



THE CITY AND COUNTY OF SAN FRANCISCO

Civil Service Commission



Annual Report
Fiscal Year 2011–2012



Civil Service Commission

E. Dennis Normandy
PRESIDENT

Donald A. Casper
VICE PRESIDENT (through August 14, 2011)

Kate Favetti
COMMISSIONER (Appointed September 22, 2011)
VICE PRESIDENT (Elected October 3, 2011)

Morgan R. Gorrondo
COMMISSIONER (through August 30, 2011)

Scott R. Heldfond
COMMISSIONER (Appointed January 4, 2012)

Mary Y. Jung
COMMISSIONER

Lisa Seitz Gruwell
COMMISSIONER (through August 30, 2011)

Commission Staff

Anita Sanchez
EXECUTIVE OFFICER

Sandra Eng
ASSISTANT EXECUTIVE OFFICER

Elizabeth Aldana
ADMINISTRATIVE ASSISTANT

Lizzette Henríquez
RULES, PERSONNEL & OFFICE COORDINATOR

Luz Morganti
SENIOR PERSONNEL ANALYST

Gloria Sheppard
APPEALS COORDINATOR

Table of Contents

Transmittal Letter to Mayor Edwin M. Lee.....	4
Dedications.....	5
Mission Statement.....	9
Highlights of Fiscal Year 2011-2012.....	10
Overview on the Civil Service Commission.....	13
Commissioner Biographies.....	14
Organization Chart.....	19
Commission Budget.....	21
Commission Oversight of the Merit System.....	22
The Civil Service Merit System.....	23
Important Events that have Shaped the City and County of San Francisco Merit System.....	23
Major Program Areas and Functions.....	27
Rules, Policies and Procedures Administration.....	27
Hearings and Appeals.....	31
Merit System Oversight Functions.....	36
Inspection Service Requests.....	37
Inspection Requests for Fiscal Year 2011-12.....	37
Merit System Audits.....	39
Wage Setting Responsibilities of the Civil Service Commission.....	41
Certification of Rates of Pay and Prevailing Wages.....	41
Setting of Salary and Benefits for Elected Officials.....	41
Setting of Salary for Members of the Board of Supervisors.....	42
Employee Relations Ordinance Administration.....	43
Unfair Labor Practice Charges.....	44
Bargaining Unit Assignments.....	44
Management, Supervisory, Confidential Designations.....	44
Recognition Elections: Employee Organization Certification or Decertification.....	45
Decertification/Recognition.....	45
Affiliation, Disaffiliation or Merger of Labor Organizations.....	46
In Appreciation.....	47

Transmittal Letter to Mayor Edwin M. Lee

November 30, 2012

The Honorable Edwin M. Lee
Mayor of the City and County of San Francisco
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Lee:

It is with great pleasure that the Civil Service Commission submits its Annual Report for the fiscal year concluding June 30, 2012. This Annual Report commemorates the Commission's 112 continuous years of service in managing the Charter-mandated civil service merit system for public employment in the City and County of San Francisco. The Report reflects the Civil Service Commission's overall commitment to, and focus on, providing fair and equitable opportunities for all prospective and current employees of the City and County. The quality of life in our great City is enhanced through the vital services provided by our City and County employees, and the Civil Service Commission strives to ensure an environment that is conducive to achieving the highest quality performance in carrying out the City's mission.

We pay tribute to the late Commissioner Donald A. Casper, who was tragically killed by a hit and run driver while jogging on August 14, 2011. His death has left an immeasurable void in everyone touched by one who has dedicated his life to service and respect for the dignity of every person. We also pay tribute to Anita Sanchez, who served as the Executive Officer of the Civil Service Commission for five years, until her retirement on June 30, 2012. This Annual Report reflects Ms. Sanchez' accomplishments during the last year of her tenure.

The Civil Service Commission is proud of its accomplishments for Fiscal Year 2011-2012. During that time period, the Commission revised a number of its Civil Service Rules to ensure that they are consistent with the law and City departments' operational needs, adjusted the salaries of elected officials in accordance with Charter mandates, certified the prevailing rate of wages of various crafts and kinds of labor paid in private employment, conducted training workshops on the merit system and on Personal Services Contracts, and administered the Commission's Merit System Audit program. Despite a minimal staff of six, the Commission was able to achieve these milestones in addition to reviewing and investigating 112 Inspection Service Requests within 60 days, reviewing 250 requests for Personal Services from City departments and resolving 66 appeals.

We would also like to take this opportunity to highlight the outstanding performance of the Civil Service Commission staff for their excellent work in this fiscally challenging year and under limited resources.

Respectfully submitted,

CIVIL SERVICE COMMISSION



KATE FAVETTI, President



JENNIFER JOHNSTON, Executive Officer

Dedications

Commissioner Donald Casper and Anita Sanchez





Commissioner Donald A. Casper

Civil Service Commissioner, July 1, 1999 to August 14, 2011

The Civil Service Commission dedicates this year's Annual Report in part to Commissioner Donald A. Casper, in recognition of the vital role he played in the betterment of the civil service merit system in his twelve years of service as a Civil Service Commissioner.

Commissioner Casper was tragically killed by a hit and run driver while jogging on August 14, 2011. His death has left an immeasurable void in everyone touched by one who has dedicated his life to service and respect for the dignity of every person.

Commissioner Casper served in leadership positions on the Civil Service Commission, and provided stable, seasoned leadership throughout his tenure. He served as Commission President in June 2002 to 2003 and June 2008 to 2009; and as Commission Vice President in June 2001 to 2002, June 2007 to 2008, and June 2010 until his tragic death in August 2011.

Commissioner Casper served during a period when the Commission deliberated and conducted extensive hearings on significant, technical and complicated personnel matters involving discrimination complaints, expansion of certification rules for promotions in the Police and Fire Departments, examination administration, classification matters, interdepartmental bumping, and other merit system issues. He played an active and important role in the resolution of critical matters before the Commission.

Commissioner Casper carried his duties with unconditional dedication, a commitment to fairness and was truly passionate about public service, the principles of the civil service merit system and his beloved City of San Francisco. His conscientious, fair-minded, ethical, and principled exercise of duties holds him in great respect and the affection of many.

The Commission mourns Commissioner Casper's passing. His loss has left a void not only on the Civil Service Commission, but the City and County of San Francisco as well.



Anita Sanchez

Executive Officer of the Civil Service Commission, July 2007 to June 2012

The Civil Service Commission also dedicates this year's Annual Report to Anita Sanchez, in recognition of her over 25 years of service to the City and County of San Francisco, and her outstanding contribution and dedicated service to the work of the Commission during her tenure.

Ms. Sanchez served as the Executive Officer of the Civil Service Commission for five years, until her retirement on June 30, 2012. Prior to that, Ms. Sanchez served as the Assistant Executive Officer from 1997 to 2007. During her tenure with the Commission, Ms. Sanchez was committed to fairness and the principles of the civil service merit system. She continually worked to improve the system in an effort to make it more efficient, effective and accessible to all.

Ms. Sanchez' accomplishments were many, including:

She was instrumental in creating a public forum for meaningful public dialog of proposals and policy decisions;

She expanded Commission oversight of merit system operations through an active Inspection Service Request and Merit System Audit Programs, reviewing departments' application of Civil Service Rules and Commission policies;

She updated the Rules related to the Employee Relations Ordinance (ERO), Conflict of Interest, Equal Employment Opportunity, Leaves of Absence and an expanded certification rule of "Rule of Ten Scores" for promotions in the San Francisco Police Department; and

Ms. Sanchez, in her dedication to carry out the Commission's Mission and Vision, regularly conducted training programs, outreach activities and publications on the civil service merit system.

Because of Ms. Sanchez' knowledge of the legal framework of the civil service merit system coupled with her objectivity and integrity, her advice was and continues to be sought by departments, employees, union representatives and the public. Ms. Sanchez also served as a key resource in addressing City departments' need for flexibility in personnel management; and her expertise of the Rules, policies and procedures of the Civil Service Commission greatly assisted in facilitating departmental operations, while at the same time maintaining the integrity of the City's merit system.

We hope that she may enjoy the fullest measure of good health, prosperity, and happiness in her well-deserved retirement.



Annual Report

Fiscal Year 2011–2012

Mission Statement

The Civil Service Commission's Mission is to establish, ensure and maintain an equitable and credible merit system for public service for the citizens of San Francisco. The Commission's goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

Highlights of Fiscal Year 2011-2012

Fiscal Year 2011-2012 continued to be a year of challenges and accomplishments in the fulfillment of the Commission's duty to carry out the merit system provisions of the Charter. The economic downturn of several years ago which has continued to contribute to the City's budget deficit, also continues to have a great impact on the City's operations and its employees. The role of the merit system in a time of limited resources and staffing reductions has become increasingly more important in ensuring fairness in employment decisions.

ELECTION OF OFFICERS

Commissioner E. Dennis Normandy was re-elected President of the Civil Service Commission and Commissioner Donald A. Casper re-elected Vice-President, in June 2011. Commissioner Kate Favetti was elected Vice President in October 2011.

COMMISSIONER APPOINTMENTS

The Mayor appointed Commissioner Kate Favetti on September 22, 2011 and Commissioner Scott R. Heldfond on January 4, 2012.

CLARIFICATION ON REPORT REQUIREMENTS FOR ADDITIONAL EMPLOYMENT

Adopted an amendment to Civil Service Commission Rule Series 018 - Conflict of Interest to clarify the reporting requirements on additional employment and the requirements to obtain approval prior to accepting work outside City and County of San Francisco employment

AMENDMENTS TO CIVIL SERVICE RULE RELATED TO THE EMPLOYEE RELATIONS ORDINANCE

Amendments to Rules Series 007 incorporating changes to San Francisco Administrative Code provisions Sections 16.200 through 16.222 (Ordinance No. 296-10-12-03-10) governing the Employee Relations Ordinance to ensure consistency with State and local laws.

AMENDMENTS TO CIVIL SERVICE RULES ON FORMER REDEVELOPMENT AGENCY EMPLOYEES

Adopted Article VII – Redevelopment-Only Priority Eligible List and Promotive Points applicable to former San Francisco Redevelopment Agency (SFRA) employees who were laid off from their positions effective March 30, 2012.

AMENDMENTS TO CIVIL SERVICE RULE – EXAMINATIONS FOR MEMBERS OF THE UNIFORMED RANKS OF THE SAN FRANCISCO FIRE DEPARTMENT

Rule 311.10 – Rating Keys-Fire Department of a Pilot Program to allow the release of Rating Keys. The amendments authorize the Department of Human Resources to establish a pilot program which

will allow the release of the rating keys for review by Fire Department promotional candidates of examinations developed by the Department of Human Resources.

CONDUCTED REVIEW AND INVESTIGATION OF 127 INSPECTION SERVICE REQUESTS

Exceeded our goal by completing eighty-eight percent (88%) (or one hundred twelve (112)) of the one hundred twenty-seven (127) Inspection Service Requests within sixty (60) days. Inspection Service Requests cover selection procedures, minimum qualifications, conflict of interest in employment decisions, layoffs, acting assignments, probationary periods, and other merit system matters.

COMPLETED SEVEN (7) DEPARTMENTAL MERIT SYSTEM AUDITS

Conducted and completed audits at the Adult Probation Department, Child Support Services, Department of Public Health – Population Health and Prevention Division, Department of Public Health – General Hospital, San Francisco International Airport, Office of Economic Workforce Development, and Department of Technology. The audits focused on each department’s compliance with the Charter and Civil Service Commission Rules and policies and procedures in examinations, announcements and selection processes for permanent civil service appointments.

HEARINGS AND APPEALS

Conducted nineteen (19) Regular meetings and two (2) Special Meetings, received sixty-four (64) appeals, carried forward forty-six (46) active appeals from the previous fiscal year, and resolved a total of sixty-six (66) appeals.

PERSONAL SERVICES CONTRACTS

Reviewed and approved two hundred fifty (250) Personal Services Contracts Requests from City departments, ensuring that the City does not contract out work inappropriately.

ANNUAL ADJUSTMENT OF ELECTED OFFICIALS’ SALARIES

In accordance with Charter Section A8.409-1 (providing that the Commission must annually adjust the respective salaries of the Mayor, City Attorney, District Attorney, Public Defender, Assessor-Recorder, Treasurer, and Sheriff) increased the salaries of Elected Officials by one and one half percent (1.5%), effective July 1, 2011, to reflect the increase in the Consumer Price Index (CPI) during the prior calendar year.

ANNUAL ADJUSTMENT OF BOARD OF SUPERVISORS SALARY

In accordance with Charter Section 2.100 (providing that the Commission must set the salary for members of the Board of Supervisors every five years), increased the salaries for Members of the Board of Supervisors by one and one half percent (1.5%) effective July 1, 2011 to reflect the increase in the Consumer Price Index (CPI) during the prior calendar year.

REDUCTION OF SALARY OF MEMBERS OF THE BOARD OF SUPERVISORS AND SALARIES OF ELECTED OFFICIALS (MAYOR, CITY ATTORNEY, DISTRICT ATTORNEY, PUBLIC DEFENDER, ASSESSOR-RECORDER, TREASURER, AND SHERIFF)

In accordance with Charter Sections 2.100 and A8.409-1 (providing that, in the event that the City and County of San Francisco and its employee organizations agree to amend the compensation provisions of existing memoranda of understanding to reduce costs, the Commission shall review and amend the respective salaries of the Members of the Board of Supervisors and Elected Officials as necessary to achieve comparable costs savings in the affected fiscal year or years), the Commission reduced the salaries for Members of the Board of Supervisors and Elected Officials by 4.16% consistent with the wage concessions made by employee organizations for Fiscal Year 2011-12.

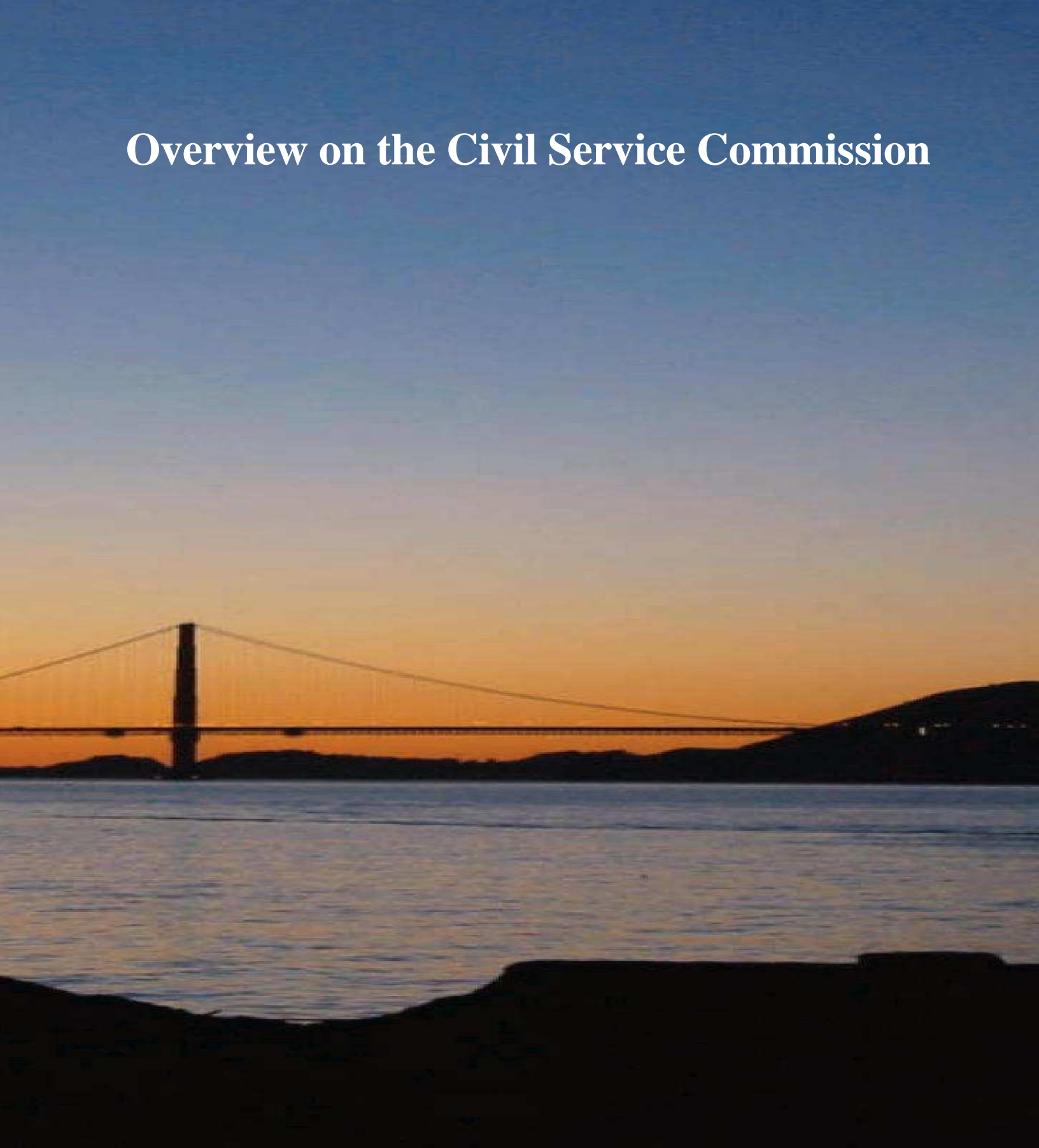
PREVAILING RATE OF WAGE

Certified the rates of pay for Police Officers, Firefighters, Registered Nurses. Certified the prevailing rate of wages of various crafts and kinds of labor paid in private employment for workers performing public works and improvements, performing janitorial services, working in garages and off-street parking lots owned or leased by the City, engaged in theatrical and technical services for shows, performing moving services, and hauling solid waste.

TRAINING AND WORKSHOPS

Conducted training workshops on the merit system and on Personal Services Contracts. Ensured availability to provide merit system and PSC training to City departments and employee organizations as requested.

Overview on the Civil Service Commission



Commissioner Biographies

The Civil Service Commission is composed of five members, each appointed to serve a six-year term. The following Commissioners served on the Civil Service Commission during Fiscal Year 2011-2012:



E. DENNIS NORMANDY, PRESIDENT

Appointed September 2008 by Mayor Gavin Newsom

Reappointed July 2009 by Mayor Gavin Newsom

E. Dennis Normandy is a public official, community leader, and an independent businessman.

As a public official he served in Governor George Deukmejian's Task Force for the Study of Asia. In San Francisco he has worked in the administrations of 6 mayors. As Library Commissioner for Mayors Dianne Feinstein and Art Agnos he helped oversee the design and construction of the magnificent New Main Library. For Mayors Frank Jordan, Willie Brown and Gavin Newsom, he served an unprecedented 15 years and 4 terms as President of the Public Utilities Commission, the \$35 billion enterprise which annually contributes \$500 million to the City's general fund while providing water, power and waste management for 2.5 million customers in The City and 3 adjacent counties. Under current Mayor Edwin Lee, Normandy is President of the Civil Service Commission, which is charged with the steering and streamlining of policies and processes affecting The City's more than 30,000 employees, their unions, and the hundreds of contractors providing services to the City and County.

As a community leader he has contributed locally and nationally to the positive visibility and empowerment of ethnic communities. He was a columnist for the nationally-circulated Philippine News, host for public television's Asian Journal, and Chairman of both the National Filipino American Council and the National Asian and Pacific American Coalition. He is Chairman of the Filipino American Political Action Committee and Vice-Chair for Books for the Barrios Foundation. For 20 years until July 2011, he chaired the San Francisco-Manila Sister City Committee. Two Philippine Presidents have conferred upon him awards recognizing his work as ambassador of good will between the United States and the Philippines, and for his dynamic involvement in trade and commerce benefitting both countries.

As a businessman in Manila he served on the Boards of 5 private corporations and managed Standard Oil Agrichemicals' Asian advertising. In his early 20s, he moved to San Francisco where he directed worldwide advertising at the multinational food conglomerate Del Monte. Following a stint heading promotions for the 73-country ad agency Foote, Cone & Belding, over the next 2 decades he led The PSN Group, a consortium of marketing, communications and graphic design firms. He recently formed Infrastructure Development Group, LLC which serves as a conduit for bringing sustainable energy technology to Asia.

Normandy was born in Manila to a French-American-Spanish-Filipino family that pioneered public transit systems in the main island of Luzon. He was schooled in the Humanities and Business at Jesuit universities and in Mastering Negotiation at Harvard's Kennedy School of Government.



DONALD A. CASPER, VICE PRESIDENT (THROUGH AUGUST 2011)

*Appointed March 2000 by Mayor Willie L. Brown, Jr.
Reappointed September 2006 by Mayor Gavin Newsom*

Commissioner Donald A. Casper was a member of the San Francisco law firm of Jacobs, Spotswood & Casper LLP. He maintained a general civil practice serving the needs of small businesses and individuals in both transactional and litigation matters. His areas of concentration included professional, non-profit and closely held business corporations; contractual relations between business entities; real property and landlord-tenant law; and election law.

He had a long history of community involvement, both within his neighborhood and citywide. He served on the boards of the Janet Pomeroy Center (formerly Recreation Center for the Handicapped), the Salesian Boys' and Girls' Club, and the Columbus Day Celebration. He was also chairman of the Janet Pomeroy Center Board of Directors from 1985 to 1988. Beginning in 1994, he chaired the board of Columbus Day Celebration, sponsor of the City's annual Italian Heritage Parade. He also served as a director of the Italian-American Community Services Agency and the Tenderloin Senior Organizing Project. In 1986, Commissioner Casper served as president of the St. Thomas More Society of San Francisco, an association of Catholic lawyers and jurists. He had also been a member of the Legal Affairs Advisory committee of the Roman Catholic Archdiocese of San Francisco. From 1991 to 1994, Commissioner Casper sat on the Community Advisory Board of St. Mary's Hospital and Medical Center. Long active in Georgetown University alumni affairs, he sat on the Georgetown Library Board.

Commissioner Casper was chairman of the San Francisco Republican County Central Committee from January 1997 until June 2002. Appointed to fill a vacancy on the committee in 1991, he was returned by Republican voters in the 13th Assembly District every two years between 1992 and 2000. His fellow committee members elected him chair three times. He also served on the California Republican State Central Committee. Beginning in 1993, Commissioner Casper had been a member of the governing board of the San Francisco State Building Authority, a state-local joint powers agency charged with the restoration of the Earl Warren State Office Building and construction of the adjoining Hiram W. Johnson Building, in San Francisco's Civic Center. The complex houses the California Supreme Court, and the First District Court of Appeal, as well as regional offices of other state government entities.

Commissioner Casper was a fourth-generation San Franciscan, who lived in the North Beach neighborhood until his passing in 2011. He attended Salesian Grammar School and St. Ignatius College Preparatory in San Francisco. He received his undergraduate and law degrees from Georgetown University. Commissioner Casper was editor-in-chief of Georgetown's undergraduate weekly newspaper, *The Hoya*, and was the first recipient of the university's Edward Bunn Award for Journalistic Excellence. In 1982-1983, he was president of the Georgetown Alumni Club of Northern California. An avid long-distance runner, Commissioner Casper has completed nine marathons, including the 2001 Marine Corps Marathon in Washington, D.C.



KATE FAVETTI, VICE PRESIDENT (ELECTED IN OCTOBER 2011)

Appointed September 22, 2011 by Mayor Edwin Lee

As a City and County of San Francisco retiree with 36 years of dedicated service, the recent appointment of Commissioner Kate Favetti to the Civil Service Commission is hailed as an outstanding addition to the work and the betterment of the civil service merit system.

Commissioner Favetti's City and County career has encompassed progressively more complex positions in the professional, managerial and executive ranks culminating as a City Department Head for the Civil Service Commission. Her 36 years of work experience is a reflection of the civil service merit system at work, starting as a Clerk Typist, working her way to qualify and be appointed in the positions of Senior Clerk-Typist, Management Assistant, Personnel Analyst, Senior Personnel Analyst, Senior Departmental Personnel Officer, Human Resources Manager, Special Assistant, Assistant Executive Officer, Principal Employee Relations Representative, SFGH Human Resources Director, and ultimately as a City Department Head.

Commissioner Favetti is a well-known and respected facilitator of the City and County's civil service personnel system. Her extensive knowledge of the legal framework of civil service and her considered judgment have established her as the key resource person to whom so many turn for advice and information on personnel matters. Commissioner Favetti's experience and achievements have earned her the honor and recognition of the International Public Management Association for Human Resources, IPMA-HR Executive Level Certification.

As a native and long-time resident of San Francisco, Commissioner Favetti is active in numerous neighborhood, community service and non-profit organizations. She is President of the Westwood Park Homeowners Association; Board Member, OMI Cultural Participation Project; Coordinator, Ocean Avenue Association Executive Director Hiring Committee (2011 and 2012); Phelan Loop Design Committee; the San Francisco Botanical Gardens; and, others.

Commissioner Favetti and her husband Ray are the proud parents of Tony, his wife Lauren, Joseph, his wife Amber and Dominic; and doting grandparents to Nicole, Renee, Mia Rose, Abby and Lilah.



MORGAN R. GORRONO

Appointed February 2000 by Mayor Willie L. Brown, Jr.

Reappointed September 2006 by Mayor Gavin Newsom

Commissioner Morgan R. Gorrondo was the owner of EIGHT, an upscale lounge in the South of Market area and is the former owner of The Bar on Castro and has been credited for turning the establishment into an upscale lounge-type meeting place and changing the gay bar scene in San Francisco. He was also the Chief Operations Manager of The Café and was instrumental in creating a diverse customer base and initiating an aggressive diversity-hiring program of bartenders and staff receiving full benefits. His efforts made The Café the 2nd biggest employer in the Castro area. He also has a business venture in home restoration and repair.

Commissioner Gorrone is active in numerous community service and non-profit organizations. His fundraising activities have benefited P.A.W.S., The AIDS Emergency Fund, The God Father Service Fund, and Breast Cancer Research. His community service activities include: Board Member of Merchants of Upper Market and Castro (M.U.M.C.); Founding member and Vice President of the District 8 Democratic Club; Member of C.O.B., an oversight group working to create a Gay/Lesbian homeless youth shelter; Member of Upper Market Citizens Patrol; Member of Mayor Brown's Lavender Steering Committee; Member of Alice B. Toklas Democratic Club; and is an active Member of the S.P.C.A.

Commissioner Gorrone is deeply interested in public safety and law enforcement and works closely with the Mission Police Station, the Police Department and the Police Commission on community safety and protection and officer safety programs. Commissioner Gorrone served as President from June 2003 to June 2004 and June 2009 to June 2010.



SCOTT R. HELDFOND, COMMISSIONER

Appointed January 4, 2012 by Mayor Edwin Lee

Commissioner Scott R. Heldfond received a Certificate of Honor from the Board of Supervisors on September 27, 2011, for his accomplishments and dedication serving as the Commissioner on the Health Services Commission for over 15 years. At the ceremony in his honor, Supervisor Sean Elsbernd, who worked with Commissioner Heldfond on the Health Services Commission, stated that Commissioner Heldfond epitomized what is a public servant.

Commissioner Heldfond was appointed to the HSS by four (4) Mayoral administrations. He was elected and served as President over five (5) times. During challenging periods, Commissioner Heldfond conducted himself as a professional and exercised good stewardship for both the City and HSS constituency. His business experience has been a huge contribution during significant budget challenges and reviewing health benefits for employees and retirees and serving the people of San Francisco.

Commissioner Heldfond is Director of Aon Risk Services, a global insurance brokerage and consulting firm and previously the Director of Nasdaq Insurance Group, LLC owned by Nasdaq Stock Market. His former positions are as President and Chief Operating Officer of other insurance brokerage firms and investment banking firms. He is also a Retiree of the Honorary Consul General to the United States for the Republic of Rwanda.

Commissioner Heldfond's numerous community involvement include: Official Member of San Francisco-Bangalore India Sister City Committee; Member of the President's Council at St. Ignatius College Preparatory School; Past Board Member of Catholic Healthcare West Bay Area; Boys & Girls Club in San Francisco; St. Francis Memorial Hospital; and, San Francisco Symphony Youth Orchestra

Commissioner Heldfond received his Bachelor of Arts Degree from the University of California, Berkeley and attended the University of San Francisco Law School.



MARY Y. JUNG, COMMISSIONER

Appointed January 2008 by Mayor Gavin Newsom

Commissioner Mary Y. Jung was appointed to the Civil Service Commission in January 2008. Prior to her current work with Pacific Gas and Electric Company (PG&E), Commissioner Jung served as the Commission Secretary for the San Francisco Public Utilities Commission for over five years. As a member of the PUC executive staff; she acted as the liaison for the Commission and PUC Divisions, other city, regional and state agencies, and elected officials. Her office also maintained the official records of meetings and official actions of the Commission and certified all official documents and Commission resolutions.

Commissioner Jung also served under Mayor Willie L. Brown, Jr. in the Mayor's Office of Community Development and the Mayor's Office of Housing for four years as Office and Personnel Manager, where she managed the department's operations and human resources functions.

Currently, Commissioner Jung is a Principal in PG&E's Customer Energy Efficiency Department. Her job focuses on the development of government strategies and partnerships to help slow climate change. She has been successful in creating partnerships with government, industry and retailers to pursue the goals of meeting customer energy needs while reducing California's greenhouse gas emissions. She is involved in strategic planning to educate and help customers make important energy-efficient changes at home and at work that can add up to significant reductions in carbon.

Commissioner Jung has been an elected member of the San Francisco Democratic County Central Committee (DCCC) representing the 12th Assembly District since 2000, and was unanimously elected to the Chair of the DCCC in 2012. She is on the Executive Board of the California Democratic Party and also serves on the newly formed Affirmative Action Committee. She is active in county and Democratic voter registration, fundraising, candidate development and support, and advocacy projects. She is devoted to increasing the visibility and participation of people of color and the disenfranchised in all aspects of society, especially in the political arena.

Since 1992, Commissioner Jung has served as a Board Member of the Pacific Asian American Women Bay Area Coalition (PAAWBAC). PAAWBAC represents the interests of Pacific and Asian American women, supports programs of relevance to Pacific Asian women in areas such as career advancement, relationships, educational equity, health care, business/economic development, and political empowerment. She is a strong believer in forming networks with concerned individuals, members of other community organizations and leaders in the community to address issues affecting Asian and Pacific women and their communities.

Commissioner Jung is a recognized and respected community leader, active in numerous non-profit activities. She is a mentor and role model through her dedicated efforts of promoting the personal, professional and political development of the young emerging leaders in the community.

LISA SEITZ GRUWELL, COMMISSIONER

Appointed August 3, 2010 by Mayor Gavin Newsom

Commissioner Seitz Gruwell is a Consultant with Gruwell and Associates, a management consultant group. Her clients include Democracy Alliance, WhistleStop Media, Rappaport Family Foundation and Skyline Public Works, The Atlas project, and Current TV.

Commissioner Seitz Gruwell previously served as Director of Communications and Public Affairs with the San Francisco Recreation and Parks Department from November 2008 to January 2010. Before joining the City and County of San Francisco, Commissioner Seitz Gruwell served as the Chief Operating Officer for Skyline Public Works, Andy and Deborah Rappaport's organization that blends venture capital with political philanthropy. At Skyline Public Works, Commissioner Seitz Gruwell directed political and philanthropic giving for Andy Rappaport, totaling \$5 to \$7 million a year; managed all communications and media relations for the foundation; helped set the strategic direction for the political fund and the Rappaport Family Foundation; and managed the staff, operations and programs of both entities. Commissioner Seitz Gruwell's key accomplishments include leading a successful lobbying effort to pass Election Day Registration at the state legislative level in several key states, completing an extensive analysis of the top performing youth programs in the United States, and writing an extensive report on young voter participation that is widely cited by the news media. Commissioner Seitz Gruwell has also incubated several successful new progressive political organizations, including the Progressive States Network, the largest think tank serving state legislators across the United States.

In 2002-2003, Commission Seitz Gruwell was the Political Media Consultant for Storefront Political Media. She developed campaign strategy, wrote media plans and crafted messages for candidates for public office at all levels of government; wrote and produced political television, radio, internet and print advertising; created fundraising plans and developed and managed multi-million dollar campaign budgets; and secured media coverage and briefed candidates prior to interviews and editorial board meetings.

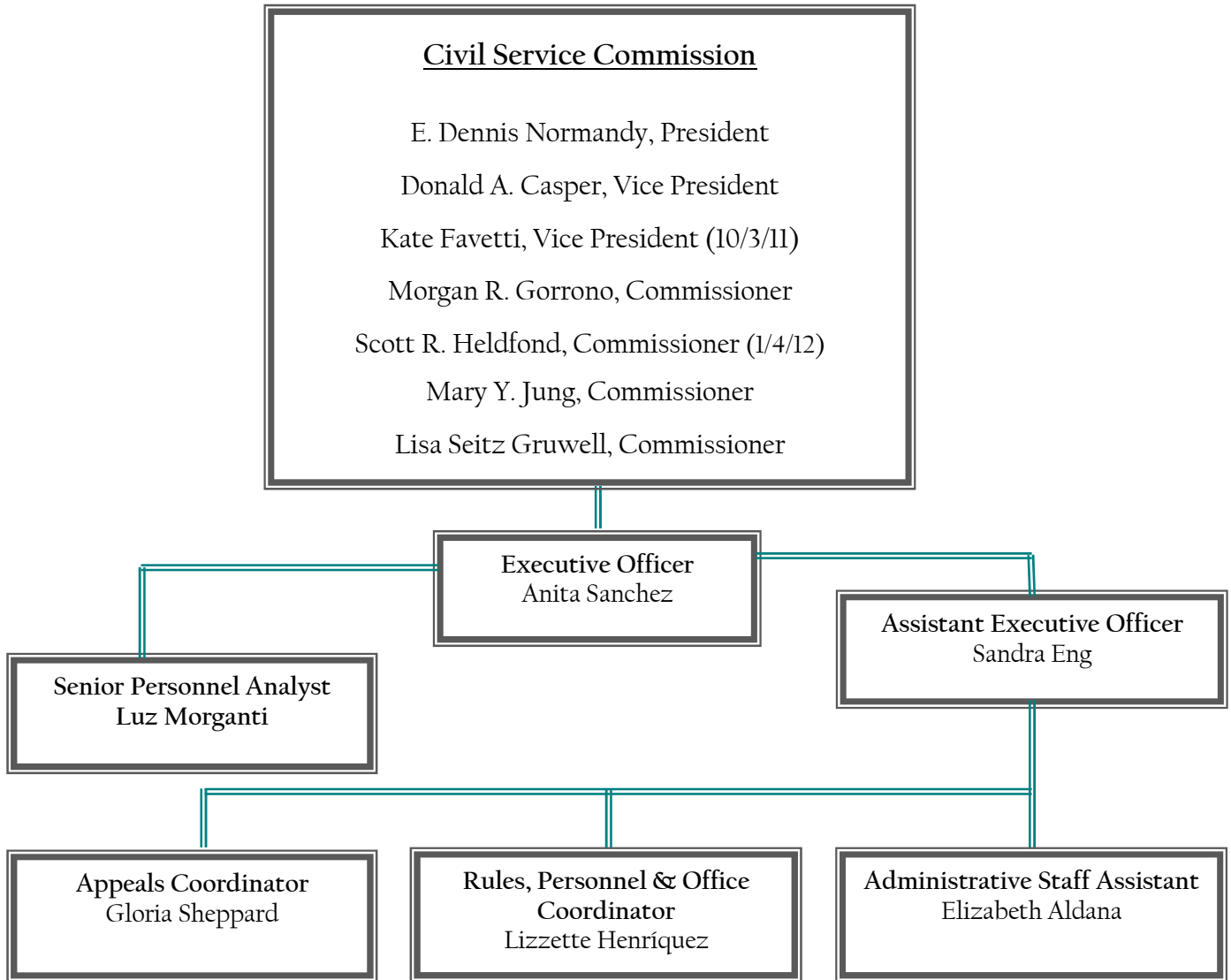
Commissioner Seitz Gruwell served as the District Director and Press Secretary for the Office of the California Assembly Majority Leader in 2001. She directly assisted the Majority Leader to develop and pass their policy agenda, developed and implemented a statewide press strategy – wrote press releases, talking points, and speeches and arranged interviews and editorial board meetings across California.

Her previous experience also includes serving as the Public Relations Executive for The Weber Group, Chief of Staff and Press Secretary for the Office of the Montana Senate Minority Leader, and Caucus Director for the Montana State House and Senate Democrats.

Commissioner Seitz was born and raised in Great Falls. She received her Bachelor of Arts Degree in Public Relations and Political Science from Carroll College. In 2007, Commissioner Seitz Gruwell completed the Center for Social Innovation's Executive Program for Philanthropy Leaders at the Stanford University Graduate School of Business. She and her husband, Chris Gruwell, live in San Francisco with their two daughters. The family also includes Zoe, their Swiss Mountain Dog.

Organization Chart

(For the period covering July 1, 2011 through June 30, 2012.)



Department staffing continued to be stable this fiscal year, with Commission staff remaining at six. The small number of staff makes the duties and tasks performed by each member crucial in carrying out the Department’s mission. While the staff is small in number, we are pleased that the Department has accomplished in a timely and efficient manner, its many responsibilities.

Commission Budget

The Fiscal Year 2011-2012 budget appropriation was as follows:

Account	Adopted Budget	Total
Salary & Fringe Benefits		
Permanent	502,278	
Temporary	1500	
Fringe Benefits	206,412	\$710,190
Special and Professional Services		
Professional Services	10,300	\$10,300
Materials and Supplies		
Material and Supplies	3,395	\$3,395
Services of Other Departments		
DHR, DTIS, PUR Mail & Repro, Real Estate	100,376	\$100,376
Total Budget Appropriation		\$824,261

The Department has continued to operate on a skeletal, maintenance budget. As a result, staff is continually challenged to operate on a limited scale and provide timely and efficient service.

Although there are six (6) actual full-time equivalent (FTE) positions, the Department is funded at 5.68 FTE. This creates an inherent and automatic deficit in the Department's salaries and fringes budget category at the end of the fiscal year.

Commission Oversight of the Merit System



Civil Service Commission

Annual Report – Fiscal Year 2011-2012

The Civil Service Merit System

In response to widespread corruption, the Civil Service Commission was established by the electorate in 1900. Under the Commission's oversight, Civil Service, also known as the merit system, was created to ensure that the recruitment and retention of a qualified workforce, and the selection and promotion of employees providing public service and who are compensated by tax dollars, are conducted in a fair and impartial manner and in a competitive fashion.

The demand for accountability, high performance and ethical standards require a visible, objective public personnel process provided by a merit system. This demand for accountability is reflected in the Civil Service Commission Charter mandates to oversee the City's merit system through the establishment of Rule, policies and procedures; hearing of appeals; inspection and audit services; training; and reports from the Executive Officer, Human Resources Director and Director of Transportation on the operation of the merit system.

As applied to classifications under the competitive civil service selection, appointment and removal procedures, the principles of the City and County's merit system include:

- 1) Recruitment, employment, retention, and promotion of employees on the basis of qualifications and performance; and,
- 2) High performance and ethical standards, consistent with the hiring of qualified individuals who have successfully completed the examination process, been placed on an eligible list and completed the probationary period.

Further, it is the goal and policy of the Civil Service Commission to provide fair treatment of applicants in all aspects of employment without regard to race, religion, national origin, ethnicity, age, disability, gender identity, political affiliation, sexual orientation, ancestry, marital or domestic partnership status, parental status, color, medical condition, and otherwise prohibited nepotism or favoritism.

The Commission assists in carrying out the mission of the City and County of San Francisco through a qualified, well-motivated workforce. Managers utilize hiring techniques that meet merit system principles and employees are hired based on merit and regular evaluation and performance appraisals in accordance with established standards. The Commission supports the immediate filling of a vacancy by an employee who meets or exceeds the minimum qualifications of the job, and is hired permanent civil service with full benefits.

The ultimate goal of the Commission is to provide the framework of a strong, credible merit system resulting in a City and County workforce with an inherent pride in providing efficient service for the public.

Important Events that have Shaped the City and County of San Francisco Merit System

1900 Establishment of the Civil Service Commission

The San Francisco Civil Service System was established under the 1900 Freeholder Charter.

- ✧ San Francisco Civil Service Commission was established, simultaneously, with the establishment of the merit system for the City and County of San Francisco.
- ✧ The Civil Service Commission one of the oldest in the country, pre-dated only by just a few years by Chicago, New York, and a few other Eastern municipalities. San Francisco has the oldest civil service system west of the Mississippi.
- ✧ The first members of the Commission were P.H. McCarthy, John E. Quinn, and Richard Freud, who were appointed by Mayor James D. Phelan on December 30, 1899.
- ✧ The Commission's first meeting occurred on January 5, 1900; Richard Freud was elected president.
- ✧ The first competitive examination was held on January 8, 1900, and as a result, Edward F. Moran was appointed "Chief Examiner and Secretary" of the Commission.
- ✧ The offices of the Commission opened to the public at noon, January 8, 1900, and by 5:00 p.m., 621 Laborers applications were received and hundreds of applications for examinations were issued.

1932 Charter Reform

- ✧ Enlarged the scope of duties of the Civil Service Commission
- ✧ Gave greater powers to the Civil Service Commission to enforce its rulings and included the following important components:
 - Control of the classification plan;
 - Restrictions on exempt appointments;
 - Provisions for practical, free and competitive examinations;
 - Persons appointed subject to a six-month probationary period;
 - Decision of Civil Service Commission on appeals is final;
 - Prohibition of political activity; and,
 - Central control to assure the unhampered operation of the merit system.

1975 Expansion of Civil Service Commission

- ✧ Expanded the Civil Service Commission from three (3) members to five (5) members;
- ✧ Required not less than one member be a woman; and,
- ✧ Required a special oath upon appointment.

1979 Compliance Agreement between the Office of Revenue Sharing and the City and County of San Francisco.

- ✧ Created open, competitive process for promotive examination;
- ✧ Allowed horizontal and vertical access to the promotive system;
- ✧ Permitted an accelerated examination process to address long-term temporary employees;
- ✧ Expanded recruitment efforts for city jobs to support the citywide equal employment opportunity plan; and,
- ✧ Established an in-house discrimination complaint procedure.

1991 Civil Service Reform and Collective Bargaining

The electorate approved four (4) ballot measures that:

- ✧ Removed a number of Charter provisions word for word and added them to the Civil Service Commission Rules to allow for negotiation on changes through a meet and confer process;
- ✧ Increased flexibility in classification of positions;
- ✧ Established the minimum certification Rule of Three Scores; and,
- ✧ Provided for collective bargaining subject to merit system carve-outs.

1993 Creation of the Department of Human Resources

- ✧ Created the Department of Human Resources effective January 1, 1994; and,
- ✧ Redefined the Civil Service Commission role from an operational personnel department to a policy making/appeals board.

1996 Charter Revision

- ✧ The 1932 Charter was revised, recodified and reorganized;
- ✧ The role of the Civil Service Commission was clarified to reflect the Civil Service Commission's jurisdiction and the merit system in the new collective bargaining environment;
- ✧ Limits were placed in the Charter on the duration of provisional appointments; and,
- ✧ Required that not less than two (2) members of the Civil Service Commission shall be women.

1999 Creation of the Municipal Transportation Agency (Proposition E in November 1999)

- ✧ Created the Municipal Transportation Agency (MTA); and,
- ✧ Preserved the role of the Civil Service Commission as to merit system issues in the Municipal

Transportation Agency.

2001 Appeal to the Civil Service Commission of the Removal of the Director of Elections (Proposition E in November 2001)

- ✧ Amended the Department of Elections;
- ✧ Provided that the Director of Elections is to be appointed by the Elections Commission from a list of qualified applicants according to the civil service provisions of the Charter; and,
- ✧ Provided that the removal of the Director of Elections by the Elections Commission may be appealed to the Civil Service Commission.

2002 Salary Setting – Board of Supervisors (Proposition J in November 2002)

Amended Charter Section 2.100 to provide that the job of the members of the Board of Supervisors is full time and that the salaries be set by the Civil Service Commission once every five (5) years.

2003 Ethics Reform (Proposition E in November 2003)

- ✧ Consolidated all of the City’s ethics laws into the Campaign and Governmental Conduct Code;
- ✧ Created new laws and amended some of the existing laws including laws on hiring of family members and incompatible activities; and,
- ✧ Provided that the Civil Service Commission shall comment from a merit system perspective on Statements of Incompatible Activities forwarded by the Ethics Commission.

2006 Salary Setting – Elected Officials (Proposition C in November 2006)

Amended Charter Section A8.409-1 to provide that the Civil Service Commission shall determine the base salaries every five (5) years of the Mayor, City Attorney, District Attorney, Public Defender, Assessor-Recorder, Treasurer and Sheriff, effective July 1, 2007.

2007 Exempt Appointments in the Municipal Transportation Agency (MTA) (Proposition A in November 2007)

Allowed the MTA to create new managerial positions that are exempted from the civil service protection, subject to an overall limit of 2.75% of its workforce.

2010 Wages and benefits for Municipal Transportation Agency Transit Operators (Proposition G in November 2010)

- ✧ Eliminated the provision that the wages and benefits for MUNI transit operators would established annually based on a survey conducted by the Civil Service Commission; instead, wages are to be

determined through collective bargaining; and,

- ✱ Eliminated the Charter-mandated trust fund (the general administration of which was established under the Civil Service Rules) created to receive and to administer the amount of money which represented the dollar value difference between benefits provided to MUNI transit operators under the Charter and those provided by the surveyed jurisdictions; instead, benefits are to be determined through collective bargaining.

Major Program Areas and Functions

The Civil Service Commission administers three (3) programs that are the essential core functions of its Charter mandates: 1) Appeals and Requests for Hearings, Rules, Policies, and Administration; 2) Merit System Review, Inspection Services and Audit; and 3) Employee Relations Ordinance Administration.

The Commission is required to maintain its objective to modernize and strengthen the operation of the City and County's Merit System, consisting of these important functions:

- ☞ Maintaining and administering the regular schedule of meetings and hearings of the Commission as a policy and appeals body and carrying out the decisions of the Commission;
- ☞ Continuing to work to streamline its Rules, policies and procedures on merit system activities (e.g., recruitment, examination, certification and appointment) in order to increase permanent civil service hiring and decrease provisional hiring;
- ☞ Increasing outreach, training and customer service efforts to departments and employee organizations by enhancing access to its Rules, activities and actions through informational and increased online materials;
- ☞ Streamlining the process for reviewing resolving appeals and other disputes; and,
- ☞ Conducting audits and Inspection Services on departments' application of the merit system rules, regulations, policies and procedures.

Rules, Policies and Procedures Administration

Policy and Rules Making Authority

The City and County of San Francisco Charter delineates the Civil Service Commission's responsibilities and outlines civil service merit system requirements to include (but are not limited to):

- ☞ The authority, purpose, definitions, administration and organization of the merit system and the Civil Service Commission;
- ☞ The establishment of policies, procedures and Rules governing: allegations of discrimination or otherwise prohibited nepotism or favoritism; applications; examinations; eligibility; duration of eligible lists; certification of eligibles; leaves of absence; appointments; promotions; transfers; resignations; lay-offs or reduction in force, both permanent and temporary, due to lack of work or funds, retrenchment or completion of work; the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal, or permanent; status and status rights; probationary status and the administration of probationary periods except duration; pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for fitness for duty medical examinations will be made, and the imposition of new requirements; classification; conflict of interest; and such other matters not in conflict with this Charter;
- ☞ The ability to inquire into the operation of the civil service merit system to ensure compliance; and,
- ☞ The hearing of appeals from an action of the Human Resources Director or the Director of the Municipal Transportation Agency.

Policies and Procedures

Service accessibility and utilization of its services is a priority of the Civil Service Commission. The Commission has made expanded upon the availability of its information through the Commission website (www.sfgov.org/civil_service). Policy and procedures on “Appeals and Requests for Hearings” and “Submission of Written Reports on Appeals” have been updated and are now available online, and in electronic and print formats.

Civil Service Commission Rules

Foremost in the Commission’s agenda is to modernize and streamline the Civil Service Commission Rules, to protect the civil service merit system, and to control costs which result from practices which may not be conducive to the efficient operation of a department. The Civil Service Commission recognizes the need to make our workforce more efficient by providing managers with the necessary tools which conform with and anticipate changes in the work environment so as to avoid expending unnecessary personnel time and resources on duplicative or archaic practices.

In its effort to address City departments’ need for flexibility in personnel management, the Commission has an on-going process of seeking input from departments and responding to the needs expressed regarding the City’s merit system. The Committee on Policy and Rules Revision (COPAR), made up of various departmental representatives, Department of Human Resources representatives and Commission staff convenes regularly to share concerns, provide advice and address the operation of the merit system. COPAR reviews, evaluates and makes recommendations on needed Rule changes. Commission Rules are evaluated to assure compliance with federal, state and local laws.

Meet and confer sessions on proposed Rules and/or amendments are conducted by Commission staff. All Rule changes are posted for ten (10) days prior to adoption by the Civil Service Commission.

Civil Service Commission Rules Applicability

The Civil Service Commission acted on October 4, 1999 to recodify and reformat the Rules to provide consistent administration, uniformity and easy readability. Each volume of the Rules identifies the employee class(es) to which it applies.

Civil Service Commission Rules 1996 Edition		Civil Service Commission - Year 2000 Edition Rules			
Rule Number and Title		Volume I Miscellaneous Classes	Volume II Uniformed Ranks of the SFPD	Volume III Uniformed Ranks of the SFFD	Volume IV MTA Service- Critical
	Rules Amendment Guide - <i>Information on Rules changes, deletions and additions</i>	Rule Amendment Control Sheet	Rule Amendment Control Sheet	Rule Amendment Control Sheet	Rule Amendment Control Sheet
Rule 1	Authority and Purpose	Rule 101	Rule 201	Rule 301	Rule 401
Rule 2	Definitions	Rule 102	Rule 202	Rule 302	Rule 402
Rule 3	Equal Employment Opportunity	Rule 103	Rule 203	Rule 303	Rule 403
Rule 4	Administration	Rule 104	Rule 204	Rule 304	Rule 404
Rule 5	Meetings and Hearings of the Commission	Rule 105	Rule 205	Rule 305	Rule 405
Rule 6	TWU Trust Fund	Rule 106	Blank	Blank	Rule 406
Rule 7	Rules Related to the Employee Relations Ordinance	Rule 107	Rule 207	Rule 307	Rule 407
Rule 8	Blank	Blank	Blank	Blank	Blank
Rule 9	Position Classification	Rule 109	Rule 209	Rule 309	Rule 409
Rule 10	Examination Announcements and Applicants	Rule 110	Rule 210	Rule 310	Rule 410
Rule 11	Examinations	Rule 111	Rule 211	Rule 311	Rule 411
Rule 12	Eligible Lists	Rule 112	Rule 212	Rule 312	Rule 412
Rule 13	Certification of Eligibles	Rule 113	Rule 213	Rule 313	Rule 413
Rule 14	Appointments	Rule 114	Rule 214	Rule 314	Rule 414
Rule 15	Rules Related to the Employment of Persons with Disabilities	Rule 115	Rule 215	Rule 315	Rule 415
Rule 16	Medical Examinations	Rule 116	Rule 216	Rule 316	Rule 416
Rule 17	Probationary Period	Rule 117	Rule 217	Rule 317	Rule 417
Rule 18	Conflict of Interest	Rule 118	Rule 218	Rule 318	Rule 418
Rule 19	Resignation	Rule 119	Rule 219	Rule 319	Rule 419
Rule 20	Leaves of Absence	Rule 120	Rule 220	Rule 320	Rule 420
Rule 21	Layoff	Rule 121	Rule 221	Rule 321	Rule 421
Rule 22	Employee Separation Procedures	Rule 122	Rule 222	Rule 322	Rule 422

Hearings and Appeals

Commission Meetings

The Civil Service Commission held a total of twenty-two (22) meetings during Fiscal Year 2011-2012. Of those meetings, nineteen (19) were Regular meetings and two (2) were Special Meetings.

Regular Commission meetings are convened on the first and third Mondays of each month in City Hall Hearing Room 400. In the event that a regular meeting falls on a holiday, the Commission may meet on the next succeeding business day unless it designates another day to meet at a prior regular meeting. Special meetings are called by the President or a majority of the Commission. All meetings of the Commission are open to the public except as otherwise legally authorized and/or required.

Commission meetings are conducted in accordance with the Commission's Hearing Policies and Procedures, which are attached to each Agenda and Notice of Commission Meeting documents. The Hearing Policies and Procedures are also located on the Commission's website at www.sfgov.org/civil_service under "Policies and Procedures."

Regular Commission meetings are organized as follows:

Call to Order and Roll Call

Request to Speak on any Matters within the Jurisdiction of the Civil Service Commission and which is not appearing on Today's Agenda

Approval of Minutes

Announcements

Changes to the Agenda, change in meeting schedule and other relevant information.

Human Resources Director's Report

Report on merit system issues and items administered by the Department of Human Resources. No action is taken on these reports, nor is there significant or substantive discussion on the issues reported; they are intended to be brief, informational updates on matters of concern to the Commission (e.g., a brief update on the progress of a classification study; an issue that may be appealed to the Civil Service Commission in the future, etc.). Formal presentations or reports and issues to be reported that are known at the time that the agenda is posted will be listed in bullet-point format.

Executive Officer's Report

Report on merit system issues and items impacting the jurisdiction of the Civil Service Commission. No action is taken on these reports, nor is there significant or substantive discussion on the issues reported; they are intended to be brief, informational updates on matters of concern to the Commission (e.g., matters regarding the management of the Department; brief updates on matters that may be appealed to the Civil Service Commission in the future, etc.). Formal presentations or reports and issues to be reported that are known at the time that the agenda is posted will be listed in bullet-point format.

Ratification Agenda

Consists of those proposed personal services contracts that were not protested during the seven (7) days that they were posted on the Department of Human Resources' website. These are considered non-contested matters, and are to be acted on by a single vote of the Commission. There is no separate discussion on the items unless requested; in the event that discussion is requested on an item, the item(s) is severed from the Ratification Agenda and is considered a separate item.

Consent Agenda

All matters on the Consent Agenda are acted upon by a single vote of the Commission. There is no separate discussion on these items unless a request is made; in which event, the matter shall be removed from the Consent Agenda and considered as a separate item.

Regular Agenda

Requests for hearing on examination, classification, certain compensation matters, and appeals of the Human Resources Director's decisions on certain administrative matters; appeals of the Director of Transportation's decisions on merit system matters affecting service-critical classes at the Municipal Transportation Agency; and appeals of the Executive Officer's decision.

Separations Agenda

Appeals of separated employees on future employment restrictions recommended by appointing officers and automatic resignations for certain employee groups.

Commissioners' Announcement/Requests

Policy, procedures and matters impacting the jurisdiction of the Commission.

Adjournment

The Commission also considers at its meetings proposed Civil Service Commission Rule and policy changes, and proposed Charter amendments.

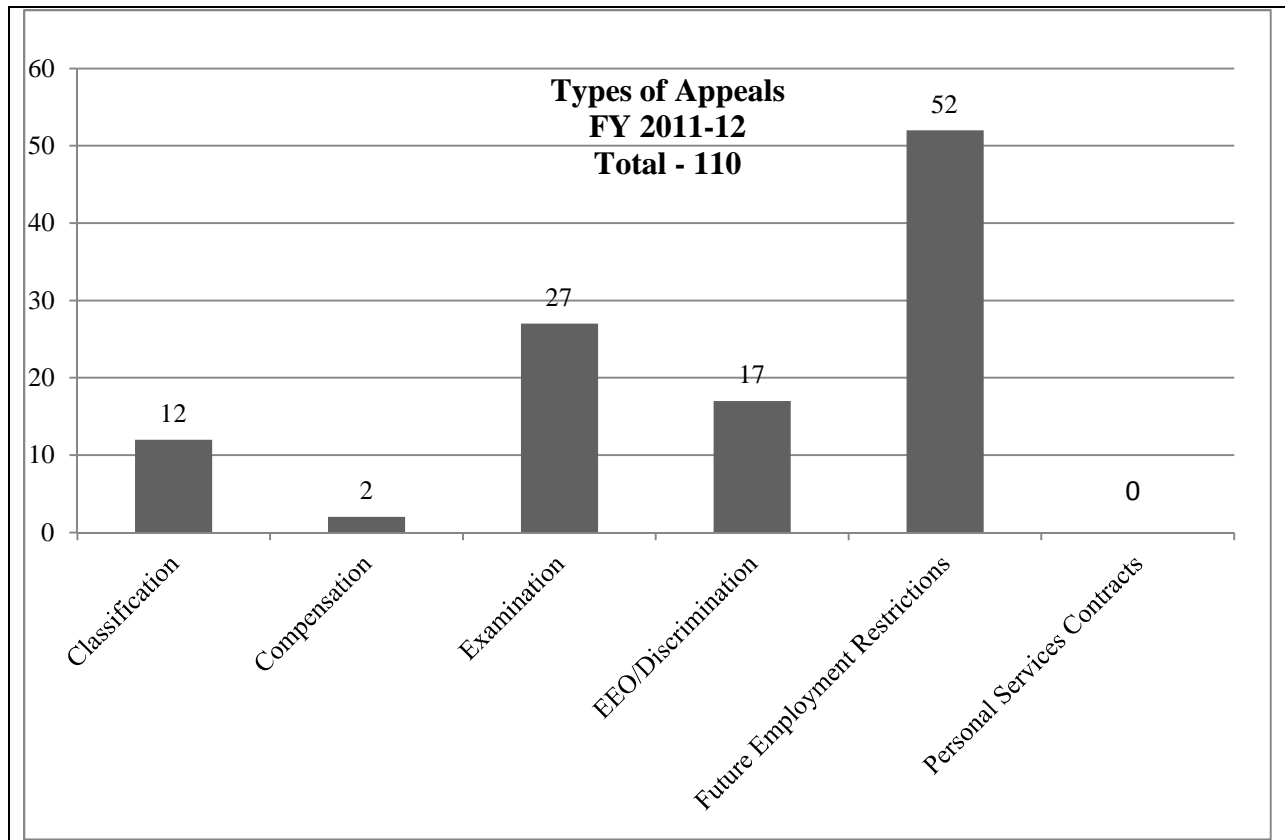
Hearing of Appeals on the Merit System

The Commission presides over hearings of future employment restrictions placed on employees after separation from service, examination appeals, classification appeals, certain compensation appeals, and appeals of the Human Resources Director's decisions on certain administrative matters. The Commission also hears appeals of decisions of the Director of Transportation on merit system matters affecting service-critical classes at the Municipal Transportation Agency. The Commission received a total of sixty four (64) appeals and requests for hearings during Fiscal Year 2011-2012. Forty six (46) active unresolved appeals were carried over from Fiscal Year 2010-2011, for a total of one hundred ten (110) appeals before the Commission in Fiscal Year 2011-2012.

The Commission resolved a total of sixty-six (66) appeals in Fiscal Year 2011-2012 (60% of its appeals). The Commission did not meet its target of resolving 65% of appeals in Fiscal Year 2011-2012. Of those 66 appeals, thirty-eight (38) were heard by the Commission; three (3) were deemed untimely; twenty-two (22) appeals were administratively resolved; and three (3) were withdrawn, or determined not to be in the Commission's jurisdiction or resolved through other mechanisms.

The Charter provides that a major function of the Commission is to consider appeals on merit system and other matters under the jurisdiction of the Civil Service Commission. Consideration of appeals provides a mechanism for the Commission to monitor the status of the merit system.

The Commission also considers requests for hearings of appeals on future employment with the City and County following employee separations from service: provisional, exempt and probationary; automatic resignations due to abandonment of position; terminations of temporary employees appointed from civil service lists; resignations certified as services unsatisfactory; and of permanent employees. Appeals before the Commission cover a range of matters under the Commission's jurisdiction. Many are routine and a few are uncommon and unusual.



The above chart provides a summary analysis of the type of appeals for Fiscal Year 2011-2012.

Review of Proposed Personal Services Contracts

The Civil Service Commission's review of proposed personal services contracts is consistent with its authority to oversee the merit system. This authority provides that, where there is a merit system, services to the public should be provided through the use of public employees.

The Civil Service Commission also determines whether the circumstance pertaining to the need to provide services in a particular situation (or situations) warrants the use of a personal services contract or contractors in lieu of civil service employees. Personal services contracts include agreements for services paid by the City and County of San Francisco with individuals, companies, corporations, non-profit organizations, and other public agencies. The Commission's role and responsibilities are in accordance with City Attorney opinions and are consistent with the objectives of Proposition L (November 1993), in that it places the Civil Service Commission in a policy making rather than an administrative role in the selection of individual contractors.

The Commission adopted its revised policies and procedures on December 5, 1994, which became effective on January 1, 1995. The revised procedures streamlined and expedited the processing of personal services contracts by eliminating a significant amount of bureaucratic red tape. This was accomplished without loss of the monitoring and auditing of the contracting procedure placed by the Charter in the Commission's jurisdiction.

The Commission reissued its Policies and Procedures on Personal Services Contracts in May 2007 as a reminder to all City department heads and staff of the longstanding Rules, policies, procedures and guidelines on Personal Services Contracts. The reissued Policies and Procedures included a clarification of policy by the Civil Service Commission regarding "amount" and "duration." The amount posted on the Civil Service Commission Agenda is the total amount of the multi-year request. The Commission also recognizes that actual contract awards may not occur months or as much as one year after the Commission's approval. Departments requesting to extend a contract beyond the duration and/or amount approved by the Commission must return to the Commission for any length of time and/or amount that is 50% or longer/higher of the original duration and/or amount approved by the Commission. Extensions less than 50% of time approved by the Commission are to be requested and administratively extended by the Department of Human Resources.

Important points in the Procedures include:

- An appeal procedure to insure merit system oversight;

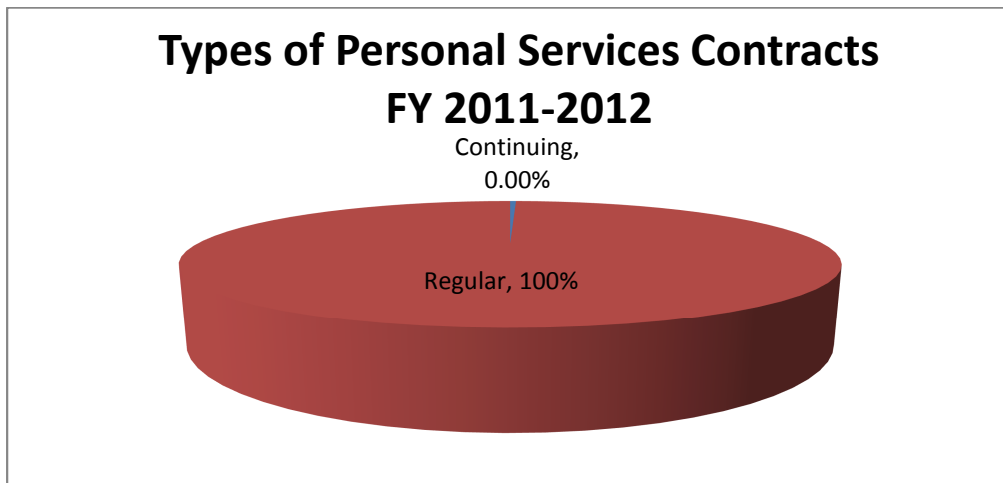
- A streamlined Civil Service Commission approval process for personal services contracts; the Civil Service Commission reviews proposed personal services contracts greater than \$50,000;

- A personal services contracts approval option that is consistent with the City and County's budgetary process by providing departments with the ability to include contracted services as part of the departmental budget when being submitted to the Mayor's Office.

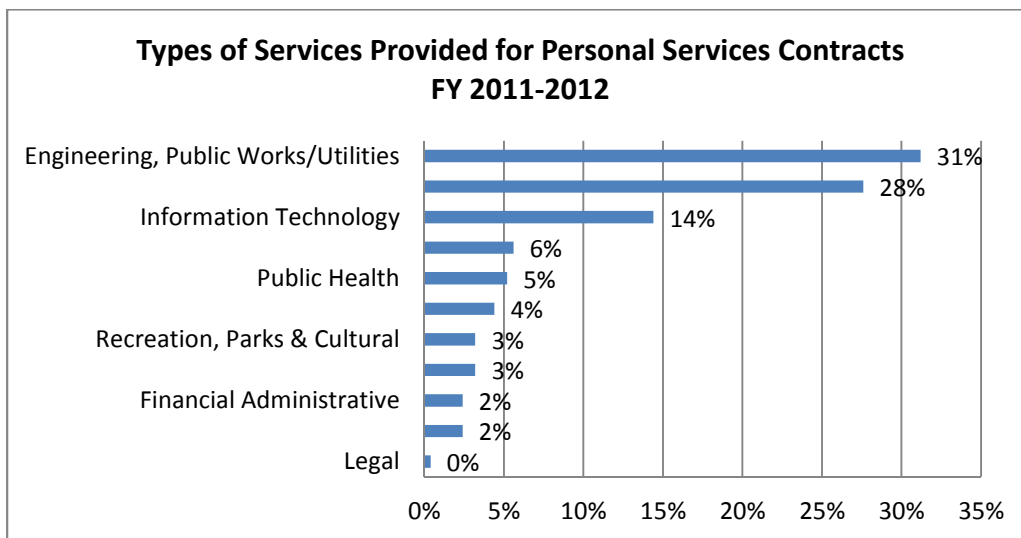
The procedures are periodically reviewed and revised by the Civil Service Commission. The Commission’s goal in Fiscal Year 2012-2013 is to revise and streamline its policies and procedures in their entirety to ensure that they reflect current practice, technological advancements and new system capabilities.

Modifications in *amount* and/or *duration* less than 50% of the original amount or duration approved by the Commission are administratively approved by the Department of Human Resources. Modifications 50% or greater of the original amount and/or duration require Commission approval.

The following chart is a breakdown of the approval types for personal services contracts (note that there was only one request for continuing approval):



Below chart below provides a breakdown of the type of service provided for personal services contracts:



Merit System Oversight Functions

Inspection Service Requests

The Inspection Service serves as another mechanism for the Civil Service Commission in its role and responsibility to review the operation of the merit system and to respond to merit system issues presented by applicants, employees, employee organization representatives, advocates, and members of the public.

Under its Charter authority, the Civil Service Commission operates the Inspection Service for the purpose of investigating the conduct or an action of appointees in all positions and of securing records for promotion and other purposes, as well as, ensuring compliance with merit system principles and rules established by the Civil Service Commission. All departments are required to cooperate with the Civil Service Commission and its staff in making its inquiries and investigations.

The Civil Service Commission is further authorized in carrying out its Charter mandate to inquire into the conduct of any department or office of the City and County, and may hold hearings, subpoena witnesses, administer oaths, and compel the production of books, paper, testimony, and other evidence.

An Inspection Service request may be submitted by applicants, employees, departmental representatives, advocates, employee organization representatives, or a member of the public by letter, telephone, email, or in person. Inspection Service requests are also generated by Civil Service Commissioners in response to items heard at Civil Service Commission meetings or other venues.

Inspection Service investigations may include reviewing or auditing departmental records, determining departmental and merit system practices, interviewing relevant parties, reviewing related merit system publications, and applying relevant merit system Rules, policies and procedures.

Investigation findings may result in counseling on procedures for either the requestor or the department, incorporating information in training workshops on the merit system, publication of the *Civil Service Adviser* to clarify merit system policies and procedures, or a hearing of the matter at the Civil Service Commission with subsequent remedial action, as appropriate.

Inspection Requests for Fiscal Year 2011-12

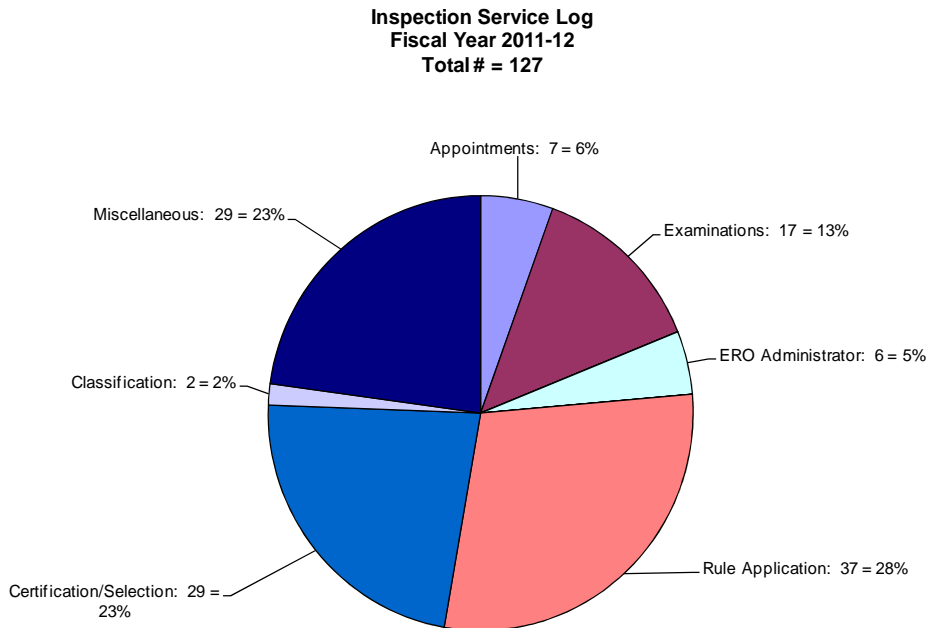
The Department received a total of one hundred twenty-seven (127) Inspection Service requests in Fiscal Year 2011-2012. Thirty-five (35) requests were received by letter or email, and ninety-

two (92) by telephone or drop-ins.

A majority of the requests were submitted by individuals, employees, applicants, departmental representatives, and employee organization representatives. Seven (7) were submitted anonymously. The Department also received five (5) referrals or requests from the Controller's Office Whistleblower Complaints Unit. In the case of Whistleblower complaints, the Whistleblower Complaints Unit does not disclose the name or identity of the complainants, and the Commission staff's findings and recommendations are submitted to the Whistleblower Complaints Unit for final determination and action.

Commission staff investigates as Inspection Service Requests those merit system issues and concerns submitted to the Commission that are not subject to protest or appeal under Civil Service Commission Rules. Other requests involve reviewing merit system provisions of the Charter, Civil Service Commission Rules, policies and procedures, and investigating departments' compliance with policies and procedures in human resources and personnel transactions. Responses to issues and concerns raised by Inspection Service requests have ranged from an immediate response, to more lengthy response periods requiring extensive research, interviews and review of all relevant materials and documents.

Commission staff logs and tracks Inspection Requests to monitor responses in a timely manner. The Commission received a total of one hundred twenty-seven (127) requests in Fiscal Year 2011-2012. Those requests by subject matter are reflected in the following chart:



Appointments: Some example of these requests were questions regarding reappointment, hiring of a Class 0932 Manager IV position, request for American with Disabilities Act

(ADA) accommodation appointment, returning to City employment from a departmental ban, and appointment procedures used.

Examinations: Administration of examinations, history of promotional opportunities and requirements for Plumber Supervisor I class, examination appeals determined untimely but issues were reviewed as inspection service, questions on promotive merit and service points, requirements for verification of experience, review of examination questions and scores, and special conditions.

Conflict of Interest: Questions on employee supervision of their spouse, additional employment, favoritism on making work assignments, and allegations of hiring relatives.

Employee Relations Ordinance (ERO) Administration: Process of filing unfair labor practice charge and complaint of grievance process.

Salary Setting: When did Board of Supervisors begin receiving health benefits, how does the City set salaries for Board of Supervisors and salary adjustment for Board of Supervisors and Elected Officials.

Rule Application: Probationary period, future employment restrictions, seniority application, duration of eligible lists, out-of-class assignment, requirements for scheduling examinations, reassignment, furlough rules, return from holdover roster, leaves of absence, work assignments, layoff notices, and Rules for class of employees.

Certification and/or Selection: Concerns on how departments make appointment selections become Inspection service requests as these are not appealable matters to the Commission. Staff conducted reviews on selection procedures in appointments to various classes, allegations that a position was created for an individual, not being reachable on an eligible list, selection for acting pay without using the eligible list, not being informed of interview results; and an appointment of an individual who did not meet the minimum qualifications.

Classification: Reclassification procedures and assigned work outside of classification.

Miscellaneous: Complaints on actions/behavior of supervisors, separation without restrictions, resignation after leave, request for information on personal services contracts, denial of leave and ADA accommodation, and job announcement not posted.

Our target this Fiscal Year was to complete 75% of Inspection Service requests within 60 days. We met and exceeded that target, with a total 88% completed within the 60-day goal.

Merit System Audits

The Commission's Merit System Audit program (by which it inquires into the operation of the merit system Citywide) is another mechanism to carry out its merit system oversight functions. The audits are conducted in the same manner as Inspection Service reviews. The topics of the pre-planned audits are determined each fiscal year as part of the process by which the Civil Service Commission sets its annual goals and objectives.

Commission staff audited six (6) randomly-selected City departments under the Civil Service Commission's Merit System Audit Program in Fiscal Year 2011-2012, for a total of seven (7) audits (two divisions within the Department of Public Health—the Population Health and Prevention Division, and the San Francisco General Hospital Division). Those six departments were: Adult Probation Department, Child Support Services, Department of Public Health, San Francisco International Airport, Office of Economic and Workforce Development, and Department of Technology.

The audits were focused on assessing City and County departments' compliance with Civil Service Commission Rules, policies and procedures applicable to the examination, selection and appointment processes. Specifically, Commission staff reviewed: 1) examination announcements to ensure that they included information regarding individuals' protest and appeal rights; 2) Position-Based Test (PBT) examination announcements to ensure that they included information indicating whether the resulting eligible list would/could be used by another department to fill future vacancies; 3) and subject departments' general recruitment and selection procedures.

Commission staff found that only one (1) of the seven (7) examination announcements contained accurate and comprehensive information regarding appeal rights. Five (5) of the announcements did not reference any information regarding appeal rights; and although one (1) announcement provided information on appeal rights, it did not cite the correct Civil Service Commission Rules (it referenced appeal rights under Rule 111A for PBT appeals, instead of those appeal rights for regular class-based examinations). Although the PBT examination announcements provided detailed information about the selection process, most did not include information regarding the applicability and possible future use of eligible lists.

Despite these findings, Commission staff found that departments overall understand and comply with Commission Rules, policies and procedures regarding job announcements/examinations and the selection process from eligible lists utilizing the applicable certification rule. Commission staff also found that departments maintain thorough and readily accessible documentation. Departmental staff was courteous and cooperative throughout the Commission's audit process.

Wage Setting Responsibilities of the Civil Service Commission

Certification of Rates of Pay and Prevailing Wages

The Charter provides that the Commission certify the rates of pay for Police Officers, Firefighters, Registered Nurses, and the prevailing rate of wages for: 1) workers performing work under City contracts for public works and improvement; 2) workers performing work under City contracts for janitorial services; 3) workers performing work in public off-street parking lots, garages, or storage facilities for automobiles on property owned or leased by the City; 4) workers engaged in theatrical or technical services for shows on property owned by the City; 5) workers performing moving services under City contracts at facilities owned or leased by the City; and 6) workers engaged in the hauling of solid waste generated by the City in the course of City operations, pursuant to a contract with the City.

Setting of Salary and Benefits for Elected Officials

The Commission sets the salary and benefits of all elected officials of the City and County of San Francisco in accordance with the Charter Section A8.409-1.

On November 7, 2006, the City and County of San Francisco's Electorate approved Proposition C amending City Charter Section A8.409-1 - Employees Covered. The Charter amendment requires that the Civil Service Commission set the base salary of the Mayor, City Attorney, District Attorney, Public Defender, Assessor-Recorder, Treasurer, and Sheriff once every five (5) years by averaging the salaries of the comparable elected officials in Alameda, Contra Costa, Marin, San Mateo, and Santa Clara counties. For each year between the five (5) year cycles, the Civil Service Commission is required to adjust the salaries to reflect the upward movement in the CPI during the prior calendar year not to exceed 5%.

In setting the initial and subsequent base five-year salary of elected officials, the Commission may not reduce the salaries of each elected official. If the City and employee organizations agree to amend the compensation provisions of an existing memorandum of understanding to reduce costs, the Civil Service Commission shall review and amend the salaries of the above named elected officials.

At the Civil Service Commission meeting on May 7, 2007, the Commission certified the salary and benefits of the elected officials, except for the salary of the Treasurer. The salary of the Treasurer was certified by the Commission on May 21, 2007. This initial base five (5) year salary certification by the Commission covers the period from July 1, 2007 through June 30, 2012. The subsequent five (5) year salary certification shall cover the next five (5) year period of July 1, 2012 through June 30, 2017.

Salaries are adjusted annually to account for upward movement in the CPI, not to exceed 5%. The CPI-U reported in January 2011 was a 1.5% increase; therefore, in accordance with the Civil Service Commission action and direction, the annual salary for Elected Officials was increased by 1.5% for Fiscal Year 2011-12 (the fifth year of the five year cycle). However, the City and County of San Francisco and employee organizations agreed to amend the compensation provisions of existing memoranda of understanding to reduce costs. In accordance with Charter Section A8.409-1 regarding Memoranda of Understanding Concessions, the Commission reviewed and amended the respective salaries of the Elected Officials as necessary to achieve comparable costs savings in the affected fiscal year. It was the decision of the Commission to reduce 4.16% the salaries for Elected Officials consistent with the wage concessions of 4.16% made by employee organizations for Fiscal Year 2011-12.

The Civil Service Commission shall continue to set the benefits of elected officials to take effect July 1 of each year. Benefits of elected officials may equal but may not exceed those benefits provided to any classification of miscellaneous officers and employees as of July 1 of each year.

Setting of Salary for Members of the Board of Supervisors

On November 5, 2002, the City and County of San Francisco Electorate approved Proposition J, amending City Charter Section 2.100 - Composition and Salary to direct that Member, Board of Supervisors is a full-time position. The amended Charter Section also directs the Civil Service Commission to: 1) establish a five (5) year salary cycle; 2) consider a salary survey of California cities and counties with full-time City Councils and County Supervisors; 3) transmit its salary determination to the Controller in a timely manner to coordinate with City budget processes and related procedures; and 4) set the salary of the Board of Supervisors once every five (5) years.

On May 17, 2004, the Civil Service Commission established a five (5) year cycle, effective July 1, 2004 through June 30, 2009, and set the annual salary for the City and County of San Francisco Board of Supervisors at \$90,000. The Civil Service Commission also acted to increase the salary each fiscal year, effective July 1, 2005 based on the Consumer Price Index for All Urban Consumers (CPI-U) reported in January of each year; provided however, that that amount not to exceed 5% and that the salary will not decrease in the event that the CPI-U falls below zero. The Civil Service Commission again set the salary for the Board of Supervisors for a five (5) year cycle effective July 1, 2009 through June 30, 2014 and set the base salary at \$98,660.

The CPI-U reported in January 2011 was a 1.5% increase; therefore, in accordance with the Civil Service Commission action and direction, the annual salary for Member, Board of Supervisors for Fiscal Year 2011-2012 was increased to \$102,743, effective July 1, 2011.

However, the City and County of San Francisco and employee organizations agreed to amend the compensation provisions of existing memoranda of understanding to reduce costs. Therefore, in accordance with Charter Section 2.100 regarding Memoranda of Understanding Concessions, the Commission reviewed and amended the respective salaries of the Members of

the Board of Supervisors as necessary to achieve comparable costs savings in the affected fiscal year. It was the decision of the Commission to reduce 4.16% the salaries for Members of the Board of Supervisors consistent with the wage concessions of 4.16% made by employee organizations for Fiscal Year 2011-12. Therefore, for Fiscal Year 2011-2012, their salary was reduced to \$98,469.

Employee Relations Ordinance Administration

The Employee Relations Ordinance (ERO) was established in 1973 to promote employee-employer relations and to recognize the right of City and County employees to join employee organizations of their own choice and to be represented by those organizations in their employment relationship with the City and County. This Ordinance is administered through the Civil Service Commission and is part of the Administrative Code that authorizes the Commission to perform functions required for ERO administration.

The Commission is both neutral and impartial in its role of providing a reasonable foundation to resolve labor relations disputes. The ERO promotes communication between the City and its employees and their representative employee organizations. Civil Service Commission Rule 07 Series – Rules Related to the Employee Relations Ordinance, was adopted to provide specific administrative procedures to carry out these functions which were assumed by the Commission in August 1976.

State legislation, SB 739 that took effect on July 1, 2001 impacted the Commission's administration of the City and County of San Francisco's Employee Relations Ordinance. With the implementation of SB 739 which amended the Meyers-Milias-Brown Act (MMBA), the State agency known as the "Public Employment Relations Board" (PERB) was given the authority to administer and decide unfair labor practice charges previously filed and remedied at the local level. PERB is not limited to enforcing local rules regarding Unfair Labor Practices, and, it may look to the MMBA and other State and local laws for guidance. PERB is authorized to enforce local rule regarding representational issues. The ERO was amended on December 3, 2010 to update the provisions to be consistent with State and local law and the processing of unfair labor practice charges involving peace officers and management employees for administrative law judge hearings.

The City's ERO remains in the City's Administrative Code. Civil Service Commission Rules Series 007 – Rules Related to the Employee Relations Ordinance was amended on February 6, 2012 to incorporate the changes to the amended ERO.

The various functions assigned to the Civil Service Commission by the City and County of San Francisco's Employee Relations Ordinance includes, but is not limited to:

Unfair Labor Practice Charges

The Employee Relations Ordinance provides for the administration and processing of Unfair Labor Practice Charges (ULPC) for peace officers and management employees. An employee or group of employees, an employee organization or management may file charges on the prescribed form (CSC 101) within the specified timeframe. The Commission will no longer investigate the ULPC, but will continue to coordinate the processing of the charge for administrative law judge hearing and final determination.

During Fiscal Year 2011-2012, the San Francisco Deputy Sheriffs' Association (DSA) filed a ULPC with the Civil Service Commission Department against the Sheriff's Department citing violations of the Employee Relations Ordinance. DSA cited a change in working conditions by the Sheriffs' Department regarding schedules and changes for "Regular Days Off" of deputized staff as the basis for the charge. CSC's ERO Administrator facilitated the notification and communication process between the parties. DSA subsequently withdrew the ULPC due to the Sheriff's Department agreement to meet and confer with DSA on the violation charges.

Bargaining Unit Assignments

The Employee Relations Ordinance provides that the Department of Human Resources is responsible for assigning or reassigning classes to bargaining units. The Employee Relations Ordinance permits affected employees or registered employee organizations to file complaints over the allocation of classes to bargaining units. Complaints are filed on the required form (CSC 102) and must be received by the Civil Service Commission no later than twenty (20) calendar days from the date of the original notice from the Department of Human Resources. Staff reviews the complaint to determine if it is timely and contains sufficient information to proceed. The Employee Relations Division Director is informed, and requested to prepare a response to the complaint. If the complaint is not resolved, it is referred to an Administrative Law Judge for hearing.

Management, Supervisory, Confidential Designations

The Employee Relations Division of the Department of Human Resources is responsible for placing Management, Supervisory, or Confidential designations to specific positions after consulting with department heads because of the nature of their functional role within a department. Designation assignments may be protested by filing a complaint by using the prescribed form (CSC 103) with the Civil Service Commission. Staff reviews the complaint, and attempts to mediate the dispute. If mediation is not possible, staff arranges for the issue to be submitted before an Administrative Law Judge for hearing and final determination.

Recognition Elections: Employee Organization Certification or Decertification

Recognition

A registered employee organization may petition to become the recognized representative for a Bargaining Unit composed of classes with similar duties and responsibilities for employees not represented.

Challenge Petition

Another employee organization submits a valid petition, which affords the employee organization an opportunity to be added to the ballot.

Decertification/Recognition

Concurrent election to un-represent and elect a new employee organization on the same petition.

Formal recognition of an employee organization entitles it to rights and responsibilities as specified in the ERO. Validity requires a 30% show of interest from all employees in the affected bargaining unit.

State labor law (AB 1281) enacted on October 13, 2001 streamlined recognition procedures for public agencies by allowing a signed petition, authorization cards, or union membership cards showing that a majority of the employees in an appropriate bargaining unit desire the representation unless another labor organization has previously been lawfully recognized as the representative. Disputes, in these cases, are remedied in accordance with the procedures outlined in Government Code Section 3507.1.

On April 3, 2012, the San Francisco City Workers United (SFCWU) filed a petition with 30% proof of support of employees within Bargaining Unit 2 requesting decertification from Auto, Marine and Specialty Painters, Local Union 1176. Auto, Marine and Specialty Painters, Local Union 1176 is the incumbent exclusive representative for employees within Bargaining Unit 2. Classes assigned to Unit 2 are as follows:

<p>Bargaining Unit 2 Painter Supervisor I - Class 7242 Painter Supervisor II – Class 7278 Painter – Class 7346</p>

The procedures for the Decertification/Recognition election have been developed and initiated in accordance with Section 16.211 and Section 16.212 of the Employee Relations Ordinance (ERO). The Employee Relations Ordinance Administrator conducted an election by secret mail ballot among the eligible employees of Bargaining Unit 2 to determine whether or not the exclusive representative, Local 1176, continued to represent a majority of the employees in the

bargaining unit. If the employees voted to select SFCWU for Recognition or No Organization, the employees also had to select decertification from Local 1176. Ballots had to be received in the Civil Service Commission Department by close of business on June 22, 2012 to be considered valid. The Employee Relations Ordinance Administrator tallied the ballots on June 25, 2012. The results of the Decertification/Recognition election were that the Auto, Marine and Specialty Painters, Local Union 1176 had been decertified as the exclusive representative of bargaining unit 2. The San Francisco City Workers United is now the exclusive representative.

Affiliation, Disaffiliation or Merger of Labor Organizations

The Civil Service Commission certifies employee organizations when they affiliate, disaffiliate, or merge with other employee organizations. An affiliation is the formal joining or association of an employee organization with another organization. The employee organization remains a legal entity, but its name may change. A disaffiliation is when two (2) employee organizations agree to no longer affiliate. A merger occurs when two (2) or more employee organizations become a single new legal entity. The absorbed union(s) loses recognition for all its recognized bargaining units as recognition is transferred to the newly merged organization.

In Appreciation

In the course of carrying out our duties, the members and staff of the Civil Service Commission interact with a wide range of people both in and outside of City government. The Commission works closely with the Mayor and other elected officials, employee organizations, departmental management and staff, and community leaders and groups. These people contribute a great deal of effort and support to the Commission and we would like to express our sincere appreciation to all of them. Thank you!

*City and County of San Francisco Civil Service Commission
Annual Report 2011-2012*

~ End ~