




# 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: 0096 - 19 - 1
2. For Civil Service Commission Meeting of: April 15, 2019
3. Check One:  
Ratification Agenda \_\_\_\_\_  
Consent Agenda \_\_\_\_\_  
Regular Agenda X \_\_\_\_\_  
Human Resources Director=s Report \_\_\_\_\_
4. Subject: Status Report on SFUSD Civil Service Classified Workforce
5. Recommendation: We respectfully request that the Civil Service Commission accept this report.  

6. Report prepared by: Daniel F. Menezes Telephone number: 415-241-6101
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: \_\_\_\_\_  
  
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**

2019 APR -4 AM 10:45  
RECEIVED  
EXECUTIVE OFFICER  
CIVIL SERVICE COMMISSION  
SAN FRANCISCO

DATE: April 4, 2019

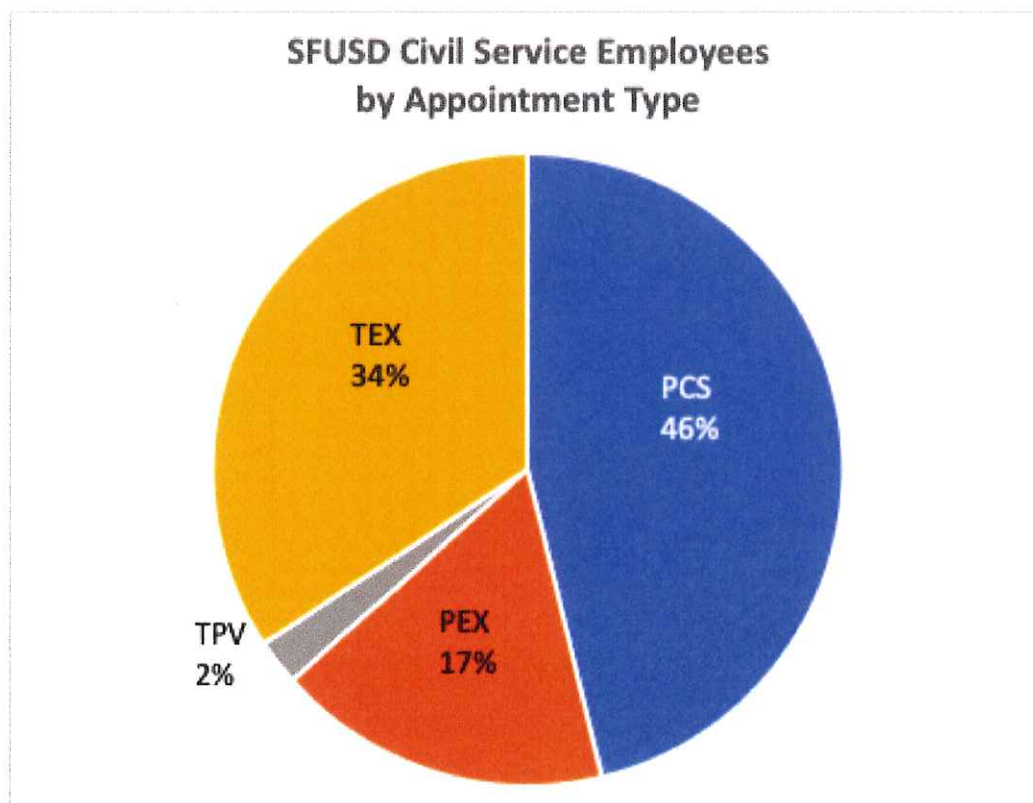
TO: Honorable Civil Service Commission

FROM: Daniel F. Menezes, Chief Human Resources Officer, Unified School District  
Jennifer M. Douglass, Executive Director, Talent Acquisition & Staffing  
Swen M. Ervin, Director, Civil Service & Paraeducator Staffing

SUBJECT: Status Report on SFUSD Civil Service Classified Workforce

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The San Francisco Unified School District (SFUSD) employs nearly 10,000 employees, including more than 6,000 certificated employees, 1,700 paraeducators and more than 1,700 Civil Service employees. SFUSD recruits more than 1,000 employees annually. Civil Service Classified employees represent 300-350 of these new hires. Annual Civil Service hiring is generally focused on classes central to successful school and central office operations, including: 1424/1426 Clerk Typists, 2615/2616 Student Nutrition Workers, 2708 Custodians and 10XX Information Technology employees.



### Civil Service Exempt & Provisional Workforce Overview

In 2014, 39% of our workforce was PCS and 47% was TEX. Over the past 5 years, we have brought the TEX percentage down to 34% and this will decline to approximately 25% when we complete the conversion of our TEX 1424 & 1426 Clerk Typists to PCS status by the end of April 2019. We have seen a 5% increase over the 49% non-PCS employees we reported last year. Much of this increase is in our TEX appointments and has been driven by the addition of a new class, the 355U Artist-in-Residence, for the Ruth Asawa School of the Arts. But, even as the overall TEX count has increased, the percentage of USD employees who are in true as-needed, temporary or seasonal jobs is also increasing, reaffirming our commitment to using appointment types as intended.

TEX: 586 employees 34% of workforce			
Class	Position	Percent of TEX	# of Employees
1426	Senior Clerk Typist	27%	159 (incl. as-needed)
355U	Artist-in-Residence	13%	74
2708	Custodians	10%	59 (incl. as-needed & seasonal)
2615	Student Nutrition Worker	8%	44 (incl. as-needed)

PEX: 295 employees 17% of workforce			
Class	Position	Percent	# of Employees
10XX	IT Classifications	7%	22
5502-6	Project Manager I, II, III	6%	19
1809	Educational Policy Analyst	5%	16
9977	Parent & Community Involvement Coordinator	5%	14





TPV: 40 employees 2% of workforce			
Class	Position	Percent	# of Employees
9977	Parent & Community Involvement Coordinator	28%	11
9176	School Transportation Scheduler	13%	5
2636	School Lunchroom Area Supervisor	10%	4

### Addressing Challenges, Celebrating Successes

In our 2018 report, SFUSD highlighted a few historical and ongoing organizational barriers to addressing the proportion of PCS to exempt positions, including:

- Absence of a Dedicated Merit Unit
- High Need Staffing Areas
- CCSF and SFUSD Salary Disparities
- Lack of Familiarity with Civil Service Rules and Procedures

SFUSD has addressed much of this over the past two years and we are starting to see positive results.

- **Building a Dedicated Civil Service Staffing Team** - While SFUSD continues to experience budgetary constraints with non-instructional staff, including in the District's Human Resources Department, we have been able to build a stable and highly competent Civil Service team. The team has elevated the work of recruiting, hiring and retaining Civil Service employees to the level of the District's other staffing teams. This stability and dedication has enabled us to address many of gaps in knowledge born from high turnover and professionalize the service we provide our employees.
- **Partnership with DHR to Address District-Only Classifications** - SFUSD continues to build and rely on our relationship with the City Department of Human Resources (DHR) and are pleased with the work we've done together to deliver examinations for our District-only classifications. Examinations have been completed for 1424 Clerk Typists, 1426 Senior Clerk Typists and 2672 Assistant Houseparents. Exams for 1930 Warehouse Workers, 2977 Educational Integration Specialists, 3535 Radio Announcer-Operators and 9977 Parent & Community Involvement Coordinators are forthcoming this year. The 9977 exam will address a significant percentage of our Provisional appointees.
- **Closing the Earnings Gap** - SFUSD, in recognition of the critical need for educators to be able to live in the communities they serve, has worked with its labor partners to close the affordability gap for teachers, administrators and support staff. Through these efforts, we're also closing the persistent wage gap between the District and the rest of the City & County. In most classifications, SFUSD starting salaries are less than 5% below those in other City departments.

This new landscape stands to have a significant impact on our ability to recruit and retain talented individuals in service of our students.

District-only Classifications						
Job Code	Title	#of Empl	PCS	TPV	PEX	TEX
1212	Benefits Analyst	2	0	1	1	0
1930	Warehouse Worker	10	5	0	0	5
2672	Assistant Houseparent	36	16	0	0	20
2977	Education Integration Specialist	10	0	2	8	0
3535	Radio Announcer-Operator	11	1	20	0	10
9977	Parent & Community Involvement Coordinator	53	5	11	14	23

- **Increased Education About Civil Service Rules and Procedures** - As the Civil Service team has grown in its knowledge of the Civil Service system, we have shared that knowledge with SFUSD HR leadership and hiring managers across the District. We continue to share our Hiring Guide with new and continuing District leaders and keep it up-to-date, ensuring it remains a living document.

### The Work Ahead

As the District has worked to be proactive and creative in addressing the challenges mentioned above, we will continue to find solutions that will improve our compliance and participation in the CCSF Civil Service system and improve our service to hiring managers, employees, and the community as a whole.

- **Continued Conversion of Exempt Employees to Permanent Status** – We continue to our work to transition employees to PCS status. The Civil Service Team has instituted an annual exam schedule for District-only classes, including our lunchroom helpers and 109X IT Support personnel. By the end of April, we will have transitioned more than 200 exempt and provisional clerical employees to PCS status. And, as appropriate, we encourage hiring managers to hire new staff from eligible lists.
- **Continue Building Strong Relationships Across the City** – From our initial focus on developing a strong relationship with DHR, the District has begun connecting with HR employees across the City. This accelerates our learning and we're able to lean on the experience of others to improve our practice and service delivery.
- **Focus on Customer and Community** – The Civil Service team will continue to focus on providing a higher level of customer service to our employees and have worked with hiring managers to



respond more quickly to their needs - in many cases cutting hire times in half. We are also invested in our role as a key employer in San Francisco and work with community-based organizations, institutions of higher education and other District departments to develop intentional pipelines for SFUSD graduates to enter the District as employees.

Employees Converted to PCS Status 2017 – 2018			
Class	Position	# of Employees	% of class now PCS
2708	Custodian	335	80%
2615/16	School Lunchroom Worker / Lead	113	68%
109X	IT Operations Support Admin	10	93%

- **Use of Category 16 Appointments** – The District has become stricter in its use of Category 16 TEX appointments, particularly in classifications where we’ve made significant inroads in converting employees to PCS status. Because of the reality of school site operations, we will continue to need TEX support in critical areas, including:
  - 1424/26 Clerk Typists
  - 2615/16 School Lunchroom Workers
  - 2672 Assistant Houseparents
  - 2708 Custodians

In these classifications, we are maintaining substitute pools to allow for coverage due to absences or emergencies. In these cases, we are working with managers to ensure these employees’ schedules are in line with TEX appointments.

### **Timeline**

With our partnership with City DHR already beginning to yield exams and the work of our staffing team to continue the work of transitioning employees to PCS status, we remain committed to producing a significant change in the ratio of Permanent Civil Service employees in SFUSD by the end of 2020.

### **Commitment**

The Superintendent, our Board of Education and the SFUSD Human Resources Department are committed to continuing to provide the opportunity for eligible TEX, PEX and TPV employees to achieve Permanent Civil Service status in cooperation with SFUSD labor partners and the City Department of Human Resources, and in alignment with the Civil Service Rules and Merit System provisions.

### **Recommendation**

We respectfully request that the Civil Service Commission accept this report.