



Gavin Newsom  
Mayor

Micki Callahan  
Human Resources Director

**NOTICE OF FINAL ACTION TAKEN BY THE  
HUMAN RESOURCES DIRECTOR**

Date: March 15, 2011

Re: **Notice of Proposed Classification Actions –Final Notice No. 37 FY 2010/2011 (copy attached)**

Pursuant to completion of discussion with the Local 21 regarding this classification action, the classification action contained in the above referenced notice became effective March 15, 2011.

Micki Callahan  
Human Resources Director

by: \_\_\_\_\_

A handwritten signature in black ink, appearing to read "Steve Ponder", written over a horizontal line.

Steve Ponder  
Classification and Compensation Manager  
Human Resources

cc: All Employee Organizations  
All Departmental Personnel Officers  
Micki Callahan, DHR  
Martin Gran, DHR  
Carmela Villasica, DHR  
Linda Cosico, DHR  
Christina Fong, DHR  
Rich David, DHR  
Anita Sanchez, CSC  
Debra Nebreda, CON  
Tinhha Luong, CON  
Maria Newport, SFERS  
Clare Leung, MTA  
RAS Team Leader(s)  
DHR Support Services  
E-File

**NOTICE OF PROPOSED CLASSIFICATION ACTIONS BY  
THE HUMAN RESOURCES DIRECTOR**

The following actions are being posted in accordance with Rule 109. In the absence of requests to meet addressed to the Human Resources Director, the proposed changes will become final seven (7) calendar days from the posting date.

**Posting No:** 37  
**Fiscal Year:** 2010/2011  
**Posted Date:** February 17, 2011

***ESTABLISH THE FOLLOWING JOB SPECIFICATION(S):***  
***(Final job specification attached.)***

<b>Item #</b>	<b>DEPT</b>	<b>Class/Title</b>
1	CON	1807 Performance Analyst III - Project Manager \$3,618 B \$4,725

**For additional information regarding the above proposed action, please contact Carmela Villasica at (415) 557-4928 or-email her at [Carmela.Villasica@sfgov.org](mailto:Carmela.Villasica@sfgov.org).**

Requests to meet on an item should be addressed to the Human Resources Director, 1 South Van Ness, 4th Floor, San Francisco, CA 94103. All requests must be received in writing no later than close of business seven (7) calendar days from the posting date. FAX'd copies will be accepted as timely with original to follow. Copies of this notice may be obtained from the Information Center, 1 South Van Ness, 4th Floor or from DHR's website at: <http://sfdhr.org/index.aspx?page=109>

**cc:** All Employee Organizations  
All Departmental Personnel Officers  
Anita Sanchez, CSC  
Christina Fong, DHR  
Carmela Villasica, DHR  
Linda Cosico, DHR  
RAS Team Leader(s)  
DHR Support Services  
Martin Gran, DHR  
Steve Ponder, DHR  
Maria Newport, SFERS  
Clare Leung, MTA  
Suzanne Wong, MTA  
File

**CITY AND COUNTY OF SAN FRANCISCO  
DEPARTMENT OF HUMAN RESOURCES**

**Title: PERFORMANCE ANALYST III - PROJECT MANAGER  
Job Code: 1807**

**INTRODUCTION**

Under administrative direction, supervises project development, execution and evaluation to analyze and improve the level and effectiveness of public services in San Francisco. Projects types may include business process analysis, data analysis, system design, change management, contract procurement and administration, evaluation, operations management, and others. The 1807 Performance Analyst III Project Manager is responsible for managing the design and implementation of projects to change systems, budgets, processes, technology, policies, procedures, and/or administration of a wide variety of government functions. The position may also manage vendors, contractors, and other parties who do business with the City and County of San Francisco. The position is the primary lead for projects, supervises analytical and technical staff in day-to-day project work, provides training and evaluates staff performance. Positions are in the Controller's Office only.

**DISTINGUISHING FEATURES**

This is a unique supervisory/management level in the Performance Analyst professional series. It is distinguished from the Performance Analyst II class in that incumbents in the latter, journey-level class perform less complex duties and are supervised by Performance Analyst III Project Managers. Projects require complex and sensitive planning, negotiating and coordinating with elected and appointed executive offices, Commissions, labor organizations and a variety of stakeholders across the City and County of San Francisco's operating environment. Performance Analyst III Project Manager positions are specific to the Controller's Office because of the increased scope of work and the specific mandates of Charter Appendix F, "Authority and Duties of City Services Auditor," and because of the need and ability to work with a wide variety of contacts and stakeholders.

**SUPERVISION EXERCISED:** Incumbents in class 1807 Performance Analyst III may train and supervise incumbents in class 1805 Performance Analyst II, 1803 Performance Analyst I, and other subordinate support, administrative and/or clerical staff.

**MAJOR, IMPORTANT, AND ESSENTIAL DUTIES**

*According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.*

The Performance Analyst III Project Manager has multiple complex job duties including but not limited to:

1. Provides problem-solving, managerial and technical consulting services to city leadership, department heads and managers.
2. Assesses and identifies departmental and customer needs and coordinates City Performance projects with other strategic, organizational and operating environment needs and with priorities of the client and the broader City/ County of San Francisco organization.

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3. Develops expertise and management capability in one or more areas of local government management and policy such as Public Health, Public Safety, Finance & Budget, Transportation, Planning and Infrastructure, Arts, Recreation, or others. May develop, plan and lead multi-year or multi-departmental projects or programs to implement City priorities in these areas.
4. Oversees the development of detailed project plans, including scope and objectives, time budgets, and milestone dates.
5. Assesses risks, formulates strategies, and establishes priorities to achieve project results; assembles and coordinates cross-functional project teams and working groups of staff, managers and stakeholders.
6. Manages project timelines, deliverables, resource usage and quality control processes to insure effective and timely project completion.
7. Reviews subordinate team members' work for completeness, technical accuracy, organization, content, tone, and grammatical accuracy.
8. Directs and supervises staff in collecting, analyzing, testing, and documenting information (e.g., databases, procedures, systems and operating methods) as they relate to project objectives.
9. Documents and manages legal mandates, professional standards, the interests of key stakeholders, and other critical operating environment factors as they affect project objectives and execution.
10. Leads complex procurement, contract development and quality control processes for consultant-provided work. Oversees staff in conducting fair and compliant contract solicitation and developing scopes of work, monitors consultant deliverables, accepts and approves consultant products, and conducts contract closeout processes.
11. Leads project communication with all audiences including but not limited to clients, leadership including elected and appointed officials, the public and other stakeholders. Addresses client needs or change orders to ensure successful project outcomes.
12. Leads portions of the City Services Auditor annual work plan development process; gathers staff input, identifies client needs and develops project priorities based on experience and analysis.
13. Performs other related duties and responsibilities as assigned.

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**IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES**

Knowledge of: management and organizational principles as applied to government agencies and programs; principles and practices of program, management, and operational analysis; benchmarking and project management techniques; current issues and best practices in local government, public management, and urban policy; and demonstrated strong design, supervisory, management and analytical abilities. Familiarity with: governmental programs, operations and their environments.

Ability to: supervise the design of project plans; oversee and conduct comprehensive research; interpret laws, rules and regulations, including the City and County of San Francisco Charter and Municipal Codes, California Statutes and Code of Regulations; understand all relevant and detailed data and analysis for decision-making using both qualitative and quantitative techniques; apply management and operational theory, policy analysis, operations research, program evaluation, and process improvement techniques to make sound, objective assessments and observations and supervise the development of salient findings and recommendations; High level ability in use of personal computer applications, including spreadsheet, database, statistical software packages, and web search and information methods to access data, perform data manipulations and analysis, and oversee the development of documentation and reports, including charts and graphs; communicate effectively, both orally and in writing, including dealing with all levels of management and team members on a variety of complex and sensitive issues; oversee and create clear, concise, accurate, and factual summaries and reports; establish constructive working relationships with various city employees, management, the Mayor's Office, Board of Supervisors, the general public, client agency staff and management while maintaining objectivity and credibility throughout the project process; highly developed organizational skills and ability to perform multiple projects and/or tasks simultaneously in order to accomplish goals in an effective and timely manner and produce quality products within short timelines and under pressure; work independently or as a manager and member of a team environment in a multi-disciplinary setting; be detail-oriented; and actively support the mission, vision and core values of the Controller's Office.

**MINIMUM QUALIFICATIONS**

*These minimum qualifications are to be used as a guide for establishing the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.*

**Training:** Possession of a baccalaureate degree from an accredited college or university in business or public administration, accounting, finance, statistics, the social sciences, English, or a related field.

**Experience:** Five (5) years of experience performing complex policy analysis, project management, public administration, or related consulting; functional understanding of local government operations.

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Substitution: A master's degree in business or public administration, accounting, finance, statistics, or a related field may be substituted for two (2) years of the required experience.

**LICENSE AND CERTIFICATION**

**PROMOTIVE LINES**

**ORIGINATION DATE:** 3/15/11

**AMENDED DATE:**

**REASON FOR AMENDMENT**

*To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this job code.*

**BUSINESS UNIT(S):** COMMN