



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Sent Via Electronic Mail

September 8, 2016

NOTICE OF CIVIL SERVICE COMMISSION MEETING

**SUBJECT: 2016 EQUAL EMPLOYMENT OPPORTUNITY
WORKFORCE UTILIZATION UPDATE.**

The above matter will be considered by the Civil Service Commission at a meeting to be held on **September 19, 2016** 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. The meeting agenda and all meeting materials will be posted on the Civil Service Commission's website at www.sfgov.org/Civil_Service under "Meetings" no later than end of day on Wednesday, September 14, 2016.

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 non-privileged materials being considered by the Civil Service Commission for this item will be 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

A handwritten signature in blue ink, reading "Michael L. Brown".

MICHAEL L. BROWN
Executive Officer

Attachment

Cc: Micki Callahan, Department of Human Resources
Susan Gard, Department of Human Resources
Linda Simon, Department of Human Resources
Commission File
Commissioners' Binder
Chron



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: 0305 - 14 - 1
2. For Civil Service Commission Meeting of: September 19, 2016
3. Check One: Ratification Agenda
 Consent Agenda
 Regular Agenda X
 Human Resources Director Report
4. Subject: 2016 **Equal Employment Opportunity Workforce Utilization Update**
5. Recommendation: Adopt the Report
6. Report prepared by: Linda Simon Telephone number: 557-4837
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: Micki Callahan

 Date: 9/8/16
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
Director, Department of Human Resources
1 South Van Ness Avenue, 4th Floor
San Francisco, CA 94103

Linda C. Simon, Director, EEO and Leave Programs
Department of Human Resources
1 South Van Ness Avenue, 4th Floor
San Francisco, CA 94103


Susan Gard
Chief of Policy
Departments of Human Resources
1 South Van Ness Avenue, 4th Floor
San Francisco, CA 94103



MEMORANDUM

To: Civil Service Commission

Through: Micki Callahan, Human Resources Director

From: Linda C. Simon, Director EEO Programs 

Date: September 19, 2016

Subject: **2016 Equal Employment Opportunity Workforce Utilization Update**

Pursuant to Civil Service Commission Rule 103, Equal Employment Opportunity, "it is the policy of the Civil Service Commission of the City and County of San Francisco that all persons shall have equal opportunity in employment . . ."

On December 6, 2013, the Human Resources Director filed the 2013 Equal Employment Opportunity Workforce Utilization Analysis Report (2013 Report). The 2013 Report includes data from the 2010 U.S. Census on the race/ethnicity and gender composition of the City and County of San Francisco (*the City*) workforce compared to the available labor market for the civilian workforce, in occupational categories, and in similar selected job classes. The City's workforce composition is compared to the available labor market to assess whether the workforce is representative of the labor market.

Civil Service Rule 103.2.4, states:

For each year thereafter until the next five-year report, the Department of Human Resources staff shall report back to the Civil Service Commission on those City classes identified in the last five-year report as having lower percentages of sex, race or ethnic groups than those occupational categories in the relevant job market.

The Department of Human Resources has prepared the following 2016 Equal Employment Opportunity Workforce Utilization update as required by the rule.

Our Commitment to Diversity

The City and County of San Francisco remains committed to the recruitment, hiring, retention, and promotion of a diverse workforce. The Department of Human Resources (*DHR*) strives to support City departments in creating enriching environments where employees have a sense of

purpose and value to do their very best work. Creating an inclusive and diverse workforce that reflects the diversity of our communities and meets the needs of the people we serve is a critical part of DHR's efforts to support enriching work environments. Benchmarking is one of many tools DHR uses for achieving workforce diversity. Regularly comparing the City's workforce demographics to the available labor force helps DHR develop programs for creating and maintaining a workforce that uses the diversity to talents and skills in our communities.

The City's Workforce 2013 to 2016

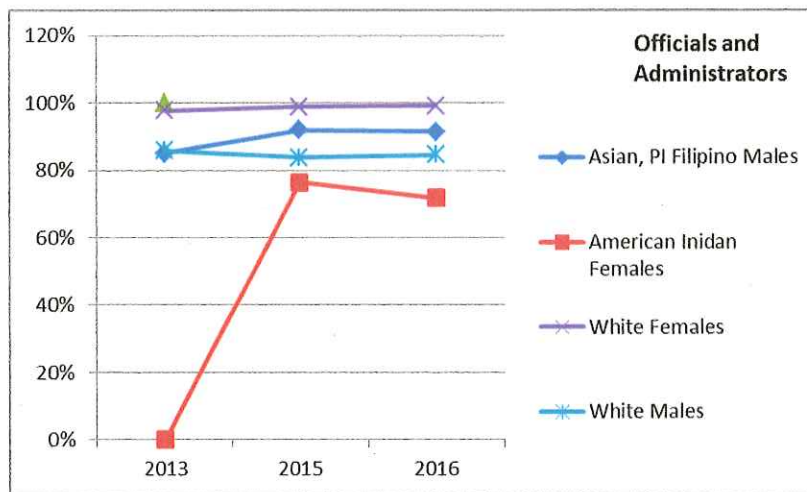
The 2013 Workforce Utilization Report on the City's workforce shows utilization rates by gender and race. The report provides statistical comparisons of the workforce to the available labor pool in the eleven counties in which City employees reside. Comparing the workforce to the available labor pool is the method used to determine areas of underutilization (or underrepresentation) in occupational categories used by the U.S. Census Bureau. A group employed at or near its availability in the labor market is considered at parity. Discrepancies between the labor market availability and the utilization of groups within the City's workforce are described as overutilization or underutilization.

For purposes of measuring the City's workforce, a utilization rate of 100% indicates that the group is at parity with the available labor market. A utilization rate higher than 100% indicates overutilization in the City's workforce in comparison to the available labor market. A utilization rate that is lower than 100% indicates underutilization in the City's workforce in comparison to the available labor market.

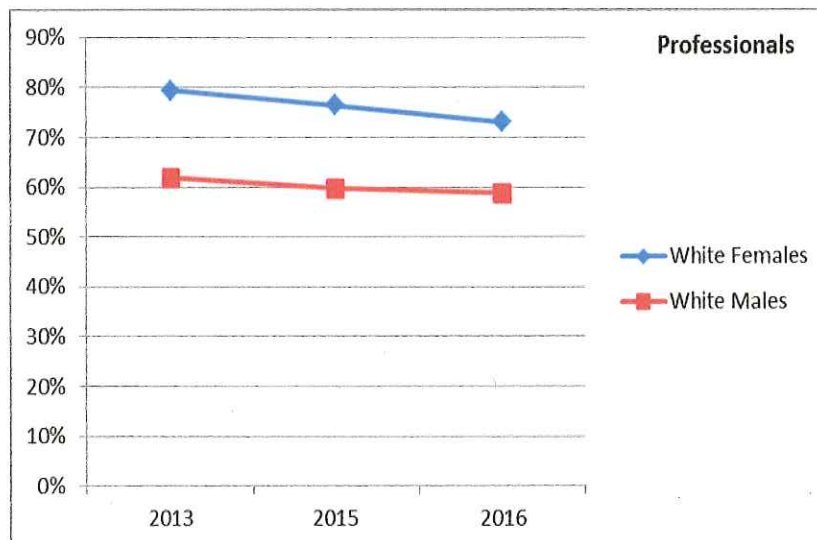
The following charts show underrepresented race and gender groups in all occupational categories used by the City and the U.S. Census Bureau. Graphs show improved representation in the following race/gender groups within six of the seven occupational categories:

- White Male and White Female Officials and Administrators
- White Male Technicians
- Black Male and Hispanic Female Protective Service Workers
- Hispanic Male, American Indian Female and White Male Administrative Support Workers
- Hispanic Male and Hispanic Female, and Asian/Pacific Islander Female Skilled Craft Workers
- Hispanic Male and Hispanic Female Service Maintenance Workers

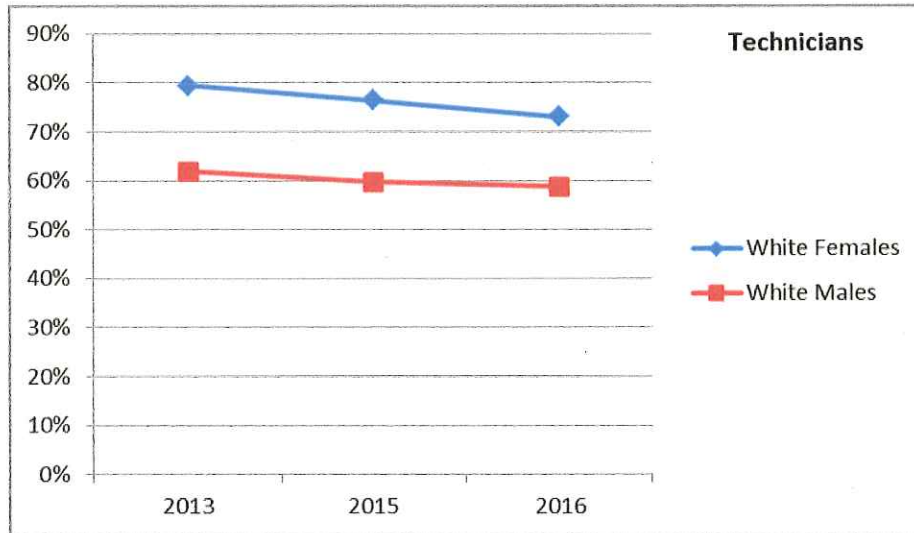
Officials and Administrators			
Underrepresented Groups	2013 Utilization Rate	2015 Utilization Rate	2016 Utilization Rate
Asian, PI/Filipino Males	84.98%	91.94%	91.49%
American Indian Females	0.00%	76.46%	71.82%
American Indian Males	200.00%	0.00%	0.00%
White Females	97.70%	98.76%	99.18%
White Males	85.90%	83.70%	84.51%



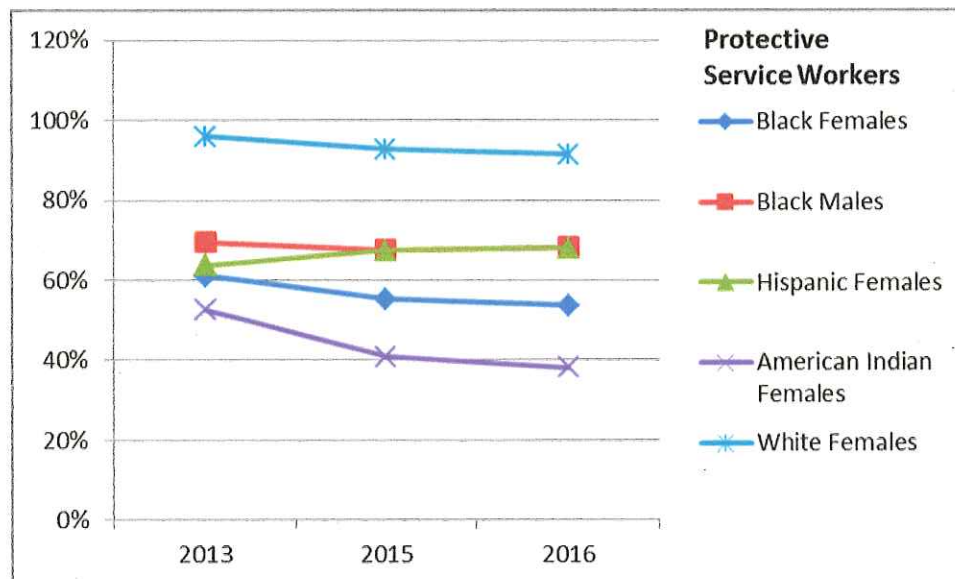
Professionals			
Underrepresented Groups	2013 Utilization Rate	2015 Utilization Rate	2016 Utilization Rate
White Females	79.39%	76.40%	73.05%
White Males	61.90%	59.70%	58.75%



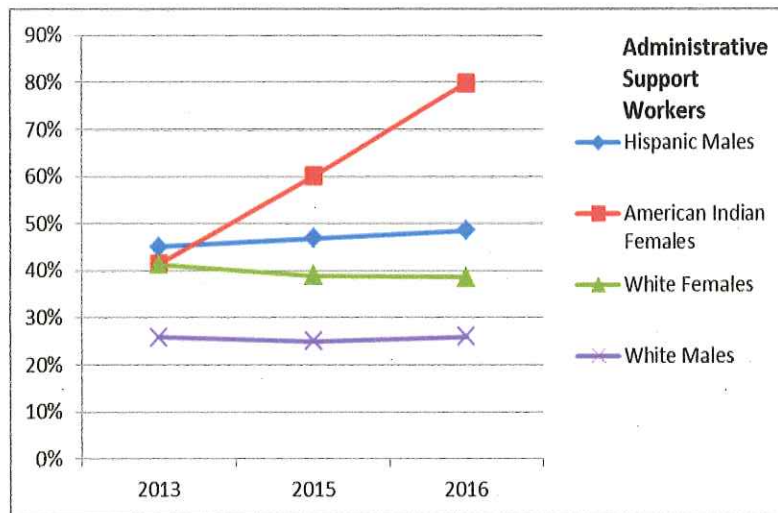
Technicians			
Underrepresented Groups	2013 Utilization Rate	2015 Utilization Rate	2016 Utilization Rate
White Females	49.60%	45.35%	42.62%
White Males	76.14%	71.94%	72.32%



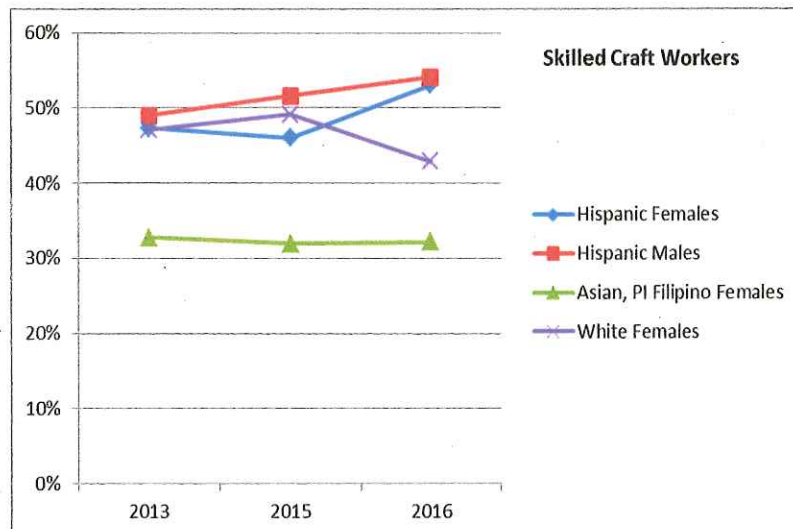
Protective Service Workers			
Underrepresented Groups	2013 Utilization Rate	2015 Utilization Rate	2016 Utilization Rate
Black Females	61.04%	55.19%	53.64%
Black Males	69.57%	67.59%	68.18%
Hispanic Females	63.72%	67.42%	68.08%
American Indian Females	52.49%	40.80%	38.08%
White Females	95.89%	92.81%	91.46%



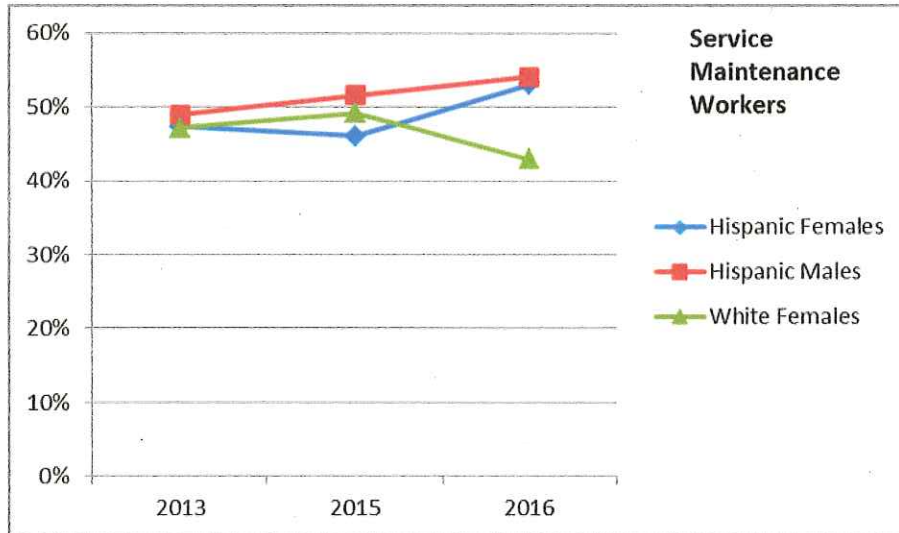
Administrative Support Workers			
Underrepresented Groups	2013 Utilization Rate	2015 Utilization Rate	2016 Utilization Rate
Hispanic Males	45.08%	46.81%	48.56%
American Indian Females	41.34%	60.10%	79.93%
White Females	41.38%	38.96%	38.53%
White Males	25.80%	25.01%	26.01%



Skilled Craft Workers			
Underrepresented Groups	2013 Utilization Rate	2015 Utilization Rate	2016 Utilization Rate
Hispanic Females	47.33%	46.06%	53.01%
Hispanic Males	48.97%	51.59%	54.06%
Asian, PI/Filipino Females	32.79%	31.92%	32.14%
White Females	47.13%	49.14%	42.89%



Service Maintenance Workers			
Underrepresented Groups	2013 Utilization Rate	2015 Utilization Rate	2016 Utilization Rate
Hispanic Females	27.81%	27.20%	28.42%
Hispanic Males	63.83%	62.33%	64.10%
White Females	30.37%	29.01%	29.10%



The increased representation in the utilization rates of 13 race/gender groups in six occupational categories is a positive reflection on the City's new and expanded recruitment and hiring programs and practices. DHR is leading efforts to implement new recruitment, hiring and retention programs and practices citywide. This work will continue through the next fiscal year.

Recruitment and Hiring

TechHire

In the fall of 2015, DHR launched Project TechHire to address disadvantages to recruiting top talent in the City's permanent civil service hiring process compared to current tech sector hiring practices. DHR partnered with City HR staff, technology leaders, hiring managers and others from more than 26 departments to develop recommendations related to the recruitment, hiring and retention of technology employees. With these recommendations, DHR developed a multi-faceted plan to address the City's demand for technology hires while preserving the essence of civil service. The goal for TechHire is to provide City departments with efficiency, flexibility and recruitment tools needed to compete in the current tech sector job market.

Key findings from group research revealed that across all demographics technology professionals seek meaningful work. The Project TechHire team crystalized this information into the Purpose Campaign. The campaign's core message is that working for the City and County of San

Francisco provides work with purpose. The campaign slogan is: We don't offer stock options. We offer purpose.

Through a coordinated effort, Project TechHire will feature a diverse group of City technology professionals telling their purpose stories. These stories will be featured on the new TechHire website and in City recruitment materials. The first of these compelling stories features the impactful work done by technologists working for the San Francisco Police Department. The female storyteller shares how her work solves crimes and makes the City a safer place to live. Other stories will highlight the many ways City residents and visitors are touched by the often unseen work of the City's technology employees.

White males and females in the Technicians occupational category continue to be underrepresented in the City's workforce. Nevertheless, during the 2015-2016 fiscal year, the representation of White males in this occupational category increased to 72.32%. This increase is a positive indicator for Project TechHire's future success in attracting members of these underrepresented groups to the City's workforce.

Continuous Testing for Police Officer and Firefighter Hiring

Since late 2013, DHR has provided continuous testing for Police and Firefighter applicants using professional, fully-validated tests developed and administered by the National Testing Network (NTN). The continuous testing pilot program has succeeded at increasing the applicant show rate for all demographics. This in turn has led to an increase in the representation of applicants from all demographics and changes in the ratio of White to non-White applicants. Following an upward trend that began in 2013, this year, Police applicants who self-identify as non-White account for approximately 64% of the applicant pool. Firefighter applicants who self-identify as non-White account for nearly 46% of the applicant pool. Steady growth in the total number of applicants from the Black Males and Hispanic Females demographics has increased the representation of these groups in the City's Protective Services occupational category.

Creating Pipelines

Apprenticeship Programs

The Department of Human Resources, Workforce Development Division, continues to oversee the City's apprenticeship programs in partnership with various entities. Strides have been made to modify some of the apprenticeship programs, stationary engineers and plumbers, to improve the diversity of candidates.

Personnel Analyst Margot Reed continues to work with City departments and labor unions to update apprenticeship programs and ensure compliance with state and federal regulations.

New and existing apprenticeship programs will prepare apprentices for a broad range of City and private sector jobs in the trades. The City has hosted several Apprenticeship Fairs, the most

recent on September 7, 2016. These opportunities increase the City's visibility as an apprentice employer. (Flyer in Exhibit 1)

Networking

Several City departments participate in recruitment events on-campus and at job fairs throughout the country. Human Resources professionals, executive personnel and lay workers have gone to many locations to answer questions, encourage applications, and discuss City job opportunities. These efforts support proactively recruiting applicants with diverse backgrounds and experiences.

Recruitment and Talent Management Specialist Ed Wong with the DHR Workforce Development Division continues to conduct outreach to increase the City's public profile and reach a broader and wider market of candidates. He has worked with the San Francisco Fire Department's new Recruitment Coordinator, Keith Baraka, to educate the public on paths to becoming a Firefighter. Their educational campaigns target underrepresented racial and gender groups. A partial list of community events Mr. Wong, along with representatives from other City departments, have attended and scheduled follows:

- (SFFD) Nihonmachi Festival
- SFFD Career Information Session
- WEi Apprenticeship and Career Opportunities Fair
- Hiring Our Heroes, Sponsored by SF Giants & Jewish Community Relations Council
- SFSU Nonprofit and Government Intern Job Fair
- SFFD Career Information Session
- Mission Hiring Hall Career Fair
- Ultimate Women's Expo
- SFFD: Castro Street Fair
- SF Fleet Week Veteran Employment Summit
- Job Hunters Boot Camp, Sponsored by Congresswoman Jackie Speier
- SFFD Career Information Session
- LGBTQ Career Fair
- War Memorial Veterans Career Fair
- SFFD Career Information Session
- SFFD Career Information Session
- SFFD Career Information Session
- ApprenticeshipSF Winter2016
- Cisco Skillzone
- Peer Resource Center
- Honor a Hero Job Fair
- LGBTQ Career Fair
- VetReady Career Fair
- Western Addition Job Fair
- Diversity Employment Day
- California Academy of Science, Sponsored by The Arc

PG&E: Military Career Day at The Raceway

City leaders are also actively involved in efforts that encourage and support the recruitment of diverse persons throughout the greater bay area. To increase the number of minorities in the pipeline, the Human Resources Director and other City leaders participate in a number of forums, such as:

Code: Debugging the Gender Gap – film screening and panel discussion exploring the reasons for the gender and minority hiring gap among software engineers.

Conclusion

Ongoing initiatives underscore the City's commitment to building a diverse talent pool from which to recruit. Multiple recruitment programs focus on attracting applicants from all racial and gender groups, as well as persons with disabilities, to City employment. These initiatives bring attention to the fact that the City is a great place to work and highlight the meaningful employment opportunities here. Benchmarking shows that recruitment efforts are increasing the number of underrepresented groups. However, the goal beyond the numbers is to have a talented and skilled workforce that reflects the diversity of the communities served.

Recommendation: Adopt Report

Exhibit to Report: Career Fair Flyer

Career Fair



Wednesday
September 7th

10:00a to 1:00p

Trades, Crafts, and Skilled Labor Career Fair

We are pleased to invite you to attend the City & County of San Francisco Fall 2016 - Trades, Crafts, and Skilled Labor Career Fair—Exploring Employment and Training Opportunities. This **FREE** event will: (1) provide you an opportunity to connect with potential employers; (2) ensure high quality pre-apprenticeships, apprenticeships, and other training program opportunities are available to job seekers, career builders, and SF Bay Area employers; and (3) expose college students, high school students, and Veterans to the many employment opportunities available locally.



Location:

**ILWU Local 34 Union Hall
4 Berry Street, San Francisco -
@ 3rd and King**



Margot Reed, ApprenticesSF

**at 415.557-4950 or email
ApprenticeshipSF.DHRWD@sfgov.org**



Who Should Attend?

**If you are a student, Veteran, or just
someone looking to explore a new
career - COME - check us out!**



Event Sponsor

**This event is sponsored by:
City & County of San Francisco, and
our SF Bay Area employment partners**

