

# CIVIL SERVICE COMMISSION

## CITY AND COUNTY OF SAN FRANCISCO

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**Date:** December 17, 2018

**To:** Civil Service Commission

**From:** Michael L. Brown   
Executive Officer

**Subject:** Civil Service Commission's Draft Goals and Objectives  
for Fiscal Year 2018-2019

MICHAEL L. BROWN  
EXECUTIVE OFFICER

Attached are the Civil Service Commission's draft Fiscal Year 2018-2019 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 2018-2019 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 objectives to modernize and strengthen the operations of the City's merit system; and 4) furthering the Commission's policy priorities and objective as adopted in Fiscal Year 2018-2019 Strategic Plan

Recommendation: Discuss and adopt the Civil Service Commission's Goals and Objectives for Fiscal Year 2018-2019.

Attachment (1)

THIS DOCUMENT SUPPORTS  
CALENDAR

## ATTACHMENT (1)

### Civil Service Commission Draft Goals and Objectives for Fiscal Year 2018-2019

#### 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 employee, departments and employee organizations to review current issues and the effectiveness of the City's merit system procedures.

Objective	Performance Measures
<p><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Continue to expand the use of the Commission's web-based document management system ("DocumentMall"):           <ul style="list-style-type: none"> <li>○ Expand upon the types of documents uploaded into the system (e.g., meeting material, 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 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.</li> </ul> </li> <li>• Continue to review all Commission hard copy documents and files throughout the year.           <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> </li> </ul>

Objective	Performance Measures
<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"> <li>• No later than August 2018 establish all Commission staff performance plans for the next performance review period (Fiscal Year 2018-2019), and ensure that the plans include deliverables specifically tied to the Commission's fiscal Year 2018-2019 Goals and Objectives.</li> </ul>
<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"> <li>• No later than June 30, 2019, revisit and update as needed all Commission internal policies and standard operating procedures to ensure consistency and facilitate cross training.</li> <li>• Continue to perform Records Management (electronic).</li> <li>• Continue to respond to Public Records Requests.</li> </ul>

**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"> <li>• Process 100% of appeals and requests for hearing within seven (7) days of receipt in Fiscal Year 2018-2019 (e.g., review for jurisdiction and timeliness, record the appeal into the Commissions Pending Appeal Log (PAL) and communication log; send appellants acknowledgement of receipt letters, and notify departments of the appeal and targeted hearing dates).</li> <li>• By June 30, 2019, resolve and/or forward the Commission for hearing, at least 70% of the appeals received in Fiscal Year 2018-2019.</li> </ul>

**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><b>Review the Civil Service Rules 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. Rules or 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. Rules or provisions that would support operational needs.</li> <li>4. Rules or provisions 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 Commission policies and procedures; and recommend revisions to existing policies and procedures, or the creation of new ones, as appropriate.</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>

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

Objective	Performance Measures
<p><b>Review the operations of the merit system in City departments.</b></p>	<ul style="list-style-type: none"> <li>• Conduct nine (9) departmental audits in Fiscal Year 2018-2019.</li> <li>• Resolve/complete within 60 days, 80% of Inspection Service Requests received in Fiscal Year 2018-2019.</li> <li>• 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 understand the merit system requirements.</li> </ul>
<p><b>Increase the 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 June 2019, submit for the Commission's review its Annual Calendar of Reports. (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.).</li> <li>• By the end of December 2018, issue the final 2019 Calendar of Reports to departments in advance. Additionally, issue an electronic reminder one month prior to each report's due date.</li> </ul>

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

Objective	Performance Measures
<p><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Strategize on how to coordinate City efforts in various Departments for assisting disenfranchised or struggling families find support in securing sustainable employment with the City and County of San Francisco.</li> <li>• 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.</li> <li>• Assist Departments with developing new programs of opportunity and provide a resource for engagement with their program leaders.</li> </ul>
<p><b>Strengthen Links for Connective Services</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Link with other City departments, Community College District and other training venues and recruitment fairs for opportunities.</li> <li>• Connect with established City and County resources in wrap-around services which include Homeless Connect, health services, Human Services Agency, etc.</li> <li>• Seek neighboring Bay Area community assistance for reciprocity.</li> </ul>