



# CIVIL SERVICE COMMISSION

## CITY AND COUNTY OF SAN FRANCISCO

Date: August 3, 2020

To: President Elizabeth Salveson  
Vice President Jacqueline Minor  
Commissioner Douglas Chan  
Commissioner F.X, Crowley  
Commissioner Kate Favetti

From: Sandra Eng  
Executive Officer

Subject: **Upcoming Vacancy of the Human Resources Director Position Due to the Upcoming Retirement of the Current Human Resources Director**

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### **Introduction**

At the Civil Service Commission meeting of July 20, 2020, Micki Callahan, Human Resources Director, announced her upcoming retirement planned for October 2020. The purpose of this memo is to inform the Civil Service Commission of its Charter responsibilities when a vacancy occurs in the position of Human Resources Director.

### **Authority**

Charter Sec. 10.103 states in part, “A Human Resources Director shall be selected by the Mayor from candidates nominated by the Civil Service Commission and confirmed by vote of the Board of Supervisors. The Human Resources Director shall possess not less than ten years professional experience in personnel, human resources management, labor or employee relations at least five years of which must be in federal, state or local governmental personnel management and such other qualifications as determined by the Commission...”

The recruitment of qualified nominees for the Mayor’s consideration is conducted by the Civil Service Commission. Commission staff provides the necessary support in carrying out the direction of the Civil Service Commission in this recruitment and selection process.

### **Background**

In the last recruitment conducted in 2007, the Civil Service Commission posted the job announcement on the Department of Human Resources website, local newspapers, and various jobsites including Craigslist, and Monster, Inc. Commission staff also notified other Bay Area Cities and Counties. Letters of interest and resumes were submitted to the Civil Service Commission office for screening. The letters of interest and resumes of qualified candidates were then submitted to the Civil Service Commission for consideration for nomination. Attached is the previous announcement from 2007, and Charter Section 10.103 for your reference.

## **Human Resources Director Position**

The position of Human Resources Director is Permanent Exempt. The current salary is \$204,944 - \$260,260 Annually. (Range A)

### **Minimum Qualifications**

#### Charter Requirements

The minimum qualifications required by the Charter are:

- 1) Not less than ten (10) years professional experience in personnel, human resources management, labor or employee relations at least five (5) years must be in federal, state or local governmental personnel management;
- 2) Other qualifications as determined by the Commission.

#### Minimum and Desirable Qualifications

Previous job announcements have included the minimum qualifications listed below:

- 1) Comparable public or private sector organizational experience with a proven track record for results, innovation, quality, and customer service consistent with human resources best practices;
- 2) Possession of a four-year degree in public administration, business administration, or a closely related field;
- 3) Ten (10) years professional experience in personnel, human resources management; labor or employee relations (collective bargaining); and, at least five (5) years of which must be in federal, state, or local government human resources management.

And the following Desirable Knowledge, Skills and Abilities:

- 1) Additional desirable experience includes seven (7) years in collective bargaining as a chief negotiator in private or public sector;
- 2) Five (5) years experience in conflict resolution, EEO complaint investigations, equal employment opportunity, establishing job classification systems, budget and information systems implementation;
- 3) Five (5) experience working closely with a governing board or commission;
- 4) Experience in the administration of Workers' Compensation, Health Services and Benefits Administration, and Health and Safety programs;

- 5) Outstanding problem solving, communications and consensus building skills and the ability to work in an effective partnership with a government board and commission.

The Commission may also consider other areas of knowledge/skills/experience including: recruitment, examinations, workforce diversity, people development, strategic planning, industrial organizational psychology, and advancing racial equity.

Current Trends in Educational Minimum Qualifications and Substitution for Professional and Managerial Positions in Human Resources in the City & County of San Francisco:

The Civil Service Commission is bound by the minimum qualifications described in Charter Section 10.103. However, the Commission may consider additional minimum qualifications beyond the Charter required minimum.

**Job Announcement and Recruitment Strategy**

Commission staff provides the necessary support in carrying out the direction of the Civil Service Commission in the recruitment and nomination of individuals to fill the Human Resources Director vacancy. The Commission determines the type of job announcement to post, including the minimum qualifications and desirable qualifications for the position. The Commission may direct staff to post the job announcement on different job sites including LinkedIn, ZipRecruiter, and Indeed; local community organizations; professional organizations; and similar public jurisdictions.

Although the Commission may direct staff to conduct a similar process as in 2007, the Executive Officer recommends utilizing a consulting firm with extensive experience in executive recruitment for public employers to increase the probability of a diverse applicant pool of well qualified candidates. With what we have learned through Hiring Modernization, the opportunity to recruit nationwide is much more accessible than ever before. The Executive Officer has contacted Diversity Recruitment at DHR for a list of groups/organizations that the Commission may also choose to utilize or have the consultant contact. While utilizing a consultant will have additional expenses and funds are limited in the budgets of the Civil Service Commission and the Department of Human Resources, the Commission may direct the Executive Officer to contact the Mayor's Budget Office for support.

If the Commission decides to only use a consultant for the recruitment process, staff may assist in screening letters of interest and resumes, preparing draft of supplemental questionnaires and interview questions, scheduling interviews, following-up with candidates, verifying education/employment experience, checking references, and overseeing correspondence with all candidates.

The estimated expense of utilizing a consulting firm ranges from \$25,000 for only recruitment and \$44,000 for full recruitment and screenings, and assistance during the interview process.

## **Confidentiality of Applications and Closed Session**

Unless specifically stated and applicants otherwise notified in advance of receipt of applications, employment applications and resumes are considered private and confidential. The Civil Service Commission may not have the right to publicly disclose the names of applicants without notification giving the applicant an opportunity to withdraw their application.

Consideration of letters of interest and resumes, interviewing applicants and the decision to nominate a qualified candidate(s) may be conducted in Closed Session under the Brown Act, Section 54957 Personnel Matters and Administrative Code 67.10 (b) and may be conducted by the Commission as a body or specific task delegated to a committee of Commissioners.

When the application period is closed, a Special Meeting to consider the top qualified applicants must be convened. The Commission should allow at least ten (10) business days for this process. Follow-up interviews of the top applicants and final decision on the nominations are held in Closed Session. The Commission should allow for another ten (10) business days for this process.

## **Summary**

- 1) Determine if the minimum qualifications and desirable knowledge, skills and abilities described on the previous announcement (2007) be revised, expanded or clarified or should the job announcement quote the Charter requirements verbatim;
- 2) Determine the recruitment plan for filling this vacancy; if the Commission decides to utilize a consulting firm, the Executive Officer will need time to request support from the Mayor's Budget Office;
- 3) Identify and include additional job experts in the interview process to evaluate qualifications and ability to meet performance expectations of the position;
- 4) Possible impediments to timely submission to the Mayor of qualified candidates: Inadequate number of qualified candidates requiring broader, additional expenses and more lengthy recruitment process; Overabundance of qualified applicants may delay the screening process; Difficulties in scheduling of Special Meetings; and, budgetary constraints;
- 5) Nominations not acceptable to the Mayor; may require re-opening the application process including requiring a broader, more lengthy recruitment process, and additional expenses;
- 6) Other unanticipated events that may impact the process such as an unexpected appeal or assignment/activity of the Civil Service Commission or staffing concerns.

**Recommendation:** Accept the report.

Attachments



# CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

## HUMAN RESOURCES DIRECTOR (Job Code 1293)

### Amended and Reissued

Salary: \$5,876 - \$7,500 Biweekly;  
\$152,776 - \$195,000 Annual  
Plus a Competitive Benefit Package  
Appointment Type: Permanent Exempt

Date Reissued: March 20, 2007

The City & County of San Francisco (population 791,600) is seeking an experienced and qualified professional with proven managerial and leadership skills to serve as the department head for the Department of Human Resources. The City & County of San Francisco has a consolidated City and County government structure that has approximately 27,000 employees and a Fiscal Year 2006-2007 budget of over \$5 billion.

### **Minimum Qualifications:**

The ideal candidate is from a comparable public or private sector organization with a proven track record for results, innovation, quality, and customer service. Candidates shall possess a four-year degree; not less than ten (10) years professional experience in personnel, human resources management, labor or employee relations (collective bargaining) at least five (5) years of which must be in federal, state, or local government personnel management.

### **Desirable Knowledge, Skills and Abilities:**

Additional desirable experience includes seven (7) years in collective bargaining as a chief negotiator in private or public sector; five (5) years experience in conflict resolution, equal employment opportunity, EEO complaint investigations, establishing job classification systems, and budget implementation; knowledge related to the implementation and application of information systems; five (5) years experience working closely with a governing board or commission; experience in administration of Workers' Compensation, Health Services and Benefits Administration, and Health and Safety programs; outstanding problem solving, communications and consensus building skills and the ability to work in an effective partnership with a government board and commission. International Personnel Management Association (IPMA) certification (either IPMA-Certified Professional or IPMA-Certified Specialist) or Society of Human Resource Managers (SHRM) certification is highly desirable.

### **How to apply:**

Interested candidates must submit a letter of interest and a resume to Civil Service Commission, City & County of San Francisco, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102; (415) 252-3247; Fax (415) 252-3260; or by email to [sandra.eng@sfgov.org](mailto:sandra.eng@sfgov.org).

*The position will be open until filled; Qualified applicants are encouraged to file immediately as receipt of applications will be suspended when adequate qualified applications have been received, but not before 5:00 p.m. April 10, 2007. Applicants who filed under the terms of the announcement dated January 22, 2007 need not reapply.*

If you have any questions regarding this recruitment or application process, please contact Sandra Eng at (415) 252-3253, or via email at [sandra.eng@sfgov.org](mailto:sandra.eng@sfgov.org).

Qualified applicants with disabilities requiring reasonable accommodation in the application or selection process must contact this office by phone at (415) 252-3247 or in writing.

**Minorities, Women and Persons with Disabilities are Encouraged to Apply  
We are an Equal Opportunity Employer**

### **Charter Sec. 10.103. Human Resources Director.**

A Human Resources Director shall be selected by the Mayor from candidates nominated by the Civil Service Commission and confirmed by vote of the Board of Supervisors. The Human Resources Director shall possess not less than ten years professional experience in personnel, human resources management, labor or employee relations at least five years of which must be in federal, state or local governmental personnel management and such other qualifications as determined by the Commission. Notwithstanding any other provisions of this Charter, the Human Resources Director shall be appointed by and serve at the pleasure of the Mayor, provided that the Mayor's removal of the Human Resources Director may be rejected by a four-fifths vote of the Commission. Failure of the Commission to act within 30 days shall be deemed approval of the Mayor's action. The nominee of the Mayor may be appointed acting Human Resources Director pending confirmation. The person so appointed shall, before taking office, make under oath and file in the Office of the County Clerk the following declaration: "I am opposed to appointments to the public service as a reward for political activity and will execute the Office of Human Resources Director in the spirit of this declaration."

The appointment of the Director of the Human Resources Department as of the effective date of this Charter shall be effective until July 1, 1996, after which time he may be reappointed to the position in accordance with the appointment method provided herein.

The Human Resources Director shall have full power to administer the affairs of the Department. He or she shall have all powers of a department head and may appoint a Director of Employee Relations, an executive assistant and one confidential secretary, each of whom shall be exempt from the civil service provisions of this Charter, to assist in the administration and management of the functions of the department.

The Human Resources Director shall review and resolve allegations of discrimination as defined in [Article XVII](#) of this Charter against employees or applicants, or otherwise prohibited nepotism or favoritism. Notwithstanding any other provisions of this Charter except the fiscal provisions hereof, the decision of the Human Resources Director shall forthwith be enforced by every employee and officer, unless the decision is appealed to the Commission in accordance with Section [10.101](#).

The Human Resources Director shall investigate all employee complaints concerning job-related conduct of City and County employees and shall promptly report to the source of the complaint.

The Human Resources Director shall promote effective and efficient management through personnel programs that encourage productivity, job satisfaction and exemplary performance.

The Human Resources Director shall provide a procedure for resolution of employee disputes which shall be consistent with other provisions of this Charter and shall be utilized by all department heads and appointing officers in the absence of an applicable grievance procedure in a binding labor agreement.

The Human Resources Director shall verify that all persons whose names appear on City and County payrolls have been legally appointed to or employed in positions legally established under this Charter. The Controller shall not draw his or her warrant for any claim for salary, wages or compensation which has been disapproved by the Human Resources Director.

Consistent with the foregoing and other applicable provisions of this Charter, the Human Resources Director may delegate to the various appointing officers appropriate personnel responsibilities, and shall consult with appointing officers with respect to Civil Service Commission rules affecting their operations.

The Human Resources Director shall establish a system of job classification. The decision of the Human Resources Director regarding classification matters shall be final unless appealed to the Commission; provided, however, that nothing herein shall be construed to alter the scope of bargaining set forth in the following sections of the 1932 Charter: 8.400, 8.403, 8.404, 8.405, 8.407-1, 8.409 et seq. and 8.590-1 et seq.

The allocation or reallocation of a position shall not adversely affect the civil service rights of an occupant regularly holding such position. No person shall hold a position outside of the classification to which the person has been appointed, provided that every employee of any department or office shall discharge any of the duties pertaining to such department or office to which the employee's department head may temporarily assign the employee.

(Amended November 2004)