

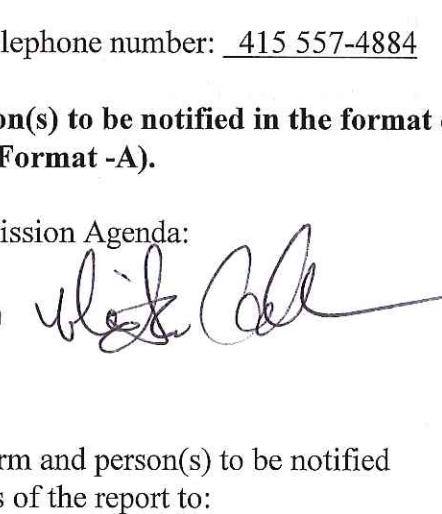


CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

Refer to Civil Service Commission Procedure for Staff - Submission of Written Reports for Instructions on Completing and Processing this Form

1. Civil Service Commission Register Number: 0069 - 16 - 1
2. For Civil Service Commission Meeting of: March 7, 2016
3. Check One: Ratification Agenda
 Consent Agenda
 Regular Agenda
 Human Resources Director's Report
4. Subject: **Report on Position-Based Testing Program**
5. Recommendation: Adopt the Report
6. Report prepared by: John Kraus Telephone number: 415 557-4884
7. Notifications: **(Attach a list of the person(s) to be notified in the format described in IV. Commission Report Format -A).**
8. Reviewed and approved for Civil Service Commission Agenda:

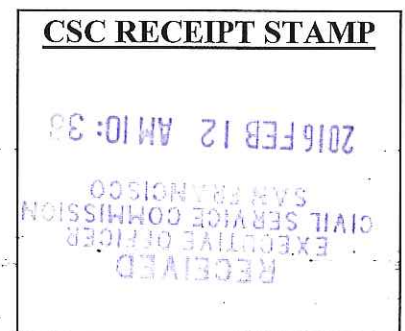
Human Resources Director: 2/9/16 

Date:
9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to:

**Executive Officer
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102**

10. Receipt-stamp this form in the ACSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

Attachment



Notifications:

Micki Callahan
Human Resources Director
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San Francisco CA 94103

Ted Yamasaki
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Susan Gard
Department of Human Resources
1 S. Van Ness Ave. floor 4
San Francisco CA 94103



Edwin M. Lee
Mayor

Micki Callahan
Human Resources Director

Date: February 5, 2016

To: Honorable Civil Service Commission

Through: Micki Callahan
Human Resources Director

From: Anna Biasbas, Recruitment and Assessment Services Operations Manager
John Kraus, Assistant Deputy Director, Recruitment & Assessment Services

Subject: **Report on the Position-Based Testing Program**

The purpose of this report is to update the Civil Service Commission (CSC) on the Position-Based Testing (PBT) Program. It covers the period from July 1, 2015 through December 31, 2015.

CSC Rule 111A on Position-Based Testing (PBT) was adopted on February 6, 2006. Under the PBT Program, local hiring departments or agencies are permitted to process recruitments in consultation with the Department of Human Resources (DHR). The program was intended to streamline the hiring of permanent employees by giving local agencies greater control over the recruitment and assessment process. The stated goal of the PBT Program is to adopt eligible lists resulting from merit-based examination processes within sixty days of the posting of an examination announcement.

The table below shows that during the first half of the current fiscal year the number of PBT examinations (179) continues to be large and is almost twice the amount of CBT examinations (93).

	PBT			CBT			Total Tests
	# of tests	% of all tests	Avg. # days ¹	# of tests	% of all tests	Avg.# days	
FY 2006-2007	120	52%	99	109	48%	113	233
FY 2007-2008	180	61%	82	117	39%	111	291
FY 2008-2009	106	67%	67	52	33%	81	187
FY 2009-2010	142	56%	63	110	44%	80	222
FY 2010-2011	333	69%	42	152	31%	54	387
FY 2011-2012	268	70%	48	113	30%	90	358
FY 2012-2013	243	68%	58	113	32%	73	356
FY 2013-2014	305	65%	62	167	35%	81	472
FY 2014-2015	392	61%	58	251	39%	77	643
1ST HALF FY 2015-2016	179	66%	59	93	34%	79	272

The table also shows that the average number of days associated with PBT recruitments (i.e., the median number of days from announcement closing to list issuance) is slightly below the 60 day timeline. This

¹ Average # Days in this table corresponds to the median time frame between the announcement closing and list adoption

may be attributed to the increase in hiring of personnel analyst staff across City Human Resources departments.

In addition, DHR launched its HR Academy during this reporting period. One component of the HR Academy involved DHR’s Recruitment and Assessment Services’ staff delivering comprehensive training to citywide personnel analysts to develop their skills in job analyses, test development (written tests, behavioral consistency questionnaires, oral exams and performance exams) and use of the City’s applicant management system (JobAps). Further, DHR’s Personnel Analyst Interns also “graduated” in July of 2015 after receiving a year of hands-on training and mentoring in job analysis and testing, as well as other human resource areas. Together, we believe both initiatives have bolstered departments’ ability to keep pace with their hiring needs. For example, during the last six months the City analysts processed 272 separate recruitments. At this pace, the City is approaching its second highest year of examination administration (last fiscal year was its highest as shown in the above table). We believe this higher production level is reflective of the increased hiring and training of Personnel Analysts.

For PBT recruitments, a total of 4 protests and appeals were received during the period from 7/1/15 through 12/31/15². As the table below shows, these involved three different examinations and were received from three different candidates. SEIU Local 1021 also submitted essentially the same protest as one of the complainants regarding one of these examinations.

Department Responsible for Recruitment	Agency Receiving Complaint	Agency Responding to Complaint	Appeal/Protest Date	PBT ID	Class	# of Complainants	Reason for Complaint	Outcome/Resolution
DPH	DHR	DHR	08/19/15	PBT-2406-06481	2406 Pharmacy Helper	SEIU Local 1021	DPH Scoring Procedure and Scoring Conversion Formula	Denied by DHR (Clerical error in DPH’s notification of results to candidates did not impact scoring)
DPH	DHR	DPH	8/19/2015	PBT-2406-064861	2406 Pharmacy Helper	1	Scoring/Wrong Final Score Calculation Formula	DHR Administratively resolved by providing the correct conversion formula
HSA	DHR/HSA/CSS	HSA	9/28/2015	PBT-2915-063511	2915 Program Specialist Supervisor	1	Exam computational errors	Human Services revised appellant’s ratings and rank to administratively resolve complaint. HSA notified appellant of this on 10/27/15 and then again on 10/30/15
LIB	LIB/CSS	LIB	12/02/15	PBT-8211-065360	8211 Supervising Building & Grounds Patrol Officer	1	Ineligibility (Did not meet MQs)	Administratively resolved. Applicant initially rejected but later admitted following his submission of additional documentation to meet MQs

If we compare these three protests concerning eligibility and scoring calculations to the 176 separate PBT examinations that were administered during the same period, the “exam protest/appeal rate” is 1.7%. This is exceptionally low and reflects well on the City’s overall administration of its PBT projects during this reporting period.

Given approximately 10 years of data, there is ample evidence to conclude that the PBT program has been quite successful in delivering eligible lists faster than Class-Based-Testing. Also, the small percentage of complaints associated with PBT exams suggests that these improvements have been

² By comparison, during this same period, 6 protests and appeals were received that involved 4 CBT recruitments.

possible without sacrifices to quality. Of interest is the fact that the percentage of PBTs compared to CBTs tends to hover around 66% and 33% respectively. This likely reflects the fixed percentage of classes within the City's classification database that will always require CBTs because they are for announcements involving "entrance-level" classes within a title series where hiring volume is high, or fixed promotional announcements (e.g., police and fire promotions).

Recommendation: Adopt the report.

c: Ted Yamasaki

