



Civil Service Reform Initiatives Overview

February 2009

DHR CIVIL SERVICE REFORM ACCOMPLISHMENTS

Approximately 36 of the City's 45 recommendations in the May 2005 Civil Service Reform Report have been achieved or partially achieved, many with DHR's ongoing efforts for expansion and/or improvement. Of those, 3 are no longer necessary or no longer recommended; and DHR will seek to implement the remainder of the recommendations through Phase II of its Civil Service Reform efforts.

Hiring

- **Faster/Streamlined Hiring.**
 - Position Based Testing ("PBT") has been implemented, reducing hiring times for most positions to less under 90 days. DHR created a list of over 550 pre-approved classes in which the new PBT selection process is used; and as a result of the training program and consultative services DHR has provided departments, the average amount of time required to issue a PBT eligible list is now only 63 days.
 - A number of classes have been consolidated or abolished, and DHR continues to identify new classes for consolidation or abolishment. Since the Civil Service Reform report was issued in May 2005, DHR has abolished 150 classes and is scheduled to abolish an additional 98 classes in the near future.
 - DHR has also begun testing for core competencies, reducing the number of examinations needed.
 - DHR has implemented an integrated, web-based application system to accept job applications online and facilitate candidate referral and review for faster hiring.
 - Newly automated classification processes and materials have been developed for human resources analysts in order to streamline and expedite the hiring and classification processes.
 - Due to these and other efforts and the success of the PBT program, the number of provisional appointments Citywide has dropped by 58% since the Civil Service Reform report was issued.
- **Recruitment.**
 - A DHR Citywide recruitment coordinator has established integrated advertising for all departments at a reduced cost, offering specialized recruitment support for specific departmental needs, and is branding City employment through a variety of print and video media.
 - Moreover, DHR has negotiated wage adjustments for hard-to-recruit classes (e.g., dispatchers, pharmacists, claims adjusters, police officers and protective service workers).
- **Faster Hiring and Cost Efficiencies in Safety Examinations.**
 - In order to address the City's current and future shortages of Police Officers, DHR has successfully reduced the time it takes to administer police examinations by 80%, and increased the number of cadets processed by 60%, with on-line applications and multiple, continuous examinations per year as well as significant community outreach and recruitment efforts.
 - DHR has established a centralized police testing facility to expedite hiring efforts and create cost efficiencies resulting in thousands of dollars of savings to the City. DHR will expand the facility into a dedicated multiuse police/safety/citywide examination facility for use by other City departments.

Employee Investment/Performance Management

- **Overtime Reform and Attendance Standards.**
 - DHR has conducted training and presentations for human resources representatives Citywide on

strategies for reducing sick leave and overtime usage and advises departments on how to manage employees who abuse sick leave.

- DHR also led the meet and confer process with the City's labor unions over the recently passed overtime reduction ordinance, and continues to reach out and advise departments with excessive individual overtime amounts.
- Employee Training and Career Development.
 - DHR designed and implemented 24- PLUS training for all new managers and supervisors, designed to provide supervisors with the core competencies necessary to be an effective manager. Over 950 supervisors and managers have attended this highly successful training.
 - DHR has significantly increased tuition reimbursement funds through MOUs and expanded the hours of training offered to City employees to a total of over 28,491 hours of training per year.
 - In May 2006, DHR was successful in launching the City University Program (CU), a partnership between the City, San Francisco State University-College of Extended Learning and City College of San Francisco, focused on creating additional learning opportunities for City employees. Since its inception, the number of City employees participating in CU courses has increased by over 300% and the types of training programs have also expanded.
- Performance Management.
 - DHR continues to provide performance planning and appraisal training to managers and supervisors Citywide and has created a system to track compliance. Last year, departments reported that 87% of employees Citywide had completed appraisals in their personnel files. This year, DHR assisted the Mayor's Office in implementing a program for Department Head Performance and Appraisals.
 - Labor contracts now contain standard probationary period length language, and provisions that require satisfactory performance appraisals for step increases as well as performance bonuses for excellence where appropriate.

Separations

- Layoffs and Special Conditions.
 - DHR coordinated a Civil Service Rule change to eliminate interdepartmental bumping for managers.
 - DHR recently revised the review and application of special conditions during the layoff process to ensure that individuals who displace other employees are qualified for their positions.
- Succession Planning.
 - DHR continues to review trends in workforce data and to meet with departments to identify high risk areas to prepare for possible loss of staff and knowledge. Most recently, DHR published its second annual succession planning report to aid departments in developing strategies to address this growing problem. Based on the results of that report, DHR is launching a pilot Succession Planning Program within DHR this fiscal year with the intention of creating a model for expansion to other City departments.
 - GASB Reform—DHR led the meet and confer process on the Charter Retiree Health Benefit Reform, recently approved by the voters. The GASB Charter amendment not only addressed the City's ballooning unfunded retiree health costs, but also resulted in a modest retirement improvement aimed at retaining individuals longer to address the City's need to retain senior staff.
- DHR negotiated expedited arbitration provisions for termination appeals in the City's labor contracts.

Governance

- DHR negotiated with 14 craft unions to consolidate into one master MOU.
- DHR has centralized its divisions into one centralized location capable of supporting all Citywide human resource functions.