

CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Sent via Electronic Mail

SCOTT R. HELDFOND
PRESIDENT

E. DENNIS NORMANDY
VICE PRESIDENT

DOUGLAS S. CHAN
COMMISSIONER

KATE FAVETTI
COMMISSIONER

GINA M. ROCCANOVA
COMMISSIONER

JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

May 22, 2014

NOTICE OF CIVIL SERVICE COMMISSION MEETING

SUBJECT: SECONDARY CRITERIA FOR FIRE DEPARTMENT H-6 INVESTIGATOR, H-33 EMS CAPTAIN AND H-50 ASSISTANT CHIEF SELECTION PROCESSES.

The above matter will be considered by the Civil Service Commission at a meeting to be held on **June 2, 2014** at 2:00 p.m. in Room 400, Fourth Floor, City Hall, 1 Dr. Carlton B. Goodlett Place.

This item will appear on the Regular Agenda. Please refer to the attached Notice for procedural and other information about Commission hearings. The meeting agenda and all meeting materials will be posted on the Civil Service Commission's website at www.sfgov.org/Civil_Service under "Meetings" no later than end of day on Wednesday, May 28, 2014. If you would like a copy of the Department of Human Resources' staff report on the above-captioned matter emailed to you in advance of May 28th, please contact the Civil Service Commission's Office at CivilService@sfgov.org or (415) 252-3247.

Attendance by you or an authorized representative is welcome. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting.

All non-privileged materials being considered by the Civil Service Commission for this item will be available for public inspection and copying at the Civil Service Commission office Monday through Friday from 8:00 a.m. to 5:00 p.m. beginning Thursday, May 29, 2014.

CIVIL SERVICE COMMISSION

JENNIFER JOHNSTON
Executive Officer

THIS DOCUMENT SUPPORTS
CALENDAR ITEM 12

Attachment


Cc: Tom O’Conner, San Francisco Firefighters Local 798
Norm Caba, Asian Firefighters’ Association
Kevin Smith, Black Firefighters’ Association
Ehrhardt Groothoff, EMS Officers’ Association
Firefighter-Paramedic Association
Mariano Elias, Los Bomberos de San Francisco
Kevin Burke, San Francisco Fire Chiefs’ Association
United Fire Service Women
Chief Joanne Hayes-White, San Francisco Fire Department
Chief Mark A. Gonzales, San Francisco Fire Department
Chief Raymond A. Guzman, San Francisco Fire Department
Jesusa Bushong, San Francisco Fire Department
John Kraus, Department of Human Resources
Dave Johnson, Department of Human Resources
Donna Kotake, Department of Human Resources



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: N/A - _____ - _____
2. For Civil Service Commission Meeting of: **June 2, 2014**
3. Check One:
 - Ratification Agenda
 - Consent Agenda
 - Regular Agenda
 - Human Resources Directors Report
4. Subject: **Secondary Criteria for Fire Department H-6 Investigator, H-33 EMS Captain and H-50 Assistant Chief Selection Processes.**
5. Recommendation: **Approve proposed Secondary Criteria.**
6. Report prepared by: **Saru Cownan** Telephone number: **415-551-8947**
7. Notifications: **(Attach a list of 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: 5/14/14
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

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

Attachment

<u>CSC RECEIPT STAMP</u>

Notification List

Secondary Criteria for H-6, H-33 and H-50

San Francisco Firefighters Local 798
Tom O'Connor, President
1139 Mission Street
San Francisco, CA 94103

Asian Firefighters' Association
Norm Caba, President
P.O. Box 410082
San Francisco, CA 94141

Black Firefighter' Association
Kevin Smith, President
4936 Third Street
San Francisco, CA 94124

EMS Officers' Association
Ehrhardt Groothoff, President
P.O.Box 236
Kenwood, CA 95452

Firefighter-Paramedic Association
P.O. Box 590418
San Francisco, CA 94118

Los Bomberos de San Francisco
Mariano Elias, President
1570 Wistaria Lane
Los Altos, CA 94024

San Francisco Fire Chiefs Association
Kevin Burke, President
240 Stillings Avenue
San Francisco, CA 94131

United Fire Service Women
530 Divisadero Street, #245
San Francisco, CA 94117

Chief Joanne Hayes-White
Chief of Department
698 Second Street, 2nd Floor
San Francisco, CA 94107-2015

Notification List

Secondary Criteria for H-6, H-33 and H-50

Chief Mark A. Gonzales
Deputy Chief, Operations Division.
698 Second Street, 2nd Floor
San Francisco, CA 94107-2015

Chief Raymond A. Guzman
Deputy Chief, Administration Division
698 Second Street, 2nd Floor
San Francisco, CA 94107-2015

Jesusa Bushong
Departmental Personnel Officer
698 Second Street, Room 209
San Francisco, CA 94107-2015
415.558.3463 [fax]

John Kraus
Assistant Deputy Director
Recruitment and Selection
Department of Human Resources
1 South Van Ness Avenue, 4th Floor
San Francisco, CA 94103-5413

Dave Johnson
Manager, Public Safety Team
Recruitment and Selection
Department of Human Resources
1 South Van Ness Avenue, 4th Floor
San Francisco, CA 94103-5413

Donna Kotake
Workforce Development Director
Department of Human Resources
1 South Van Ness Avenue, 4th Floor
San Francisco, CA 94103-5413



MEMORANDUM

TO: The Honorable Civil Service Commission

THROUGH: Micki Callahan, Human Resources Director

FROM: John Kraus, Assistant Deputy Director, Recruitment and Selection

DATE: May 19, 2014

RE: Secondary Criteria for Fire Department H-6 Investigator, H-33 EMS Captain and H-50 Assistant Chief Selection Processes

Background

In accordance with the provisions of CSC Rule 313, the names of eligible candidates on a Fire Department promotional list for a uniformed rank are certified to the appointing officer and considered for appointment. The appointing officer then considers secondary criteria to guide the selection process. Under CSC Rule 313.2.1, these secondary criteria are to be submitted to the Civil Service Commission for approval before the issuance of the job announcement for the respective rank.

Authority/Standards

Rule 313.2.1 states that, "... For further clarification, prior to the issuance of any job announcement, secondary criteria shall be presented to the Civil Service Commission for its approval in advance and will be discussed in open session with all parties interested."

Rule 313.3.4 states that, "... (5) Selection of an eligible within the grouping shall be made under the authority and direction of the appointing officer. (6) The appointing officer shall develop secondary criteria to guide the selection process. (7) Secondary criteria may include, but need not be limited to experience(s), training, and employment history. (8) Secondary criteria shall be job related. (9) Secondary criteria shall not be based on relationship, race, religion, gender, national origin, ethnicity, age, disability, gender identity, political affiliation, sexual orientation, ancestry, marital status, color, medical condition, or other non-merit factors or otherwise prohibited nepotism or favoritism."

Recommendation

Consistent with the Civil Service Commission's Rules, and in consultation with the Fire Department, the Human Resources Director recommends that the Commission approve the following secondary criteria for the next announcements for H-6 Investigator, H-33 EMS Captain and H-50 Assistant Chief.

When making appointments, the Appointing Officer will consider the following secondary criteria: length and variety of Fire Department experience, training and education, completion of State Fire Marshal courses or equivalent, and disciplinary record.



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Sent via Electronic Mail

May 22, 2014

NOTICE OF CIVIL SERVICE COMMISSION MEETING

SUBJECT: RECOMMENDATION TO ADOPT THE PROPOSED CIVIL SERVICE COMMISSION RULE AMENDMENT TO EXTEND BY ONE YEAR PILOT CIVIL SERVICE RULE 311.10.1, PILOT PROGRAM – RELEASE OF RATING KEYS, AFFECTING UNIFORMED MEMBERS OF THE SAN FRANCISCO FIRE DEPARTMENT.

The above matter will be considered by the Civil Service Commission at a meeting to be held on **June 2, 2014** at 2:00 p.m. in Room 400, Fourth Floor, City Hall, 1 Dr. Carlton B. Goodlett Place.

This item will appear on the Regular Agenda. Please refer to the attached Notice for procedural and other information about Commission hearings. The meeting agenda and all meeting materials will be posted on the Civil Service Commission's website at www.sfgov.org/Civil_Service under "Meetings" no later than end of day on Wednesday, May 28, 2014. If you would like a copy of the Executive Officer's staff report on the above-captioned matter emailed to you in advance of May 28th, please contact the Civil Service Commission's Office at CivilService@sfgov.org or (415) 252-3247.

Attendance by you or an authorized representative is welcome. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting.

All non-privileged materials being considered by the Civil Service Commission for this item will be available for public inspection and copying at the Civil Service Commission office Monday through Friday from 8:00 a.m. to 5:00 p.m. beginning Thursday, May 29, 2014.

CIVIL SERVICE COMMISSION

JENNIFER JOHNSTON
Executive Officer

Attachment

TRANS-COUNTY SUPPORTS
CALENDAR NUMBER 10



CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Sent via Electronic Mail

SCOTT R. HELDFOND
PRESIDENT

May 15, 2014

E. DENNIS NORMANDY
VICE PRESIDENT

NOTICE OF CIVIL SERVICE COMMISSION ACTION

DOUGLAS S. CHAN
COMMISSIONER

SUBJECT: PROPOSED CIVIL SERVICE COMMISSION RULE
AMENDMENT TO EXTEND PILOT CIVIL SERVICE RULE
311.10.1, PILOT PROGRAM – RELEASE OF RATING KEYS,
AFFECTING UNIFORMED MEMBERS OF THE SAN
FRANCISCO FIRE DEPARTMENT.

KATE FAVETTI
COMMISSIONER

GINA M. ROCCANOVA
COMMISSIONER

At its meeting of May 5, 2014 the Civil Service Commission had for its consideration the above matter.

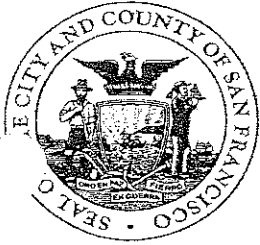
JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

The Commission adopted the Department of Human Resources' staff report, and requested that the Department of Human Resources include in its next report information on whether there has been any change in the number of challenges to any particular exam since the pilot program began. The Commission directed the Executive Officer to post the proposed amendment to Civil Service Rule 311.10.1 to extend the Fire Pilot Program to March 19, 2015, as required under the Charter and Civil Service Rules, but with the additional amendment that the "sunset" contract language be replaced with Civil Service Rule terminology; and to meet and discuss the proposed revisions with any interested stakeholders. (Vote of 5 to 0)

If this matter is subject to Code of Civil Procedure (CCP) Section 1094.5, the time within which judicial review must be sought is set forth in CCP Section 1094.6.

CIVIL SERVICE COMMISSION

JENNIFER JOHNSTON
Executive Officer



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Sent via Electronic Mail

April 24, 2014

SCOTT R. HELDFOND
PRESIDENT

E. DENNIS NORMANDY
VICE PRESIDENT

DOUGLAS S. CHAN
COMMISSIONER

KATE FAVETTI
COMMISSIONER

GINA M. ROCCANOVA
COMMISSIONER

JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

NOTICE OF CIVIL SERVICE COMMISSION MEETING

**SUBJECT: PROPOSED CIVIL SERVICE COMMISSION RULE
AMENDMENT TO EXTEND PILOT CIVIL SERVICE RULE
311.10.1, PILOT PROGRAM – RELEASE OF RATING KEYS,
AFFECTING UNIFORMED MEMBERS OF THE SAN
FRANCISCO FIRE DEPARTMENT.**

The above matter will be considered by the Civil Service Commission at a meeting to be held on **May 5, 2014** at 2:00 p.m. in Room 400, Fourth Floor, City Hall, 1 Dr. Carlton B. Goodlett Place.

This item will appear on the Regular Agenda. Please refer to the attached Notice for procedural and other information about Commission hearings. The meeting agenda and all meeting materials will be posted on the Civil Service Commission's website at www.sfgov.org/Civil_Service under "Meeting" no later than end of day on Wednesday, April 30, 2014. If you would like a copy of the Department of Human Resources' staff report on the above-captioned matter emailed to you in advance of April 30th, please contact the Civil Service Commission's Office at CivilService@sfgov.org or (415) 252-3247.

Attendance by you or an authorized representative is welcome. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting.

All non-privileged materials being considered by the Civil Service Commission for this item will be available for public inspection and copying at the Civil Service Commission office Monday through Friday from 8:00 a.m. to 5:00 p.m. beginning Thursday, May 1, 2014.

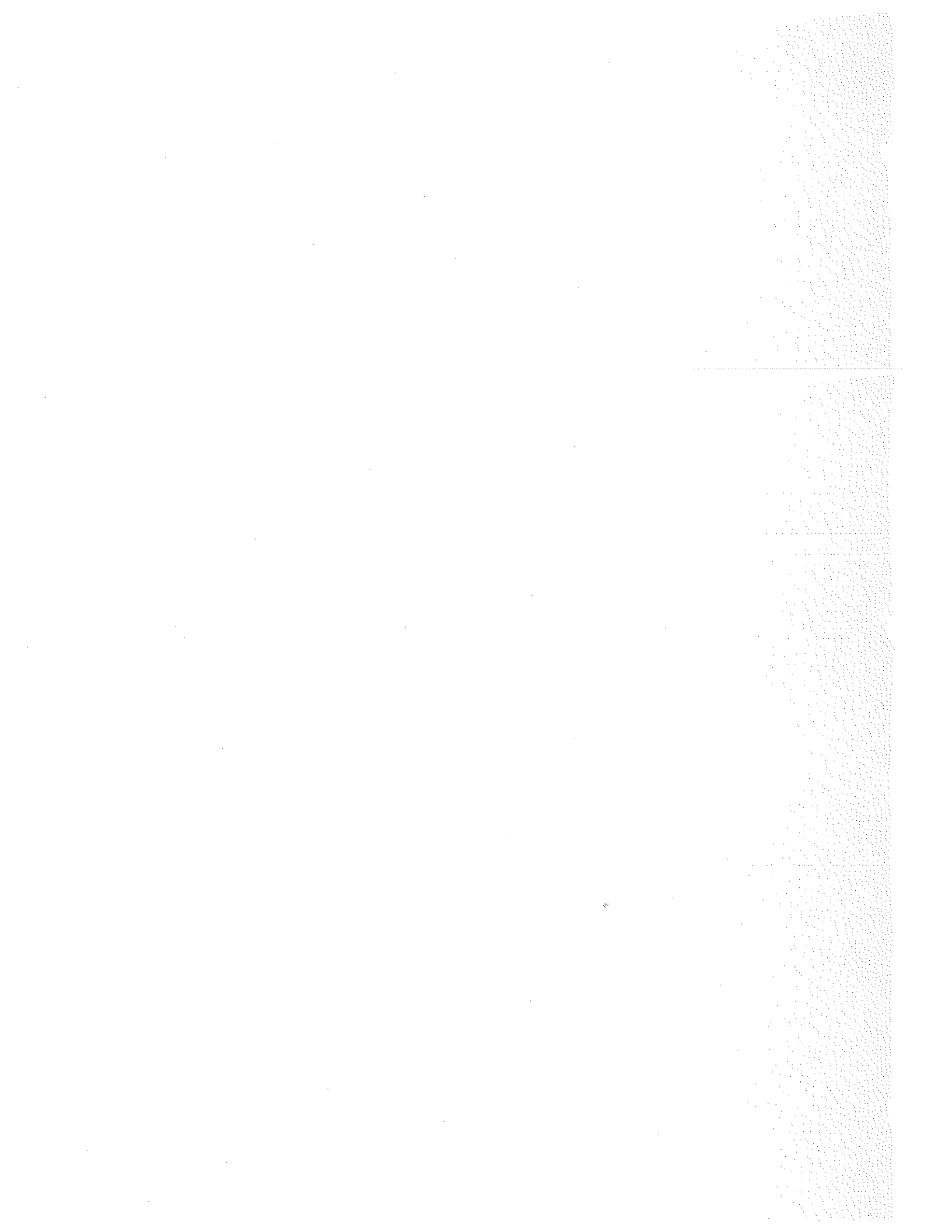
CIVIL SERVICE COMMISSION

JENNIFER JOHNSTON
Executive Officer

Attachment


FILED AND RECORDED
CIVIL SERVICE DIVISION 9

STAFF REPORT





CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

Date: June 2, 2014
To: Civil Service Commission
From: Jennifer Johnston, Executive Officer 
Subject: **Recommendation to Adopt the Proposed Amendments to Civil Service Rule 311.10.1, Pilot Program—Release of Rating Key, Affecting Uniformed Ranks of the San Francisco Fire Department**

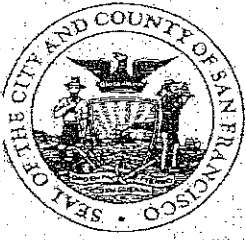
During its meeting of May 5, 2014, the Civil Service Commission (“Commission”) approved the Department of Human Resources’ request to amend Civil Service Rule 311.10.1, Pilot Program—Release of Rating Key, to extend the pilot program under that Rule by one additional year (with a new expiration date of March 19, 2015, absent further action by the Commission). In so doing, the Commission directed the Executive Officer to post the proposed amendment to Civil Service Rule 311.10.1 as required under the Charter and Civil Service Rules, but with the additional amendment that the “sunset” contract language be replaced with Civil Service Rule terminology; and to meet and discuss the proposed revisions with any interested stakeholders.

The Executive Officer posted the proposed amendments to Civil Service Rule 311.10.1 (as further revised by the Commission) on May 9, 2014 and scheduled three meetings to discuss them with any interested stakeholders—one on May 15th and two on May 16th (see the attached copy of the posting.) No interested stakeholders attended the scheduled meetings; nor did the Executive Officer receive any inquiry regarding, or objection to, the proposed amendments.

Recommendation: Accept this staff report and adopt the amendments to Civil Service Rule 311.10.1, Pilot Program—Release of Rating Key.

Attachment (1)

ATTACHMENT



CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Amended

MEMORANDUM
CSC No. 2014 - 13

- SCOTT R. HELDFOND
PRESIDENT
- E. DENNIS NORMANDY
VICE PRESIDENT
- DOUGLAS S. CHAN
COMMISSIONER
- KATE FAVETTI
COMMISSIONER
- GINA M. ROCCANOVA
COMMISSIONER
- JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

Date: May 9, 2014

To: Department Heads
Departmental Personnel Officers
Employee Organization Representatives

From: Jennifer Johnston
Executive Officer

Subject: Notice of Posting: Proposed Amendments to Civil Service Rule 311.10.1 Pilot Program - Release of Rating Key, Affecting Uniformed Ranks of the San Francisco Fire Department

The Civil Service Commission acted on May 5, 2014 to direct its Executive Officer to post the Department of Human Resources' proposed revisions to Civil Service Commission Rule 311.10.1 - Pilot Program - Release of Rating Key, and to meet and discuss the draft Rule with any interested stakeholders. The proposed revisions will extend the pilot program by an additional one (1) year (*with an expiration date of March 19, 2015, absent further action by the Civil Service Commission*). Please see the attached draft Rule.

Any employee organizations or other stakeholders interested in discussing the proposed revisions are invited to attend any or all of the following scheduled meetings:

- Date: Thursday, May 15, 2014
- Time: 3 p.m. to 5 p.m.
- Date: Friday, May 16, 2014
- Time: 9 a.m. to 11 a.m.
- Date: Friday, May 16, 2014
- Time: 3 p.m. to 5:00 p.m.

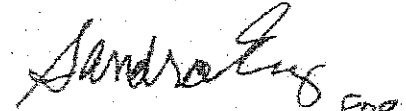
CSC Memorandum 2014-- 13 (Posting: Proposed Amendments to Civil Service Rule 311.10.1)
May 9, 2014
Page 2 of 2

The meetings will take place in the Civil Service Commission's Offices, located at 25 Van Ness Avenue, Suite 720. Please contact Commission staff at CivilService@sfgov.org to RSVP for either or both meetings.

Should you have any questions about the proposed amendments, you may contact me at (415) 252-3247 or at Jennifer.Johnston@sfgov.org.

Respectfully submitted,

CIVIL SERVICE COMMISSION

A handwritten signature in cursive script, appearing to read "Sandra Ely". To the right of the signature, the letters "FOR" are written in a smaller, blocky font.

JENNIFER JOHNSTON
Executive Officer

Attachment

Cc: Micki Callahan, Human Resources Director, DHR
Joanne Hayes-White, Fire Chief, SFFD
Thomas P. O'Connor, President, San Francisco Fire Fighters, Local 798

Rule 311

Examinations

Article III: Inspection and Appeal Procedure

Applicability: Article III, Rule 311 shall apply to all classes of the Uniformed Ranks of the San Francisco Fire Department.

Sec. 311.10 Rating Keys

Rating keys shall not be available for review or inspection, except as otherwise provided in Section 311.10.1. Protests of questions or answers on any examination shall not be allowed.

311.10.1 Pilot Program – Release of Rating Key

The Civil Service Commission authorizes the Department of Human Resources to establish and implement a pilot program as follows:

- 1) The pilot program will authorize the release of the rating keys for review or inspection by Fire promotional candidates for examinations developed by the Department of Human Resources.
- 2) Protests of questions or answers on any examination shall not be allowed.
- 3) This Rule 311.10.1 and the pilot program shall ~~sunset no later than two years from the date of adoption, March 19, 2012~~ expire on March 19, 2015 unless otherwise authorized by action of the Civil Service Commission.
- 4) The pilot program may be terminated at any time at the discretion of the Civil Service Commission.
- 5) The Department of Human Resources shall provide quarterly reports to the Civil Service Commission on the status of the pilot program.
- 6) There being no protests allowed, concerns will be reviewed and addressed by the Department of Human Resources as is normally required.

Sec. 311.11 Protests and Appeals – Examination Administration

311.11.1 All protests regarding the administration of an examination component must be filed in writing with the Fire Department Examination Unit within seven (7) calendar days of the administration of that specific examination component. A day the Examination Unit is closed shall not be counted as a calendar day. Protests shall be limited to allegations of bias, malfeasance, or misfeasance by exam administrators.

311.11.2 All protests properly filed under this section shall be resolved in accordance with the provisions of these Rules. The decision of the Human Resources Director on these protests may be appealed to the Civil Service Commission. Appeals of the

Human Resources Director's decisions must be filed as provided elsewhere in these Rules.

Sec. 311.12 Qualifications Appraisal Board Interview – Challenges

311.12.1 **In the Event of Challenge**

In the event of any challenge of a board member or any ratings in qualification appraisal interviews, all other candidates whose standing in the examination may be affected shall be notified of the challenge.

311.12.2 **Challenge of Board Members**

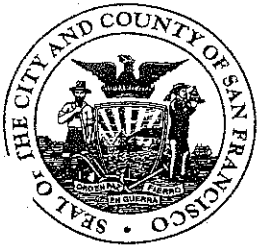
1) A board member may excuse herself or himself from rating any candidate when, in the judgment of the board member, it would be difficult to rate the candidate impartially. If possible, the excused board member shall be replaced by an alternate with the same qualifications.

2) Any challenge as to personal bias or competence of a person serving as a board member in the qualifications appraisal interview based upon prior knowledge of or acquaintance with a board member shall be made by a candidate to the representative of the Department of Human Resources or authorized representative immediately prior to participation in this phase of the examination. The candidate shall then proceed with the interview. If such challenge is sustained by action of the Civil Service Commission following denial by the Human Resources Director, the rating by the challenged board member shall not be computed in the final rating of the candidate and the rating of the candidate shall be that of the remaining members of the examining board.

If more than one-half of the board members are successfully challenged, then the Human Resources Director shall cancel this session and a new board shall be constituted, unless more than one board has been convened for the examination, in which case the candidate shall be examined by an alternate board of equal number.

Original Staff Report





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 5, 2014
3. Check One: Ratification Agenda
 Consent Agenda
 Regular Agenda X
 Human Resources Director's Report
4. Subject: Report on Implementation of the Fire Pilot Program
5. Recommendation: Adopt the report and extend the Fire Pilot Rule to March 19, 2015
6. Report prepared by: John Kraus Telephone number: 415 557-4884
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:

4/15/14

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**

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

Attachment

CSC-22 (11/97)

CSC RECEIPT STAMP



Edwin M. Lee
Mayor

Micki Callahan
Human Resources Director

Date: April 11, 2014
To: Honorable Civil Service Commission
Through: Micki Callahan
Human Resources Director
From: John Kraus
Assistant Deputy Director, Recruitment and Assessment Services
Subject: **Report on Implementation of the Fire Pilot Program**

In March 2012, the Civil Service Commission (CSC) authorized the Department of Human Resources (DHR) via CSC rule 311.10.1 to establish a two-year pilot program [sunset on March 19, 2014] which would allow the release of examination rating keys to Fire Department promotional candidates for review. The CSC directed that DHR report to the CSC on the status, problems and successes of the Fire Pilot Program (FPP). Reports on rating key inspections were submitted to the CSC as follows:

- H-22 Lieutenant (Fire Prevention) and H-24 Lieutenant (Fire Investigation) -- July 2012
- H-40 Battalion Chief -- January 2013
- H-20 Lieutenant and H-32 Captain -- October 2013

This report discusses the rating key inspection conducted in association with the administration of the selection process for H-4 Inspector, Bureau of Fire Prevention.

Candidate Notification

On February 18, 2014 H-4 Inspector candidates were emailed the following notification with regard to the rating key inspection process:

Dear Candidate:

In accordance with Civil Service Rule 311.10.1, the Department of Human Resources will permit inspection of the scoring keys related to the H-4 Inspector exam.

During the inspection you will use a computer to view the scoring keys. You will see the scoring keys for the Role Play and Inspection Exercises. The scoring key for the Role Play Exercise lists the behaviors that raters were looking for in evaluating your response to the exercise. You received a rating on each of four Rating Dimensions: Technical and Administrative Knowledge, Problem Solving & Analysis, Interpersonal and Oral Communication, and Written Communication. The scoring worksheet is presented in the form of a rating scale, which ranges from "one" to "seven" with "one" representing "Ineffective" performance and "seven" representing "Superior" performance, for each of the Rating Dimensions.

The scoring key for the Inspection Exercise reflects the answers to the questions for each of the four components of the exercise – Plan Review [two parts], New Construction, Annual Inspection, and Complaint Inspection. The scoring key also indicates those responses that the Key Development Committee determined were necessary, for example, a 2-point answer, a 3-point answer, etc. In addition, you will see the rating scale utilized by the raters to arrive at your rating for each test item of the Inspection Exercise.

You will have a maximum of 55 minutes for the inspection. The primary objective of this pilot program is to show you the basis for the evaluation of your responses and how scores were assigned. You will not be allowed to take notes or photograph any materials, but you will have the opportunity to provide comments in a WORD document during the 55 minutes review period.

The inspection will take place by appointment only at the Department of Human Resources, 4th floor, 1 S. Van Ness Avenue on February 20 and 21 (Thursday and Friday). Appointment times for each day are 9:00 am, 10:00 am, 11:00 am, 1:00 pm, 2:00 pm and 3:00pm. For February 21, the last appointment will be at 2:00 pm. There will be five slots for each appointment time and candidates will be allowed to schedule only one inspection appointment.

To schedule an inspection appointment, send an email, by 5:00 pm on Wednesday, February 19, to rebecca.benoza@sfgov.org AND jen.lo@sfgov.org. Appointments will be allocated on a first-come, first-served basis. Therefore, in your email, you should specify your first, second, and third choices (on only your scheduled days off), as well as a telephone number where you can be contacted. An email reply will be sent to you confirming your appointment. In the event that none of your requested appointment times are available, you will be contacted as soon as possible with available time slots.

PUBLIC SAFETY TEAM

The Rating Key Inspection Process

When candidates arrived for the rating key inspection, they were directed to a computer where they could view the “Inspection of the Rating Key” document [see Attachment A]. This document contains instructions, as well as a text box into which candidates could type comments, and a place for the candidates to enter ratings [for research purposes, candidates were asked to indicate the extent to which they agreed or disagreed with each rating key presented, and to indicate their overall level of satisfaction with the key inspection process]. Copies of the rating keys and the rating scales were also loaded onto the computer for the candidates to view.

As for recent rating key inspections, candidates were prohibited from making notes that they could take with them following inspection. Rather, as indicated above, they were invited to record any comments in the “Inspection” document.

The Test Components

The Inspection Exercise [IE] was comprised of four sections – Plan Review [two parts], New Construction, Annual Inspection, and Complaint Inspection. The IE required candidates to answer questions and cite code references in response to fire inspection issues related to plan review, new construction, annual inspection, and complaint inspection.

The Role Play Exercise [RP] required candidates to meet with an actor trained to play the role of a “building owner” to discuss a complaint against the owner and code violations found to be existing in the building. Following the meeting, candidates also wrote a letter of response to the complainant. Candidates were randomly assigned to one of three alternate test forms (Forms A, B and C). The three forms differed with regard to the specific code issues existing at the building.

The Rating Keys

The rating keys contain the behaviors or positive courses of action that had been identified during scoring key development as appropriate responses to the test stimuli. Each rating key has an associated rating scale.

The IE rating key lists the responses expected by candidates in answering the questions, with a rating scale of 1 [much less than acceptable] to 5 [much more than acceptable].

For the RP, the rating key lists the behaviors that candidates could demonstrate to earn a rating from 1 [ineffective] to 7 [superior]. Behaviors are listed under, and points were awarded for, four rating dimensions: Technical and Administrative Knowledge, Problem Solving and Analysis, Interpersonal and Oral Communication, and Written Communication. The rating dimensions are common across the three test forms.

Rating Key Inspection Results

Sixteen (43%) of the 37 H-4 candidates opted to inspect the H-4 rating key. This percentage is similar to the 35% of the H-20 Fire Lieutenant (Suppression) candidates that inspected the H-20 rating key. Note that both classes represent first-level promotions above Firefighter. It is clearly lower than the 71% participation rate for the Fire Captain (Fire Prevention) candidates that inspected the H-32 rating key. We, therefore, do see a pattern emerging of relatively less interest in the rating key inspection process among candidates who are competing for lower-level promotions, compared to those competing for higher-level promotions.

Although not statistically significant, the average score of H-4 candidates who chose to inspect the rating key was higher than that of candidates who did not inspect the rating key (854 points vs. 810 points). Seven of the 16 candidates who participated in rating key inspection scored above average on the test, whereas the other nine scored below average.

As mentioned above, candidates had the opportunity during the inspection to respond to a brief questionnaire by submitting comments and indicating their level of satisfaction with the rating key inspection experience. Eight (50%) of the sixteen participants responded to the questionnaire. Seven of the eight provided ratings, and six of them submitted comments. All but one of the candidates who provided ratings attained above average scores on the test. This suggests that candidates who took the opportunity to inspect the rating key were likely to be more motivated and better prepared to do well on the examination from the beginning.

The responses of the seven candidates who indicated their overall level of satisfaction with the manner in which they were allowed to inspect the rating key are presented in the table below.

Rating	# of Candidates	% of Candidates
Extremely Satisfied [5]	2	12.5
Very Satisfied [4]	3	18.75
Somewhat Satisfied [3]	2	12.5
Slightly Satisfied [2]	0	0
Not at all Satisfied [1]	0	0

The data above shows that all of the respondents were at least “somewhat satisfied” with the manner in which they were allowed to inspect the rating keys. On average, they were “very satisfied”.

The table below shows the rating scale and the number of respondents that selected a given “agree/disagree with the rating key” option for each test exercise.

Rating Scale		# of Candidates	
		RPE	IE
Agree Strongly	5	1	1
Somewhat Agree	4	2	2
Unable to Decide	3	4	4
Somewhat Disagree	2	0	0
Disagree Strongly	1	0	0

The above table reflects that the majority of the respondents were either unable to decide, or unwilling to commit to an answer with regard to whether they agreed or disagreed with the rating key. However, three (43%) of the respondents did agree with the rating key and none disagreed with the rating key.

Although the utility in drawing conclusions from analyses based on a small sample size is somewhat limited, correlations were run that compared candidates’:

- total scores for each test exercise with their respective agree/disagree ratings for that component
- total agree/disagree ratings with total scores across the exercises
- satisfaction ratings with their total scores across the exercises

Most of the correlations were close to zero, meaning that there essentially is no relationship between how candidates viewed the rating key and how well they actually performed on the test exercises. Thus, candidates with relatively low scores on the examination might have assigned relatively high ratings and vice versa.

However, strong correlations were observed between component agree/disagree ratings and overall satisfaction with the inspection process [$r = +0.71$], and the extent to which candidates agreed with the RP rating key and their scores on the RP exercise [$r = +0.69$]. The positive correlation between ratings and satisfaction is not surprising, and is similar to what was found and reported in other rating key inspections associated with this pilot program. That is, candidates tend to report satisfaction with the inspection process if they happen to agree with the rating key. As for the correlation between RP ratings to RP scores comparison, it appears that candidates were able to recognize behaviors listed in the rating key that they likely exhibited during the test exercise. It should be noted that candidates did not know their test scores when they assigned their agree/disagree ratings during the rating key inspection.

Candidate Comments

As indicated in Attachment A, candidates were invited to submit comments during the rating key inspection process. Six of the 16 candidates that participated in the inspection process chose to do so. All comments were carefully reviewed by Public Safety Team staff and a Fire Department Subject Matter Expert. Following this review, it was determined that the original rating key was appropriate and valid. Summaries of the comments and responses to these comments are presented below, with the number of candidates that commented on the item.

- 1) *The rating key for the role play indicated that a superior answer would include more information than that cited by the complainant. I think that limiting the response to issues raised by the complainant is the*

best answer. [1 candidate]

The rating key committee determined that an average answer would address just the issues raised by the complainant. In other words, an average answer simply entailed repeating what one was told. The rating key committee felt that a superior response included the candidate's judgment on issues related to, but not necessarily specific to, the complaint.

2) *For the inspection exercise, it was unclear whether the correct answer to "what action would you take if any" was supposed to be administrative or corrective. [1 candidate]*

The correct answer was administrative and/or corrective based on the situation. It was the candidate's responsibility to determine what, if any, actions were appropriate.

3) *Why were several questions removed from scoring? [1 candidate]*

Three questions were found to be ambiguous or unclear, and were determined by subject matter experts to be problematic for answering the questions accurately. Items that do not reliably or fairly measure what they are intended to measure are not scored.

4) *There is not enough information in the picture of the standpipe for New Construction Question 5 to arrive at the answers on the rating key. [1 candidate]*

The appearance of the firefighter in the photo suggests that the standpipe may not comply with code regarding the height of the outlet. The appropriate action to take in this case is to, as stated on the rating key, assign an Inspector to follow up.

5) *Points are not awarded for each component of each problem making the scoring extremely subjective. [1 candidate]*

Candidates were rated on dimensions and the "components of each problem" were the factors underlying these dimensions.

6) *The rating key for the Complaint Inspection states that there is no violation for the Portable Outdoor Fireplace, but in reviewing the test materials I saw a reference that stated that if burning was irritating to neighbors it was in violation of code. Can you explain how this does not apply? [3 candidates]*

Although the California Fire Code (CFC) 307.1.1. talks about offensive or objectionable smoke emissions, it does not apply because this situation is about "open burning", and open burning, by definition, does not include outdoor portable fireplaces. The definition of "open burning" in 302.1 Definitions, states that "Open burning does not include road flares, ..., or use of portable outdoor fireplaces."

7) *Reference materials for the Role Play component did not include the 2010 San Francisco Fire Code which was specific to the "Fire Escape" scenario [specifically 1030.2.1]. Therefore I cited 2010 CFC 1029.4 "release mechanisms shall be maintained in operational condition." [1 candidate]*

Because CFC 1029.4 refers to windows from sleeping rooms and not fire escapes, that answer was not appropriate. The best reference was CFC 1030.2. Candidates also received credit for "CFC 1030.2.1". Chapter 10 of the CFC was provided as reference for the role play.

General Observations

As discussed above, there appears to be a linear, positive relationship between one's rank in the Fire Department and one's level of interest in participating in the rating key inspection. This suggests that the members who are promoted and advance within the organization tend to be more motivated to compete in future promotional opportunities. Also, members in the lower ranks, as a group, generally appear to be less inclined to participate. A conservative estimate of the staff time devoted to prepare for, administer and respond to this key inspection was 200 hours, or more than 12 hours per participating candidate. A higher participation rate would have improved this cost/benefit ratio.

This Fire Pilot Program has yielded mixed results. Contrary to what had been expected, the pilot key inspection program does not appear to be of interest to the majority of candidates competing for most fire promotional examinations, particularly those examinations with large candidate populations. Rather, interest seems to be typically strongest amongst those candidates who already have demonstrated success and competitive verve by virtue of attaining the titles they currently hold.

While candidate interest in, and satisfaction with, the key inspection program may be lower than anticipated, and although considerable resources are invested in administering this pilot program, DHR is interested in exploring how the program is received by candidates who will compete for other Fire Department ranks. For example, the following titles have not been included in this program as yet: H-6 Investigator, H-33 Rescue Captain, and H-50 Assistant Chief. Therefore, DHR respectively requests that the Civil Service Commission extend the Fire Pilot Program one more year, until March 19, 2015.

Recommendation

Adopt the report and extend the Fire Pilot Program to March 19, 2015.



**INSPECTION OF THE RATING KEY
H-4 Inspector (Division of Fire Prevention)**

Please remember that the primary purpose of this inspection is to provide candidates with greater transparency with regard to how examinations are scored. You are not allowed to take any pictures or take notes with you. We encourage you to submit comments via the "Comments" box below for us to review.

You will have a maximum of 55 MINUTES to inspect the rating key. The proctor will keep track of the time and inform you when time has expired. If you are done in less than the allotted time, please alert the proctor.

There are 48 pages in the scoring key; six pages for the Role Play Exercise [RPE], and 43 pages for the Inspection Exercise [IE].

IE Key

The point value for each anchor on the IBE key is indicated in the "Pts" column. Anchors separated by "OR" were options wherein you could receive credit for only one of the options. Please note that raters read your responses to each of the test items and awarded you points based on the rating key that you see. A candidate's answer does not need to be verbatim with the key for the candidate to receive credit. Please note that the three items with ~~strikethrough~~ were removed from the scoring.

RPE Key

Raters listened to and watched the recording of your meeting, and read your documentation of the meeting, noting on the scoring key behaviors that you demonstrated that corresponded with anchors on the scoring key. Your score for each of the five "dimensions" ranged from one to seven.

While you are reviewing the scoring keys, please feel free to record your comments in the box below:

Comments

When you have finished reviewing the scoring keys or when time expires, we are asking for your input with regard to your overall experience inspecting this rating key. We ask for your honest opinion as this information will be used to evaluate the pilot program under which this inspection is being conducted.

Please type in your name.

_____	_____
Last	First

Please indicate the extent to which you agree or disagree with the IE rating key by typing an "X" in the cell next to one of the options presented below:

Agree Strongly	
Somewhat Agree	
Unable to Decide	
Somewhat Disagree	
Strongly Disagree	

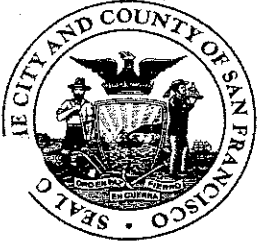
Please indicate the extent to which you agree or disagree with the RPE rating key by typing an "X" in the cell next to one of the options presented below:

Agree Strongly	
Somewhat Agree	
Unable to Decide	
Somewhat Disagree	
Strongly Disagree	

Please indicate below your overall level of satisfaction with the manner in which you were allowed to inspect the Rating Key today by typing an "X" in the cell next to one of the options presented below.

Extremely satisfied	
Very Satisfied	
Somewhat Satisfied	
Slightly Satisfied	
Not at all Satisfied	

Again, when you are done, please alert the person who is administering the inspection.



CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Date: June 2, 2014
To: Civil Service Commission
From: Jennifer Johnston
Executive Officer
Subject: Civil Service Commission's Draft Strategic Plan for Fiscal Year 2014-2015

SCOTT R. HELDFOND
PRESIDENT

E. DENNIS NORMANDY
VICE PRESIDENT

DOUGLAS S. CHAN
COMMISSIONER

KATE FAVETTI
COMMISSIONER

GINA M. ROCCANOVA
COMMISSIONER

Attached is the Civil Service Commission's draft Fiscal Year 2014-2015 Strategic Plan for your review and approval. The Strategic Plan is intended to serve as a general outline of the Commission's policy priorities and objectives for Fiscal Year 2014-2015.

JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

Recommendation: Discuss and adopt the Civil Service Commission's Strategic Plan for Fiscal Year 2014-2015.

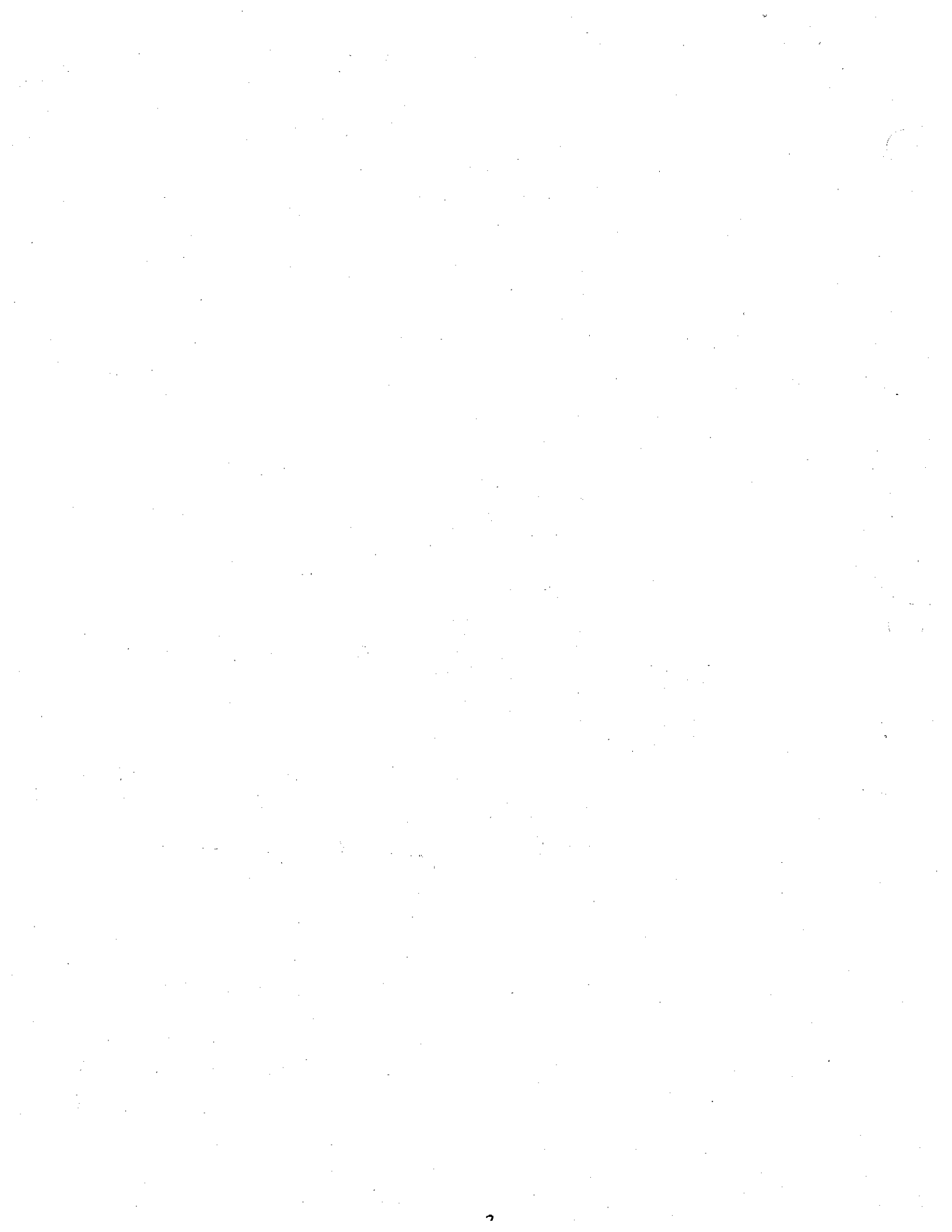
Respectfully submitted,

CIVIL SERVICE COMMISSION

JENNIFER JOHNSTON
Executive Officer

Attachment (1)

THIS DOCUMENT IS NOT A
CALENDAR ITEM 14





CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION'S DRAFT STRATEGIC PLAN OUTLINE FOR FISCAL YEAR 2014-2015

GENERAL GOALS AND OBJECTIVES FOR FISCAL YEAR 2014 – 2015

- Establish specific and relevant Goals and Objectives for the Civil Service Commission and its Department for Fiscal Year 2014-2015; continuously review their status throughout the fiscal year to ensure that measurables are achieved and targets are met.
- Expand efforts to increase access to, and the utilization of the Civil Service Commission's information and resources.
- Continue to find ways to create greater transparency and efficiencies in the Civil Service Commission's procedures and communications.
- Ensure the timely resolution of appeals so that merit system issues are addressed efficiently, effectively and fairly.
- Continue to 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.
- Expand efforts 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.
- Continue to seek ways to strengthen the Civil Service Commission's ability to meet its Charter mandates and oversee the operation of the merit system.

SPECIFIC MERIT SYSTEM GOALS

- Civil Service Rules
 - Review the Civil Service Rules for revisions as appropriate, in the following order of priority:
 1. Rule provisions that conflict with, or that are otherwise inconsistent with the law.
 2. Rules that are confusing, inconsistent with other Rules or policies, or inconsistently applied by departments.
 3. Rule provisions that would support operational needs.

4. Rules needed to address merit system issues discovered during the course of Inspection Service reviews or the Audit Program.
 5. Rule provisions that are no longer applicable.
 6. Revisions that would consolidate or streamline the Rules.
 7. Clean-up (e.g., remove Rules that have expired, etc.).
- See the attached chart for examples of specific proposed Civil Service Rules to be reviewed.

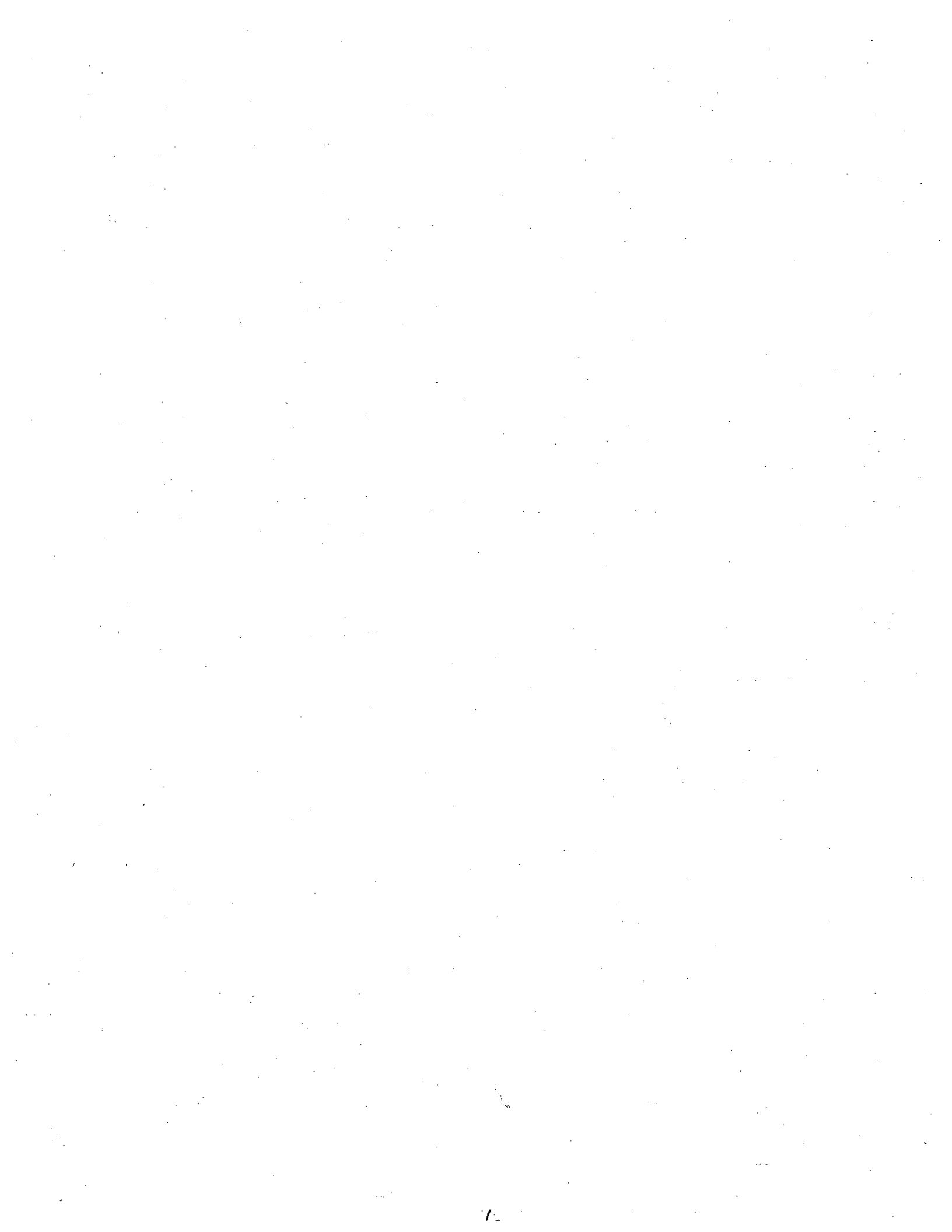
➤ Civil Service Commission Policies

- Review existing Civil Service Commission policies for needed revisions as appropriate, and consider the creation of policies as needed and appropriate on merit system issues for which Civil Service Commission stakeholders require more guidance.
 - Policy reviews 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.
 - Tentatively scheduled for review in Fiscal Year 2014-2015 are the Commission's policies and procedures on the post-referral selection process, personnel files, meeting procedures and staff reports.
- Review, update and reissue Civil Service Advisers that are no longer reflective of current practices.

ATTACHMENTS

- Attachment A: Relevant San Francisco Charter Sections
- Attachment B: Civil Service Commission's Mission and Vision Statement
- Attachment C: Current Calendar of Regular Staff Reports (Calendar Year 2014)
- Attachment D: Chart of Examples of Civil Service Rule Revisions for the Civil Service Commission's Consideration

ATTACHMENT A



Attachment A: Relevant Charter Provisions

ARTICLE X: PERSONNEL ADMINISTRATION

SEC. 10.100. CIVIL SERVICE COMMISSION.

There is hereby established a Civil Service Commission which is charged with the duty of providing qualified persons for appointment to the service of the City and County.

The Commission shall consist of five members appointed by the Mayor, pursuant to Section 3.100, for six-year terms. Not less than two members of the Commission shall be women.

The persons 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 Civil Service Commissioner in the spirit of this declaration."

A commissioner may be removed only upon charges preferred in the same manner as in this Charter provided for elective officers.

The regular meetings of the Commission shall be open to the public and held at such a time as will give the general public and employees of the City and County adequate time within which to appear before the Commission after the regular daily working hours of 8:00 a.m. to 5:00 p.m. Such person or persons shall be given an opportunity to be heard by the Commission before final action is taken in any case involving such person or persons.

SEC. 10.101. GENERAL POWERS AND DUTIES.

The Civil Service Commission shall adopt rules, policies and procedures to carry out the civil service merit system provisions of this charter and, except as otherwise provided in this Charter, such rules shall govern applications; examinations; eligibility; duration of eligible lists; certification of eligibles; leaves of absence for employees and officers; appointments; promotions; transfers; resignations; lay-offs or reduction in force, both permanent and temporary, due to lack of work or funds, retrenchment or completion of work; the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal or permanent; status and status rights; probationary status and the administration of probationary periods, except duration; pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for fitness for duty examinations will be made, and the imposition of new requirements; classification; conflict of interest; and such other matters as are not in conflict with this Charter; provided, however, that the minimum rule for the certification of eligibles shall be the Rule of Three Scores, and provided further that rules for leave due to illness or disability shall be approved by the Board of Supervisors. Changes to the rules may be proposed by members of the Commission, the Executive Assistant or the Human Resources Director and approved or rejected by the Commission. The Commission may, upon ten days' notice, make changes in the rules, which changes shall thereupon be printed and be in force; provided that no such changes in rules shall affect a case pending before the Commission.

The Commission shall have power to institute and prosecute legal proceedings for violations of any civil service merit system or Department of Human Resources provisions of this Charter.

The Commission shall establish an inspection service for the purpose of investigating the conduct or an action of appointees in all positions and of securing records of service for promotion and other purposes. All departments shall cooperate with the Commission in making its investigations and any person hindering the Commission or its agents shall be subject to suspension.

The Commission shall by rule establish procedures to review and resolve allegations of discrimination as defined in Article XVII of this Charter or otherwise prohibited nepotism or favoritism appealed to it pursuant to this section. The determination reached under Commission procedures shall be final and shall forthwith be enforced by every employee and officer.

The Commission shall have the power to inquire into the operation of the civil service merit system to ensure compliance with merit principles and rules established by the Commission. After such inquiry, the Commission may direct the Human Resources Director to take such action as the Commission believes necessary to carry out the civil service provisions of this Charter. In any hearing conducted by the Commission or by any hearing officer it appoints

Attachment A: Relevant Charter Sections

Page 2 of 10

pursuant to this section, the Commission or the hearing officer shall have the power to subpoena and require the attendance of witnesses and the production of records.

The Commission may require periodic reports from the Human Resources Director in a manner and form which it shall prescribe.

The Commission may hear appeals from an action of the Human Resources Director in accordance with its rules, including but not limited to:

1. Allegations of discrimination as defined in Article XVII of this Charter. Notwithstanding any other provisions of this Charter except the fiscal provisions hereof, the decision of the Commission regarding allegations of discrimination shall forthwith be enforced by every officer and employee;
2. Allegations of fraud; and
3. Allegations of conflict of interest.

No action by the Human Resources Director which is the subject of any appeal shall be stayed during the appeal process except by a majority vote of the Civil Service Commission.

The Commission shall have the power and it shall be its duty to appoint an executive assistant to be the administrative head of the affairs under its control who shall serve at its pleasure; provided, however, that any person who has Civil Service status in the position of executive assistant to the Commission on the effective date of this section as amended shall continue to have Civil Service status in the position of executive assistant under the Civil Service provisions of this Charter. The executive assistant shall periodically report to the Commission on operation of the civil service merit system and may make recommendations to the Civil Service Commission regarding its rules, policies and procedures.

SEC. 10.102. DEPARTMENT OF HUMAN RESOURCES.

The Department of Human Resources shall consist of a Human Resources Director and such employees as may be necessary to carry out its functions and duties.

Pursuant to and in accordance with policies, rules and procedures of the Civil Services Commission governing the merit system, the Department of Human Resources shall be the personnel department for the City and County and shall determine appointments on the basis of merit and fitness as shown by appropriate test and, except as specifically set forth in this Charter, shall perform all tests, duties and functions previously performed by the Civil Service Commission, including but not limited to authority to recruit, select, certify, appoint, train, evaluate, promote career development, classify positions, administer salaries, administer employee discipline, discharge and other related personnel activities in order to maintain an effective and responsive work force.

The Department of Human Resources shall be responsible for coordination of all state, local and federal health and safety mandates, programs and requirements relating to employees including but not limited to industrial hygiene programs, health and safety programs, OSHA compliance and return to work programs. Department heads shall coordinate such activities of employees under their jurisdiction with the Human Resources Director.

The Department of Human Resources shall be responsible for policy, management and administration of the worker's compensation program and shall review and determine all applications for disability leave.

Subject to Section 11.100 hereof, the Department of Human Resources shall be responsible for management and administration of all labor relations of the City and County.

Except for the purpose of inquiry, the Mayor shall deal with the administration of the civil service merit system solely through the Human Resources Director and the Civil Service Commission or their designees. The Mayor shall not dictate, suggest or interfere with the merit system activities of the Civil Service Commission or Human Resources Department. Administrative matters shall be dealt with only in the manner provided by this Charter, and any dictation, suggestion or interference herein prohibited shall constitute official misconduct; provided that nothing herein contained shall restrict the power of hearing and inquiry as provided in this Charter.

(Amended November 2004)

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)

SEC. 10.104. EXCLUSIONS FROM CIVIL SERVICE APPOINTMENT.

All employees of the City and County shall be appointed through competitive examination unless exempted by this Charter. The following positions shall be exempt from competitive civil service selection, appointment and removal procedures, and the person serving in the position shall serve at the pleasure of the appointing authority:

1. All supervisory and policy-level positions within the office of the Mayor and the office of the City Administrator;
2. All elected officers of the City and County and their chief deputies or chief assistants;
3. All members of commissions, boards and advisory committees;
4. Not more than one commission secretary for each commission or board;
5. All heads of agencies and departments, unless otherwise provided for herein;
6. All non-uniformed deputy heads of departments;
7. All uniformed deputy heads of departments, police commanders and Fire Chiefs aides;
8. Not more than one confidential secretary and executive assistant in each department and agency;
9. The Clerk of the Board of Supervisors, legislative analyst and assistants to the members of the Board of Supervisors.
10. All paraprofessional aides of the Unified School District and teaching instructional aides of the Community College District;
11. Persons employed in positions outside the City and County upon construction work being performed by the City and County when such positions are exempted from the classified civil service by an order of the civil service commission;
12. Persons employed in positions in any department for expert professional temporary services, when such positions are exempted from said classified civil service for a specified period of said temporary service by order of the civil service commission.

The proportion of full-time employees in the above exempt categories to the total number of civil service employees of the City and County shall not be greater than such proportion as existed on July 1, 1994, unless modified by Civil Service Commission rule, approved by the Board of Supervisors.

13. All attorneys, including an attorney to the Sheriff and an attorney for the Tax Collector, City Attorney's and District Attorney's investigators, hospital chief administrators, physicians and dentists serving in their professional capacity (except those physicians and dentists whose duties are significantly administrative or supervisory);
14. The law librarian, assistant law librarians, bookbinder of the Law Library, purchaser, curators, Assistant Sheriff, Deputy Port Director, Chief of the Bureau of Maritime Affairs, Director of Administration and Finance of the Port, Port Sales Manager, Port Traffic Manager, Chief Wharfinger, Port Commercial Property Manager, Actuary of the Employee's Retirement System, Director of the Zoo, Chief Veterinarian of the Zoo, Director of the Arboretum and Botanical Garden, Director of Employee Relations, Health Service Administrator, Executive Assistant to the Human Services Director, and any other positions designated as exempt under the 1932 Charter, as amended;
15. Positions determined by the Controller and approved annually by the Board of Supervisors to be positions where the work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County, except where such work or services are required to be performed by officers or employees of the City and County under the provisions of this Charter or other applicable law.

In addition, with the approval of the Civil Service Commission, exempt employees shall include:

16. Temporary and seasonal appointments not to exceed the equivalent of half-time during any fiscal year, except that such positions may be filled through regular civil service procedures;
17. Appointments, which shall not exceed two years and shall not be renewable, as substitutes for civil service employees on leave, except that such positions may be filled through regular Civil Service procedures;

Attachment A: Relevant Charter Sections

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18. Appointments, which shall not exceed three years and shall not be renewable, for special projects and professional services with limited term funding, except that such positions may be filled through regular civil service procedures; and

19. Entry level positions designated by an appointing officer with approval of the Civil Service Commission for persons who met minimum qualifications and are certified as blind or severely disabled; persons so appointed whose job performance is rated satisfactory by their appointing officer shall after one year of continuous service acquire Civil Service status.

SEC. 10.105. PROVISIONAL APPOINTMENTS.

Provisional appointments for classified positions for which no eligible list exists shall not exceed three years. Provisional appointments may only be renewed with the approval of the Board of Supervisors and upon certification by the Human Resources Director that for reasons beyond his or her control the Department has been unable to conduct examinations for these positions.

ARTICLE VIII: THE MUNICIPAL TRANSPORTATION AGENCY

SEC. 8A.100. PREAMBLE.

(e) At the same time, this Article is intended to ensure sufficient oversight of the Municipal Transportation Agency by, among other things, preserving the role of the City's Controller as to financial matters, the City Attorney as to legal matters, and the Civil Service Commission, as to merit system issues. In addition, this Article requires that outside audits be performed to ensure that required service levels are obtained with a minimum of waste.

SEC. 8A.104. PERSONNEL AND MERIT SYSTEM.

(a) The Agency shall establish its own personnel/labor relations office. The Director of Transportation shall appoint a personnel/labor relations manager, who shall serve at the pleasure of the Director of Transportation and shall establish regular meetings with labor to discuss issues within the scope of representation on terms to be determined through collective bargaining.

(b) Except as otherwise provided in this Section, the Agency shall be governed by the rules of the civil service system administered by the City and appeals provided in civil service rules shall be heard by the City's Civil Service Commission. Unless otherwise agreed by the Agency and affected employee organizations, appeals to the Civil Service Commission shall include only those matters within the jurisdiction of the Civil Service Commission which establish, implement, and regulate the civil service merit system as listed in Section A8.409-3.

(c) Effective July 1, 2000; except for the administration of health services, the Agency shall assume all powers and duties vested in the Department of Human Resources and the Director of Human Resources under Articles X and XI of this Charter in connection with job classifications within the Agency performing "service-critical" functions. Except for the matters set forth in subsection (f), the Department of Human Resources and the Director of Human Resources shall maintain all powers and duties under Articles X and XI as to all other Agency employees.

(d) On or before April 15, 2000, the Agency shall designate "service-critical" classifications and functions for all existing classifications used by the Municipal Railway; provided, however, that employees in classifications designated as "service-critical" shall continue to be covered by any Citywide collective bargaining agreement covering their classifications until the expiration of that agreement.

(e) For purposes of this Article, "service-critical" functions are:

1. Operating a transit vehicle, whether or not in revenue service;
2. Controlling dispatch of, or movement of, or access to, a transit vehicle;
3. Maintaining a transit vehicle or equipment used in transit service, including both preventive maintenance and overhaul of equipment and systems, including system-related infrastructure;
4. Regularly providing information services to the public or handling complaints; and
5. Supervising or managing employees performing functions enumerated above.

The Agency shall consult with affected employee organizations before designating particular job classifications as performing "service-critical" functions. If an employee organization disagrees with the Agency's designation of a particular job classification as "service-critical" pursuant to the above standards, the organization may, within seven days of the Agency's decision, request immediate arbitration. The arbitrator shall be chosen pursuant to the procedures for the selection of arbitrators contained in the memorandum of understanding of the affected employee organization. The arbitrator shall determine only whether the Agency's designation is reasonable based on the above standards. The arbitrator's decision shall be final and binding.

The Agency may designate functions other than those listed above, and the job classifications performing those additional functions, as "service-critical," subject to the consultation and arbitration provisions of this Section. In deciding a dispute over such a designation, the arbitrator shall decide whether the job functions of the designated classes relate directly to achievement of the goals and milestones adopted pursuant to Section 8A.103 and are comparable to the above categories in the extent to which they are critical to service.

Attachment A: Relevant Charter Sections

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(f) In addition, the Agency shall, with respect to all Agency employees, succeed to the powers and duties of the Director of Human Resources under Article X to review and resolve allegations of discrimination, as defined in Article XVII, against employees or job applicants, or allegations of nepotism or other prohibited forms of favoritism. To the extent resolution of a discrimination complaint or request for accommodation involves matters or employees beyond the Agency's jurisdiction, the Agency shall coordinate with and be subject to applicable determinations of the Director of Human Resources.

(g) The Agency shall be responsible for creating and, as appropriate, modifying Agency bargaining units for classifications designated by the Agency as "service-critical" and shall establish policies and procedures pursuant to Government Code sections 3507 and 3507.1 for creation and modification of such bargaining units. When the Agency creates or modifies a bargaining unit, employees in existing classifications placed in such bargaining unit shall continue to be represented by their current employee organizations.

(h) The Agency may create new classifications of Agency employees. Such classifications shall be subject to the civil service provisions of the Charter unless exempted pursuant to Section 10.104, or subsection (i).

(i) The Agency may create new classifications and positions in those classifications exempt from the civil service system for managerial employees in MTA bargaining units M and EM in addition to those exempt positions provided in Section 10.104; provided, however, that the total number of such exempt managerial positions within the Agency shall not exceed 2.75 percent of the Agency's total workforce, exclusive of the exempt positions provided in Section 10.104. This provision shall not be utilized to eliminate personnel holding existing permanent civil service managerial positions on November 2, 1999.

Persons serving in exempt managerial positions shall serve at the pleasure of the Director of Transportation. Such exempt management employees, to the extent they request placement in a bargaining unit, shall not be placed in the same bargaining units as non-exempt employees of the Agency.

(j) The Civil Service Commission shall annually review both exempt and non-exempt classifications of the Agency to ensure compliance with the provisions of subsections (h) and (i).

(k) Upon the expiration of labor contracts negotiated by the Department of Human Resources and approved by the Board of Supervisors, and except for retirement benefits, the wages, hours, working conditions, and benefits of the employees in classifications within the Municipal Railway designated by the Agency as "service-critical" shall be fixed by the Agency after meeting and conferring as required by the laws of the State of California and this Charter, including Sections A8.346, A8.404 and A8.409. These agreements shall utilize, and shall not alter or interfere with, the health plans established by the City's Health Service Board; provided, however, that the Agency may contribute toward defraying the cost of employees' health premiums. For any job classification that exists both as a "service-critical" classification in the Agency and elsewhere in City service, the base wage rate negotiated by the Agency for that classification shall not be less than the wage rate set in the Citywide memorandum of understanding for that classification.

(l) Notwithstanding subsection (k), the Agency may, in its sole discretion, utilize the City's collective bargaining agreements with any employee organization representing less than 10 percent of the Agency's workforce.

(m) In addition to the base pay established in collective bargaining agreements, agreements negotiated by the Agency relating to compensation for Agency managers and employees in classifications designated by the Agency as "service-critical" may provide incentive bonuses based upon the achievement of the service standards in Section 8A.103(c) and other standards and milestones adopted pursuant to Section 8A.103. Such agreements may also provide for additional incentives based on other standards established by the Board of Directors, including incentives to improve attendance. The Board of Directors may also establish a program under which a component of the compensation paid to the Director of Transportation and 1 exempt managers is based upon the achievement of service standards adopted by the Board of Directors. Notwithstanding any other provision of Article 8A, all such incentive programs shall be at the sole discretion of the Agency Board of Directors, subject to any bargaining obligation imposed by state law.

(n) For employees whose wages, hours and terms and conditions of employment are set by the Agency, the Agency shall exercise all powers of the City and County, the Board of Supervisors, the Mayor, and the Director of Human Resources under Sections A8.404 and A8.409. The mediation/arbitration board set forth in Section A8.409-4 shall consider the following additional factors when making a determination in any impasse proceeding involving the Agency: the interests and welfare of transit riders, residents, and other members of the public; the Agency's ability to

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meet the costs of the decision of the arbitration board without materially reducing service or requiring that the Agency raise fares in a manner inconsistent with Section 8A.108(b); and the Agency's ability to efficiently and effectively tailor work hours and schedules for transit system employees to the public demand for transit service. Notwithstanding the timelines described in Section A8.409-4, to be effective the beginning of the next succeeding fiscal year, all collective bargaining agreements must be submitted to the Board of Directors no later than June 15 for final adoption on or before June 30.

(o) The voters find that for transit system employees whose wages, hours and terms and conditions of employment are set by the Agency, the Agency's discretion in establishing and adjusting scheduling, deployment, assignment, staffing, sign ups, and the use and number of part-time transit system personnel based upon service needs is essential to the effective, efficient, and reliable operation of the transit system. In any mediation/arbitration proceeding under Section 8.409-4 with an employee organization representing transit system employees, the employee organization shall have the burden of proving that any restrictions proposed on the Agency's ability to exercise broad discretion with respect to these matters are justified. To meet this burden, the employee organization must prove by clear and convincing evidence that the justification for such restrictions outweighs the public's interest in effective, efficient, and reliable transit service and is consistent with best practices. The mediation/arbitration board shall not treat the provisions of MOUs for transit system employees adopted prior to the effective date of this provision as precedential in establishing the terms of a successor agreement. The mediation/arbitration board's jurisdiction shall be limited to matters within the mandatory scope of bargaining under state law.

(p) The voters find that unscheduled employee absences adversely affect customer service. Accordingly, not later than January 1, 2001, the agency shall create a comprehensive plan for the reduction of unscheduled absences. In addition, the Agency shall take all legally permitted steps to eliminate unexcused absences. Neither the Agency nor an arbitrator shall have authority to approve or award any memorandum of understanding or other binding agreement which restricts the authority of the Agency to administer appropriate discipline for unexcused absences.

(q) In addition, the voters find that Agency service has been impaired by the existence of side-letters and reliance on "past practices" that have been treated as binding or precedential but have not been expressly authorized by the Board of Directors or the Director of Transportation, and have not been and are not subject to public scrutiny. Accordingly, for employees whose wages, hours and terms and conditions of employment are set by the Agency, no side-letter or practice within the scope of bargaining may be deemed binding or precedential by the Agency or any arbitrator unless the side-letter or practice has been approved in writing by the Director of Transportation or, where appropriate, by the Board of Directors upon the recommendation of the Director of Transportation and appended to the MOU of the affected employee organization or organizations subject to the procedures set out in this charter. No MOU or arbitration award approved or issued after the November 2010 general election shall provide or require that work rules or past practices remain unchanged during the life of the MOU, unless the specific work rules or past practices are explicitly set forth in the MOU. All side-letters shall expire no later than the expiration date of the MOU.

(r) Before adopting any tentative agreement with an employee organization covering matters within the scope of representation, the Agency shall, at a duly noticed public meeting, disclose in writing the contents of such tentative agreement, a detailed analysis of the proposed agreement, a comparison of the differences between the agreement reached and the prior agreement, an analysis of all costs for each year of the term of such agreement, and whether funds are available to cover these costs. Such tentative agreement between the Agency and employee organization shall not be approved by the Agency until 15 calendar days after the above disclosures have been made.

(Added November 1999; Amended by Proposition A, Approved 11/6/2007; Proposition G, Approved 11/2/2010)

APPENDIX A: EMPLOYMENT PROVISIONS

A8.409-1 EMPLOYEES COVERED

These Sections A8.409 through A8.409-6, inclusive, shall apply to all miscellaneous officers and employees except as set forth in Section A8.590-1 et seq. and including employees of San Francisco Unified School District and San Francisco Community College District to the extent authorized by state law. The provisions of Charter sections A8.400(h), A8.401-1, and A8.407 are hereby repealed and shall be of no further force and effect. Employee organizations representing employees in classifications covered by section A8.403 and A8.404 of this Charter may

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elect to include those classifications within the coverage of this part as a separate bargaining unit, provided however, that the election shall not become effective without the written approval of the Mayor and Board of Supervisors. The election shall be irrevocable and such employees shall not thereafter be subject to the provisions of section A8.403 and A8.404.

Employees in classifications not represented by a recognized employee organization shall be entitled to represent themselves with the City and County over wages, hours and other terms and conditions of employment to the extent required by state law and shall not be subject to the arbitration provisions of Section A8.409-4 of this Charter. The Mayor annually shall propose all forms of compensation for unrepresented employees including salaries, hours, benefits, and other terms and conditions of employment subject to approval or disapproval of the Board of Supervisors. Consistent with other provisions of this Charter, the civil service commission may adopt rules and procedures relating to said unrepresented employees.

Except as otherwise provided by this Charter the Civil Service Commission shall set the wages and benefits of all elected officials of the City and County of San Francisco as follows: The Commission shall conduct a salary survey of the offices of chief executive officer, county counsel, district attorney, public defender, assessor-recorder, treasurer, and sheriff, in the counties of Alameda, Contra Costa, Marin, San Mateo, and Santa Clara. The Commission shall then average the salaries for each of those offices to determine respectively the base five-year salaries for the Mayor, City Attorney, District Attorney, Public Defender, Assessor-Recorder, Treasurer, and Sheriff.

If any of the aforementioned counties do not have an office of public defender, that county shall be omitted from the salary survey for purposes of determining the base five-year salary of the Public Defender. Among the aforementioned counties, any freestanding county assessor's office or any county office in which the assessor's function is combined with other county functions, shall be deemed comparable to the office of Assessor-Recorder for purposes of determining the base five-year salary of the Assessor-Recorder. If any of the aforementioned counties do not have a comparable county office of treasurer, the county office whose functions most closely resemble the Treasurer's functions in San Francisco shall be deemed comparable to the office of Treasurer for purposes of determining the base five-year salary of the Treasurer.

The initial base five-year salary determination for the respective salaries of the Mayor, City Attorney, District Attorney, Public Defender, Assessor-Recorder, Treasurer, and Sheriff shall apply to the period from July 1, 2007 through June 30, 2012. Subsequent base five-year salary determinations for those offices shall apply to subsequent five-year periods, for example, July 1, 2012 through June 30, 2017.

For the second, third, fourth, and fifth years of the period for which any base five-year salary has been set, the Commission shall annually adjust the respective salaries of the Mayor, City Attorney, District Attorney, Public Defender, Assessor-Recorder, Treasurer, and Sheriff, to account for upward annual movement in the Consumer Price Index during the prior calendar year; provided, that whenever the upward movement in the Consumer Price Index during the prior calendar year exceeds 5%, the cost-of-living adjustment shall not be the actual increase in the Consumer Price Index for the prior calendar year but instead shall be 5%. The annual cost-of-living adjustment shall take effect July 1 of the second, third, fourth, and fifth years of the period for which the base five-year salary has been set.

Except as noted below, in setting the initial and subsequent base five-year salary determinations for the offices of Mayor, City Attorney, District Attorney, Public Defender, Assessor-Recorder, Treasurer, and Sheriff, the Commission may not reduce the respective salaries of any of those offices. If implementation of the process for setting the base five-year salary would otherwise result in a salary reduction for any of those offices, the base five-year salary for the affected office or offices shall be the existing salary for the office.

If the City and County of San Francisco and employee organizations agree to amend the compensation provisions of existing memoranda of understanding to reduce costs, the Commission shall review and amend the respective salaries of the Mayor, City Attorney, District Attorney, Public Defender, Assessor-Recorder, Treasurer, and Sheriff as necessary to achieve comparable cost savings in the affected fiscal year or years.

The Commission shall annually set the benefits of elected officials, to take effect July 1 of each year. Benefits of elected officials may equal but may not exceed those benefits provided to any classification of miscellaneous officers and employees as of July 1 of each year, except, after January 7, 2012, the City and County shall not pay the required employee contributions of said officials into the San Francisco Employees' Retirement System trust fund or into the Retiree Health Care Trust Fund.

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In addition, subject to the approval or disapproval of the Board of Supervisors, the Mayor may create, for employees designated as management, a management compensation package that recognizes and provides incentives for outstanding managerial performance contributing to increased productivity and efficiency in the work force. In formulating such a package, the Mayor shall take into account data developed in conjunction with the civil service commission regarding the terms of executive compensation in other public and private jurisdictions.

(Amended March 2004; Proposition C, Approved 11/7/2006; Proposition C, Approved 11/8/2011)

ARTICLE II: LEGISLATIVE BRANCH

SEC. 2.100. COMPOSITION AND SALARY.

The Board of Supervisors shall consist of eleven members elected by district.

The office of Board of Supervisors member is a full time position. The Civil Service Commission shall set the Supervisors' salary once every five years. Before the Commission determines the Supervisors' salary, it shall conduct and consider a salary survey of other full time California City Councils and County Boards of Supervisors and it may consider the Consumer Price Index (CPI).

The Civil Service Commission shall timely transmit its determination of the Supervisors' salary to the Controller, so that funds can be set aside for that purpose. The Controller shall include the Civil Service Commission's determination in appropriate budget documents to insure implementation. This determination may not be changed except by the Civil Service Commission .

The Civil Service Commission shall establish dates for an appropriate five-year cycle for making the determinations required by this Section, in order to efficiently coordinate with City budget processes and related procedures. In order to institute this five-year cycle the initial determination may be for less than a five-year period, as determined by the Civil Service Commission .

If the City and employee organizations agree to amend the compensation provisions of existing memoranda of understanding to reduce costs, the Civil Service Commission shall review and amend the Supervisors' salary as necessary to achieve comparable cost savings in the affected fiscal year or years.

The provisions of this Section shall apply, notwithstanding any other provision of this Charter.

ATTACHMENT B

Attachment B: Civil Service Commission's Mission and Vision Statement

CIVIL SERVICE COMMISSION'S MISSION AND VISION STATEMENT

The mission of the Civil Service Commission 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.

ATTACHMENT C



CIVIL SERVICE COMMISSION

CITY AND COUNTY OF SAN FRANCISCO

Annual Planning Calendar of Required Reports -Calendar Year 2014-

Required Report	Reporting Agency	Due Date of the Report (Reminder: staff reports are due no later than 11 a.m. two Thursdays prior to each meeting)
Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 – 1 through 10.104 – 12	DHR	Prior to approval of request and for appointments over 2 %
Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 – Categories 16 through 18	DHR/MTA	Semi-annual: Second meeting in February and August
Annual Classification Review – both Civil Service and Exempt Under Charter Section 8A.104	MTA	Annual – Second meeting in November
Equal Employment Opportunity Workforce Utilization Analysis Report (Civil Service Rules 103.2 and 403.2)	DHR/MTA	Every Five Years: Second meeting in August
<p>Equal Employment Opportunity Workforce Utilization Analysis Follow-Up Report on Classes with Underrepresentation Identified in the Equal Employment Opportunity Workforce Analysis Report</p> <p>Note: This is a new annual reporting requirement beginning in calendar year 2013, in lieu of requiring an Equal Employment Opportunity Workforce Utilization Analysis Report on an annual basis (as indicated above, the Equal Employment Opportunity Workforce Utilization Analysis is now due every five years instead of annually). The purpose of this new annual reporting requirement is to track and report on the City's/MTA's efforts and success in increasing representation in those City classes identified in the five-year report as having lower percentages of sex, race or ethnic groups in occupational categories in the workforce in the relevant job market.</p>	DHR/MTA	Each Year Following the Five-Year Equal Employment Opportunity Workforce Utilization Analysis Report, Due: Second meeting in August.
Salary Survey for Registered Nurse Classifications	DHR	Annual: Second meeting in April
Survey of monthly rates paid to Police Officer & Firefighters in all cities 350,000 or more in the State of California	DHR	Annual: First meeting in August

Required Report	Reporting Agency	Due Date of the Report (Reminder: staff reports are due no later than 11a.m. two Thursdays prior to each meeting)
Certification of Prevailing Rate of Wages for Workers Those who are: 1) performing work under City contracts for public works and improvement; 2) performing work under City contracts for janitorial services; 3) performing work in public off-street parking lots, garages, or storage facilities for automobiles on property owned or leased by the City; 4) engaged in theatrical or technical services for shows on property owned the City; 5) performing moving services under City contracts at facilities owned or leased by the City; and 6) engaged in the hauling of solid waste generated by the City in the course of City operations, pursuant to a contract with the City.	OLSE	Annual: Second meeting in September
Provisional Employee Report	DHR/MTA	Semi-annual: Second meetings in February and August
Annual Report on the Certification of Eligibles– Entry and Promotion– Uniformed Ranks of Police and Fire	DHR	Annual: Second meeting in August
Class Consolidation	DHR	Annual: Second meeting in August
Position-Based Testing Program	DHR MTA (Pilot Rule)	Semi-Annual 2nd Meeting in February and August Quarterly (until the sunset of pilot Rule 411A in April 2014, absent further Commission action)
Report on anticipated and actual numbers and classifications of “Promotive Only” exams.	DHR/MTA	Annual: First Meeting in December
Report on separations and resignations of Permanent Civil Service and Exempt employees with future restrictions that were imposed or appealed; and the restrictions subsequently reduced, rescinded, and the appeal withdrawn.	DHR/MTA	Semi-Annual: 2nd Meeting in February and August
Personal Services Contract (“PSC”) Awards. Report on all PSCs awarded during the preceding year (including the names, contract amounts and duration for all contracts issued under the approved PSC).	DHR	Annual: Not later than August 1st of each year.

ATTACHMENT D

Attachment D: Draft List of Civil Service Rule Revisions for the Civil Service Commission's Review during its Strategic Planning Session on June 2, 2014

Rule Series	Proposed Revision/Review
Rule 106/406 – Transportation Workers Union	Revise or delete if/when the trust fund and other provisions no longer apply.
Rule Series 10 – Examinations	<p>Review sections for relevance and consider updating/revising to ensure consistency with current systems and practices; and delete repetitive or conflicting provisions.</p> <p>E.g., consider revising the Rules prohibiting individuals from participating in entry-level classifications carrying a lower salary schedule (Rule 110.9/410.9.2).</p>
Rule Series 12 – Eligible Lists	Consider revising the Rules on the tenure/duration of eligible lists and provisions on the automatic expiration of eligible lists, to achieve internal consistency within and amongst Volumes I and IV and conformance with best practices.
Rule Series 13 – Certification of Eligibles and Rule Series 14 – Appointments	Clarify language on the requirement for a referral/certification to initiate appointments that are not triggered by an eligible list adoption or an approved requisition under Civil Service Rule Series 14.3, Method of Appointment (e.g., reversion by reinstatement, transfer of functions between departments, status grants, etc.).
Rule Series 16 – Medical Examinations and Rule Series 20 – Leaves of Absence	<p>Medical Examinations/Fitness for Duty/Compulsory Sick Leave</p> <p>Review the provisions on Fitness for Duty/Medical Examinations to ensure that they are clear, concise, compliant with applicable laws, and consistently used and applied. Also, consider establishing an objective conduct standard for determining whether the person poses a threat to self or others—either in a policy or in the Rules.</p>
Rule Series 18 – Conflict of Interest	Review the provisions on outside employment to ensure that they are clear and operationally feasible.

Rule Series	Proposed Revision/Review
Rule Series 20 – Leaves of Absence	<p>Review and revise as appropriate or delete provisions that are no longer applicable; and update the section on disability leaves.</p> <p>E.g., Registered Nurse program, vested accumulated sick leave with pay credits enacted in 1978, harmonize with state/federal/local leave laws as needed, etc.</p>
Rule Series 21 – Layoffs	<p>Consider updating the Rules to reflect current and best practices. E.g.,</p> <ul style="list-style-type: none">• Nearlisting: Standards, processes and procedures for nearlisting should be reviewed, clarified and documented.• Displacements: Provisions on the displacement of exempt employees, returns to duty, etc.• Review voluntary leave versus involuntary leave statuses, seniority, etc.
Consider New Rule (Blank Rule Series 8?)	<p>Consider the possibility and appropriateness of adopting a new Civil Service Rule Series to comprehensively state appealable matters (remove appeal language throughout the Rules and place them into one Rule series) so that employees, unions and department representatives clearly understand what is appealable, when and how.</p>



CIVIL SERVICE COMMISSION

CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

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

E. DENNIS NORMANDY
VICE PRESIDENT

DOUGLAS S. CHAN
COMMISSIONER

KATE FAVETTI
COMMISSIONER

GINA M. ROCCANOVA
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.

JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

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

Respectfully submitted,

CIVIL SERVICE COMMISSION

JENNIFER JOHNSTON
Executive Officer

Attachment (1)

THIS DOCUMENT SUPPORTS
CALENDAR ITEM 15



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
Increase the availability of information about the Civil Service Commission.	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.
Ensure that information on the Civil Service Commission's website is intuitive and easily accessible.	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.
Increase the availability of information on the Civil Service Commission's website.	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>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.</p>	<p>Continue to expand the use of the Commission's web-based document management system ("DocumentMall"):</p> <ul style="list-style-type: none"> ○ Expand upon the types of documents uploaded into the system (e.g., meeting materials, policies, communications, publications and reports). ○ Require that all Commission staff use, access and/or upload documents into DocumentMall on a weekly basis throughout the fiscal year. ○ 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.
	<p>Undertake a systematic review of all Commission hard copy documents and files throughout the year.</p> <ul style="list-style-type: none"> • 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. • Resolve at least one box (or the equivalent) of documents/files each week.

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

Objective	Performance Measures
<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"> ○ 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. ○ Update and finalize meeting procedures and protocols for peace officer appeals by December 2014. ○ Continue to provide appellants with as much information as possible so that they understand meeting and appeal procedures.

<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"> ○ 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. ○ Offer training/guidance to departments on how to prepare staff reports to the Commission.
<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>	<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>Issue all reports regarding Civil Service Commission deliverables and achievements on a timely basis.</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>Ensure that Commission staff understand and are focused on supporting the Civil Service Commission's mission, goals and objectives.</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>Ensure that the Commission's internal policies and administrative procedures are documented for Commission staff.</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
<p>Resolve appeals in a timely manner to the extent possible.</p>	<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>
<p>Monitor appeals and develop strategies to improve the efficiency by which appeals are resolved.</p>	<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
<p>Work collaboratively with departmental representatives, the</p>	<p>Throughout the fiscal year, seek input from operating departments on the effectiveness of the merit system and areas needing improvement.</p>

<p>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>	<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>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>	<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>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 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"> 1. Rule provisions that conflict with, or that are otherwise inconsistent with the law. 2. Rules that are confusing, inconsistent with other Rules or policies, or inconsistently applied by departments. 3. Rule provisions that would support operational needs. 4. Rule provisions that are no longer applicable. 5. Revisions that would consolidate or streamline the Rules. 6. Rules needed to address merit system issues discovered during the course of Inspection Service reviews or the Audit Program. 7. Clean-up (e.g., remove Rules that have expired, etc.).

<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>	<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>Conduct meet and confer negotiations and adopt new and amended Rules, policies and/or procedures when required under state law.</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>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) upon request of 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>	<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>Review the operation of the merit system in City departments.</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>Increase the Civil Service Commission's access to information regarding the operation of the merit system.</p>	<ul style="list-style-type: none"> • 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.). • 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.
<p>Ensure that departments are complying with the Civil Service Commission's request for reports and/or additional information.</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>Complete/coordinate all Charter-mandated wage/benefit surveys requiring Commission certification under the Charter.</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.
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.	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.