



**CIVIL SERVICE COMMISSION**  
**CITY AND COUNTY OF SAN FRANCISCO**

EDWIN M. LEE  
MAYOR

0124-14-1

Date: June 2, 2014  
To: Civil Service Commission  
From: Jennifer Johnston  
Executive Officer  
Subject: **Civil Service Commission's Draft of Goals and Objectives for Fiscal Year 2014-2015**

SCOTT R. HELDFOND  
PRESIDENT  
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COMMISSIONER

Attached are the Civil Service Commission's draft Fiscal Year 2014-2015 Goals and Objectives for your review and approval.

The Goals and Objectives are intended to establish specific deliverables and performance measures for the Commission and its staff during Fiscal Year 2014-2015 with the purpose of: 1) fulfilling the Civil Service Commission's legal and Charter mandates; 2) supporting the Civil Service Commission's purpose and mission through its major program areas and functions; 3) advancing the Civil Service Commission's objective to modernize and strengthen the operation of the City's merit system; and 4) furthering the Civil Service Commission's policy priorities and objectives as adopted in its Fiscal Year 2014-2015 Strategic Plan.

**Recommendation:** Discuss and adopt the Civil Service Commission's Goals and Objectives for Fiscal Year 2014-2015.

JENNIFER C. JOHNSTON  
EXECUTIVE OFFICER

Respectfully submitted,

CIVIL SERVICE COMMISSION

JENNIFER JOHNSTON  
Executive Officer

THIS DOCUMENT SUPPORTS  
CALENDAR ITEM 15

Attachment (1)





# CITY AND COUNTY OF SAN FRANCISCO CIVIL SERVICE COMMISSION

## Civil Service Commission Draft Goals and Objectives for Fiscal Year 2014-2015

### Purpose

The Civil Service 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 Civil Service 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 Civil Service 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's Rules, policies and procedures on merit system activities (e.g., recruitment, examination, certification and appointment) in order to increase permanent civil service hiring and decrease provisional hiring;
- 3) Streamline the process for reviewing and resolving appeals and other disputes;
- 4) Conduct audits and Inspection Services on departments' application of the merit system rules, regulations, policies and procedures;
- 5) Increase outreach, training and customer service efforts to departments and employee

organizations by enhancing access to its Rules, activities and actions through informational and increased 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 2014-2015**

The following six goals are focused on: 1) fulfilling the Civil Service 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 Civil Service Commission's objective to modernize and strengthen the operation of the City and County of San Francisco's merit system; and, 4) furthering the Civil Service Commission's policy priorities as established in the Fiscal Year 2014-2015 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 was able to achieve those goals within the measurement period (Fiscal Year 2014-2015).

**Goal #1: Increase access to, and utilization of the Civil Service Commission's information and resources.**

Objective	Performance Measures
<b>Increase the availability of information about the Civil Service Commission.</b>	Continue to ensure that all information on the Civil Service Commission's website is accurate and current.
	Continue to expand upon the information available on the Civil Service Commission's Facebook page and Twitter and update the information as needed throughout the fiscal year.
	Prepare and/or update informational publications about the Civil Service Commission as needed throughout the fiscal year.
<b>Ensure that information on the Civil Service Commission's website is intuitive and easily accessible.</b>	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.).
	By January 31, 2015 post the official Civil Service Rules in PDF format as well so that they may be printed in a formal format.
<b>Increase the availability of information on the Civil Service Commission's website.</b>	Continue to increase the availability of information and documents under the Civil Service Commission's purview on the Commission's website (e.g., post established policies, publications and relevant historical documents, historical staff reports, etc.).

<p><b>Ensure that Commission staff and the Civil Service 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.</b></p>	<p>Continue to expand the use of the Commission's web-based document management system ("DocumentMall"):</p> <ul style="list-style-type: none"> <li>○ Expand upon the types of documents uploaded into the system (e.g., meeting materials, policies, communications, publications and reports).</li> <li>○ Require that all Commission staff use, access and/or upload documents into DocumentMall on a weekly basis throughout the fiscal year.</li> <li>○ Convert paper reports and other Civil Service Commission documents into digital files on DocumentMall, with the goal of uploading at least 700 pages of documents into the system on a weekly basis.</li> </ul>
	<p>Undertake a systematic review of all Commission hard copy documents and files throughout the year.</p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● Resolve at least one box (or the equivalent) of documents/files each week.</li> </ul>

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

Objective	Performance Measures
<p><b>Improve communications with appellants so that they understand the Civil Service Commission's Rules, policies and meeting procedures.</b></p>	<ul style="list-style-type: none"> <li>○ Update the Commission's appeal and meeting procedures by the fall of 2014 to reflect improvements implemented in Fiscal Year 2013-2014 and as advised by the City Attorney's Office.</li> <li>○ Update and finalize meeting procedures and protocols for peace officer appeals by December 2014.</li> <li>○ Continue to provide appellants with as much information as possible so that they understand meeting and appeal procedures.</li> </ul>

<p><b>Improve communications with departments so that they understand the Civil Service Commission's policies, meeting procedures and expectations with respect to staff reports.</b></p>	<ul style="list-style-type: none"> <li>○ By winter 2014, create template staff reports for departmental use on various matters, and update the Commission's instructions on staff report content to ensure consistency in, and quality of departments' staff report submissions.</li> <li>○ Offer training/guidance to departments on how to prepare staff reports to the Commission.</li> </ul>
<p><b>Increase the use of electronic communications with departments and appellants (if requested) in an effort to reduce paper consumption and staff resources, create efficiencies and expedite communications with Commission stakeholders.</b></p>	<p>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>
<p><b>Issue all reports regarding Civil Service Commission deliverables and achievements on a timely basis.</b></p>	<p>No later than the second meeting in August 2014, finalize the draft Fiscal Year 2013-2014 Annual Report and Year-End Report for the Commission's review and approval.</p> <p>No later than the first meeting in February 2015, report to the Civil Service Commission on the status of the Commission's achievement of its goals and objectives for the first half of Fiscal Year 2014-2015.</p> <p>No later than the first meeting in June 2015, schedule the Civil Service Commission's Strategic Planning Session to establish the Commission's new goals and objectives for Fiscal Year 2015-2016.</p>
<p><b>Ensure that Commission staff understand and are focused on supporting the Civil Service Commission's mission, goals and objectives.</b></p>	<p>No later than August 29, 2014, complete all Commission staff performance evaluations for the preceding review period concluding on June 30, 2014.</p> <p>No later than August 29, 2014, establish all Commission staff performance plans for the next performance review period (Fiscal Year 2014-2015), and ensure that the plans include deliverables specifically tied to the Civil Service Commission's Fiscal Year 2014-2015 Goals and Objectives.</p>
<p><b>Ensure that the Commission's internal policies and administrative procedures are documented for Commission staff.</b></p>	<p>No later than June 30, 2015, revisit and update as needed all Commission internal policies and standard operating procedures to ensure consistency and facilitate cross training,</p>

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

Objective	Performance Measures
<b>Resolve appeals in a timely manner to the extent possible.</b>	<p>Process 100% of appeals and requests for hearing within seven (7) days of receipt in Fiscal Year 2014-2015 (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).</p> <p>By June 30, 2015, resolve and/or forward to the Civil Service Commission for hearing, at least 70% of the appeals received in Fiscal Year 2014-2015.</p>
<b>Monitor appeals and develop strategies to improve the efficiency by which appeals are resolved.</b>	<p>By May 29, 2015, evaluate the effectiveness of the Commission's appeals policies 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, 2015, implement new, or adjust existing policies and procedures as appropriate for Fiscal Year 2015-2016.</p> <p>Issue the Civil Service Commission's Meeting Schedule and Deadlines for Calendar Year 2015 no later than November 2014 to ensure that departments are aware of staff report submission deadlines.</p> <p>Regularly update and monitor the Pending Appeals Log on a biweekly basis, and communicate with departments as appropriate, to ensure that staff reports on appeals are submitted within a reasonable period of time.</p> <p>Convene monthly meetings with the Department of Human Resources on the status of departments' staff reports.</p> <p>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 requirements, etc.).</p>

**Goal #4: Seek ways to address City departments' need for flexibility in personnel management issues while at the same time maintaining the integrity of the City's merit system.**

Objective	Performance Measures
<b>Work collaboratively with departmental representatives, the</b>	Throughout the fiscal year, seek input from operating departments on the effectiveness of the merit system and areas needing improvement.

<p><b>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.</b></p>	<p>Convene regular meetings of the Commission's Committee on Policy and Rules Revision (COPAR) throughout the fiscal year to: 1) discuss and vet 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 change, issue an Adviser to clarify Rule requirements, etc.).</p>
<p><b>Ensure that the Civil Service Rules, policies and procedures are consistent with current departmental practices and system requirements/capabilities/limitations under the new eMerge PeopleSoft system.</b></p>	<p>Meet with eMerge representatives in the fall of 2014 and spring of 2015 to continue to ensure that there are no inconsistencies in existing Civil Service Rules or Commission policies and procedures resulting from further implementation or programming of the new eMerge system.</p>

**Goal #5: Work to ensure that the Civil Service Commission's 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><b>Review the Civil Service Rule series and recommend revisions/deletions/additions to the Rules for the Commission's consideration as necessary and appropriate.</b></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"> <li>1. Rule provisions that conflict with, or that are otherwise inconsistent with the law.</li> <li>2. Rules that are confusing, inconsistent with other Rules or policies, or inconsistently applied by departments.</li> <li>3. Rule provisions that would support operational needs.</li> <li>4. Rule provisions that are no longer applicable.</li> <li>5. Revisions that would consolidate or streamline the Rules.</li> <li>6. Rules needed to address merit system issues discovered during the course of Inspection Service reviews or the Audit Program.</li> <li>7. Clean-up (e.g., remove Rules that have expired, etc.).</li> </ol>



<p><b>Review existing Civil Service Commission policies and procedures; and recommend revisions to existing policies and procedures, or the creation of new ones, as appropriate.</b></p>	<p>Review at least one existing Civil Service 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 Civil Service Commission stakeholders require more guidance.</p> <p>The Executive Officer's policy review will be prioritized based on directives from the Civil Service Commission, requests from Commission stakeholders, and the frequency of Inspection Service complaints received on a particular issue.</p>
<p><b>Conduct meet and confer negotiations and adopt new and amended Rules, policies and/or procedures when required under state law.</b></p>	<p>As needed during the fiscal year, conduct meet and confer sessions with the City's labor unions on any new or amended Rules or policies when required under state law.</p>
<p><b>Conduct best practice reviews of merit system matters in other jurisdictions.</b></p>	<p>Research best practices in the Bay Area and/or comparable jurisdictions (e.g., Los Angeles) upon request of the Civil Service Commission during the fiscal year.</p>
<p><b>Provide outreach, training and support to the Civil Service Commission's stakeholders regarding the Civil Service Rules, policies and procedures.</b></p>	<p>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 Civil Service Commission.</p> <p>Give regular presentations and updates on merit system issues during the Department of Human Resources' Monthly Human Resources Representatives meetings.</p> <p>Provide a presentation on the merit system to new human resources analysts on an annual basis.</p> <p>Offer to provide other Commission stakeholders with an overview of the merit system upon request (e.g., union representatives/ employee groups, operational managers, elected officials, Deputy City Attorneys, etc.).</p> <p>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.</p> <p>Offer to provide labor representatives with informational articles on the Civil Service Commission for their member newsletters upon request.</p>

**Goal #6: Strengthen the Civil Service Commission's ability to meet its Charter mandates and oversee the operation of the merit system.**

Objective	Performance Measures
<p><b>Review the operation of the merit system in City departments.</b></p>	<p>Conduct eight departmental audits in Fiscal Year 2014-2015.</p>
	<p>Resolve/complete within 60 days, 80% of Inspection Service Requests received in Fiscal Year 2014-2015.</p>
	<p>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>
<p><b>Increase the Civil Service Commission's access to information regarding the operation of the merit system.</b></p>	<ul style="list-style-type: none"> <li>• No later than the second meeting in November 2014, submit for the Commission's review its Calendar of Reports for Calendar Year 2015 (this details the reports that City departments are required to submit to the Civil Service 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 Civil Service 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.).</li> <li>• By the end of December 2014, issue the final 2015 Calendar of Reports to departments so that departments are aware of their reporting requirements in advance. Additionally, issue an electronic reminder one month prior to each report's due date.</li> </ul>
<p><b>Ensure that departments are complying with the Civil Service Commission's request for reports and/or additional information.</b></p>	<p>When applicable, record any conditions, restrictions or reporting requirements that the Civil Service 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.</p>
	<p>When applicable, record and create a "tickler system" for any additional reports that the Commission requests throughout the fiscal year.</p>
<p><b>Complete/coordinate all Charter-mandated wage/benefit surveys requiring Commission certification under the Charter.</b></p>	<p>By November 26, 2014, develop a work plan and schedule for achieving Charter-mandated surveys for the fiscal year.</p>
	<p>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).</p>
	<p>No later than the second meeting in May 2015, complete the annual salary adjustments for Elected Officials in accordance with Charter Section A8.409-1-Employees Covered.</p>

	No later than April 30, 2015, complete the salary survey for the Board of Supervisors in accordance with Charter Section 2.100 Compensation and Salary.
<b>Ensure that the Civil Service Commission's budget in Fiscal Year 2014-2015 is sufficient so that it can adequately carry out its Charter obligations to oversee the merit system.</b>	Negotiate with the Mayor's Office, Controller's Office and Board of Supervisors to maintain the Commission's budget in Fiscal Year 2015-2016 at an adequate level to support its operations, Charter functions and merit system goals and objectives.

