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CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

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Date: August 7, 2017
To: Civil Service Commission
From: Michael L. Brown *MLB*
Executive Officer
Subject: **Civil Service Commission's Draft Goals and Objectives for Fiscal Year 2017-2018**

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Attached are the Civil Service Commission's draft Fiscal Year 2017-2018 goals and Objectives for your review and approval.

The Goals and Objectives are intended to establish specific deliverables and performance measures for the Civil Service Commission ("Commission") and its staff during Fiscal Year 2017-2018 with the purpose of: 1) fulfilling the Commission's legal and Charter mandates; 2) supporting the Commission's purpose and mission through its major program areas and functions; 3) advancing the Commission's objective to modernize and strengthen the operation of the City's merit system; and 4) furthering the Commission's policy priorities and objective as adopted in Fiscal Year 2017-2018 Strategic Plan.

Recommendation: Discuss and adopt the draft Civil Service Commission's Goals and Objectives for Fiscal Year 2017-2018.

Attachment (1)

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Civil Service Commission Draft Goals and Objectives for Fiscal Year 2017-2018

Purpose

The Civil Service Commission (“Commission”) is charged with overseeing, regulating and serving as final arbiter of the City and County of San Francisco’s civil service merit system. 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.

Mission Statement

The Commission’s mission is to establish, ensure and maintain an equitable and credible merit system for public service employment 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.

Major Program Areas and Functions

In accomplishing its mission, the Commission administers three (3) programs, encompassing 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:

- 1) Maintain and administer the regular schedule of meetings and hearings of the Commission as a policy and appeals body and carrying out the decisions of the Commission;
- 2) Continue to work to streamline the Civil Service Commission Rules, policies and procedures on merit system activities (e.g., recruitment, examination, certification and appointment) in order to streamline the examination process, increase permanent civil service hiring and continue to decrease provisional hiring;
- 3) Streamline the process for reviewing and resolving appeals and other disputes;
- 4) Conduct audits and Inspection Services on the department’s application of the merit system rules, regulations, policies and procedures;
- 5) Increase the Executive Officer’s outreach in offering training and customer service to departments and employee organizations. This includes enhancing access to its Rules, activities and actions through informational bulletins and increased availability of online materials, and
- 6) Meet with employees, departments and employee organizations to review current issues and the effectiveness of the City’s merit system procedures.

Goals, Objectives and Priorities for Fiscal Year 2017-2018

The following six (6) goals are focused on: 1) fulfilling the Commission’s legal and Charter mandates; 2) supporting the Commission’s purpose and mission through its six major program areas and functions; 3) advancing the Commission’s objective to modernize and strengthen the operations of the City and County of San Francisco’s merit system; and, 4) furthering the Commission’s policy priorities as established in the Fiscal Year 2017-2018 Strategic Plan. The objectives assist in defining the goals, and the performance measures for each objective are indicators of service levels and the extent to which Commission staff is able to achieve those goals within the measurement period (Fiscal Year 2017-2018).

An additional goal six (6) is being recommended in recognition of the Mayor Ed Lee’s vision for a clean, safe, vibrant and inclusive City of shared prosperity for residents and families to thrive.

Goal #1: Increase access to, and utilization of the Commission’s information resources.

Objective	Performance Measures
<p>Increase the availability of information about the Commission.</p>	<ul style="list-style-type: none"> • Continue to ensure that all information on the Commission’s website is accurate and current. • Continue to seek ways to expand upon the information available on the Commission’s website, Facebook page and Twitter. Update the information as needed throughout the fiscal year. • Ensure compliance with Language Access Ordinance.
<p>Ensure that information on the Commission’s website is intuitive and easily accessible.</p>	<ul style="list-style-type: none"> • Continue to ensure that the Civil Service Rules are in a format conducive to printing (e.g. consistent font and paragraph spacing, review for legibility, etc.). • Maintain the posting of official Civil Service Rules in PDF format.

<p>Increase the availability of information on the Commission's website.</p>	<ul style="list-style-type: none"> • Continue to increase the availability of information and documents under the Commission's preview on the Commission's website (e.g., post established policies, publications and relevant historical statistics, documents, staff reports, etc.). • Continue to investigate options for language accessibility for all documents.
<p>Ensure that Commission staff and the Commissioners have quick, efficient and easy access to the Commission's historical documents and files for proper record retention purposes and any specific research needs.</p>	<ul style="list-style-type: none"> • Continue to expand the use of the Commission's web-based document management system ("DocumentMall"): <ul style="list-style-type: none"> ○ Expand upon the types of documents uploaded into the system (e.g., meeting material, policies, communications, publications and reports). ○ Require that all Commission staff use, access and/or upload documents into DocumentMall on a weekly basis throughout the fiscal year. ○ Convert paper reports and other Commission documents into digital files on Document Mall, with the goal of uploading at least 700 pages of documents into the system on a weekly basis. • Continue to review all Commission hard copy documents and files throughout the year. <ul style="list-style-type: none"> ○ Continue to purge all duplicative/unnecessary hard copy documents (either through proper destruction procedures or by sending them to storage at the San Francisco Public Library) and upload all relevant historical documents and files into the system. ○ Resolve at least one box (or the equivalent of documents/files each week.

Goal #2: Create greater transparency and efficiencies in the Commission's procedures and communications.

Objective	Performance Measures
<p>Improve communications with appellants so that they understand the Civil Service Commission Rules, policies and meeting procedures.</p>	<ul style="list-style-type: none"> • Provide final draft of meeting procedures and protocols for peace officer appeals by October 2017. • Continue to provide appellants with as much information as possible so that they understand meeting and appeal procedures. • Offer training/guidance to departments on how to prepare and present staff reports before the Commission. • Provide Quarterly Training. • Conduct Survey for Satisfaction/Training Topics. • Publish Accessible Staff Report Template by October 2017.
<p>Improve communicates with departments to that they understand the need for transparency when describing accurate information for use of Personal Service Contracts.</p>	<ul style="list-style-type: none"> • Continue to explore ways to clarify services provided when initiating or modifying Personal Service Contracts to include accurate description of smaller contracts providing various services under the one umbrella for transparency to stakeholders.
<p>Increase the use of electronic communications with departments and appellants (if requested) in an effort to reduce paper consumption and staff resources, create efficiencies with Commission stakeholders.</p>	<ul style="list-style-type: none"> • Throughout the fiscal year, seek ways to further expedite and streamline the Commission's communications with its stakeholders, and reduce the Commission's paper consumption and drain on staff resources.

<p>Issue all reports regarding Commission deliverables and achievements on a timely basis.</p>	<ul style="list-style-type: none"> • No later than the second meeting in August 2017, finalize the draft Fiscal Year 2016-2017 Annual Report and Year-End Report for the Commission's review and approval. • No later than the first meeting in February 2018, report to the Commission on the status of the Commission's achievements of its goals and objectives for the first half of the Fiscal Year 2017-2018.
<p>Ensure that Commission staff understand and are focused on supporting the Commission's mission, goals and objectives.</p>	<ul style="list-style-type: none"> • No later than August 2017 establish all Commission staff performance plans for the next performance review period (Fiscal Year 2017-2018), and ensure that the plans include deliverable specifically tied to the Commission's Fiscal Year 2017-2018 Goals and Objectives
<p>Ensure that the Commission's internal policies and administrative procedures are kept updated and documented for Commission staff.</p>	<ul style="list-style-type: none"> • No later than June 30, 2018, revisit and update as needed all Commission internal policies and standard operating procedures to ensure consistency and facilitate cross training. • Continue to perform Records Management (electronic). • Continue to respond to Public Records Requests.

Goal #3: Ensure the timely resolution of appeals so that merit system issues are addressed efficiently, effectively and fairly

Objective	Performance Measures
<p>Resolve appeals in a timely manner to the extent possible.</p>	<ul style="list-style-type: none"> • Process 100% of appeals and requests for hearing within seven (7) days of receipt in Fiscal Year 2017-2018 (i.e., review for jurisdiction and timeliness, record the appeal into the Commission's Pending Appeal Log (PAL) and communication log, send appellants acknowledgement of receipt letters, and notify departments of the appeal and targeted hearing dates). • By June 30, 2018, resolve and/or forward to the Commission for hearing, at least 70% of the appeals received in Fiscal Year 2017-2018.

<p>Monitor appeals and develop strategies to improve the efficiency by which appeals are resolved.</p>	<ul style="list-style-type: none"> • Continue to evaluate the effectiveness of the Commission’s appeals policies and procedures (e.g., staff report deadlines, revised communications to departments, etc.) based on performance measure achievements over the past three fiscal years. By June 30, 2018, implement any new, or adjust existing policies and procedures as appropriate for Fiscal Year 2017-2018. • Issue the Commission’s Meeting Schedule and Deadlines for Calendar Year 2018 no later than November 2017 to ensure that departments are aware of staff report submission deadlines. • Regularly update and monitor the Pending Appeals Log on a bi-weekly basis, and communicate with departments as appropriate, to ensure that staff reports and appeals are submitted within a reasonable period of time. • Convene monthly meetings with the Department of Human Resources to review pending or potential complex issues and work towards resolution in collaboration. • Obtain advice and guidelines from the City Attorney’s Office as needed on legal issues concerning appeals in as far advance as possible to avoid delays and backlogs (e.g., closed session matters, privacy protections, Brown Act requirement, etc.)
<p>Work collaboratively with departmental representatives, the Department of Human Resources and City Attorney’s staff to establish new or amend current Rules, policies and procedures to address changing needs as appropriate.</p>	<ul style="list-style-type: none"> • Throughout the fiscal year, seek input from human resource analysts and managers on the effectiveness of the merit system and areas needing improvement. • Convene regular meetings of the Commission’s Committee on Policy and Rules Revision (COPAR) throughout the fiscal year to: 1) discuss and review with departmental human resources representatives any new Rules, policies or procedures, or needed/requested revisions thereto; and 2) seek departmental input on inconsistencies between the Civil Service Rules and current departmental practices, to recommend appropriate action to the Commission (e.g., consider proposing a Rule amendment, issue an Adviser to clarify Rule requirements, etc.).

Goal #4: Work to ensure that the Civil Service Commission Rules policies and procedures are easily understood and known by all stakeholders, consistent, compliant with the law, and reflective of current and best practices.

Objective	Performance Measures
<p>Review the Civil Service Rule series and recommend revisions/deletions/additions to the Rules for the Commission's consideration as necessary and appropriate.</p>	<p>Review one Civil Service Rule series every other month on average and recommend revisions/deletions/additions for the Commission's consideration. Revisions will be prioritized as follows:</p> <ol style="list-style-type: none"> 1. Rules or provisions that conflict with, or that are otherwise inconsistent with the law. 2. Rules that are confusing, inconsistent with other Rules, or policies, or inconsistently applied by departments. 3. Rules or provisions that would support operational needs. 4. Rules or provisions no longer applicable. 5. Revisions that would consolidate or streamline the Rules. 6. Rules needed to address merit system issues discovered during the course of Inspection Service reviews or the Audit Program. 7. Clean-up (e.g., remove Rules that have expired, etc.)
<p>Review existing Commission policies and procedures; and recommend revisions to existing policies and procedures, or the creation of new ones, as appropriate.</p>	<ul style="list-style-type: none"> • Review at least one existing Commission policy every quarter and recommend revisions as appropriate for the Commission's consideration. The Executive Officer will also recommend for the Commission's consideration the creation of policies as needed and appropriate on merit system issues for which Commission stakeholders require more guidance. • The Executive Officer's policy review will be prioritized based on directives from the Commission, requests from Commission stakeholders, and the frequency of Inspection Service complaints received on a particular issue.

<p>Conduct meet and discuss and facilitate meet and confer negotiations to adopt new and amend Rules, policies and/or procedures when required under state law.</p>	<ul style="list-style-type: none"> • As needed during the fiscal year, conduct meet and discuss sessions with the City’s labor unions or meet and confer sessions when appropriate with City’s labor unions on any new or amended Rules of policies when required under state law.
<p>Conduct best practice reviews of merit system matters in other jurisdictions.</p>	<ul style="list-style-type: none"> • Research best practices in the Bay Area and/or comparable jurisdictions (e.g., Los Angeles) upon request of the Commission during the fiscal year.
<p>Provide outreach, training, and support to the Commission’s stakeholders regarding the Civil Service Rules, policies and procedures.</p>	<ul style="list-style-type: none"> • Upon request/as needed during the fiscal year, develop and conduct seminars and trainings on the merit system, the Civil Service Rules, policies and procedures and other matters under the jurisdiction of the Commission. • Give regular presentations and updates on merit system issues during the Department of Human Resources’ Monthly Human Resources Professional Group meetings. • Provide a presentation on the Merit System to new human resources analysts and managers on an annual basis. • Offer to provide other Commission stakeholders with an overview of the merit system upon request (e.g., union representative/employee groups, operational managers, elected officials, Deputy City Attorney’s, etc.). • Seek input from the Commission’s stakeholders on common merit system areas of confusion and issue publications on Frequently Asked Questions and develop new Advisers on reoccurring issues as needed during the fiscal year. • Offer to provide labor representatives with informational articles on the Commission for their member newsletters upon request.

Goal #5: Strengthen the Commission’s ability to meet its Charter mandates and oversee the operation of the merit system.

Objective	Performance Measures
<p>Review the operations of the merit system in City departments.</p>	<ul style="list-style-type: none"> • Conduct eight (8) departmental audits in Fiscal Year 2017-2018. • Resolve/complete within 60 days, 80% of Inspection Service Requests received in Fiscal Year 2017-2018. • In the event that Commission staff determines in the course of its audits and/or Inspection Service reviews that some department practices conflict with established Rules or policies, issue formal clarifying statements and/or trainings within 60 days so that all departments are aware of and understand applicable merit system requirements.
<p>Increase the Commission’s access to information regarding the operation of the merit system.</p>	<ul style="list-style-type: none"> • No later than the second meeting in June 2018, submit for the Commission’s review its Calendar of Reports for Calendar Year 2018 (this details the reports that City departments are required to submit to the Commission each year). Include for the Commission’s review a list of available canned queries, reports and available information related to merit system matters in the event that the Commission wishes to expand upon the information it currently receives from Commission staff and/or city departments (e.g., exempt appointment justifications, personal services contracts, examination plans, etc.). • By the end of December 2017, issue the final 2018 Calendar of Reports to departments in advance. Additionally, issue an electronic reminder one month prior to each report’s due date.

<p>Ensure that departments are complying with Commission's requests for reports and/or additional information.</p>	<ul style="list-style-type: none"> • When applicable, record any conditions, restrictions or reporting requirements that the Commission places on a Personal Services Contract (PSC). Utilize a tickler system so that the Commission is able to ensure that departments comply with the Commission's conditions, restrictions or reporting requirements for PSC approvals. • When applicable, record and create a "tickler system" for any additional reports that the Commission requests throughout the fiscal year.
<p>Complete/coordinate all Charter-mandated wage/benefit surveys requiring Commission certification under the Charter.</p>	<ul style="list-style-type: none"> • By the end of November 2017, develop a work plan and schedule for achieving Charter mandated surveys for the fiscal year. • Utilize a "tickler system" for departmental reports to ensure that Charter-mandated surveys are timely submitted (e.g., Office of Labor Standards and Enforcement prevailing wage survey, and Department of Human Resources survey of nurse salaries and benefits). • No later than the second meeting in May 2018, complete the salary survey for the Board of Supervisors in accordance with Charter Section 2.100 Compensation and Salary. • Elected Officials Salary
<p>Ensure that the Commission's budget in Fiscal Year 2018-2019 is sufficient so that it can adequately carry out its Charter obligations to oversee the merit system.</p>	<ul style="list-style-type: none"> • Negotiate with the Mayor's Office, Controller's Office and board of Supervisors to maintain the Commission's budget in Fiscal Year 2018-2019 at an adequate level to support its operations, Charter functions and merit system goals and objectives.

Goal #6: Mayor’s vision for San Francisco as a clean, safe, vibrant, and inclusive City of shared prosperity.

Objective	Performance Measures
<p>Coordinate a pilot task force/committee spear headed by representatives from Civil Service Commission, Department of Human Resources and the City’s Workforce Development Agency.</p>	<ul style="list-style-type: none"> • Strategize on how to coordinate City efforts in various Departments for assisting disenfranchised or struggling families find support in securing sustainable employment within the City and County of San Francisco. • Assist in training and outreach to understand the Merit System and employment opportunities with the City and County of San Francisco and with private employers throughout the City, • Assist Departments with developing new programs of opportunity and provide a resource for engagement with their program leaders.
<p>Strengthen Links for Connective Services</p>	<ul style="list-style-type: none"> • Link with Labor partners and Employment Development Department in providing contact resources, training opportunities, internship, trade or apprenticeship programs to gain valuable qualifying experience for future employment. • Link with other City departments, Community College District and other training venues and recruitment fairs for opportunities. • Connect with established City and County resources in wrap-around services which include Homeless Connect, health services, Human Services Agency, etc. • Seek neighboring Bay Area community assistance for reciprocity.