



# CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

MARK FARRELL  
MAYOR

Sent via Electronic Mail

March 8, 2018

## NOTICE OF CIVIL SERVICE COMMISSION MEETING

KATE FAVETTI  
PRESIDENT

F. X. CROWLEY  
VICE PRESIDENT

DOUGLAS S. CHAN  
COMMISSIONER

SCOTT R. HELDFOND  
COMMISSIONER

ELIZABETH SALVESON  
COMMISSIONER

**SUBJECT: REPORT ON STRATEGIC PLANNING AND DIVERSITY  
RECRUITMENT STRATEGIES FOR HIGHER LEVEL  
LEADERSHIP POSITIONS.**

The above matter will be considered by the Civil Service Commission at a meeting to be held on **March 19, 2018 at 2:00 p.m. in Room 400**, Fourth Floor, City Hall, 1 Dr. Carlton B. Goodlett Place.

This item will appear on the Regular Agenda. Please refer to the attached Notice for procedural and other information about Commission hearings.

Attendance by you or an authorized representative is welcome. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

MICHAEL L. BROWN  
EXECUTIVE OFFICER

*All non-privileged materials being considered by the Civil Service Commission for this item are available for public inspection and copying at the Civil Service Commission office Monday through Friday from 8:00 a.m. to 5:00 p.m.*

CIVIL SERVICE COMMISSION

MICHAEL L. BROWN  
Executive Officer

Attachment

Cc: Edward Reiskin, Municipal Transportation Agency  
Donald Ellison, Municipal Transportation Agency  
Commission File  
Commissioners' Binder  
Chron

THIS DOCUMENT SUPPORTS  
CALENDAR ITEM 10



# STAFF REPORT





# 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: (N/A) - \_\_\_\_\_ - \_\_\_\_\_
2. For Civil Service Commission Meeting of: March 19, 2018
3. Check One:           Ratification Agenda  
                              Consent Agenda  X  
                              Regular Agenda  
                              Human Resources Director's Report
4. Subject: Report on Strategic Planning and Diversity Recruitment Strategies for Higher Level Leadership Positions
5. Recommendation: Adopt the staff report
6. Report prepared by: Derek Kim Telephone number: (415) 646-2211
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: Donald E. Ellison *Donald E. Ellison*  
Date: 3/8/18
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.

<b><u>CSC RECEIPT STAMP</u></b>

Attachment

**NOTIFICATIONS**

Edward D. Reiskin  
San Francisco Municipal Transportation Agency  
One South Van Ness Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94103


Donald E. Ellison  
San Francisco Municipal Transportation Agency  
Human Resources Division  
One South Van Ness Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94103




## MEMORANDUM

DATE: March 8, 2018

TO: Honorable Civil Service Commission

THROUGH: Donald E. Ellison   
Director, Human Resources

FROM: Derek Kim   
Acting Deputy Director, Human Resources

SUBJECT: San Francisco Municipal Transportation Agency (SFMTA) Strategic Planning and High Level Leadership Diversity Report

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The following report is in response to the Civil Service Commission's request from San Francisco Municipal Transportation Agency (SFMTA) on Management Direction and Plans on Diversity Recruitment Strategies for Higher Level Leadership.

Currently, SFMTA is in the final year of the Strategic Plan FY2013-FY2018 cycle. The Strategic Plan's four overarching goals that shape how the Agency prioritizes its attention, resources and staff are:

1. Create a safer transportation experience for everyone.
2. Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel.
3. Improve the environment and quality of life in San Francisco.
4. Create a workplace that delivers outstanding service.

Under *Goal 4: Create a workplace that delivers outstanding service - Objective 2: Create a collaborative and innovative work environment*, SFMTA Human Resources was tasked with the action item of Improving Recruitment for SFMTA positions. This action item applied to ALL SFMTA positions including the high-level leadership positions.

SFMTA Human Resources implemented the following strategies to "Improve Recruitment":

- Increase overall recruitment activities:
  - Increase presence at Job Fairs events – From one or two events a year to 36 events since October of 2014.
  - Increase activity on social media to improve Employer Branding:

- SFMTA HR Facebook launch (May 2015)
- Launched SFMTA HR LinkedIn page (April 2016)
  - Currently partnering with SFMTA Communications' Division to increase brand awareness
- Increase and widen outreach efforts:
  - All our job postings are sent via emails to:
    - Over 30 Bay Area cities and counties
    - Over 22 Transit Agencies
    - Over 16 Employee labor organizations
    - Over 56 community organizations including local and national universities (including 6 historically black universities)
- Develop Strategic Relationships (Highlights)
  - Local Educational Institutions:
    - City College of San Francisco
    - Skyline City College
    - Chabot Junior College
  - Other government agencies, community and professional groups:
    - California EDD – Veterans Affairs
    - Goodwill
    - SF LGBTQ Center
    - Chamber of Commerce
    - SWE (Society of Women Engineers)

While the action items listed above applied to all SFMTA positions its resulted in a diverse leadership workforce at SFMTA that have met and passed the Federal Transportation Agency's tri-annual EEO audit and review.

The SFMTA is especially proud of having women in high-level, prominent leadership roles, currently three out of seven are on the board of directors, and five out of the nine division heads are women. Overall, 43 percent of all managers at the agency are women, well above the industry standard of 21 percent.

In addition to the recruitment efforts, SFMTA launched the following initiatives to have a diverse and inclusive workplace:

- Creation of the Outstanding Workplace Committee (OWC) – a cross-divisional group of employees focused on implementing initiatives in support of Goal 4.
- Requirement of all senior managers to take DHR's Implicit Bias training.

The SFMTA is also currently in the process of working on the proposed FY19-FY20 strategic plan metrics which includes the objective, "Create a more diverse and inclusive workforce". In preparation, the Outstanding Workplace Committee (OWC) is working on developing workplace definition for Diversity, Inclusion, Cultural Competency, and Equity. The creation of these workplace definitions will create ownership as well as trackable actions and measurable results.