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: _____ - _____ - _____

2. For Civil Service Commission Meeting of: May 21, 2018

3. Check One:
   - Ratification Agenda _____
   - Consent Agenda _____
   - Regular Agenda X
   - Human Resources Director=s Report _____

4. Subject: Status Report on SFUSD Civil Service Classified Workforce

5. Recommendation: We respectfully request that the Civil Service Commission accept this report.

6. Report prepared by: Daniel Menezes Telephone number: 415/241-6101

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: _____

   Date: _____

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

THIS DOCUMENT SUPPORTS CALENDAR ITEM 9

10. Receipt-stamp this form in the ACSC RECEIPT STAMP≅ box to the right using the time-stamp in the CSC Office.

CSC RECEIPT STAMP

Attachment

CSC-22 (11/97)

SFUSD SAN FRANCISCO PUBLIC SCHOOLS

DATE: May 10, 2018

TO: Honorable Civil Service Commission

FROM: Daniel F. Menezes, Chief Human Resources Officer, Unified School District

SUBJECT: Status Report on SFUSD Civil Service Classified Workforce

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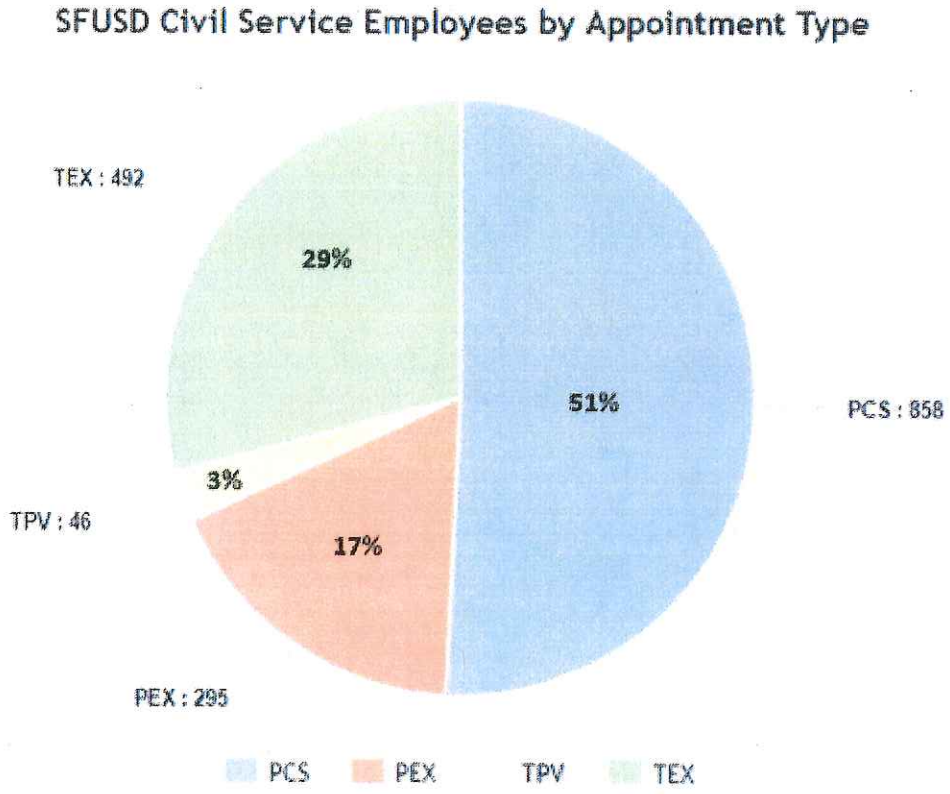
The San Francisco Unified School District (SFUSD) employs nearly 10,000 employees, including approximately 6,200 certificated employees, 1,700 paraeducators and 1,691 Civil Service employees. SFUSD recruits more than 1000 employees annually. Civil Service Classified employees represent 300-350 of these new hires. Annual Civil Service hiring is generally focused on classes central to successful school and central office operations, including: 1424/1426 Clerk Typists, 2615/2616 Student Nutrition Workers, 2708 Custodians and 10XX Information Technology employees.



Civil Service Exempt & Provisional Workforce Overview

SFUSD SAN FRANCISCO PUBLIC SCHOOLS

At present, 833, or 49% of SFUSD's Civil Service workforce is TEX, PEX or TPV. Below are classes which most commonly hire in non-PCS employment types:

TEX: 492 employees 29% of workforce			
Class	Position	Percent	# of Employees
1426	Senior Clerk Typist	40%	197 (incl. sub pool)
2708	Custodians	15%	75 (incl. sub pool & summer hires)
2615	Student Nutrition Worker	6%	30

PEX: 295 employees 17% of workforce			
Class	Position	Percent	# of Employees
10XX	IT Classifications	9%	27
1809	Educational Policy Analyst	6%	17
5502-6	Project Manager I, II, III	4%	13
9977	Parent & Community Involvement Coordinator	4%	11
2977	Education Integration Specialist	3%	9

TPV: 46 employees 3% of workforce			
Class	Position	Percent	# of Employees
9977	Parent & Community Involvement Coordinator	24%	11
2636	School Lunchroom Area Supervisor	9%	4
9176	School Transportation Scheduler	7%	3
1212	Benefits Analyst	2%	1

Historical Challenges Facing SFUSD

In previous reports, SFUSD highlighted a few organizational barriers to addressing the proportion of PCS to exempt positions. Most significant included:

- **Absence of a Dedicated Merit Unit** – Over the past several years, the District struggled to retain the requisite Human Resources staff necessary to build a SFUSD Merit Unit. As we continued to lose critical analysts to other opportunities across the City, it was difficult to build the skill and expertise to get a merit unit off the ground.

- **High Need Staffing Areas** – Historically, the District has utilized TEX and PEX appointments in high need areas that are critical to the mission and operation of our

schools and central offices. These classifications have overwhelmingly been in District-only classifications and, because of the aforementioned lack of an internal merit unit, has meant the employees have remained in exempt positions for much longer times than they should have.

District-only Classifications						
Job Code	Title	#of Empl	PCS	TPV	PEX	TEX
1212	Benefits Analyst	2	0	1	1	0
1809	Educational Policy Analyst	19	0	1	18	0
2672	Assistant Houseparent	75	20	0	0	55
2674	Houseparent	1	0	1	0	0
2977	Education Integration Specialist	11	0	1	9	2
3535	Radio Announcer-Operator	13	1	2	0	10
9977	Parent & Community Involvement Coordinator	55	6	11	11	27
0991-5	SFUSD Management Series	80	0	0	80	0

- **CCSF and SFUSD Salary Disparities** – SFUSD salaries, while increasingly more competitive with other school districts of equivalent size and demographics in California, remain out of step when compared to other CCSF Departments. This disparity continues to be a challenge in both recruitment and retention efforts. Response rates to canvassing of CBT eligible lists remains low and we experience high churn as our PCS employees leave to accept higher paying positions (usually in the same classification) at other Departments. This also means our Human Resources staff spends a disproportionate amount of time backfilling positions rather than having a greater focus on exam development.

- **Lack of Familiarity with Civil Service Rules and Procedures** – Eighty-three percent (83%) of SFUSD staff are employed outside the Civil Service system. For the seventeen (17%) who are Civil Service employees, Human Resources has worked to be educative and strategic partner with our hiring manager, particularly those at school sites who have extremely limited understanding of the challenges and benefits of the complex CCSF merit system.

Successes and Opportunities

As the District has worked to be proactive and creative in addressing the challenges mentioned above, we have implemented solutions that will improve our compliance and participation in the CCSF Civil Service system and improve our service to hiring managers, employees, and the community as a whole.

- **Building the Classified Staffing Team** – From a low of a single 1241, we have rebuilt the Classified Team to two (2) 1244s, two (2) 1241s and a 1426 who are dedicated to the mission of the District and are eagerly working staffing positions and converting positions to PCS. Within the next six (6) months, the team will conduct examinations in 4 IT classifications, as well as another round of School Lunchroom Worker exams.
- **Building Stronger Relationships with the City** – The District has worked to build stronger relationships with the City Department of Human Resources (DHR), co-constructing business processes to better address the unique context SFUSD exists in, while creating viable solutions to some of the long-time compliance issues we have faced. We've increased the amount of face-to-face interaction between District HR and DHR, which has helped build interpersonal relationships and increase the speed and efficiency of our interactions.
- **Continued Conversion of Exempt Employees to Permanent Status** – We continue to our work to transition employees to PCS status. We've encouraged current exempt Custodians to take exams and have been able to hire 16 from various eligible lists. In spring 2017, we conducted another round of exams for our School Lunchroom Workers and transitioned 14 individuals from the resulting list. Through our partnership with CPS Consulting, we conducted exams for our 1091-5 series employees and converted 10 current employees to PCS status. And, through our participation in the FlexSelect process, we hired 2 PCS IS Engineers to support our Department of Technology.

Employees Converted to PCS Status 2017 – 2018			
Class	Position	# of Employees	% of class now PCS
2708	Custodian	16	80%
2615/16	School Lunchroom Worker	14	84%
109X	IT Operations Support Admin	10	93%
1042	IS Engineer – Journey	2	100%

- **Continued Conversion of Employees in District-only Classifications** - The most impactful result of our increased collaboration with DHR is the agreement we reached together to develop exams for District-only classifications over the next two (2) years through DHR's Selection and Hiring Resources unit (given challenges previously outlined). The first of nine (9) exams resulting from this partnership will be for the 1424/1426 Clerk Typist series. Nearly 200 current exempt and provisional employees will have the opportunity to attain PCS status. This will not only benefit our employees but allow us to decrease

our overall TEX appointments by approximately thirty-six percent (36%).

- **Improved Relationship with Union Partners** - SFUSD HR has greatly improved its relationship and partnership with our collective bargaining units. Our labor partners have been at the table with us as we've worked to transition employees to PCS status and have partnered with us and DHR in the exam development process for our Clerk Typist exams and will continue to do so for future exams as well.

- **Increased Focus on Customer and Community Service** – The Classified Staffing Team has rededicated our focus on providing a higher level of customer service to our employees, working with hiring managers to respond more quickly to their questions and concerns. This has reduced our time-to-hire for most classes and made the overall process more efficient. The team has also stepped up its recruitment efforts, attending four (4) community-based recruitment events, two (2) community college events, and engaging with our African American parents to explain how they search and apply for Civil Service jobs.

- **Building Greater Knowledge of the Civil Service System** – In a continuing effort to demystify the Civil Service hiring process, the Classified Staffing Team has been much more transparent about CCSF rules and procedures when communicating with hiring managers across the District. The benefits are twofold: there is less mistrust of the system when processes are clearer and we are much more able to ensure actions taken by our hiring managers are in line with Civil Service rules. The key outcome of this effort is the creation of the Civil Service Hiring Guide – a document which outlines everything from what appointment types mean to securing position funding and conducting interviews. We are excited to provide this resource to our hiring managers and it has been received very well. Our hope is that it will lead to a more clear and efficient process for all.

- **Use of Category 16 Appointments** – The District has become stricter in its use of Category 16 TEX appointments, particularly in classifications where we've made significant inroads in converting employees to PCS status. Because of the reality of school site operations, we will continue to need TEX support in critical areas, including:
    - 1424/26 Clerk Typists
    - 2615/16 School Lunchroom Workers
    - 2672 Assistant Houseparents
    - 2708 Custodians

In these classifications, we are maintaining substitute pools to allow for coverage due to absences or emergencies. In these cases, we are working with managers to ensure these employees' schedules are in line with TEX appointments.

- **Proper Use of Special Conditions** – The District recognizes the unique skills requires to work in schools across the City & County of San Francisco. There is no classification more visible in our schools than our Clerk Typists and Senior Clerk Typists who work with central administrators, principals and staff and, most importantly, our students, families and community members. As the rest of CCSF sunsets the use of these classifications, we will continue to use special conditions requiring one year of school experience, as needed.

Timeline

With our partnership with City DHR already beginning to yield exams and the work of our staffing team to continue the work of transitioning employees to PCS status, we anticipate we will have a significant change in the ratio of Permanent Civil Service employees in SFUSD by the end of 2020.

Commitment

The Board of Education, Superintendent, and the SFUSD Human Resources Department are committed to providing every opportunity for eligible TEX, PEX and TPV employees to achieve Permanent Civil Service status in cooperation with SFUSD labor partners and the City Department of Human Resources, and in alignment with the Civil Service Rules and Merit System provision.

Recommendation

We respectfully request that the Civil Service Commission accept this report.