSA A Public Protection and MSA B Public, Works, and Commerce had the largest amount of overtime hours between FY 2001-02 to FY 2005-06. Public Protection includes the Police, Fire, and Sheriff's departments, while Public, Works, Transportation, and Commerce includes the MTA and Public Utilities Commission.

Overtime by MSA FY02 - FY06

Major Service Area (MSA)	FY02	FY03	FY04	FY05	FY06
A: Public Protection	948,008	925,757	735,192	754,536	878,858
B: Public Works, Transportation, & Commerce	1,051,444	882,795	922,542	953,623	942,007
C: Human Welfare & Neighborhood Development	11,763	13,113	12,479	13,084	53,292
D: Community Health	340,013	342,594	278,336	291,313	312,481
E: Culture & Recreation	41,197	42,825	39,202	43,154	67,953
F: General Administration & Finance	61,085	31,119	41,174	39,618	34,110
Total Overtime Hours per Fiscal Year	2,453,510	2,238,203	2,028,926	2,095,327	2,288,700

Source: Calculated using Controller's office payroll data.

- The top three departments with overtime hours over the past five years have been the MTA and Police and Public Health departments. Overtime hours for all three were lower in FY 2005-06 than in FY 2001-02.

Overtime by Department FY02 - F06

Department	FY02	FY03	FY04	FY05	FY06 (sort order)
MTA - MUNICIPAL RAILWAY	853,009	699,509	735,883	757,264	755,667
POLICE	510,047	560,370	365,022	404,950	453,932
PUBLIC HEALTH	340,013	342,594	278,336	291,313	312,481
SHERIFF	179,262	147,492	127,469	146,050	200,115
FIRE DEPARTMENT	205,986	150,743	178,535	136,702	151,526
PUBLIC UTILITIES	104,794	107,547	112,174	114,966	111,236
HUMAN SERVICES AGENCY	11,007	11,789	11,269	12,932	53,292
EMERGENCY COMMUNICATIONS DEPARTMENT	22,187	29,771	24,649	36,037	45,197
RECREATION & PARK	21,828	20,937	20,661	24,836	42,903
AIRPORT	27,333	29,973	28,089	37,400	31,661
GENERAL SERVICES AGENCY - PUBLIC WORKS	48,215	30,937	30,265	29,224	31,431
JUVENILE PROBATION	30,209	36,758	38,741	30,351	27,935
FINE ARTS MUSEUM	12,793	13,821	10,549	11,405	18,866
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	10,439	10,071	7,777	17,322	14,901
ELECTIONS	39,210	13,521	26,901	16,583	11,890
DEPARTMENT OF BUILDING INSPECTION	5,816	3,681	4,641	6,911	5,962
PORT	11,913	10,947	11,359	7,720	5,952
ADMIN SERVICES	8,924	5,250	5,316	4,513	5,721
WAR MEMORIAL	2,435	3,182	2,701	2,457	2,357
ASIAN ART MUSEUM	1,868	3,865	3,651	2,645	1,807
PUBLIC LIBRARY	1,954	956	1,404	1,350	1,438
CHILDREN, YOUTH & THEIR FAMILIES	0	0	0	0	631
ACADEMY OF SCIENCES	318	66	237	462	582
CONTROLLER	950	230	307	190	439
TREASURER/TAX COLLECTOR	588	578	358	505	270
HUMAN RESOURCES	249	373	37	7	214
ADULT PROBATION	317	623	777	444	154
BOARD OF APPEALS	365	201	131	137	98
BOARD OF SUPERVISORS	136	43	16	24	29
ETHICS	0	0	0	0	13
ASSESSOR / RECORDER	18	369	0	0	4
AGING & ADULT SERVICES	625	1,251	1,191	152	0
CITY ATTORNEY	561	588	448	476	0
CITY PLANNING	0	96	15	0	0
DEPARTMENT OF THE STATUS OF WOMEN	0	0	0	0	0
DISTRICT ATTORNEY	0	0	0	3	0
ENVIRONMENT	131	73	20	0	0
HUMAN RIGHTS	0	0	0	0	0
MAYOR	0	1	0	0	0
RETIREMENT SYSTEM	10	0	0	0	0
Total Hours per Fiscal Year	2,453,510	2,238,203	2,028,926	2,095,327	2,288,700

Source: Calculated using Controller's office payroll data.

2.4.21 Unpaid Leave

- In certain circumstances, departments have discretion to grant unpaid leave. Unpaid leaves that last less than six weeks (three pay periods) are reported from the payroll system and discussed below. See section 2.3.11 for data on unpaid leaves of absence.
- Health-related issues are the underlying reason for over two-thirds of unpaid leave. Unpaid sick leave, workers' comp leave, and state disability were the largest sources of unpaid leave hours.

- MSA B, Public Works, Transportation, and Commerce had the highest rate of unpaid leave (approximately 5.3%), which was driven by high amounts of workers' comp and unpaid sick leave. MSA A, Public Protection, had the lowest rate of unpaid leave (approximately 1.9%), most likely because of the duration of benefits and presumptions of work-relatedness of illnesses provided to safety employees under state workers' compensation laws. Workers' comp leave for safety employees is called Disability Pay and reflected in Other Paid Leave in Section 2.4.18 above.

Unpaid Leave by MSA FY05 - FY06

Major Service Area	Unpaid Sick Leave	Workers' Comp	State Disability	Personal Leave	Other Unpaid Leave	Total Unpaid Leave
A: Public Protection						
FY05	0.8%	0.6%	0.2%	0.3%	0.1%	1.9%
FY06	0.9%	0.6%	0.2%	0.2%	0.2%	2.0%
B: Public Works, Transportation, & Commerce						
FY05	1.8%	1.8%	0.6%	0.6%	0.4%	5.3%
FY06	2.0%	1.7%	0.7%	0.7%	0.2%	5.4%
C: Human Welfare & Neighborhood Development						
FY05	0.9%	0.9%	0.8%	0.4%	0.1%	3.0%
FY06	1.0%	0.5%	0.6%	0.3%	0.1%	2.5%
D: Community Health						
FY05	1.2%	0.7%	0.7%	0.4%	0.1%	3.1%
FY06	1.1%	0.5%	0.9%	0.3%	0.1%	3.0%
E: Culture & Recreation						
FY05	1.2%	1.3%	0.7%	0.4%	0.1%	3.6%
FY06	1.2%	1.4%	0.6%	0.2%	0.3%	3.7%
F: General Administration & Finance						
FY05	0.7%	0.6%	0.4%	0.5%	0.0%	2.3%
FY06	0.9%	0.3%	0.4%	0.5%	0.0%	2.1%
Source: Calculated using Controller's Office payroll data.						

3 Appendices

Appendix A. List of DHR Reports	A-1
Appendix B. Glossary of Terms	B-1
Appendix C. Sources	C-1

Appendix A. 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	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	ERD	Civil Service Commission	once annually	2nd Civil Service Commission meeting in April
5	Request to extend Rule 113.2 - Expansion of the Certification Rule	RAS, MTA	Civil Service Commission	twice annually	1st Civil Service Commission meeting in June & December
6	Class Consolidation	CS	Civil Service Commission	once annually	2nd Civil Service Commission meeting in August
7	Survey of monthly rates paid to Police Office & Fire Fighters in all cities 350,000 or more in the State of California	ERD	Civil Service Commission	once annually	2nd Civil Service Commission meeting in July
8	EEO Workforce Utilization Analysis	EEO	Civil Service Commission	once annually	2nd Civil Service Commission meeting in August
9	Annual Report on the Certification of Eligibles - Entry and Promotion-Uniformed Ranks of Police and Fire	RAS & Fire dept. exam unit	Civil Service Commission	once annually	2nd Civil Service Commission meeting in August
10	Personal Services Contract Report	CS	Civil Service Commission	twice monthly	regular Civil Service Commission meetings
11	Personal Services Contract Report	CS	Civil Service Commission	once annually	August
12	Personal Services Contract Report	CS	Civil Service Commission	once annually	September
13	Prevailing Wage Rates	ERD	Civil Service Commission	once annually	2nd Civil Service Commission meeting in September
14	Special Monitor Reports - Inspection Service: Office of the Assessor-Recorder	CS	Civil Service Commission	once annually	Special Report - 2nd Civil Service Commission meeting in January
15	MCCP Status Grant Report	RAS	Civil Service Commission	twice annually	2nd Civil Service Commission meeting in June & December

(1) Abbreviations:
 ADM - Administrative Division
 CS - Client Services
 EEO - Equal Employment Opportunity
 ERD - Employee Relations
 MTA - Municipal Transportation Agency (separate department from DHR)
 RAS - Recruitment & Assessment Services
 WCD - Workers' Compensation
 WFD - Workforce Development & Training

	Title/Description	Prepared by (1)	Prepared for	Frequency	Timing
16	Efficiency Plan	ADM	Mayor's Office	once annually	early November
17	DHR Annual Report	ADM	General public & policymakers	once annually	September
18	Workforce Analysis	ADM	General public & policymakers	once annually	October
19	Succession Planning Report	WFD	Policymakers, departments	once annually	December
20	DHR Budget Performance Measures	ADM	Controller's Office	twice annually	February & September
21	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
22	Workers' Compensation Council Meeting Presentations	WCD	Workers' Compensation Council	3-4 times per year	Per Council schedule
23	Workers' Compensation Council Annual Report to the Board of Supervisors	WCD	Board of Supervisors	once annually	November
24	Workers' Comp portion of Citywide SFStat presentations	WCD	SFStat panelists	quarterly	Per SFStat schedule
25	Workers' Compensation Cost Projection	WCD	Mayor's & Controller's Offices	monthly	End of month
26	Workers' Compensation Budget Proposal	WCD	Mayor, Controller, and department heads	once annually	February
27	Workers' Compensation Costs by Category	WCD	Controller's Office	once annually	End of fiscal year
28	Claims Summary Report	WCD	Actuary and Auditors	once annually	End of fiscal year

(1) Abbreviations:
ADM - Administrative Division
CS - Client Services
EEO - Equal Employment Opportunity
ERD - Employee Relations
MTA - Municipal Transportation Agency (separate department from DHR)
RAS - Recruitment & Assessment Services
WCD - Workers' Compensation
WFD - Workforce Development & Training

Appendix B. Glossary of Terms

Applicant Tracking and Referral System – the application used by DHR and decentralized exam units to track applicants and test results. It is also used to maintain the eligible lists for the purpose of referring candidates to departments for hiring. Also referred to as SIGMA.

Appointment – the act of hiring an employee.

Appointing Officer – the head of the department with the authority to hire employees.

As Needed (AN) Schedule – a full-time or part-time work schedule used as-needed to cover peak, emergency, or fluctuating workloads. Many permanent, full-time City employees also have appointments with as-needed schedules so that they may work extra hours if needed.

Exempt Appointment – also known as at-will appointments, are hires made without a competitive exam and subject to termination at any time. San Francisco’s Charter section 10.104 describes 19 categories of exempt employees, including elected officials, department heads and their deputy directors, attorneys, and others.

Broadbanding – the practice of grouping a number of specific job classes with similar functions into a broad classification with greater range of responsibility and authority. The goal of broadbanding is to reduce the number of civil service examinations that must be administered for each specific job class. Broadbanded classes can provide added salary and promotional flexibility.

Bumping – process by which a civil service employee with greater seniority in a class displaces a more junior employee in the same class as a result of a layoff.

Certification Rule – refers to the number of ranks (based on employees’ exam scores) on an eligible list sent to a department in order for the department head to make a selection for appointment. For example, a certification rule “Rule of Three Scores” means that only the names of individuals on the eligible list who score in the top three ranks, based on exam scores, are sent (or referred) to the department for consideration.

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. Alternatives include “job class” and “job code.”

Continuous Testing – an examination practice that allows for continuous receipt of applications and continuous testing of qualified applicants to place successful applicants on the eligible list. As new applicants pass the examination, their names are merged onto the eligible list with the names of previously tested applicants.

EEO-4 Category – Or “job type” in this report. The federal Equal Employment Opportunity Commission (EEOC) requires government agencies to track and report employee information, including the general type of work each employee performs. The eight EEO-4 categories are: 1) Officials and Administrators; 2) Professionals; 3) Technicians; 4) Protective Service; 5) Paraprofessionals; 6) Office/Clerical; 7) Skilled Craft; 8) Service Maintenance.

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.

Flex (or flexible) Staffing – a program that allows a permanent employee to advance to a higher level class without taking a second examination. Permanent appointment to the higher level class is permitted after completion of specific requirements, such as one year of satisfactory job performance in the lower class.

Holdover Roster – a type of eligible list used only to list employees who are laid off and have rights to return to work. Holdover rosters have absolute priority for filling vacancies in the classification. A person can remain on the roster for up to five years and receives health benefits during that time.

HR Information System – the human resources management information system used to maintain employee data. Also referred to as HRIS or PeopleSoft.

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

Length of Service (LOS) – the time between an employee’s first day of work and the measurement date.

Major Service Area (MSA) – In the budget process, citywide expenditures are grouped into seven broad areas, or MSAs: Public Protection, Public Works, Transportation and Commerce, Human Welfare and Neighborhood Development, Community Health, Culture and Recreation, General Administration and Finance, and General City Responsibilities.

Management Classification and Compensation Plan (MCCP) – a system of 18 classifications for managers with broad compensation ranges created to replace a hundreds of single position management classifications.

Memoranda of Understanding (MOUs) – formal name for the City’s labor agreements, also known as collective bargaining agreements or contracts.

Minimum Qualification (MQ) – qualifications (training, education, experience, licenses, certifications, etc.) without which an applicant can not proceed in a selection process.

Permanent Civil Service (PCS) Appointment – an appointment made after a competitive examination, as a result of a certification from an eligible list to a permanent position. Previously, these examinations were conducted by DHR or decentralized exam units, who referred candidates to appointing officers via an eligible list. Under Position-Based Testing (Civil Service Rule 111A), any department may conduct exams that lead to PCS appointments.

Position – a specific job within a classification. For example, there are many positions in a number of departments throughout the city in classification 1426 Senior Clerk Typist.

Probationary Period – the final part of the selection process during which a newly appointed employee can be separated without cause. The duration is generally 6 to 12 months and is stipulated in the MOUs. Employees that successfully complete the probationary period receive permanent civil service status.

Provisional Appointment (TPV) – the act of hiring an employee through a departmental examination process used only when an eligible list for the classification is not available. The Charter limits the duration of provisional appointments to a maximum of three years.

Referral – the process by which names of candidates for a position are sent from DHR to the appointing officer.

Register or Registry – DHR maintains registries for job classes for which it accepts applications on an ongoing basis. Applications are screened for minimum qualifications and placed on the registry. For some registries, applicants undergo additional screening or testing. Departments survey the registries for applicants that seem best suited to their position. Registries are currently maintained for certain clerical classes, personnel and administrative analyst classes and information technology classes.

Requisition – represents the budget and classification authority for a position. In order to hire an employee, appointing officers need a requisition approved by the Human Resources Director, Controller, and Mayor’s Office. Requisitions are entered and approved electronically in the PeopleSoft system...

Seniority – the date of referral of a permanent civil service employee from the eligible list for the classification to the appointing officer. It is important to note that seniority is not necessarily the time that an employee works in the classification.

Step – progressive pay increments associated with a classification. With the exception of a few deep classifications and management classifications, most of the City’s classes have five steps, each 5% apart. Typically an employee moves from one step to the next every 12 months.

Temporary exempt (TEX) appointment – Positions exempt from competitive civil service selection under Charter section 10.104-16. These are temporary and seasonal appointments not to exceed a total of 1,040 hours during any fiscal year.

Turnover – the ratio of staff who leave City service to the average number of employees. Turnover rates are calculated by dividing the total number of separations in a period by the average number of employees in the period.

Appendix C. Sources

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CITY & COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

2006 EQUAL EMPLOYMENT OPPORTUNITY

WORKFORCE UTILIZATION ANALYSIS

PHILIP A. GINSBURG, HUMAN RESOURCES DIRECTOR

SEPTEMBER 2006

TABLE OF CONTENTS

PURPOSE, AUTHORITY, AND BACKGROUND	2
UTILIZATION ANALYSIS METHODOLOGY	4
SUMMARY OF FINDINGS	5
ASSESSMENT OF ISSUES	6
PART I: TOTAL CITY WORKFORCE	8
PART II: WORKFORCE BY OCCUPATIONAL CATEGORIES	10
A. Officials & Administrators	12
B. Professionals	14
C. Technicians	16
D1. Protective Service Workers, Sworn	17
D2. Protective Service Workers, Non-Sworn	19
E. Paraprofessionals	20
F. Administrative Service Workers	21
G. Skilled Craft Workers	23
H. Service Maintenance Workers	25
PART III: WORKFORCE BY SELECTED JOB CLASSES	26
1. Registered Nurses	26
2. Engineers	28
3. Attorneys	30
4. Eligibility Workers	31
5. Licensed Vocational Nurses	33
6. Police Officers	34
7. Firefighters	36
8. Deputy Sheriffs	37
9. Nursing Assistants	39
10. Clerk Typists	40
11. Stationary Engineers	41
12. Transit Operators	42
13. Custodians	43
14. General Laborers	44
CONCLUSIONS	45
RECOMMENDATION	46
APPENDICES	

2006 EQUAL EMPLOYMENT OPPORTUNITY WORKFORCE UTILIZATION ANALYSIS

PURPOSE

The 2006 Equal Employment Opportunity Workforce Utilization Analysis reports on employments in the City & County of San Francisco as required by Civil Service Commission Rule 103, Equal Employment Opportunity.

This EEO utilization analysis is being presented in conjunction with another Department of Human Resources report: *Fiscal Year 2005/2006 Annual Report and Workforce Report* which provides additional demographic data on the City & County of San Francisco workforce.

AUTHORITY

Civil Service Commission Rule 103, Equal Employment Opportunity, Section 103.2, Equal Employment Opportunity Analysis, provides that “the Department of Human Resources staff shall annually prepare an analysis of the work force to determine whether percentages of sex, race, or ethnic groups in occupational categories are substantially similar to the percentages of those groups available in the workforce in the relevant job market who possess the basic job-related qualifications.”

BACKGROUND

DESCRIPTION AND SOURCES OF DATA

The data presented on the City’s workforce reflects employments recorded in the PeopleSoft Human Resources Information System on May 17, 2006. The City reported 27,622 employments including employees for all City departments, but excluding elected and appointed officials, as-needed employees, and employments in the School and College Districts and the Courts.

The utilization analysis is a comparison of City employments to labor market availability by occupational categories and by job classes. An occupational category is a broad grouping of job classes which require similar levels of skills or training. The City’s job classes are each mapped to an occupational category.

Labor market availability data presented in this report is compiled from the Special EEO Tabulation of the 2000 U.S. Census. The Special EEO Tabulation was compiled by the Census from sample groups of the population.

For this report, labor market availability data was compiled from Census statistics for the eleven counties from which 99% of the City's employees resided in 2005, and apportioned based on percentages of employees residing in each county. For example, 45% of the City's employees resided in San Francisco in 2005, so San Francisco census data accounted for 45% of the City's relevant labor market data. See appendix. (See also DHR's *Fiscal Year 2005/2006 Annual Report and Workforce Report* for 2006 data on employees by county of residence.)

POPULATION AND LABOR MARKET CHANGES SINCE 2000

In this report, the City's workforce data of May 17, 2006 is compared to 2000 labor market availability data provided by the U.S. Census to assess if racial, ethnic and gender groups are utilized at rates similar to their availability in the relevant job market. U.S. Census data on labor market availability by race/ethnicity and gender was collected in 2000, and released in December 2003. The U.S. Census has not provided any updates to its 2000 labor market reports; although review of population estimates suggests that there have been changes in labor market availability in California and in San Francisco area counties.

On August 15, 2006, the U.S. Census released 2005 population data with demographic and other characteristics. The report confirmed that White and Black populations are declining, while Hispanic and Asian populations are increasing in the San Francisco area. On August 29, 2006, the Census Bureau released additional 2005 demographic data estimates covering income and poverty, but did not include labor market statistics.

In California, the Department of Finance periodically reports on population estimates by race/ethnicity. In March of 2006, it reported on population changes in the State from July 2000 to July 2004. The Department reported that from 2000 to 2004, statewide, percentages of Whites and Blacks declined, while percentages of Hispanics, Asians, Pacific Islanders, American Indians, and multi-race populations increased. In San Francisco, percentages of Blacks and Hispanics declined, while all other groups increased in representation.

97% of the City's employees reside in nine San Francisco Bay Area counties. 99% reside in eleven counties. In these eleven counties, the CA Department of Finance reported that Whites showed population percentage declines in nine counties; Blacks in seven counties. Hispanic population increased in percentage in ten counties; Asians increased in nine counties. The remaining racial groups—Pacific Islander, American Indian, Multi-race—represented smaller percentages of the population.

UTILIZATION ANALYSIS METHODOLOGY

Utilization rates, presented in percentages, are approximate indicators of whether a particular racial/ethnic or gender group is represented at a level similar to the group's presence in the labor market. The Census 2000 Special EEO Tabulation serves as the primary external benchmark for comparing the race, ethnicity, and sex composition of an organization's internal workforce, and the analogous external labor market, within a specified geography and job category.

In this report, utilization is computed as follows: the percentage total of a racial/ethnic and/or gender group in the City's workforce is divided by the percentage total of the same or similar group in the available labor market. A utilization rate of 100% indicates that the group is represented in the City at the same percentage as is reported by the Census to be available in the labor market. A utilization rate higher than 100% indicates a higher percentage representation of the group than is in the labor market. A rate that is lower than 100% indicates that there is a smaller percentage of the group in the City's workforce than is available in the labor market.

Notes:

- The 2000 Census data estimates in the Special EEO Tabulation were collected from sample groups of the population and may differ from actual values.
- The data in the Special EEO Tabulation in some cases did not add up to total 100% due to rounding.
- Data on Filipinos in the labor force were included as part of data for the Asian group.
- See Census website for discussions on rounding, estimates, samples, margins of error.
- Census data does not include labor force changes over the past six years. As an example, the Census reported there are no Asian or Filipino women firefighters in the eleven counties that comprise the City's available labor market. The City however reported 24 Asian and seven Filipino female firefighters.
- In this report, labor market availability data totals 99% instead of 100%.
- Utilization rates for the American Indian/Alaskan Native group were not displayed because Census data for the group are less reliable due to the small numbers and rounding.
- Utilization rates for multi-racial groups were also not included because the City does not currently collect such data on its employees.

Due to these variables and limitations in completeness of Census data, this report generally considers that a group is substantially similar to labor market availability when the utilization rate is 90% or above, and underutilized when the rate is below 90%.

SUMMARY OF FINDINGS

- The City & County of San Francisco employs a diverse workforce in its total employment. Racial/ethnic groups that were historically underrepresented—Blacks, Hispanics, and Asians/Filipinos—are all represented in the City’s total workforce at percentages substantially similar to their percentages in the available labor market.
- Whites continue to be largest racial group of City employees. However, their utilization percentages continue to decline.
- The representation of Women has continued to steadily increase, from 35% in 1980 to 42% in 2006, but has not yet reached their labor market availability rate of 45.6%.
- Compared to other racial/ethnic and gender groups, White females are underutilized in the largest number of occupational categories. White females are utilized at less than 50% of their availability citywide, and in these categories: Technicians, Non-Sworn Protective Service Workers, Administrative Service Workers, Skilled Craft Workers, and Service Maintenance Workers.
- White males are utilized at highest rates in the Skilled Craft Worker (109%) and Sworn Protective Service Worker (93%) occupational categories. Their rates are under 50% of their availability in the following categories: Non-Sworn Protective Service Workers, and Administrative Service Workers.
- Blacks, Hispanics and Asians/Filipinos are utilized in the Officials & Administrators, Professionals and Technician categories at their respective labor market availability percentages or above.
- Black females and Asian/Filipino males are represented at or above availability in every occupational category. Black males are underrepresented only in the Sworn Protective Service Workers category. Asian/Filipino females are also underrepresented in Sworn Protective Service Workers, as well as in the Skilled Craft and Service Maintenance Workers categories.
- Hispanic females are fully utilized in all categories except the Skilled Craft Workers and Service Maintenance Workers categories. Hispanic males are also underutilized in these groups, as well as in Administrative Service Workers and Non-Sworn Protective Service Workers categories.

DEPARTMENT OF HUMAN RESOURCES ASSESSMENT OF ISSUES

In 2005, the Human Resources Director coordinated a series of hearings and other discussions with various stakeholders to assess the City's civil service structure, and to identify hiring and retention issues. These stakeholders included department heads, executive officials, employee groups, private sector representatives and others. In May 2005, the Director issued a report, *Civil Service Reform, Preserving the Promise of Government*, summarizing the issues that were identified and presented recommendations to address them.

Some of the issues raised by City managers included: the City's restrictive salary structure and job specifications, lack of authority to make on-the-spot offers of employment or provide bonuses or incentives to reward excellent work, and lengthy testing processes. Employees raised concerns about the lack of management training, lack of flexible staffing and career ladder programs, infrequent civil service examinations, and no guarantees of promotion.

The report described that a continuing issue in recruitment for City employment is the City's lengthy hiring process to fill job vacancies. In the report, DHR cited that it could take twelve months or more to fill a vacancy. City managers express that the permanent hiring process is too slow and consequently does not allow them to compete effectively for the best qualified candidates.

In the past, the City conducted limited outreach and recruitment for its management level job openings. City departments cite that expensive costs--to hire executive search firms, to advertise for high level management positions and to pay travel expenses of applicants--limit their ability to conduct broad recruitment programs. This year, the Department of Human Resources hired a Recruitment Coordinator, who will initiate a campaign to attract applicants for all levels of City employment. The Coordinator will also work with departments to improve recruitment strategies that will enhance effectiveness and reduce costs for executive searches.

The Human Resources Director is continuing to implement measures to simplify the selection processes for many City jobs to greatly reduce examination timeframes. Such enhancements include the establishment of position-based testing, on-line applications, and elimination of examinations for licensed or certificated professions. Implementation of position based testing will reduce hiring times for many positions to under 90 days. Also, an integrated web-based application and referral system is planned to be operational by January 2007.

Managers expressed concern that hiring approval was cumbersome and time consuming for departments. In response, DHR modified requisition approval processes to reduce the number of approvals needed and approve requisitions faster.

To address concerns that the current classification plan does not meet operational needs, DHR is conducting a comprehensive review of the City's classification system.

Stakeholders also agreed on the need for employee training, both to improve current performance and to promote career development. In the past year, DHR designed and implemented a program for new managers and supervisors, expanded training courses, and coordinated training opportunities through City University.

The issues described in the report are neither race/ethnicity nor gender specific, but are concerns that are experienced by all groups interested in employment opportunities in the City & County of San Francisco. Similarly, the high cost of housing in the San Francisco area is also frequently cited as a reason that the City cannot attract highly qualified applicants from other parts of the nation, but this factor is also not specific to any race/ethnic or gender group.

In DHR's *Fiscal Year 2005/2006 Annual Report and Workforce Report*, additional insight is provided on the demographics of City's employee population including turnover trends and job applicants. For example, City turnover rates from 2002 to 2006 averaged as follows: Whites 8.6%; Blacks 7.9%, Hispanics 5.4%, Asians 4.4%, Filipinos 6.0%, and American Indians 7.4%.

Of 24,460 job applications filed in fiscal year 2005, 50% were from males, 39% from females, and 11% undeclared. By race/ethnicity, 18% of applications were from Whites, 20% from Blacks, 10% from Hispanics, 26% from Asians, 10% from Filipinos, less than 1% from American Indians, and 15% undeclared. Blacks, Asians and Filipinos filed applications at higher percentages than their labor market availability, but Whites and Hispanics represented fewer applicants than are available in the labor market.

PART I: TOTAL CITY WORKFORCE

TOTAL CITY WORKFORCE BY RACE/ETHNICITY

The City reported 27,622 employments recorded in the PeopleSoft Human Resources Information System on May 17, 2006.

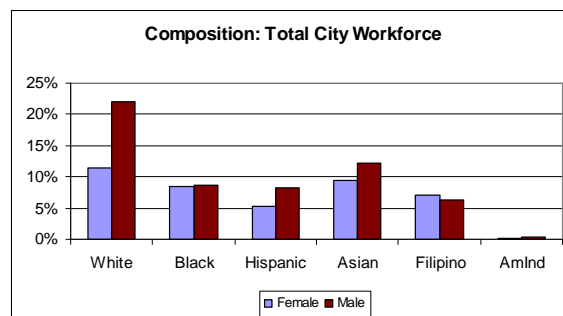
DHR records show that Blacks comprise 17% of the City's total workforce. Census data for the eleven counties report that Blacks are 6% of the available labor market in these counties. Hence the utilization rate of Blacks equals 285% or nearly three times of the availability of Blacks in the labor market. Hispanics are utilized at 93% of labor market availability. Asians (including Filipinos) are utilized at 150% of availability and American Indians are utilized at 158%. Although Whites continue to comprise the largest group of employees by number, they are utilized at 62% of labor market availability.

At this broad level, only general comparisons can be made between the City workforce and the Census data on labor market availability because factors such as job qualifications, education and experience are not taken into account in the comparisons.

TOTAL CITY WORKFORCE BY GENDER

By gender, the City reported 16,000 men in its workforce comprising 57.9% of total employments, and 11,622 women representing 42.1% of total employments. Compared to the general labor market, Women are utilized at 92% of availability, men at 108%.

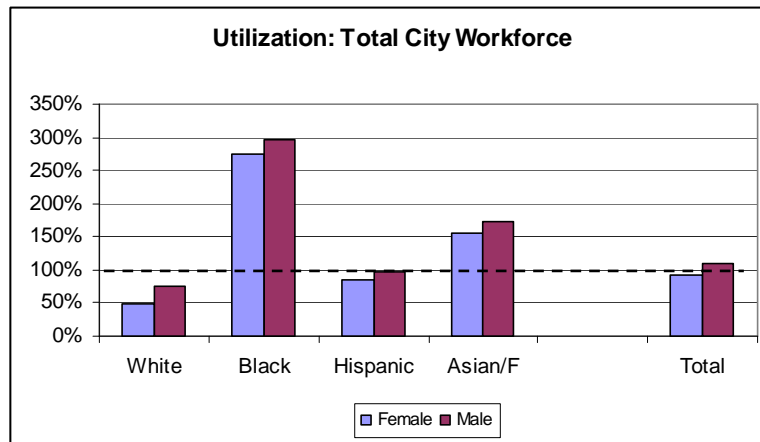
TOTAL CITY WORKFORCE BY RACE/ETHNICITY AND GENDER							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	3177	2346	1490	2603	1963	43	11622
	11.5%	8.5%	5.4%	9.4%	7.1%	0.2%	42.1%
Male	6109	2383	2266	3396	1758	88	16000
	22.1%	8.6%	8.2%	12.3%	6.4%	0.3%	57.9%
Total	9286	4729	3756	5999	3721	131	27622
	33.6%	17.1%	13.6%	21.7%	13.5%	0.5%	100.0%



According to the Special EEO Tabulation by the U.S. Census, the labor market availability in the eleven counties in 2000 appeared as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	24.0%	3.1%	6.3%	10.6%		0.1%	45.6%
Male	29.4%	2.9%	8.4%	10.8%		0.2%	53.5%
Total	54.4%	6.0%	14.7%	23.4%		0.3%	100.0%

The utilization rates (City's composition compared to labor market availability) are summarized in the chart below.



Both Males and Females are utilized at approximately 100% of their respective availability percentages in the labor market. Blacks and Asians are represented above, and Hispanics a little below their availability percentages. Whites are represented below availability.

PART II: WORKFORCE BY OCCUPATIONAL CATEGORIES

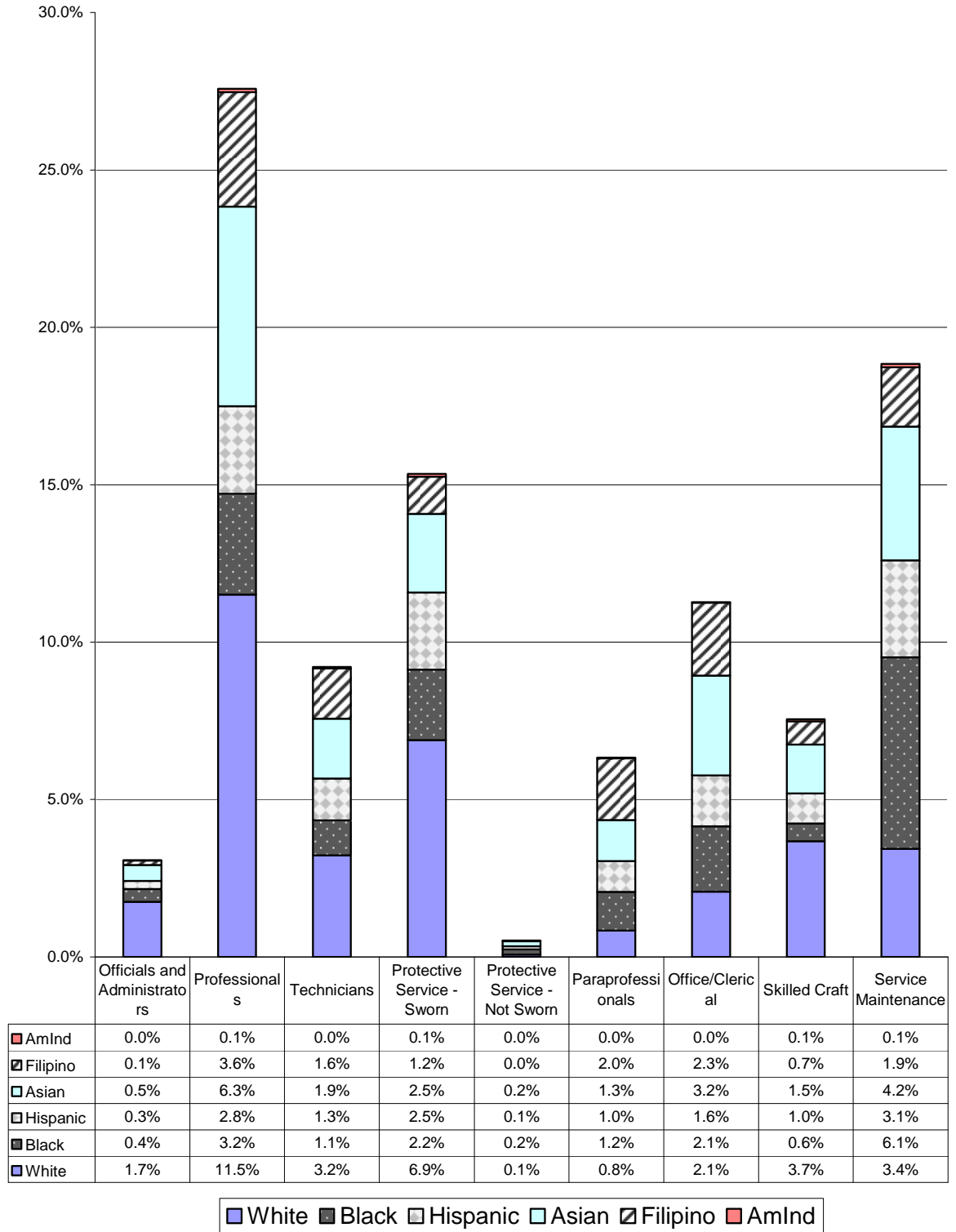
Of the City's 27,622 total employments, the largest numbers were employed in the Professional category with 7,619 employees and the Service Maintenance category with 5,204 employees. Sworn Protective Service Workers with 4,239 employees and Administrative Support Workers with 3,113 employees are the next two largest groups.

WORKFORCE BY OCCUPATIONAL CATEGORIES							
	White	Black	Hispanic	Asian	Filipino	Am Ind	Total
Officials & Administrators	483	112	70	142	38	2	847
Professionals	3178	886	770	1749	1004	32	7619
Technicians	892	305	368	525	444	9	2543
Protective Service, Sworn	1903	617	678	690	325	26	4239
Protective Service, non S	21	46	26	43	4	2	142
Paraprofessionals	232	339	271	359	540	9	1750
Administrative Support	572	574	446	878	638	5	3113
Skilled Craft	1016	155	265	427	204	17	2084
Service Maintenance	949	1679	853	1173	521	29	5204
No EEO-4 Reporting	40	16	9	13	3	0	81
Total	9286	4729	3756	5999	3721	131	27622
	33.6%	17.1%	13.6%	21.7%	13.5%	0.5%	

Whites were employed in largest numbers as Professionals, Sworn Protective Service Workers, and Skilled Craft Workers. Both Blacks and Hispanics were employed most as Service Maintenance Workers, Professionals, and Sworn Protective Service Workers. The greatest numbers of Asians were in the Professional, Service Maintenance and Administrative Support categories. Filipinos showed the largest numbers as Professionals, Administrative Support and Paraprofessionals.

DISTRIBUTION BY OCCUPATIONAL CATEGORY, RACE/ETHNICITY							
	White	Black	Hispanic	Asian	Filipino	AmInd	Total
Officials and Administrators	1.7%	0.4%	0.3%	0.5%	0.1%	0.0%	3.1%
Professionals	11.5%	3.2%	2.8%	6.3%	3.6%	0.1%	27.6%
Technicians	3.2%	1.1%	1.3%	1.9%	1.6%	0.0%	9.2%
Protective Service - Sworn	6.9%	2.2%	2.5%	2.5%	1.2%	0.1%	15.3%
Protective Service - Not Sworn	0.1%	0.2%	0.1%	0.2%	0.0%	0.0%	0.5%
Paraprofessionals	0.8%	1.2%	1.0%	1.3%	2.0%	0.0%	6.3%
Office/Clerical	2.1%	2.1%	1.6%	3.2%	2.3%	0.0%	11.3%
Skilled Craft	3.7%	0.6%	1.0%	1.5%	0.7%	0.1%	7.5%
Service Maintenance	3.4%	6.1%	3.1%	4.2%	1.9%	0.1%	18.8%
No EEO-4 Reporting	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.3%
Grand Total	33.6%	17.1%	13.6%	21.7%	13.5%	0.5%	100.0%

DISTRIBUTION BY OCCUPATIONAL CATEGORIES, RACE AND ETHNICITY



A. OCCUPATIONAL CATEGORY: OFFICIALS AND ADMINISTRATORS

The EEOC describes Officials and Administrators as occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agencies operations, or provide specialized consultation on a regional, district, or area basis.

The City reported 847 employments in the Officials and Administrators category. City jobs in this category include: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, police and fire chiefs, assessors as well as managers in the City's MCCP (Management & Compensation Classification Plan), departmental personnel officers, information services managers, health administrators, fiscal managers, maintenance superintendents, etc.

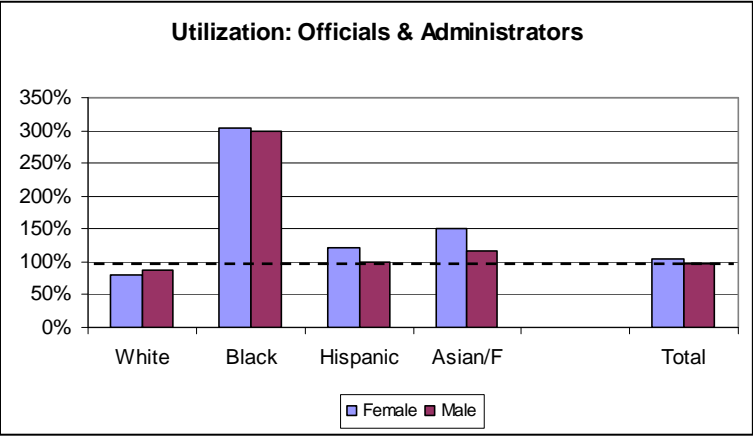
CCSF WORKFORCE COMPOSITION: OFFICIALS & ADMINISTRATORS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	189	59	35	69	21	1	374
	22.3%	7.0%	4.1%	8.1%	2.5%	0.1%	44.2%
Male	294	53	35	73	17	1	473
	34.7%	6.3%	4.1%	8.6%	2.0%	0.1%	55.8%
Total	483	112	70	142	38	2	847
	57.0%	13.2%	8.3%	16.8%	4.5%	0.2%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of officials and managers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	27.7%	2.3%	3.4%	7.1%		0.1%	41.8%
Male	40.2%	2.1%	4.1%	9.1%		0.1%	57.3%
Total	67.9%	4.4%	7.5%	16.2%		0.2%	99.1%

In this occupational category, Hispanics and Asians are utilized at rates similar to the labor market while Blacks are utilized three times of their labor market availability. Although Whites hold 57% of jobs in this category, they are utilized at less than labor market availability. Both men and women are represented at approximately the same utilization percentages as in the available labor market.

The City has not identified that there are specific employment barriers which explain the lower utilization rates of White men and women in this occupational category. The rates appear to reflect the continuing percentage decline of Whites in the State and Bay Area populations. In addition, other issues described in the document *Civil Service Reform* such as limited recruitment, lengthy hiring process, and restrictive compensation structure possibly also contribute to the lower utilization of some groups.



B. OCCUPATIONAL CATEGORY: PROFESSIONALS

The EEOC describes Professionals as occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

In 2006, the City reported 7619 employments in the Professional category, the largest of all occupational categories. The Professionals category includes personnel and labor relations workers, social workers, registered nurses, lawyers, systems analysts, accountants, engineers, police and fire captains and lieutenants, librarians, management analysts, probation officers, counselors, architects, training officers, pharmacists, biologists, purchasers, planners, etc.

CCSF WORKFORCE COMPOSITION: PROFESSIONALS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	1,669	508	418	926	676	13	4,210
	21.9%	6.7%	5.5%	12.2%	8.9%	0.2%	55.3%
Male	1,509	378	352	823	328	19	3,409
	19.8%	5.0%	4.6%	10.8%	4.3%	0.2%	44.7%
Total	3,178	886	770	1,749	1,004	32	7,619
	41.7%	11.6%	10.1%	23.0%	13.2%	0.4%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of professional workers as follows:

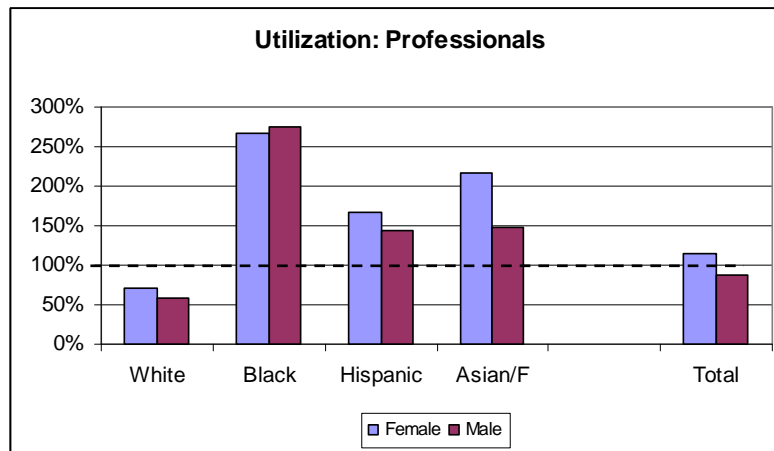
Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	30.9%	2.5%	3.3%	9.7%		0.1%	47.8%
Male	34.4%	1.8%	3.2%	10.2%		0.1%	51.3%
Total	65.30%	4.3%	6.5%	19.9%		0.2%	99.1%

Blacks, Hispanics, Asians and Filipinos are fully utilized in the Professionals category compared to labor market availability statistics. Blacks are represented at approximately 2.7 times of availability. As in the Officials & Administrators category, White Males and White Females are underutilized compared to their labor market availability rates.

Three of the largest classifications in the Professionals occupational category are Registered Nurses with 1108 employees, Attorneys with 356 employees, and Engineers with 270 employees. See Part III of this report for utilization reviews of these classes. They provide more relevant analyses, as the City's professionals in these classes are compared to persons with similar qualifications in the labor market; e.g. nurses to nurses, engineers to engineers.

Possible explanations for the underutilization of Whites are the same ones discussed for the Officials & Administrators category, including population decline from the geographic

area, limited recruitment, and lengthy civil service hiring processes. Other possible explanations are discussed below.



The City does not currently offer many internship programs for college students. While private and other employers are able to attract senior level students by providing entry level opportunities through internship and training programs, the City currently has only a few formal programs such as student engineering trainee and accountant intern. Additional internship programs are being considered.

DHR and City departments frequently attend job fairs and other recruitment events sponsored by community or professional organizations, schools and colleges. City recruiters provide information on the application process, examinations that are open for filing, and future openings. However, they are unable to make hiring offers and cannot compete with other employers to take advantage of opportunities when well qualified candidates are identified. DHR recommends implementation of a pilot on-the-spot hiring program for licensed classes or classes where degrees are required.

To address issues of retention, turnover, future attrition, and transfer of knowledge from older to younger workers in the City's workforce, the City is also preparing a succession planning report. In addition, the City has also studied possible incentives to employees to remain with the City longer by offering improved retirement benefit at a later age.

C. OCCUPATIONAL CATEGORY: TECHNICIANS

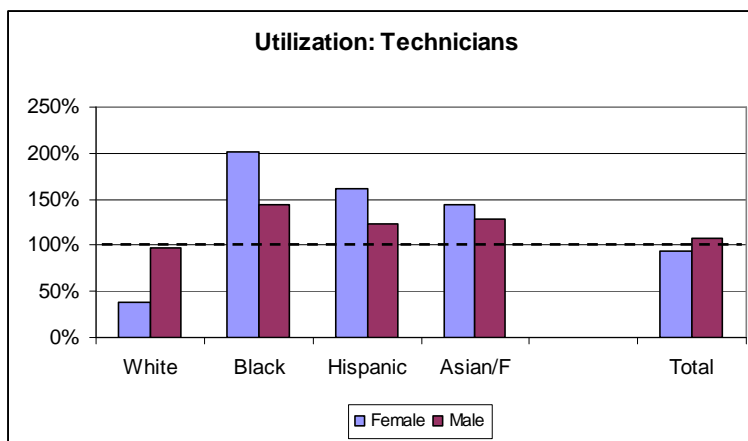
The EEOC describes Technicians as occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

In 2006, the City reported 2543 employments in the Technician category, which includes licensed practical nurses, drafters, medical technicians, police and fire sergeants, claims investigators, building inspectors, eligibility workers, and engineering assistants.

CCSF WORKFORCE COMPOSITION: TECHNICIANS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	242	195	193	269	269	6	1174
	9.5%	7.7%	7.6%	10.6%	10.6%	0.2%	46.2%
Male	650	110	175	256	175	3	1369
	25.6%	4.3%	6.9%	10.1%	6.9%	0.1%	53.8%
Total	892	305	368	525	444	9	2543
	35.1%	12.0%	14.5%	20.6%	17.5%	0.4%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of technical workers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	24.4%	3.8%	4.7%	14.6%		0.1%	49.0%
Male	26.4%	3.0%	5.6%	13.2%		0.3%	50.2%
Total	50.8%	6.8%	10.3%	27.8%		0.4%	99.2%



In this occupational category, Blacks, Hispanics, Asians and Filipinos are fully utilized. Only White Females are underutilized. The City has not identified any reasons or barriers to explain why White females are underrepresented. However, this category includes a variety of jobs titles with diverse educational and experience requirements. Further analysis is provided in Part III for Eligibility Workers and Licensed Vocational Nurses, the largest classes in this category.

D1. OCCUPATIONAL CATEGORY: PROTECTIVE SERVICE, SWORN

The EEOC describes Protective Service Workers as: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Sworn Protective Service Workers includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, park rangers as well as parking control officers, museum guards, airfield safety officers, etc.

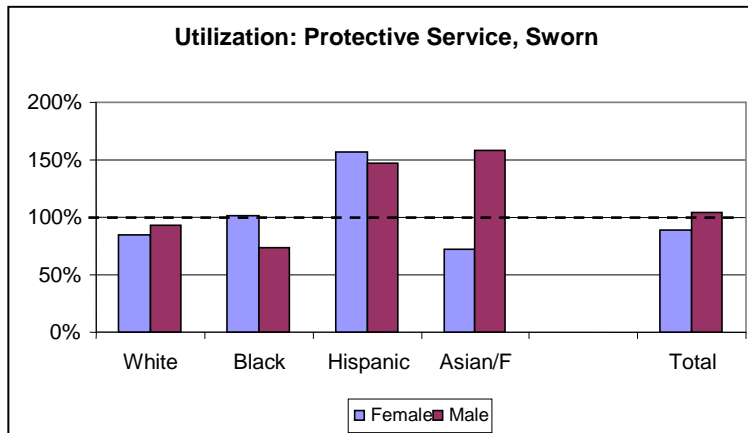
In 2006, 4239 employments were reported in the Sworn Protective Service Workers category. The largest classes are Police Officers, Fire Fighters and Deputy Sheriffs.

CCSF WORKFORCE COMPOSITION: PROTECTIVE SERVICE WORKERS, SWORN							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	339	227	133	79	38	7	823
	8.0%	5.4%	3.1%	1.9%	0.9%	0.2%	19.4%
Male	1564	390	545	611	287	19	3416
	36.9%	9.2%	12.9%	14.4%	6.8%	0.4%	80.6%
Total	1903	617	678	690	325	26	4239
	44.9%	14.6%	16.0%	16.3%	7.7%	0.6%	100.0%

The 2000 Census reported the availability of sworn protective service workers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	9.4%	5.3%	2.0%	3.8%		0.2%	21.7%
Male	39.5%	12.5%	8.7%	13.4%		0.2%	77.4%
Total	48.9%	17.8%	10.7%	17.2%		0.4%	99.1%

In this category, Hispanics are fully utilized, as are White males, Black females, and Asian and Filipino males. The following groups are utilized at lower rates than labor market availability data: White females, Black males, Asian and Filipino females.



The City conducts widespread recruitment and outreach campaigns for Police Officer, Firefighter, and Deputy Sheriff. Police Officer and Deputy Sheriff examinations are open on a continuous basis; applications could be filed at any time. Nonetheless, the City continues to compete with neighboring communities for Police Officer applicants. The City's high cost of housing is frequently cited as contributing to recruitment and retention issues.

In the past year, the Department of Human Resources assumed the function to administer police examinations and has implemented process enhancements, such as on-line applications, to reduce the time required to test and hire police officer applicants. Other efforts such as high profile recruitment campaigns are also being initiated.

On August 7, 2006, DHR submitted to the Civil Service Commission its annual report on hiring in the uniformed ranks of the Police and Fire Departments. The report described the efforts of the newly formed Public Safety Examination Unit in DHR to expedite testing in protective service job classes. Such efforts include an aggressive recruitment campaign, an accelerated schedule for testing, and enhanced applicant tracking of examination results and notifications. Promotional testing for both Police Department and Fire Department is described to be complex, time consuming, expensive and litigious. In part, this culture resulted from many year of court supervised testing under consent decrees. DHR is working with both departments to make promotional testing more efficient and routine.

D2. OCCUPATIONAL CATEGORY: PROTECTIVE SERVICE, NON-SWORN

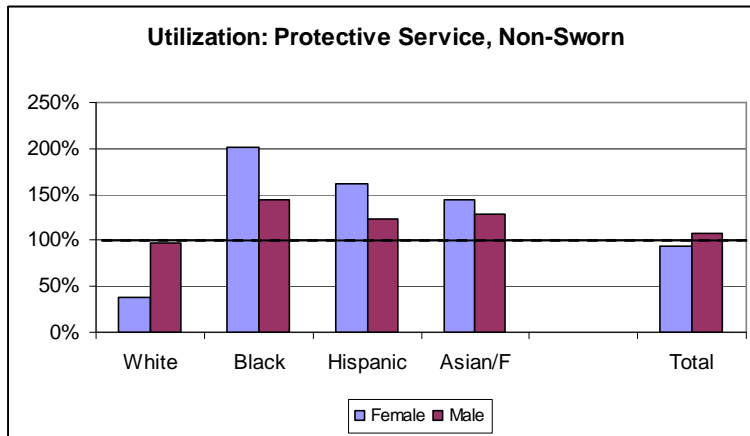
Non-Sworn Protective Service Workers includes: fare collections investigators, animal control officers, etc. This category has the smallest number of employments, 142.

CCSF WORKFORCE COMPOSITION: PROTECTIVE SERVICE WORKERS, NON-SWORN							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	12	31	19	32	2	1	97
	8.5%	21.8%	13.4%	22.5%	1.4%	0.7%	68.3%
Male	9	15	7	11	2	1	45
	6.3%	10.6%	4.9%	7.7%	1.4%	0.7%	31.7%
Total	21	46	26	43	4	2	142
	14.8%	32.4%	18.3%	30.3%	2.8%	1.4%	100.0%

Black males and females, Hispanic females, and Asian and Filipino males and females are fully utilized. Whites are underrepresented, as are Hispanic males.

The availability of workers in this category is summarized as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	33.1%	6.0%	3.5%	3.2%		0.1%	49.3%
Male	27.3%	7.7%	7.1%	5.6%		0.0%	48.9%
Total	60.4%	13.7%	10.6%	8.8%		0.1%	98.2%



E. OCCUPATIONAL CATEGORY: PARAPROFESSIONALS

The EEOC describes Paraprofessionals as occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Included are research assistants, child support workers, recreation assistants, home health aides, library assistants and clerks, and kindred workers. Other City jobs in this category include health and laboratory assistants, health workers, instructional assistants, and public service aides.

The Census Bureau did not include a Paraprofessionals category in its Census 2000 Special EEO Tabulation Files. Jobs that were previously included in this category are now mapped to other categories. For example, Health aides are now mapped to the Service Maintenance category; Library Technicians are now mapped to the Administrative Support category. In 2006, the City reported 1750 Paraprofessional employments. See Appendix for workforce composition details.

CCSF WORKFORCE COMPOSITION: PARAPROFESSIONALS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	136	225	175	233	408	5	1,182
	7.8%	12.9%	10.0%	13.3%	23.3%	0.3%	67.5%
Male	96	114	96	126	132	4	568
	5.5%	6.5%	5.5%	7.2%	7.5%	0.2%	32.5%
Total	232	339	271	359	540	9	1,750
	13.3%	19.4%	15.5%	20.5%	30.9%	0.5%	100.0%

F. OCCUPATIONAL CATEGORY: ADMINISTRATIVE SUPPORT WORKERS

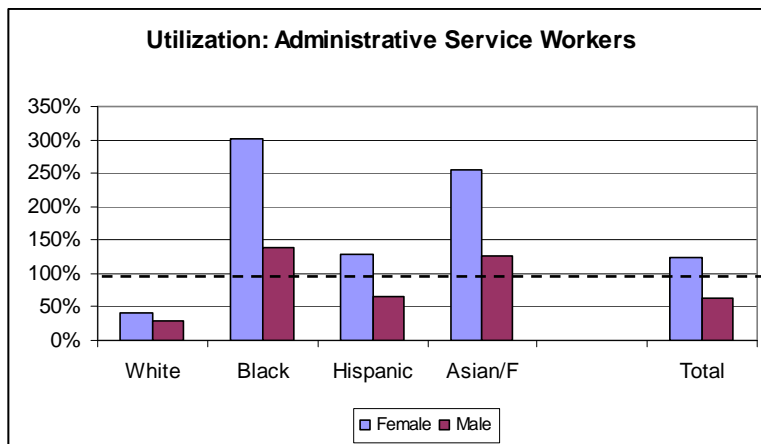
The EEOC describes Administrative Support as occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

In the City, this occupational category includes typists, secretaries, personnel clerks, medical transcriber typists, meter readers, telephone operators, storekeepers, cashiers, dispatchers, billing clerks, medical records clerks, etc. 3113 employments in this category were reported for 2006. The largest classes in this occupational category include Clerk Typist, Senior Clerk Typist, Secretary I, and Clerk.

CCSF WORKFORCE COMPOSITION: ADMINISTRATIVE SUPPORT WORKERS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	388	471	349	685	475	3	2371
	12.5%	15.1%	11.2%	22.0%	15.3%	0.1%	76.2%
Male	184	103	97	193	163	2	742
	5.9%	3.3%	3.1%	6.2%	5.2%	0.1%	23.8%
Total	572	574	446	878	638	5	3113
	18.4%	18.4%	14.3%	28.2%	20.5%	0.2%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of administrative service workers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	30.3%	5.0%	8.7%	14.6%		0.3%	61.2%
Male	20.2%	2.4%	4.8%	9.0%		0.2%	38.0%
Total	50.5%	7.4%	13.5%	23.6%		0.5%	99.2%



In the Administrative Support Workers category, Black males and females, Hispanic females, Asian/Filipino males and females are fully utilized. Black females are represented at three times of availability; Asian/Filipino females are represented at 2.5 times of availability. White Males and Females, Hispanic Males are underutilized.

Many jobs in this category are entry level clerical positions; there does not appear that there are non-job-related barriers to employment. However, the City's hiring process is viewed be lengthy, which could be deterrent to job applicants who seek employment opportunities with various employers. When the City receives many applications for its clerical examinations, substantial time is required to review applications and administer testing. During this time, additional applications are not accepted. DHR is reviewing its clerical testing program to reduce the time from application file date to hire date.

See Part III of this report for utilization analysis of Clerk Typist and Senior Clerk Typist.

G. OCCUPATIONAL CATEGORY: SKILLED CRAFT WORKERS

The EEOC describes Skilled Craft Workers as occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

The City reported 2297 employments in this category which includes mechanics and repairers, electricians, heavy equipment operators, stationary engineers, carpenters, water and sewage treatment plant operators. The largest classes in this category are Stationary Engineer and Electrical Transit Mechanics.

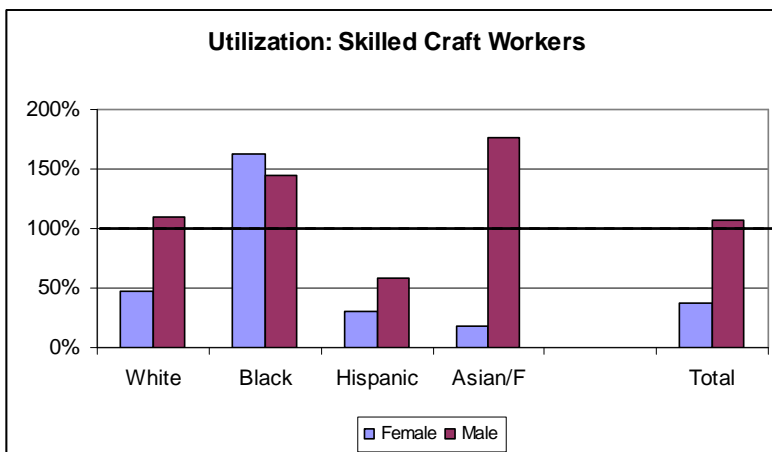
CCSF WORKFORCE COMPOSITION: SKILLED CRAFT WORKERS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	32	17	11	12	2	0	74
	1.5%	0.8%	0.5%	0.6%	0.1%	0.0%	3.6%
Male	984	138	254	415	202	17	2010
	47.2%	6.6%	12.2%	19.9%	9.7%	0.8%	96.4%
Total	1016	155	265	427	204	17	2084
	48.8%	7.4%	12.7%	20.5%	9.8%	0.8%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of skilled craft workers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	3.3%	0.5%	1.7%	3.6%		0.0%	9.4%
Male	43.2%	4.6%	21.1%	16.8%		0.4%	89.7%
Total	46.5%	5.1%	22.8%	20.4%		0.4%	99.1%

Skilled Craft Workers are frequently viewed as traditionally male dominated jobs. In the City, females comprise only 3.6% of jobs in this category, at a utilization rate of 38%. In this occupational category, all Female groups except Black Females, are utilized at less than 50% of their labor market availability. By race/ethnicity, Hispanics are also underutilized in this category.

City jobs in the Skilled Craft Workers category typically require completion of an apprenticeship program plus some journey-level work experience. Although many labor unions that run apprenticeship programs are open to minority and women members, their memberships are still underrepresented in these groups. Unless the City provides its own apprenticeship programs, City employment in the Skilled Craft Workers category will continue to be limited by union referrals and graduates.



The successful utilization of Black females in this occupational category is attributed largely to the City’s apprenticeship program for Stationary Engineer, Sewage Plant. The program was created decades ago, targeted to provide training and employment opportunities to residents in the City’s southeast neighborhood. Today, Black females comprise nearly 6% of jobs in the journey level Stationary Engineer, Sewage Plant, job class. In this job class, women now comprise over 9% of the workforce. In the apprentice level job class, women comprise 22% of 18 apprentices.

The City’s Utility Plumber Apprentice program has also increased minority and female representation in its respective journey level class, but less successfully than the Stationary Engineer apprenticeship program.

Recommendations have been made by various groups for the City to initiate additional training programs in the skilled craft occupations. The City’s contracts with various skilled craft labor organizations now include provisions for establishment of apprenticeship programs in more than a dozen job classes.

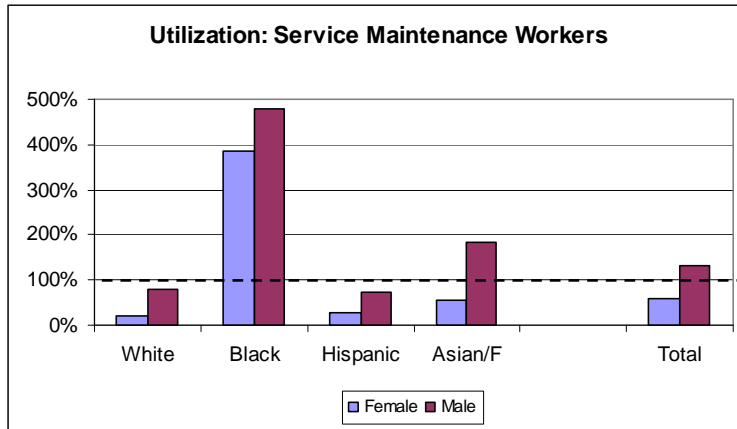
H. OCCUPATIONAL CATEGORY: SERVICE MAINTENANCE WORKERS

The EEOC describes Service Maintenance Workers as occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

Service Maintenance Workers comprise the second largest occupational category in the City, with 5204 employments reported. City jobs in this category include: laundry operatives, truck and bus drivers, custodial employees, gardeners, construction laborers, porters, asphalt workers, camp assistants, watershed keepers, transit car cleaners, etc.

CCSF WORKFORCE COMPOSITION: SERVICE MAINTENANCE WORKERS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	152	603	153	291	71	7	1277
	2.9%	11.6%	2.9%	5.6%	1.4%	0.1%	24.5%
Male	797	1076	700	882	450	22	3927
	15.3%	20.7%	13.5%	16.9%	8.6%	0.4%	75.5%
Total	949	1679	853	1173	521	29	5204
	18.2%	32.3%	16.4%	22.5%	10.0%	0.6%	100.0%

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	13.3%	3.0%	11.2%	12.6%		0.2%	41.5%
Male	18.8%	4.3%	18.7%	13.8%		0.2%	57.6%
Total	32.1%	7.3%	29.9%	26.4%		0.4%	99.1%



In this category, Blacks are employed at approximately four times their labor market availability. Asian males are utilized at almost twice their labor market availability. All other groups are utilized below availability in this category, with White and Hispanic females at approximately one-fourth of their labor market availability.

Classes with the most employments in this category are: Transit Operator, Custodian and General Laborers. See Part III for utilization analyses of these job classes.

PART III: WORKFORCE BY SELECTED JOB CLASSES

Job classes selected for utilization analysis review were based on a number of factors including: large numbers of employees in the job class, applicants enter City employment in these job classes, selection provides sampling of various occupational categories and job classes are readily matched to similar census data.

1. REGISTERED NURSES

Registered Nurses perform professional nursing duties in hospitals and other institutions; administers treatment to patients as instructed by physician; observes patients' symptoms; keeps related charts and records in accordance with standard practices; may direct the work of subordinate assistants. Minimum qualifications include graduation from an accredited school of nursing or an equivalent combination of training and experience.

The City reported 1108 employments in the Registered Nurse classification; with 915 or 82.6% women, and 193 or 17.4% men. Despite the large percentage of women in the City's workforce, the utilization rate of women is 94% of their labor market availability while men in total, are fully utilized compared to availability.

CCSF WORKFORCE COMPOSITION: REGISTERED NURSES							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	294	47	65	114	393	2	915
	26.5%	4.2%	5.9%	10.3%	35.5%	0.2%	82.6%
Male	92	9	13	11	67	1	193
	8.3%	0.8%	1.2%	1.0%	6.0%	0.1%	17.4%
Total	386	56	78	125	460	3	1108
	34.8%	5.1%	7.0%	11.3%	41.5%	0.3%	100.0%

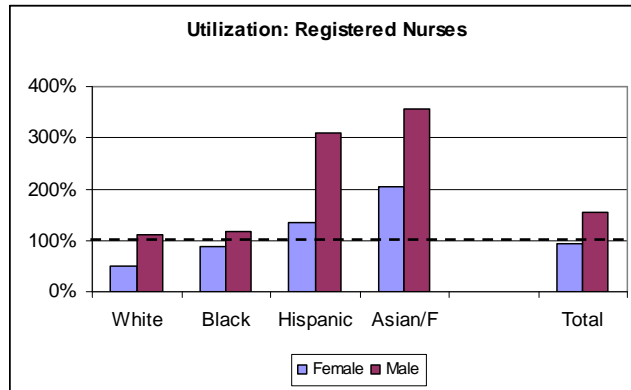
The Special EEO Tabulation of the 2000 Census reported the availability of registered nurses as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	53.0%	4.8%	4.4%	22.6%		0.2%	87.9%
Male	7.5%	0.7%	0.4%	2.0%		0.0%	11.2%
Total	60.4%	5.5%	4.8%	24.5%		0.2%	99.0%

In comparison to the available labor market, Hispanics and Asians are fully utilized; Blacks slightly underutilized, and Whites females are underutilized. White and Black women are underutilized, possibly due to their declining population percentages in the geographic area, or perhaps due to competition and incentives offered by private and other hospitals.

Filipino women hold the largest number, 393, or 35.5% of Registered Nurse positions. The representation of Filipinos and Asians as Nurses is twice their availability in the

relevant labor market. These statistics reflect the shortage of U.S. trained nursing professionals nationwide and the continuing need by the health care industry to recruit professionals from other countries.



In recent years, the Department of Public Health has implemented measures to streamline the selection process for Registered Nurses. For example, applicants are hired as soon as possible after they are deemed to be qualified rather than waiting to be tested and referred from an eligible list. Job notices announce that new nurses will receive monetary bonuses after 6, 12, 18, 24 months of service in the City. Employees in other job classes are provided work schedule and other incentives and tuition assistance to pursue college degrees in nursing. Nonetheless, private and other health care institutions offer stiff competition to hire nurses.

Department of Human Resources staff consulted with the Department on the Status of Women to identify if the City might have practices or barriers that specifically inhibit White female registered nurses from applying for City jobs. The Status of Women suggested that they could assist DHR to conduct focus groups with registered nurses to determine if there are reasons that White women are not choosing to work for the City. The focus groups would explore issues such as compensation, employment benefits, work assignments and flexible work schedules.

2. ENGINEERS

Engineers in classes 5207 Associate Engineer and 5241 Engineer are primarily employed in the Public Works, Public Utilities, Airport, Public Transportation, Building Inspection and Port departments of the City. Employees in these job classes are required to possess a current Certificate of Registration as a Professional Engineer in the State of California.

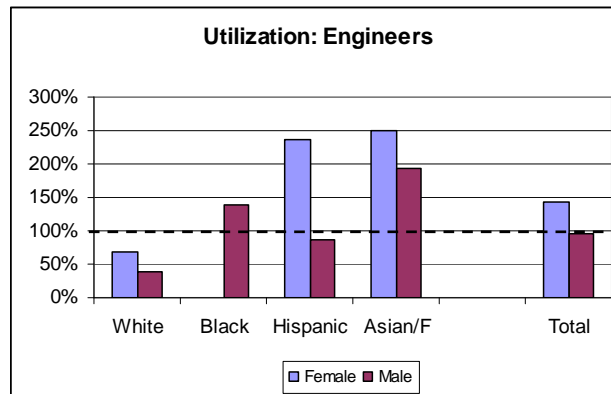
CCSF WORKFORCE COMPOSITION: ENGINEERS (5207, 5241)							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	11	0	4	28	2	0	45
	4.1%	0.0%	1.5%	10.4%	0.7%	0.0%	16.7%
Male	51	6	10	132	25	1	225
	18.9%	2.2%	3.7%	48.9%	9.3%	0.4%	83.3%
Total	62	6	14	160	27	1	270
	23.0%	2.2%	5.2%	59.3%	10.0%	0.4%	100.0%

The 2000 Census reported the availability of professional engineers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	5.9%	0.3%	0.6%	4.5%		0.0%	11.6%
Male	49.5%	1.6%	4.3%	30.2%		0.1%	87.5%
Total	55.5%	1.9%	5.0%	34.7%		0.1%	99.1%

A total of 270 employees were reported in this job group, with 225, or 83.3% men and 45, or 16.7% women. Both men and women are utilized at rates comparable to relevant labor market availability percentages.

Blacks, Hispanics and Asians are represented above availability percentages; however, there are no Black women currently employed in the City's Engineer positions. White men and women appear to be underutilized; however the City has not identified any reasons specific for their underutilization.



Employees at the Associate Engineer and Engineer levels are frequently promoted from lower level engineering positions within the City. Some employees entered the City's civil service system as student engineering trainees while they were still enrolled in college, and promoted to higher level jobs over time. This internship program was utilized (pre Proposition 209) to successfully target recruitment of Blacks, Hispanics and women into engineering, architecture, and related jobs. The program is still operational, but without targeted recruitment. The program will be reviewed to ensure that it is inclusive of all groups.

In addition, employers frequently compete for graduating engineering students at university job fairs. Although the City participates in recruitment events, it is unable to make job offers students as other employers do.

3. ATTORNEYS

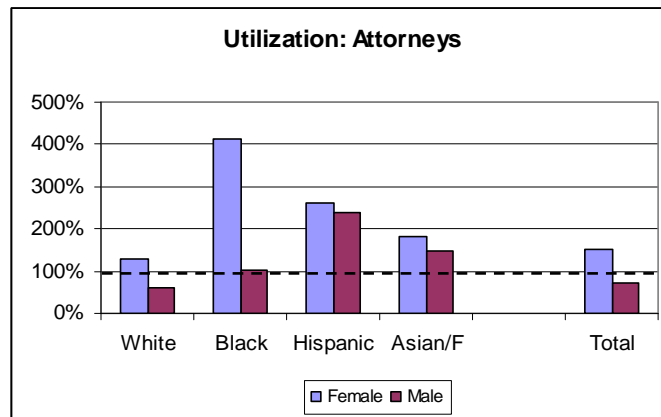
The City's 356 Attorneys are employed primarily in the Offices of the City Attorney, Public Defender and District Attorney. Attorneys serve at the pleasure of the appointing officers and are not required to take a civil service examination.

CCSF WORKFORCE COMPOSITION: ATTORNEYS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	120	21	19	28	2	2	192
	33.7%	5.9%	5.3%	7.9%	0.6%	0.6%	53.9%
Male	116	7	16	19	6	0	164
	32.6%	2.0%	4.5%	5.3%	1.7%	0.0%	46.1%
Total	236	28	35	47	8	2	356
	66.3%	7.9%	9.8%	13.2%	2.2%	0.6%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of attorneys and lawyers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	26.5%	1.4%	2.0%	4.7%		0.0%	35.7%
Male	53.6%	1.9%	1.9%	4.7%		0.1%	63.6%
Total	80.1%	3.3%	3.9%	9.4%		0.1%	99.3%

There are more women than men in the City's workforce of Attorneys, showing women to be represented at higher percentages than in the relevant labor market and men are represented at lower percentages than are available. By race and ethnicity, all groups except White men, are represented at, or above, labor market availability.



All attorneys in the City are hired by elected officials. This may explain the higher utilization percentages of women, Blacks, Hispanics and Asians/Filipinos.

4. ELIGIBILITY WORKERS

Eligibility Workers perform a variety of technical duties in the review and determination of initial and continuing client eligibility for a variety of public assistance programs. Eligibility Workers are assigned primarily to the Public Health and Human Services departments.

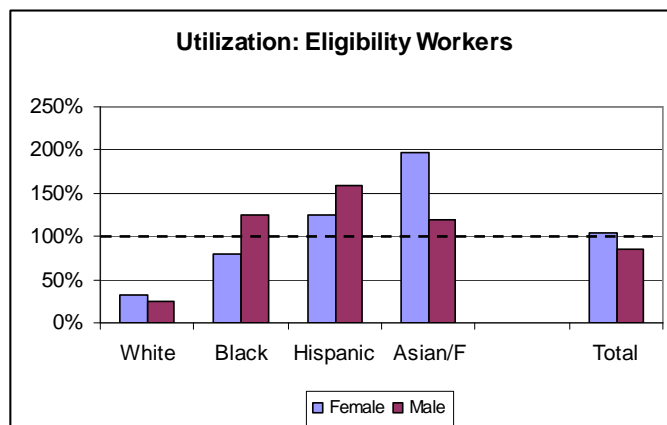
The City reported 153 employees in class 2903 Eligibility Worker and 313 employees in class 2905 Senior Eligibility Worker. By gender, women comprise 77% of the City's eligibility worker positions; men comprise 23%. Compared to the labor market, men are represented at 85% of availability; women are represented at 105% of availability.

CCSF WORKFORCE COMPOSITION: ELIGIBILITY WORKERS (2903, 2905)							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	35	50	75	115	83	1	359
	7.5%	10.7%	16.1%	24.7%	17.8%	0.2%	77.0%
Male	13	2	28	36	28	0	107
	2.8%	0.4%	6.0%	7.7%	6.0%	0.0%	23.0%
Total	48	52	103	151	111	1	466
	10.3%	11.2%	22.1%	32.4%	23.8%	0.2%	100.0%

The 2000 Census reported the availability of eligibility workers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	23.5%	13.5%	12.9%	21.7%		0.1%	73.5%
Male	11.2%	0.3%	3.8%	11.5%		0.0%	26.9%
Total	34.7%	13.8%	16.7%	33.2%		0.1%	100.4%

By race and ethnic groups, Hispanics and Asians are utilized at greater rates than their respective availability rates. White men and women are underrepresented at rates of 25% and 32%. Black women are also underrepresented, but less so, compared to their availability in the eleven-county labor market. Black men are utilized at 125% of availability.



Eligibility Worker applicants are required to have clerical experience that involved direct public contact and interviewing of clients or customers to collect information; or equivalent education substitution. These requirements do not appear to be unrealistic for any racial or gender groups, particularly White men or women, or Black women.

However, Eligibility Workers must serve San Francisco's diverse population, including many clients/patients who do not speak much English. Therefore, many Eligibility Worker positions also require bilingual proficiency in another language such as Spanish, Chinese, Vietnamese, or Russian in addition to English. Labor market availability data do not appear to reflect bilingual proficiency requirements.

5. LICENSED VOCATIONAL NURSES

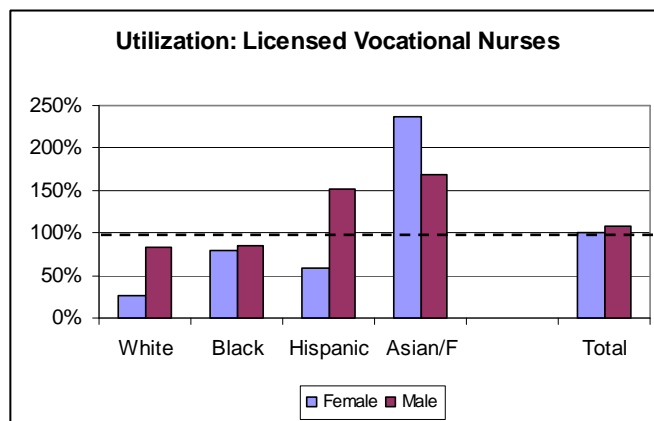
The City's 213 Licensed Vocational Nurses perform routine duties in providing nursing care to patients. Employees in this job class must possess a California Vocational Nurse License.

CCSF WORKFORCE COMPOSITION: LICENSED VOCATIONAL NURSES							
	White	Black	Hispanic	Asian	Filipino	AmInd	Total
Female	14	28	16	12	102		172
	6.6%	13.1%	7.5%	5.6%	47.9%	0.0%	80.8%
Male	13	2	7	2	17		41
	6.1%	0.9%	3.3%	0.9%	8.0%	0.0%	19.2%
Total	27	30	23	14	119		213
	12.7%	14.1%	10.8%	6.6%	55.9%	0.0%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of license vocational nurses as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	AmInd	Total
Female	24.1%	16.6%	12.7%	22.7%		0.4%	81.0%
Male	7.3%	1.1%	2.2%	5.3%		1.1%	18.0%
Total	31.5%	17.7%	14.9%	28.0%		1.4%	99.0%

Labor market data indicates that women comprise more than 80% of availability while men are less than 20% of all LVNs. In the City, men and women are utilized at approximately these rates. By race and ethnicity, Asians and Filipinos, and Hispanic men, are fully utilized, compared to their availability rates in the relevant labor market. All other groups appear to be underutilized.



6. POLICE OFFICERS

The City reported 1546 employments in three Police Officer job classes, Q2, Q3, and Q4.

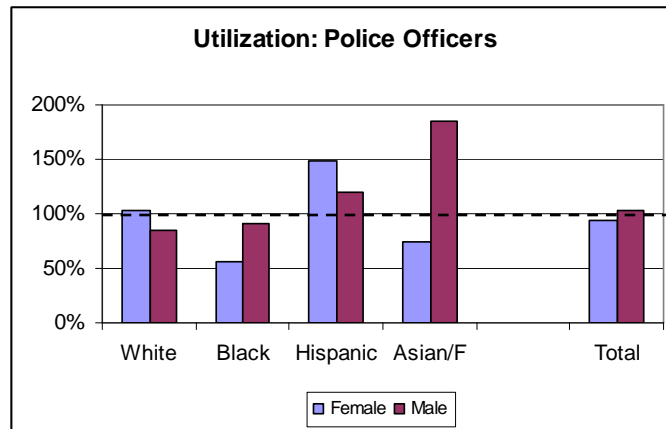
CCSF WORKFORCE COMPOSITION: POLICE OFFICERS (Q2, Q3, Q4)							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	141	31	48	19	11	1	251
	9.1%	2.0%	3.1%	1.2%	0.7%	0.1%	16.2%
Male	657	120	203	229	80	6	1295
	42.5%	7.8%	13.1%	14.8%	5.2%	0.4%	83.8%
Total	798	151	251	248	91	7	1546
	51.6%	9.8%	16.2%	16.0%	5.9%	0.5%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of police officers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	8.8%	3.6%	2.1%	2.6%		0.0%	17.3%
Male	49.8%	8.6%	11.0%	10.8%		0.1%	81.9%
Total	58.6%	12.2%	13.1%	13.4%		0.1%	99.2%

Men and women are employed at rates that are substantially similar to labor market availability rates.

White females, Black males, Hispanic males and females, and Asian males are also represented at rates that are substantially similar to labor market availability rates. White males, Black females, and Asian females are represented at lower rates.



DHR's annual report on police and fire hiring presented data on applications for Police Officer from November 2005 through April 2006. Of 3929 applications received during this period, 36% of the applicants were White, significantly less than labor market availability. 13% of the applicants identified as Black, 21% Hispanic, 17% Asian, 9%

Filipino, 1% American Indian and 3% did not self identify race or ethnicity. 81% of applicants were male; 18% female, and 1% undeclared.

Further analysis will be needed to determine why certain groups are underutilized in the Police Officer job classes. Such analysis will include review of recruitment and selection statistics, as well as turnover rates at various stages of training and employment. For example, applicants for Police Officer are subjected to a battery of tests including written, physical ability and oral examinations, review of judicial and driving records, psychological and medical examinations, vision and hearing tests, background investigation, polygraph test, and testing for use of controlled substances. Upon appointment, candidates must successfully complete classroom and field training programs. DHR's Public Safety examination team will continue to collect and analyze data.

DHR and the Police Department have been working to aggressively recruit new applicants; expedite the examination process and minimize attrition in the selection process. A comprehensive advertising campaign is under way. In addition, applications are accepted continuously and on-line. DHR's Public Safety Examination Unit has established an accelerated schedule where the written, physical agility and oral interview are administered in a 90-day period.

Many studies have been conducted on retention of women in law enforcement occupations. The findings from those reports will also be reviewed to determine if they apply to San Francisco's Police Officer workforce.

7. FIREFIGHTERS

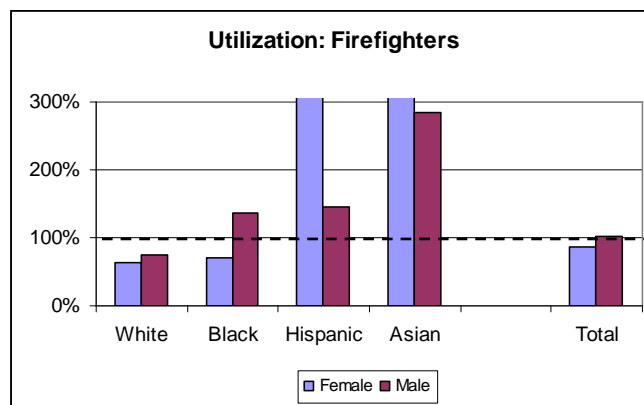
The City reported 1059 employments as Firefighter, with 14.4% female and 85.6% male.

CCSF WORKFORCE COMPOSITION: FIREFIGHTERS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	77	17	26	24	7	2	153
	7.3%	1.6%	2.5%	2.3%	0.7%	0.2%	14.4%
Male	449	83	138	174	56	6	906
	42.4%	7.8%	13.0%	16.4%	5.3%	0.6%	85.6%
Total	526	100	164	198	63	8	1059
	49.7%	9.4%	15.5%	18.7%	5.9%	0.8%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of firefighters as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	11.4%	2.3%	0.2%	0.0%		0.0%	16.9%
Male	57.1%	5.8%	8.9%	7.7%		0.4%	82.8%
Total	68.5%	8.1%	9.1%	7.7%		0.4%	99.7%

Compared to Census data, Black men, Hispanic men and women and Asian men are utilized in the City at rates greater than their availability. White men and women and Black women are at rates lower than availability. The Census Special EEO Tabulation report showed 'zero' Asian or Filipino women in its sample available labor market, although the City reported 24 Asian female and 7 Filipino female employees.



Firefighter examinations are administered infrequently; interested applicants sometimes wait for years for the City to accept applications. In addition, promotional examinations in the fire series have not been administered for many years. Firefighters with many years of service are unable to compete for permanent promotional opportunities. DHR's Public Safety Examination team is working to address these issues.

8. DEPUTY SHERIFF

Deputy Sheriffs are peace officers assigned to work in the County jails and in the Courts, responsible for the custody and supervision of prisoners. They may enter employment as civilian 8300 Sheriff Cadets or as sworn 8302 Deputy Sheriffs I. 8302's advance to 8304 Deputy Sheriff after successful completion of an 18-month academy training program.

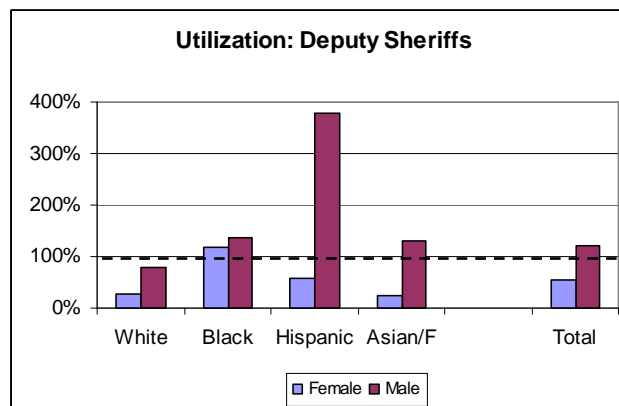
Education and experience qualifications to job class 8302 are relatively minimal, requiring either one year of satisfactory work experience or one year of college coursework, or an equivalent combination of education and experience. Candidates must successfully pass written, oral/performance, and physical ability examinations, as well as background investigation and psychological evaluation.

CCSF WORKFORCE COMPOSITION: DEPUTY SHERIFF							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	21	56	14	6	1	1	99
	3.8%	10.1%	2.5%	1.1%	0.2%	0.2%	17.8%
Male	136	74	92	86	64	4	456
	24.5%	13.3%	16.6%	15.5%	11.5%	0.7%	82.2%
Total	157	130	106	92	65	5	555
	28.3%	23.4%	19.1%	16.6%	11.7%	0.9%	100.0%

The 2000 Census reported the availability of deputy sheriffs as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	14.0%	8.6%	4.3%	5.1%		0.0%	33.3%
Male	31.1%	9.8%	4.4%	20.8%		0.1%	67.2%
Total	45.1%	18.4%	8.7%	25.9%		0.1%	100.5%

Black men and women, Hispanic men, and Asian men are fully utilized, compared to labor market availability. White men and women and Hispanic women and Asian women are represented at less than labor market availability.



The low percentages of White, Hispanic and Asian females in the City's deputy sheriff workforce compared to the available labor market do not appear to be based on minimum qualifications for the job. Other factors such as test components, work schedules, compensation, and promotional opportunities will need to be reviewed to determine if they contribute to low utilization rates for some groups.

Job applications are accepted on a continuous basis. In addition, the City recruits for Deputy Sheriff applicants by providing employment information at community sponsored events throughout the San Francisco Bay Area.

9. NURSING ASSISTANTS

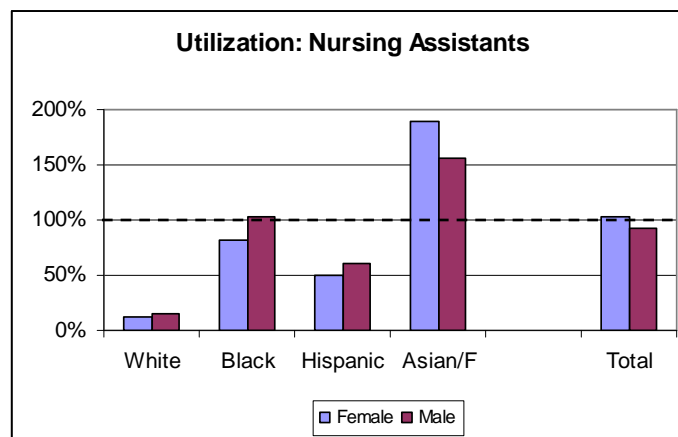
Nursing Assistants work in hospitals to assist in the care of patients and keeping them clean and comfortable, taking and recording patients' physical and medical conditions, assisting professional staff, transporting patients, etc. They are required to possess a valid Certified Nursing Assistant Certificate which meets State requirements, or a valid CA registered nurse or licensed vocational nurse license. The City reported 574 Nursing Assistants employments.

CCSF WORKFORCE COMPOSITION: NURSING ASSISTANTS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	11	69	37	23	323	2	465
	1.9%	12.0%	6.4%	4.0%	56.3%	0.3%	81.0%
Male	5	21	9	6	68	0	109
	0.9%	3.7%	1.6%	1.0%	11.8%	0.0%	19.0%
Total	16	90	46	29	391	2	574
	2.8%	15.7%	8.0%	5.1%	68.1%	0.3%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of nursing assistants as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	16.4%	14.8%	13.0%	31.8%		0.3%	78.7%
Male	5.5%	3.6%	2.6%	8.3%		0.1%	20.5%
Total	21.9%	18.4%	15.6%	40.1%		0.3%	99.3%

Asians/Filipinos comprise 73% of the City's nursing assistant workforce, compared to 40% in the available labor market. White men and women comprise only 2.8% of total employments as Nursing Assistants, or a utilization rate of 13% of labor market availability. Hispanic men and women comprise approximately 50% of labor market availability.



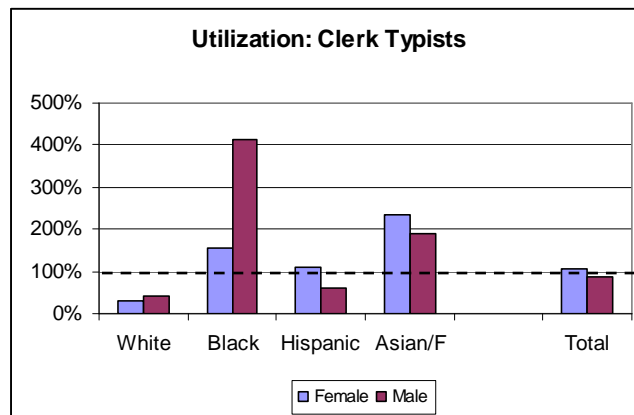
10. CLERK TYPISTS

Clerk Typists and Senior Clerk Typists work in nearly every City department, providing clerical and administrative support. A total of 700 employments were reported in job classes 1424 Clerk Typist and 1426 Senior Clerk Typist.

CCSF WORKFORCE COMPOSITION: CLERK TYPISTS (1424, 1426)							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	76	104	87	190	147	0	604
	10.9%	14.9%	12.4%	27.1%	21.0%	0.0%	86.3%
Male	27	8	7	28	26	0	96
	3.9%	1.1%	1.0%	4.0%	3.7%	0.0%	13.7%
Total	103	112	94	218	173	0	700
	14.7%	16.0%	13.4%	31.1%	24.7%	0.0%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of clerk typists as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	37.7%	9.5%	11.4%	20.5%		0.2%	82.8%
Male	9.0%	0.3%	1.7%	4.1%		0.0%	15.8%
Total	46.7%	9.8%	13.1%	24.6%		0.2%	98.6%



Black males and females, Asian males and females, and Hispanic females are well represented as Clerk Typists. White males, White females, and Hispanic males are represented at less than labor market availability.

The minimum qualifications for Clerk Typists are relatively minimal, resulting in many more applications received than there are vacancies. Due to the large numbers of applications that are received and processed, the City must limit the availability of applications to a few periods of time in a year. Qualified candidates who are able to find employment opportunities elsewhere do not need to wait for City openings.

11. STATIONARY ENGINEERS

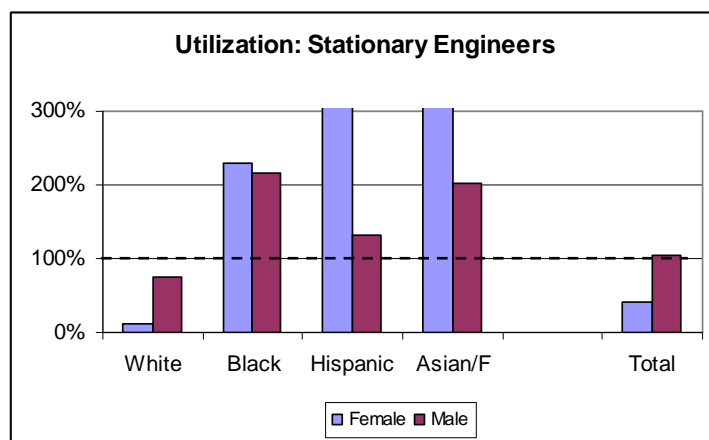
Stationary Engineers operate, maintain, troubleshoot and repair a wide variety of pumping, heating, ventilating, air conditioning, refrigeration and other machinery or equipment in a large complex or multi-faceted facility. They are required to have four years of journey level experience or have completed a recognized apprenticeship program.

CCSF WORKFORCE COMPOSITION: STATIONARY ENGINEERS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	1	2	1	1	0	0	5
	0.6%	1.1%	0.6%	0.6%	0.0%	0.0%	2.9%
Male	75	10	18	23	41	2	169
	43.1%	5.7%	10.3%	13.2%	23.6%	1.1%	97.1%
Total	76	12	19	24	41	2	174
	43.7%	6.9%	10.9%	13.8%	23.6%	1.1%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of stationary engineers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	4.7%	0.5%	0.1%	0.0%		0.0%	7.0%
Male	58.0%	2.7%	7.8%	18.1%		0.2%	92.0%
Total	62.8%	3.2%	8.0%	18.1%		0.2%	99.0%

In this job class, Blacks and Hispanics are fully represented in comparison to the available labor market; Asian/Filipino males are also fully represented. White men and women appear underrepresented. Census data reported that no Asian/Filipino women are available in this profession, although the City has one Asian female employee.



The City's apprenticeship programs for Stationary Engineer have successfully contributed to the current representation of Blacks, Hispanics, and Asians/Filipinos in this job class.

12. TRANSIT OPERATORS

Transit Operators operates a variety of transit vehicles such as coaches, cable cars, streetcars and light rail vehicles; transports passengers along a specific route and makes designated stops as required; accepts fares, issues transfers, gives general directional information.

The City reported 2093 employments in this job class, with 26% women and 74% men.

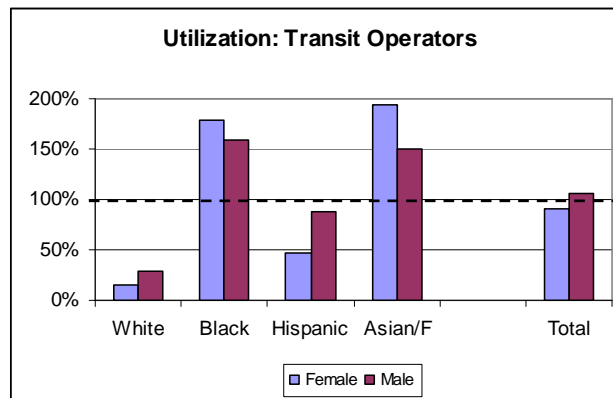
CCSF WORKFORCE COMPOSITION: TRANSIT OPERATORS							
	White	Black	Hispanic	Asian	Filipino	AmInd	Total
Female	32	425	48	20	11		536
	1.5%	20.3%	2.3%	1.0%	0.5%	0.0%	25.6%
Male	103	615	250	418	167	4	1557
	4.9%	29.4%	11.9%	20.0%	8.0%	0.2%	74.4%
Total	135	1040	298	438	178	4	2093
	6.5%	49.7%	14.2%	20.9%	8.5%	0.2%	100.0%

Blacks comprise nearly 50% of total Transit Operator jobs; Asians and Filipinos comprise nearly 30% of total jobs. Both groups are utilized above 100% of availability.

The Special EEO Tabulation of the 2000 Census reported the availability of transit operators as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	AmInd	Total
Female	10.2%	11.3%	4.8%	0.8%		0.3%	28.1%
Male	16.7%	18.5%	13.5%	18.7%		0.4%	70.5%
Total	26.9%	29.8%	18.3%	19.4%		0.7%	98.6%

White males, White females and Hispanic females are represented at rates lower than their labor market availability.



13. CUSTODIANS

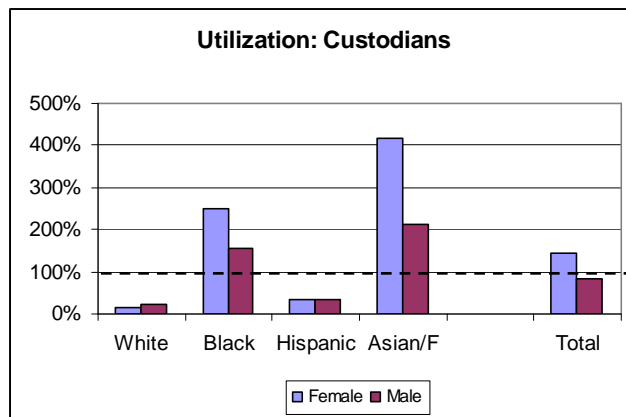
Custodians perform routine manual cleaning tasks in public buildings, schools, other facilities and surrounding areas. The City reported 568 employments in this job class. Asians and Filipinos comprise nearly 65% of positions.

CCSF WORKFORCE COMPOSITION: CUSTODIANS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	3	27	29	153	8	2	222
	0.5%	4.8%	5.1%	26.9%	1.4%	0.4%	39.1%
Male	20	65	53	147	60	1	346
	3.5%	11.4%	9.3%	25.9%	10.6%	0.2%	60.9%
Total	23	92	82	300	68	3	568
	4.0%	16.2%	14.4%	52.8%	12.0%	0.5%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of professional workers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	3.2%	1.9%	14.9%	6.8%		0.1%	27.2%
Male	16.7%	7.4%	28.8%	17.1%		0.1%	71.9%
Total	19.9%	9.4%	43.7%	23.9%		0.2%	99.1%

Blacks and Asians/Filipinos are utilized well over their labor market availability in the City's custodian positions. Whites and Hispanics are underutilized. Although job qualifications for Custodians are minimal, the City has hired a large proportion of candidates from community college custodial training programs.



14. GENERAL LABORERS

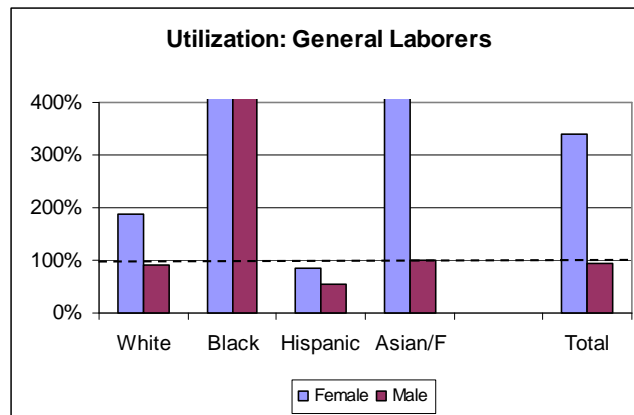
General Laborers performs a variety of manual labor tasks such as removing debris from construction, maintenance, wrecking, or repair work; loading and unloading materials, supplies, furniture, and equipment; and operating various types of equipment and machinery including pneumatic and hand tools. The City reported 348 General Laborer employments.

CCSF WORKFORCE COMPOSITION: GENERAL LABORERS							
	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	6	12	2	5	1	1	27
	1.7%	3.4%	0.6%	1.4%	0.3%	0.3%	7.8%
Male	89	85	88	37	18	4	321
	25.6%	24.4%	25.3%	10.6%	5.2%	1.1%	92.2%
Total	95	97	90	42	19	5	348
	27.3%	27.9%	25.9%	12.1%	5.5%	1.4%	100.0%

The Special EEO Tabulation of the 2000 Census reported the availability of construction laborers as follows:

Labor Market Availability	White	Black	Hispanic	Asian	Filipino	Amlnd	Total
Female	0.9%	0.6%	0.7%	0.1%		0.0%	2.3%
Male	27.7%	5.0%	46.1%	15.6%		0.2%	96.7%
Total	28.6%	5.7%	46.8%	15.7%		0.2%	99.0%

Census data reports that Hispanic males comprise 46% of the available labor market. In the City, Hispanic males comprise over 25% of General Laborer jobs. In the City, General Laborer positions are highly competitive among large applicant pools, and subject to civil service examinations.



CONCLUSIONS

U.S. Census sample data collected in 2000 does not appear to reflect the 2006 demographics of the San Francisco area labor market.

The City's workforce reflects diversity in all areas of employment. With a few exceptions, Blacks, Hispanics, Asians, and Filipinos are well represented citywide and in all occupational categories.

Whites appear to be underutilized in comparison to labor market availability data, however, the statistics from the 2000 Census seem to be outdated. More current data show that Whites in the local population is declining, suggesting that Whites in the local labor market is also declining. Also, data on turnover rates show that Whites are leaving City employment at the highest rate among racial/ethnic groups. White females, although available in the labor market, appear to be choosing to work for employers other than the City & County of San Francisco.

Special attention will be needed to identify if there are employment barriers to women in Skilled Craft and Service Maintenance Workers categories.

Civil Service reform proposals introduced by the Human Resources Director include programs designed to improve the City's hiring process for all groups. These proposals include outreach and recruitment programs to ensure that all segments of the community have access to information about job openings in the City; procedures to expedite the City's application and selection processes; and training programs to develop job skills needed in City employment.

UTILIZATION SUMMARY AT A GLANCE

OCC	#	WHITE		BLACK		HISPANIC		ASIAN & FILIPINO		TOTAL	
		F	M	F	M	F	M	F	M	F	M
A	847	○	○	●	●	●	●	●	●	●	●
B	7619	○	○	●	●	●	●	●	●	●	●
C	2543	○	●	●	●	●	●	●	●	●	●
D1	4239	○	●	●	○	●	●	○	●	○	●
D2	142	○	○	●	●	●	○	●	●	●	○
E	1750	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
F	3113	○	○	●	●	●	○	●	●	●	○
G	2084	○	●	●	●	○	○	○	●	○	●
H	5204	○	○	●	●	○	○	○	●	○	●

M: male; F: female; American Indian not included due to small availability percentages

OCC: occupational categories; A: Officials & Administrators; B: Professionals; C: Technicians; D1: Protective Service, Sworn; D2: Protective Service, Non-Sworn; E: Paraprofessionals; F: Administrative Service; G: Skilled Craft; H: Service Maintenance

○: less than 90%; ●: 90% or more; NA: comparisons not available

RECOMMENDATION: Accept report.

APPENDICES

- A. Labor Market Availability by 11 California Counties,**
- B. Notes and Selected Text from 2005 EEO Workforce Utilization Analysis**

APPENDICE A: LABOR MARKET AVAILABILITY, 11 CALIFORNIA COUNTIES, BY CITY EMPLOYEE (2005) RESIDENCY PROPORTIONS, 2000 U.S. CENSUS

	Total Male	White	Black	Hispanic	Asian	AI/AN	Other	Total Female	White	Black	Hispanic	Asian	AI/AN	Other	
San Francisco	54.5	29.2	2.7	7.1	13.6	0.2	1.7	45.5	22.5	2.6	5.3	13.7	0.1	1.3	100
45.00%	24.525	13.14	1.215	3.195	6.12	0.09	0.765	20.475	10.125	1.17	2.385	6.165	0.045	0.585	
San Mateo	54	28.6	1.5	10.9	11.2	0.1	1.7	46	23.5	1.6	8.6	10.7	0.1	1.5	100
21.40%	11.556	6.1204	0.321	2.3326	2.3968	0.0214	0.3638	9.844	5.029	0.3424	1.8404	2.2898	0.0214	0.321	
Marin	53	42.8	0.9	5.7	2.1	0.1	1.3	47	38.4	0.8	3.9	2.5	0.1	1.2	99.8
3.10%	1.643	1.3268	0.0279	0.1767	0.0651	0.0031	0.0403	1.457	1.1904	0.0248	0.1209	0.0775	0.0031	0.0372	
Alameda	53.1	24.5	5.9	9.5	10.8	0.2	2.1	46.9	21.6	7	6.7	9.5	0.2	1.9	99.9
10.30%	5.4693	2.5235	0.6077	0.9785	1.1124	0.0206	0.2163	4.8307	2.2248	0.721	0.6901	0.9785	0.0206	0.1957	
Contra Costa	53.6	33.3	3.8	8.7	5.8	0.2	1.8	46.4	28.2	4.5	6.3	5.6	0.2	1.6	100
10.40%	5.5744	3.4632	0.3952	0.9048	0.6032	0.0208	0.1872	4.8256	2.9328	0.468	0.6552	0.5824	0.0208	0.1664	
Solano	52.5	27.8	6.4	8.9	6.8	0.3	2.3	47.5	24.6	7.1	6.4	7.1	0.3	2.2	100.2
4.50%	2.3625	1.251	0.288	0.4005	0.306	0.0135	0.1035	2.1375	1.107	0.3195	0.288	0.3195	0.0135	0.099	
Sonoma	53.4	39.8	0.9	9.4	1.6	0.5	1.4	46.6	36.9	0.5	5.9	1.6	0.4	1.3	100.2
2.20%	1.1748	0.8756	0.0198	0.2068	0.0352	0.011	0.0308	1.0252	0.8118	0.011	0.1298	0.0352	0.0088	0.0286	
Santa Clara	56.5	26.9	1.5	11.9	14.3	0.2	1.7	43.5	21	1.2	8.8	11	0.2	1.4	100.1
0.70%	0.3955	0.1883	0.0105	0.0833	0.1001	0.0014	0.0119	0.3045	0.147	0.0084	0.0616	0.077	0.0014	0.0098	
Sacramento	52.1	32.7	4	7.7	5.4	0.4	2	47.9	30	4.4	6.3	4.8	0.4	1.9	100
0.60%	0.3126	0.1962	0.024	0.0462	0.0324	0.0024	0.012	0.2874	0.18	0.0264	0.0378	0.0288	0.0024	0.0114	
San Joaquin	54.8	28.1	2.7	16.7	5.2	0.3	2	45.2	24.5	2.8	11.4	4.6	0.3	1.6	100.2
0.50%	0.274	0.1405	0.0135	0.0835	0.026	0.0015	0.01	0.226	0.1225	0.014	0.057	0.023	0.0015	0.008	
Tuolumne	52.9	47.2	0.3	3.1	0.6	0.6	1.2	47.1	41.4	0	3.2	0.4	0.8	1.3	100.1
0.40%	0.2116	0.1888	0.0012	0.0124	0.0024	0.0024	0.0048	0.1884	0.1656	0	0.0128	0.0016	0.0032	0.0052	
99% Total	53.4987	29.4143	2.9238	8.4203	10.7996	0.1881	1.7456	45.6013	24.0359	3.1055	6.2786	10.5783	0.1417	1.4673	99.1

NOTES AND SELECTED TEXT FROM 2005 EEO WORKFORCE UTILIZATION ANALYSIS REPORT

...the U.S. Department of Justice, Office of Civil Rights, (28 CFR 42.301 et seq) requires that the City & County of San Francisco (City) submit an Equal Employment Opportunity (EEO) Plan to be eligible to receive federal criminal justice funds. The plan is to include a breakdown of the agency's workforce, and identification of underutilization, if any, as well as identification of objectives to address findings of underutilization. Also, the City's Municipal Transportation Agency (MTA) is required to submit an EEO Plan to the Federal Transit Agency.

The California Constitution, as amended by Proposition 209, prohibits State and local government agencies from discriminating against or granting preferential treatment to any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, education, or contracting. The State does not however prohibit the collection of statistical data and reporting of underutilization by racial or gender categories to monitor employment practices. The State also "does not prevent government agencies from engaging in inclusive public sector outreach and recruitment programs that, as a component of general recruitment, may include, but not be limited to, focused outreach and recruitment of minority groups and women if any group is underrepresented in entry level positions of a public sector employer."

The City's reports includes six **racial/ethnic groups**, five of which are required by the EEOC (White, Black, Hispanic, Asian, American Indian/Alaskan Native), and one which is required by California State Government Code §50087 (Filipino).

In the 2000 Census, respondents were allowed to identify themselves in one or more of 15 groups under 'race' and additionally identify whether or not they are of Hispanic origin. The Census Bureau then compiled data into Census 2000 Special EEO Tabulation Files which include six single race groups (White, Black, Hispanic, Asian, Other Pacific Islander, and American Indian/Alaskan Native), a group for those identifying as 'some other race', four two-group combinations, as well as a category for persons identifying more than two races. Detailed data on Filipinos in the labor market is not reported.

Labor market data on Asians includes census groups: 'Asian non-Hispanic' and 'Other Pacific Islander non-Hispanic'. ONH (Other non-Hispanic) includes census groups: 'Black & White non-Hispanic', 'American Indian/Alaskan Native & White non-Hispanic', 'American Indian/Alaskan Native & Black non-Hispanic', 'Asian & Black non-Hispanic', 'Asian & White non-Hispanic', and 'Balance 2+ Races non-Hispanic'. Data on "Other non-Hispanics" was not used in this report because the City does not currently collect information for a comparable grouping.

Relevant labor market is described as the pool of individuals who possess the requisite qualifications for the job within the geographic area in which the agency can reasonably expect to recruit. Data on the relevant labor market is compiled from the Census 2000 Special EEO Tabulation Files.

In order to determine the **geographic area for the City's relevant labor market**, DHR staff in 2005, reviewed City employees' residency by address zip codes and found that 99% of the City's workforce reside in eleven California counties. Labor market data for the eleven counties were compiled, proportional to the respective percentage in the City's workforce, to establish the City's available labor market. For example, 45% of the City's workforce resides in San Francisco, so the San Francisco labor market data from the U.S. Census accounts for 45% of the City's relevant labor market data. The eleven counties include: San Francisco (45%), San Mateo (21.4%), Marin (3.1%), Alameda (10.3%), Contra Costa (10.4%), Solano (4.5%), Sonoma (2.2%), Santa Clara (0.7%), Sacramento (0.6%), Tuolumne (0.4%), and San Joaquin (0.5%).

The City reports workforce composition by broad **occupational categories** to the EEOC and Department of Justice. However, these two agencies, and the Census Bureau, each have slightly different occupational categories and/or descriptions of jobs within categories. For example, the EEOC identifies 'Chief of Police' as an Official and Administrator; the Department of Justice identifies the job as Protective Service—Officials; and the Census maps the job to Protective Service: Sworn. The City's HRMS is currently mapped to EEOC occupational categories.

In 2003, the City submitted its EEO-4 Report to the EEOC and reported these occupational categories:

- Officials and Administrators
- Professionals
- Technicians
- Protective Service Workers
- Paraprofessionals
- Administrative Support Workers
- Skilled Craft Workers
- Service Maintenance Workers.

In 2004, the City submitted its EEO Plan to the Department of Justice, which required these categories:

- Officials/Administrators
- Professionals
- Technicians
- Protective Services
 - Officials (all sworn beyond entry-level)
 - Patrol Officers (all entry-level sworn officers)
- Para-professionals
- Office/Clerical
- Skilled Craft
- Service Maintenance.

In December 2003, the Census Bureau released Special EEO Tabulation Files, which included for state and local government reporting, these occupational categories:

- Officials/Administrators
- Professionals
- Technicians

- Protective Service: Sworn
- Protective Service: Non-sworn
- Administrative Support
- Skilled Craft
- Service Maintenance.

Six of eight categories are substantially identical for all three agencies. However, the Census did not include a summary category for Paraprofessionals. And, the categories for Protective Services are described differently in each of the three agencies. Therefore, in this report, data for these categories will be presented, but utilization will not be calculated.

The occupational categories specified in the U.S. Census Special 2000 EEO Tabulation Files were used in the 2006 EEO Workforce Utilization Analysis Report.

Data presented in the 2006 EEO Workforce Utilization Analysis Report represents employments recorded in the PeopleSoft Human Resources Information System on May 17, 2006. The data includes employees for all City departments, except elected and appointed officials, as-needed workers, and employments in the School and College Districts and the Courts.