



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: _____ - _____ -
2. For Civil Service Commission Meeting of: August 21, 2017
3. Check One:
Ratification Agenda
Consent Agenda
Regular Agenda
Human Resources Director's Report X
4. Subject: **Report on Position-Based Testing Program**
5. Recommendation: Adopt the Report
6. Report prepared by: Anna Biasbas Telephone number: 415 557-4806
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: [Signature]
Date: 8/2/17
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

CSC RECEIPT STAMP	
THIS DOCUMENT SUPPORTS CALENDAR ITEM <u>12</u>	

Notifications

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DATE: August 1, 2017

TO: Honorable Civil Service Commission

THROUGH: Micki Callahan
Human Resources Director *MC*

FROM: Anna Biasbas
Director, Selection and Hiring Resources

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. This report covers the period from July 1, 2016 through June 30, 2017.

CSC Rule 111A on PBTs 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 departments 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 60 days of the posting of an examination announcement.

The table below shows that 416 (62%) of this past year's 670 job announcements were processed as PBTs. This is around the same number of PBTs examinations administered last fiscal year. The table also shows that for the past three years, the average number of days associated with PBT recruitments (i.e., the median number of days from announcement closing to list issuance) is below the 60-day timeline.

	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
FY 2015-2016	418	60%	54	280	40%	88	698
FY 2016-2017	416	62%	57	254	38%	97	670

City analysts processed a total of 670 separate recruitments within this past fiscal year. This is the second-highest number of exams conducted since the start of the program; the highest being 698 during the last Fiscal Year (2015/2016). We believe that the decrease of 28 recruitments is attributed to DHR's current focus on the modernization of exams. As an example, some of DHR's examination processes such as the 104X IS Tech Engineer

classification series (producing 16 eligible lists), have transitioned to a continuous process, which is not counted in this report. This is known as DHR's TechHire program.

A total of 17 protests and appeals involving PBT examinations were received during the period from 7/1/2016 through 6/30/2017. Two (12%) were brought before the Civil Service Commission and 15 (88%) were administratively resolved. [See Attachment A, which shows details of all appeals/protests as well as outcomes/resolutions.]

Four of these (23.5%) involved candidates' scores on the 1244 Senior Human Resources Analyst examination, which were initially administratively resolved by the Human Resources Director and upheld by the CSC Executive Officer due to untimeliness of the appeal. Three of the appellants later appealed the decision of the Human Resources Director and CSC Executive Officer. All three appeals were denied by the Civil Service Commission, upholding the decision of the CSC Executive Officer.

Of the appeals and protests that were administratively resolved, four were determined have merit, resulting in the following outcomes/resolutions:

- DHR's review of a candidate's application for Principal Administrative Analyst II determined that the candidate was qualified. This reversed the department's original determination and allowed the candidate to continue in the examination process.
- A department amended the minimum qualifications for a 0923 Manager II position, addressing concerns raised in an appeal, and re-posted the announcement to accept new applications.
- A department cancelled two Program Support Analyst recruitments after receiving appeals regarding the examination administration and posted new announcements.
- DHR conducted an audit of a Public Safety Communications Supervisor oral examination and found inconsistencies in exam administration. As a result, the department administered a new oral examination.

The two appeals that were brought before the Civil Service Commission resulted in the following outcomes/resolutions:

- A candidate appealed the exam administration of a Senior Administrative Analyst performance examination. The department recognized the issue that the appellant expressed and proposed a remedy that the Civil Service Commission accepted.
- A candidate appealed the exam administration of an Emergency Services Coordinator II examination. The appellant failed to appear, the Civil Service Commission adopted the report, and the appeal was denied.

If we compare these 17 protests concerning eligibility and scoring calculations to the 416 separate PBT examinations administered during the same period, the "exam protest/appeal rate" is 4.1%. Though a slight increase from the previous year, this is still exceptionally low and reflects well on the City's overall administration of its PBT projects during this reporting period.

Conclusion

Given 11 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 these improvements have been possible without sacrifices to quality.

The PBT Program reflects that the median number of days from announcement closing to list issuance has been below the 60-day timeline since fiscal year 2010/2011 (with the exception of fiscal year 2013/2014 with 62 days, which was only slightly over the 60-day goal). Within the last three fiscal years (2014/2015, 2015/2016 and 2016/2017), the median number of days from announcement closing to list issuance were 58, 54, and 57 days respectively. These numbers reflect the efficiency of the PBT Program.

Recommendation: *Adopt the report.*

PBT Appeals/Protests Log for Fiscal Year 2016/2017

Department responsible for Recruitment	Agency/Receiving Complaint	Agency Responding to Complaint	Appeal/Protest Date	Recruitment Number	Class	# of Complaints	Reason for Complaint	Outcome/Resolution
PUC	PUC	PUC	7/6/2016	PBT-6319-901139	6319 Senior Construction Inspector	1	Scores should have been higher on supplemental questionnaire based on score received on previous recruitment that only used T&E	Denied (consulted with DHR). Additional rather was brought in to rate candidate's responses to the questionnaire which resulted in similar low ratings for the applicant on two questions.
DHR	DHR	DHR	7/27/2016	PBT-1244-068367	1244 Senior Personnel Analyst	1	Ineligibility appeal. Was deemed eligible and appointed for a T&E position by PUC	Administratively resolved. Denied by Human Resources Director
GSA	DHR	DHR/GSA	8/29/2016	PBT-1825-067561	1825 Principal Administrative Analyst II	1	Rejection of Application	Administratively resolved. DHR/RAS deemed applicant qualified for class 1825.
HSA	CSC	HSA	9/28/2016	PBT-0923-070967	0923 Manager II - Family Children's Services Manager	1	Appeal of the MDs	Administratively resolved. HSA amended Minimum Qualifications and re-posted.
HSA	CSC	HSA	10/17/2016	PBT-2917-066106 PBT-2917-901648	2917 Program Support Analyst	1	Appeal of Exam Administration	Administratively resolved. HSA cancelled recruitments & started new ones.
DPH	CSC	DPH	11/2/2016	PBT-1825-066918	1825 Principal Administrative Analyst II	1	Appeal of Exam Administration	Appellant withdrew his appeal.
DPH	CSC	DHR	11/13/2016	PBT-6124-067381	6124 Principal Environmental Health Inspector	1	MTB font size too small.	Administratively resolved. Denied by Human Resources Director
HSA	HSA	DHR	12/13/2016	PBT-2917-901997	2917 Program Support Analyst	1	Lighting at test center (Hotel Whitcomb) dim	Administratively resolved. Denied by Human Resources Director
DEM	DHR	DHR/RAS	12/16/2016	PBT-8239-070252	8239 Public Safety Communications Supervisor	1	Inconsistencies in exam administration	Administratively Resolved - DHR conducted an audit and found inconsistencies in DEM's oral exam administration & had DEM readminister a new oral exam
CON	CSC	CON	1/10/2017	PBT-1823-071388	1823 Senior Administrative Analyst	1	Administration of Performance Exam	Appeal for review of 1823 performance exam administration upheld by CSC. CSC accepted CON Staff Report as a form of review and remedy.
DPH	DHR	DHR	2/20/2017	PBT-6124-067381	6124 Principal Environmental Health Inspector	1	Complaint about MTB exams size; lowering passpoint; latest interval of one year	Administratively resolved. Denied by Human Resources Director
DPH	DHR/CSC	DHR	2/23/2017	PBT-1244-071929	1244 Senior Human Resources Analyst	3	Requesting option to use score from old 1244 exam	CSC denied the appeals and upheld the decision of the Executive Officer in Upholding the Director of Human Resources Decision to administratively close the appeals.
DPH	DHR	DHR	2/23/2017	PBT-1244-071929	1244 Senior Human Resources Analyst	1	content of exam	Administratively resolved. Appeal not timely; not appealable
PUC, DPH	DHR	DHR	2/27/2017	PBT-1824-071398 PBT-1824-069557 PBT-1824-067883	1824 Principal Administrative Analyst	1	Appellant suspicious that she was not properly evaluated	Denied by DHR. Scanning error delayed scoring initially but then scanning problem fixed and scored correctly.
PRT	CSC	PRT	3/14/2017	PBT-8603-063838	8603 Emergency Services Coordinator III	1	Inconsistency in examination administration and failure of raters to apply uniform standards	CSC adopted report and denied appeal. Appellant failed to appear.