



CITY AND COUNTY OF SAN FRANCISCO  
DEPARTMENT OF HUMAN RESOURCES

**2017-18**  
**DEPARTMENT HEAD**  
**Strategic Plan**  
**and**  
**Performance Plan/  
Appraisal Report**  
(Reporting to Commission)

**DEPARTMENT HEAD IDENTIFICATION INFORMATION**

<b>1. LAST NAME, FIRST NAME, MIDDLE INITIAL</b> Arntz, John	<b>2. JOB CODE NUMBER AND TITLE</b> <to be completed>	<b>3. STATUS:</b> Permanent Exempt (PEX)
<b>4. WORK LOCATION &amp; DIVISION</b> 1 Dr. Carlton B Goodlet Place	<b>5. DEPARTMENT</b> Department of Elections	<b>6. REASON FOR REPORT</b> <input checked="" type="checkbox"/> Annual <input type="checkbox"/> Unscheduled
	<b>7. REVIEW PERIOD</b> Sep 1, 2017- Jun 30, 2018	

## I. PERFORMANCE PLAN - GOALS

In this section, list the key goals you plan to accomplish or achieve within the year. These goals should be SMART – Specific, Measureable, Achievable, Relevant and Time-Framed and linked to the Department’s Strategic Plan.

### Commission Performance Goals and Evaluation Criteria

Rating Scale: 1 = Unsatisfactory, 2 = Needs Improvement, 3 = Average, 4 = Above Average, 5 = Superior

#### I. ELECTION COMMISSION POLICIES

*Criteria: Identifies and implements specific steps and articulates how these will address the policy within the appraisal period*

1. Paper Balloting
2. Support for Open Source Voting Project
3. Voter Awareness of Accessible Voting Options
4. Opposition to Internet voting

#### II. ELECTIONS

1. Ensures free, fair and functional elections with no or only non-material errors, and deals effectively with anomalies. *Criteria: (1) election plan fully implemented and materially adhered to; (2) No legal or administrative findings against Director Arntz or DOE for violation of law, codes, deadlines (3) No errors that impact an accurate, timely outcome of any election contest*
2. Demonstrates an understanding of and effectively implements election laws, codes and deadlines. *Criteria: (1) Election plan takes into account all relevant laws, codes and deadlines for each election (2) Is aware of, plans and implements changes to assure compliance with election law, codes and deadlines keeping the Commission fully informed during this cycle;*
3. Shows innovation and effectiveness in the elections process. *Criteria: (1) Plans and implements continuous improvement; (2) Leads innovation in developing and implementing new election processes and systems*
4. Implements programs to effectively communicate with voters and educate them on election requirements, deadlines and procedures. *Criteria: (1) Plans and implements continuous improvement to voter outreach, and education and awareness; (2) Voter communications and information is accurate and conveyed to voters per the election plan, and legal requirements according to the election calendar*

#### III. COMMUNICATION

1. Effectively communicates the Department of Elections’ mission, strategy, goals and other essential information to the Commission including, but not limited to duties specified in City Charter [Sec. 13.104](#), Department of Elections. *Criteria: (1) Communicates relevant information to the Commission at the earliest opportunity*
2. Effectively communicates and interacts with the Commission *Criteria: (1) Maintains openness to dialogue with and input from the Commission on policies affecting the DOE and conduct of elections*

#### IV. ADMINISTRATION

1. Builds and maintains an environment that fosters and contributes to the effective operation of the Department of Elections (DOE) including teamwork among DOE staff *Criteria: (1) 90% of Department full-time employees complete an anonymous employee engagement survey administered with the CCSF Department of Human Resources*
2. Effectively uses and manages DOE personnel *Criteria: (1) All critical functions are staffed according to department strategic and election plans*

#### V. RESOURCES

1. Effectively uses and manages DOE budget and resources *Criteria: (1) Personnel costs are within budget; (2) On-going strategy considers strategies and approaches to meeting DOE goals that seek to minimize cost to San Francisco’s tax payers and optimize value to voters*

#### VI. OVERALL

1. Overall Evaluation (based on the above factors; The rating should be an overall rating rather than a computed average of the above.)
2. What are the areas in which you can improve as a Director, and what steps would you take to improve in these areas?

**Commented [CH1]:** We agreed to move this up to the previous section. We also should be more specific about what it means to “effectively” implement the Commission’s policies. Also, perhaps we can discuss some other time how this list of three priorities came about and how, in the future, we might expand it.

**Commented [CH2]:** We should probably discuss as a group what our bar for innovation and effectiveness looks like. What does it look like when the Director has met it versus when he has fallen short?

**Commented [CH3]:** What is our bar for effective communication? There are two approaches here: measure input or measure output. For the former, we’d set goals around the % of voters contacted by the Department and then collect data to ensure those goals are met. For the latter, we’d set goals around what we expect communication to accomplish (e.g. informing the electorate, increasing turnout, etc.), and we’d measure whether those goals were met.

**Commented [CH4]:** I see that we are gauging success by the % of FTEs who fill out the survey, as opposed to the % who give answers indicating that the DOE is run effectively. I’m inclined to include both measures. Since we don’t have a good baseline for the latter measure, I suggest that we look for year-on-year improvement on certain questions.

**Commented [CH5]:** Again, it’s not sure to me what we mean by effective use and management of personnel. How will we know when this goal has not been met?

## II. APPRAISAL REPORT SUMMARY

### COMMENTS REGARDING OVERALL PERFORMANCE

The appraisal report on overall performance should include a consideration of all goals identified in Section I. Performance Plan – Goals and Leadership Competencies (such as collaboration, equity, fiscal management, engagement, etc.). Areas of growth and development for the future should also be included.

Accomplishments:

Areas of Growth/Development:

### III. SIGNATURE PAGE

#### PERFORMANCE PLAN

##### A. Performance Plan - Goals

1. DEPARTMENT HEAD SIGNATURE	3. DATE
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#### APPRAISAL REPORT SUMMARY

##### B. Reviewer

1. REVIEWER SIGNATURE	2. DATE
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##### C. Department Head's Statement

1. DEPARTMENT HEAD SIGNATURE	2. DATE
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### IV. DEPARTMENT STRATEGIC PLAN (attached)

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