



# CIVIL SERVICE COMMISSION

## CITY AND COUNTY OF SAN FRANCISCO

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JENNIFER C. JOHNSTON  
EXECUTIVE OFFICER

Date: December 10, 2012  
To: Civil Service Commission  
From: Jennifer Johnston  
Executive Officer  
Subject: **Civil Service Commission's Draft Fiscal Year 2012-2013 Goals and Objectives**

Attached is the Civil Service Commission's draft Fiscal Year 2012-2013 Goals and Objectives report for your review and approval.

The draft goals and objectives are focused on: 1) fulfilling the Civil Service Commission's legal and Charter mandates; 2) supporting the Commission's purpose and mission through its major program areas and functions; 3) and advancing the Civil Service Commission's objective to modernize and strengthen the operation of the City and County of San Francisco's merit system. They are largely based on the Civil Service Commission's Fiscal Year 2012-2013 Strategic Plan outline.

The six draft goals are as follows:

- Goal #1: Increase access to, and utilization of the Civil Service Commission's information and resources.
- Goal #2: Create greater transparency and efficiencies in the Civil Service Commission's processes and communications.
- Goal #3: Ensure the timely resolution of appeals so that merit system issues are addressed efficiently, effectively and fairly.
- 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.
- Goal #5: Work to ensure that the Civil Service Commission's Rules, policies and procedures are easily understood and known by all stakeholders, compliant with the law, consistent, and reflective of current and best practices.
- Goal #6: Strengthen the Civil Service Commission's ability to meet its Charter mandates and oversee the operation of the merit system.

Although we have completed nearly half of this fiscal year, Commission staff has already undergone efforts in the past few months to achieve many of the draft performance measures. We are confident that we will be able to complete all of the deliverables, at least in part if not completely, by the timelines outlined in this report. The Executive Officer will provide a status report on the achievement of each goal and objective for the Commission's input and direction in February 2013, and again at the end of Fiscal Year 2012-2013. The Commission may make revisions to the established goals or performance measures at any time during the fiscal year.

**Recommendation:** Accept the Report; Approve the Civil Service Commission's Fiscal Year 2012-2013 Goals and Objectives

Respectfully submitted,

CIVIL SERVICE COMMISSION

A handwritten signature in blue ink that reads "Jennifer Johnston". The signature is written in a cursive style with a large initial "J".

JENNIFER JOHNSTON  
Executive Officer

Attachment



# CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

## **Draft Goals and Objectives for Fiscal Year 2012-2013**

For Discussion during the Civil Service Commission Meeting of December 17, 2012

### **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 and Objectives and Priorities for Fiscal Year 2012-2013**

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; and, 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. 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 2012-2013).

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

| <b>Objective</b>                                                                                      | <b>Performance Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| Increase the availability of information about the Civil Service Commission.                          | <ul style="list-style-type: none"> <li>• By January 2013, ensure that all information on the Civil Service Commission’s website is accurate and current.</li> <li>• By spring 2013, create a Facebook page for the Civil Service Commission, including historical information about the merit system, the Civil Service Commission and past Commissioners.</li> <li>• Prepare and/or update informational publications about the Civil Service Commission as needed throughout the fiscal year.</li> <li>• By summer 2013, if resources are available, create a computer kiosk in the Commission’s lobby area for members of the public to access information on the merit system electronically.</li> </ul> |
| Ensure that information on the Civil Service Commission’s website is intuitive and easily accessible. | <ul style="list-style-type: none"> <li>• By February 2013, ensure that the Rules are in a format conducive to printing (e.g., consistent font and paragraph spacing, review for legibility, etc.).</li> <li>• By February 2013, ensure that all content on each webpage is word-searchable to the extent possible.</li> <li>• By spring 2013, begin reviewing and, as necessary, reorganizing the Commission’s website so that its contents are easier to find (e.g., publications, policies and Advisers).</li> </ul>                                                                                                                                                                                       |

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| <p>Increase the availability of information on the Civil Service Commission's website.</p> | <ul style="list-style-type: none"> <li>• Beginning in February 2013, post on the Commission's website all public materials related to an agenda item no later than the Wednesday preceding the meeting at which the item is to be heard (i.e., agenda and staff reports).</li> <li>• Beginning in February 2013, create a section on the website that catalogues all prospective departmental reports regarding the status of the merit system (e.g., DHR and/or MTA reports on exempt appointments, provisional appointments and Position-Based Tests).</li> <li>• 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) throughout the fiscal year.</li> </ul> |
| <p>Complete and update the Commission's information and technology systems.</p>            | <ul style="list-style-type: none"> <li>• Continue to assess the Commission's technological needs throughout the fiscal year, and obtain needed equipment (printers, laptops, PCs) and software when possible.</li> <li>• Expand the use of the Commission's web-based document management system ("DocumentMall") as follows:             <ul style="list-style-type: none"> <li>○ Expand the types of documents uploaded into the system (e.g., meeting materials, policies and reports) 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 200 pages of documents into the system on a weekly basis beginning in February 2013.</li> </ul> </li> </ul>                                      |

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

| Objective                                                                                                                                                                                                                                       | Performance Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <p>Improve communications with appellants so that they understand the Civil Service Commission’s Rules, policies and meeting procedures.</p>                                                                                                    | <ul style="list-style-type: none"> <li>• By spring 2013, revise template letters to appellants to provide more information regarding the appeals process and meeting procedures, and refer them to the Civil Service Commission’s website for additional information and resources.</li> <li>• By spring 2013, revise the Commission’s appeal form (CSC Form 12) to include more information, and a recommendation that the appellant submit all relevant supporting documentation with their appeal to better inform the Civil Service Commission in making its decision on the issue.</li> </ul>                                                 |
| <p>Improve communications with departments so that they understand the Civil Service Commission’s policies, meeting procedures and expectations with respect to staff reports.</p>                                                              | <ul style="list-style-type: none"> <li>• By spring 2013, revise template letters to departments to provide more information regarding the appeals process and meeting procedures, and refer them to the Civil Service Commission’s website for additional information and resources.</li> <li>• By spring 2013, create template staff reports for departmental use, and update the Commission’s instructions on staff report content. Create a new section on the Commission’s website for stakeholder access to the new resources. This will ensure consistency in, and quality of staff report submissions.</li> </ul>                           |
| <p>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.</p> | <ul style="list-style-type: none"> <li>• By November 2012, increase the use of electronic notifications to department representatives when appropriate (e.g., communications regarding personal services contracts, communications to individuals who are copied recipients, etc.).</li> <li>• By spring 2013, update the Commission’s appeal form (CSC Form 12) to allow appellants the option to request that staff reports be sent to them electronically (this will reduce delays due to appellant requests for postponement, and will also allow appellants a greater opportunity to provide a more meaningful rebuttal response).</li> </ul> |
| <p>Issue all reports regarding Civil Service Commission deliverables and achievements on a timely basis.</p>                                                                                                                                    | <ul style="list-style-type: none"> <li>• In February 2013, 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 2012-2013.</li> <li>• No later than June 30, 2013, schedule the Civil Service Commission Strategic Planning Session in preparation for the establishment of the Commission’s new goals and objectives for Fiscal Year 2013-2014.</li> </ul>                                                                                                                                                                                          |

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|                                                                                                                                            | <ul style="list-style-type: none"> <li>In June 30, 2012, begin drafting the Annual Report and Year-End Report for Fiscal Year 2012-2013 (with the goal to submit drafts for the Commission’s review and approval by the end of July 31, 2013, so that the Fiscal Year 2013-2014 goals and objectives may be established at the beginning of the new fiscal year).</li> </ul>                                                                                                      |
| <p>Ensure that Commission staff understand and are focused on supporting the Civil Service Commission’s mission, goals and objectives.</p> | <ul style="list-style-type: none"> <li>No later than January 2013, complete all Commission staff performance evaluations for the preceding review period concluding on December 31, 2012.</li> <li>No later than January 2013, establish all Commission staff performance plans for next performance review period, and ensure that the plans include deliverables specifically tied to the Civil Service Commission’s goals and objectives for Fiscal Year 2012-2013.</li> </ul> |

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

| <b>Objective</b>                                                                                       | <b>Performance Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <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 2012-2013 (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).</li> <li>Resolve or forward to the Civil Service Commission for hearing, at least 65% of the pending appeals in Fiscal Year 2012-2013.</li> </ul>                                                                                                                                                                                                                                          |
| <p>Monitor appeals and develop strategies to improve the efficiency by which appeals are resolved.</p> | <ul style="list-style-type: none"> <li>By May 31, 2013, evaluate the effectiveness of established appeals policies procedures based on performance measure achievements in Fiscal Years 2011-2012 and 2012-2013.</li> <li>By June 30, 2013, identify strategies to expedite the resolution of appeals (e.g., consider establishing specific deadlines for staff report submissions, etc.) for implementation in Fiscal Year 2013-2014 as appropriate.</li> <li>Issue the Civil Service Commission’s Annual Report Schedule by November 2012 to ensure that departments are aware of appeal submission deadlines.</li> <li>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</li> </ul> |

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|  | <p>submitted within a reasonable period of time.</p> <ul style="list-style-type: none"> <li>• Convene monthly meetings with the Department of Human Resources on the status of departments' staff reports,</li> <li>• Obtain advice and guidelines from the City Attorney's Office as necessary on legal issues concerning appeals in as far advance as possible to avoid delays and backlogs in Fiscal Year 2012-2013 (e.g., closed session matters, privacy protections, Brown Act requirements, etc.).</li> <li>• Appeals involving confidential Peace Officer Records (consisting of approximately 15 appeals as of November 2012, many of which are several years old):             <ul style="list-style-type: none"> <li>○ Beginning in November 2012, expedite and prioritize the backlog of such appeals.</li> <li>○ Resolve (schedule and hear) at least half of those appeals by the end of Fiscal Year 2012-2013.</li> </ul> </li> </ul> |
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**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                                                                                                                                                                                                                             | Process and Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <p>Work collaboratively with departmental representatives, the 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.</p> | <ul style="list-style-type: none"> <li>• Seek input from operating departments on the effectiveness of the merit system and areas needing improvement throughout the fiscal year.</li> <li>• Convene monthly meetings of the Committee on Policy and Rules Revision (COPAR) to discuss and vet new Rules, policies or procedures, or needed/requested revisions thereto.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                              |
| <p>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.</p>                       | <ul style="list-style-type: none"> <li>• By March 2013, meet with eMerge and Department of Human Resources staff to identify inconsistencies in existing Rules, policies and procedures resulting from the implementation of the new eMerge system.</li> <li>• By May 2013, develop a workplan to propose for the Commission's consideration revisions to Commission Rule, policy and procedures as needed to conform with the new PeopleSoft system.</li> <li>• Seek departmental input through COPAR throughout the fiscal year on inconsistencies between the Civil Service Rules and current departmental practice, and take action as appropriate (e.g., consider proposing a Rule change, issue an Adviser to clarify Rule requirements, etc.).</li> </ul> |



**Goal #5:** Work to ensure that the Civil Service Commission’s Rules, policies and procedures are easily understood and known by all stakeholders, consistent, reflective of current practices, compliant with the law, and reflective of best practices.

| Objective                                                                                                                                                                          | Process and Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <p>Review the Civil Service Rule series and recommend revisions/deletions/additions to the Rules for the Commission’s consideration as necessary and appropriate.</p>              | <p>Review three Civil Service Rule series in the second half of Fiscal Year 2012-2013, and recommend revisions/deletions/additions as appropriate.</p> <ul style="list-style-type: none"> <li>• Revisions are to be prioritized as follows:                             <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. Typos/clean-up.</li> </ol> </li> <li>• Seek input and direction from COPAR, other departmental representatives and employee organization representatives regarding possible Rule changes.</li> </ul> |
| <p>Review existing Civil Service Commission policies and procedures; and recommend revisions to existing policies and procedures, or the creation of new ones, as appropriate.</p> | <ul style="list-style-type: none"> <li>• Update the Civil Service Commission’s policies and procedures on Personal Services Contracts by January 2013.</li> <li>• By March 2013, review and update as appropriate the Civil Service Commission’s policies on Exempt appointments.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>Conduct meet and confer negotiations and adopt new and amended Rules, policies and/or procedures.</p>                                                                           | <p>As needed during the fiscal year, conduct meet and confer on any new or amended Rules or policies as required under the law.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Conduct best practice reviews of merit system matters in other jurisdictions.</p>                                                                                               | <p>Research best practices in the Bay Area and/or comparable jurisdictions (e.g., Los Angeles) as requested by the Civil Service Commission during the fiscal year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Provide outreach, training and support to the Civil Service Commission’s stakeholders regarding the Civil Service Rules, policies and procedures.</p>                           | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Give presentations during the monthly Human Resources Managers’ meeting on merit system issues (at least one a quarter beginning January 2013).</li> <li>• Provide a presentation on the merit system to new human resources analysts on an annual basis.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                   |

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|  | <ul style="list-style-type: none"> <li>• Request that the Department of Human Resources include in the New Employee Orientation, a brief overview on the merit system for new employees. Provide any new Deputy City Attorney on the Labor Team with an overview on the merit system within three months of his or her start work date.</li> <li>• 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.</li> </ul> |
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**Goal #6:** Strengthen the Civil Service Commission’s ability to meet its Charter mandates and oversee the operation of the merit system.

| Objective                                                                                                  | Process and Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| Review the operation of the merit system in City departments.                                              | <ul style="list-style-type: none"> <li>• Department Audits:                             <ul style="list-style-type: none"> <li>○ Conduct seven departmental audits in Fiscal Year 2012-2013. Publish the findings within 30 days.</li> <li>○ If the Commission staff determines 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.</li> </ul> </li> <li>• Inspection Service:                             <ul style="list-style-type: none"> <li>○ Resolve/complete within 60 days, 75% of Inspection Service Requests received in Fiscal Year 2012-2013.</li> </ul> </li> </ul>                                                                                                                                                      |
| Increase the Civil Service Commission’s access to information regarding the operation of the merit system. | <ul style="list-style-type: none"> <li>• In January 2013, submit for the Commission’s review its Calendar of Reports for calendar year 2013 (this details the reports that City departments are required to submit to the Civil Service Commission each year).</li> <li>• In January 2013, provide 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>• In winter 2013, issue the final schedule of annual reports established for that fiscal year to departments so that departments are aware of their reporting requirements, and issue an electronic reminder one month prior to each</li> </ul> |

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|                                                                                                                                     | <p>report's due date. In accordance with Goal #1, all departmental reports issued on or after February 2013 will be posted on the website for historical reference.</p>                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>Ensure that departments are complying with the Civil Service Commission's request for reports and/or additional information.</p> | <ul style="list-style-type: none"> <li>• When applicable, record any conditions, restrictions or reporting requirements that the Civil Service Commission places on a Personal Services Contract (PSC). Beginning in November 2012, establish 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.</li> <li>• When applicable, record and create a "tickler system" for any additional reports that the Commission requests throughout the fiscal year.</li> </ul> |
| <p>Complete/coordinate all Charter-mandated wage/benefit surveys requiring Commission certification under the Charter.</p>          | <ul style="list-style-type: none"> <li>• In fall 2012, develop a work plan and schedule for achieving Charter-mandated surveys.</li> <li>• By November 2012, establish a "tickler system" for departmental reports to ensure that they 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).</li> <li>• No later than May 2013, complete the 5-year salary-setting cycle for Elected Officials in accordance with Charter Section A8.409-1-Employees Covered.</li> </ul>  |

