City and County of San Francisco
Department of Human Resources
Micki Callahan, Director

2009
Workforce and
Succession Planning
Report

September 2009

City and County of San Francisco
Gavin Newsom
Mayor

Department of Human Resources
Micki Callahan
Human Resources Director

September 21, 2009

I am pleased to present the Department of Human Resources' (DHR) 2009 Workforce and Succession Planning Report (WSP Report).

In the 2007 Workforce and Succession Planning Report, the focus was on the approaching crisis in the workforce, with two demographic trends – the growing number of Baby Boomers in the general population, and the much smaller number of younger people who follow behind them. The issue then was how to obtain, manage and retain the talent that the departments needed, and the City's workforce statistics reflected this trend.

However, the economic downturn had a tremendous impact on the City and its workforce. Departments are faced with new and different issues. With budget constraints driving the need for a smaller workforce, the question now to address is how to continue to provide the critical services that are expected of each department. Workforce planning will play a central role in guiding departments in meeting their obligations.

The WSP Report presents an update on how workforce and succession planning has progressed over the past two years in the City. It serves as a resource guide for certain workforce and succession planning strategies such as knowledge management, internships and multi-generational issues in the workplace. The WSP Report also provides updated Citywide workforce statistics and trends. Lastly, the WSP Report highlights current trends and work being done in certain City departments regarding workforce and succession planning.

DHR looks forward to working with departments on their workforce and succession planning efforts. I hope you find this document useful and informative, and we look forward to any feedback and comments you may have.

Sincerely,

Micki Callahan
Human Resources Director

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Executive Summary

This document is organized into four sections:

1. Rationale for continuing workforce and succession planning efforts especially during a downturn in the economy and with tight budgets.

2. A resource guide providing strategies for capturing and transferring knowledge; internship programs used by City departments to build their pipeline of future workers; and the change of the workforce and operations as the City continues to employ a multi-generational workforce.

3. Updated detailed analyses of workforce data for employees Citywide, with a distinction made between miscellaneous and safety employees. Also provided is select workforce data for FY 2008-09.

4. Lessons learned from some departments and other local government agencies that have been implementing workforce and succession planning strategies over the last few years, plus areas of focus as leaders consider the near future.

1 Purpose

In 2005, the Department of Human Resources (DHR) published its Civil Service Reform report to review the City's human resources systems and offer recommendations for improvement. In 2006, DHR published its first Workforce Analysis to provide an update on data presented in the earlier report, as well as additional workforce data to inform project implementation in a number of areas, particularly succession planning. In 2007, DHR published the 2007 Workforce and Succession Planning Report to provide a framework for efforts Citywide, including the roles and responsibilities of DHR, departments, and policymakers in workforce and succession planning. This 2009 Workforce and Succession Planning Report is intended to continue to inform implementation efforts in a more comprehensive and strategic way. This report combines literature review, interviews with department executive staff[1], focus group and survey responses from City employees, and workforce analysis to create a more comprehensive picture of the City's workforce.

This report has several purposes:
1. To continue the dialogue on the importance of workforce and succession planning efforts.
2. Share workforce and succession planning lessons from departments and other government agencies.
3. Act as a resource guide for departments beginning their workforce and succession planning efforts or those looking to continue their efforts with limited resources.
4. Provide updated workforce statistics.
5. Provide an update on the workforce and succession planning readiness and needs of departments across the City.

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[1] See Appendix A. Sources

2 Continuing Workforce & Succession Planning Efforts

In our previous report, we noted that there were several challenges and considerations to implementing workforce planning efforts: operational expertise is required; action lags behind understanding; public sector work is less appealing; recruitment is insufficient, and a variety of approaches are needed. With the exception of the appeal of public sector work and recruitment efforts, these elements continue to hold true. Most recently, the national call to service has helped to renew an interest in public and non-profit sector work, especially among the younger generations.

Since the last workforce and succession planning report, succession planning efforts have varied across the City. While some departments have staff dedicated to this work, others implement strategies as it is operationally feasible given limited resources and changing priorities.

2.1 Planning Efforts Needed During Tough Times

For over a year, the City has been faced with budget constraints, position eliminations, layoffs, bumping, and concessionary labor negotiations. While departments work to provide quality services to the public and other departments, their workforce is stretched and overloaded and workforce demographics continue to change. For many workers that had planned to retire, they are delaying their retirement date due to loss in value of retirement plans or the possibility of not being able to find a job post retirement, should they need one. Many of the younger employees, just starting their careers, have been affected by layoffs and bumping due to low seniority status. Employees that remain have an increased workload, and are more unlikely to have time for professional development activities. Managers have the responsibility to invest in their workforce, so that as a group, they can provide better quality services and reduce the likelihood of burnout.

Experts agree that now is the time for organizations to be strategic in decisions regarding their workforce. Training is more important than ever. The reduced number of workers means those remaining have to take on new and broader responsibilities. Employees may need to increase their skill sets through employer strategies such as mentoring, knowledge transfer or leadership training. The City's key technology upgrades, such as integration of Human Resources, Benefits Administration, and Payroll services into one Human Capital Management (HCM) system[2], will provide employees with the tools they need to work more productively. Input by employees into the new system, and subsequent training will be critical to ensure a smooth transition. The system will eliminate redundant and time-consuming processes, and provide greater access to information. Decisions made by department leadership during such periods will have a dramatic effect on how a department can recover when the economy turns around. Employers want their employees to stick around when the economy picks up. After all, an organization's biggest asset, more so in government, is its workforce.

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[2] Known as Project eMerge.

2.2 Changes to Civil Service

The 2007 Workforce and Succession Planning Report highlighted several Civil Service Reform recommendations the City has implemented to facilitate workforce and succession planning efforts. Some of these reforms included position-based testing, the utilization of an integrated, web-based application and referral system to enable a more efficient and productive hiring system, and the implementation of a citywide performance planning and appraisal system. However, stakeholders continue to state that the City's personnel system creates obstacles to effective governance and administration, and have recommended further improvements in the City's human resource functions.

As a result, DHR continues to work on Civil Service Reform. These reforms focus on four broad areas of Human Resources Management: (1) Hiring; (2) Employee Investment & Performance Management; (3) Separation; and (4) Governance. Each of these areas can have a direct impact on workforce and succession planning by allowing for efficient and timely hiring, the facilitation of more promotive hiring, more effective performance management, and separations policies and procedures that meet operational needs.

Numerous revisions to the Civil Service Rules were presented to the Civil Service Commission in March 2009. The Commission will provide direction on which recommendations and/or policy changes it would like to pursue. In addition, DHR is implementing revisions to several DHR policies and procedures to enhance efficiencies in human resource operations.

3 Resource Guide

This section provides an overview of strategies for capturing and transferring knowledge that can be implemented with limited resources. Such strategies can help prepare work groups to continue providing quality services after the departure of a staff member due to retirement, resignation, layoff, or promotional opportunity. In addition, information has been collected on Citywide internship efforts that have created interest in careers in public service and have built departments' workforce pipeline. Lastly, we include information on the need to understand the mindset and expectations of staff from different generational periods, given the team-based and collaborative nature of much of the work of City employees. A more detailed narrative on these resources is provided in **Appendices B-D**.

This resource guide can provide staff at the workgroup level with tools to begin these efforts. While workforce planning is a combination of budget, human resources, and strategic planning, support from management and buy-in from line staff are also essential in order to succeed. The Workforce Development Division of DHR provides technical assistance to City departments in these areas of workforce and succession planning.

3.1 Knowledge Management

Resistance to Sharing Knowledge
Though the age of information arrived with the invention of the information superhighway known as the Internet, certain types of information can be harder to find in government. On one hand, the City has the Sunshine Ordinance to provide information to the public. On the other hand, there is a wealth of information in the heads of City workers that may or may not be shared. During good times, employees who don't share information may do so because they like to be in control of the information. Others may think that they are too busy with day-to-day tasks to take on the effort of implementing a knowledge transfer system. During tough times, such as when layoffs threaten, hoarding information can be seen as a survival mechanism. Employees may see their expertise as making them crucial to the operations of their department, and therefore protecting them from the possibility of layoffs.

The strategy of knowledge management is a way to continue providing quality services to customers and clients, to make the work of the team less burdensome, and to provide learning opportunities for staff. While for some staff the incentive of capturing knowledge means less work for them, varied work, or the peace of mind that when sick or on vacation, the public will continue to get quality services, it's possible that some employees will hesitate to participate in these efforts. Directors, managers, and supervisors can help to ease concerns of staff by being clear about their intent for capturing knowledge.

Ways to Share Knowledge
Knowledge management is a system for finding, understanding, and using knowledge to achieve organizational objectives. Knowledge transfer involves transmission (sending or presenting knowledge to a potential recipient) and absorption by that person or group. When an employee leaves, his or her employer may lose the benefit of that employee's knowledge and experience. Unless the employer has taken deliberate steps to identify and capture this information for its own institutional memory, gaps in understanding may develop. These gaps could potentially negatively impact operations, both routine and mission-critical. It is at the operational level, at the unit and/or division level, where the change in staff has the biggest impact, and where the needs for knowledge management and transfer are most immediate. Many of the following strategies can be implemented with limited staffing, and do not require sophisticated technology or a large amount of funding. Explanations and examples of these strategies are located in **Appendix B. Knowledge Management**.

- o Best Practices or Meetings
- o Communities of Practice
- o Critical Incident Interviews or Questionnaires
- o Cross-training
- o Expert Systems
- o Information Exchanges
- o Job Aids
- o Job Rotational Opportunities
- o Job Shadowing
- o Joint Problem-Solving
- o Knowledge-Sharing Technology Tools
- o Mentoring Programs
- o Process Documentation
- o Social Network Analysis
- o Storyboards
- o Storytelling
- o Use of Retirees

Managing and transferring the City's knowledge consists in deciding what is to be shared, with whom it is to be shared, and how it is to be shared. In looking at the day-to-day operations of your unit, decide what knowledge should be captured and transferred. Not all knowledge is equal; you do not need to capture it from everyone, nor do you need to capture everything from any one individual. Consider tacit knowledge; it is carried in people's minds and is difficult to access. This knowledge often provides context for people, places, ideas, and experiences. Take a look at your group's cultural knowledge, made up of the attitudes, experiences, beliefs, and values of your organization. These norms control the way that employees interact with each other and with stakeholders outside the organization. Think about the historical knowledge, also known as institutional memory, of staff. It is a collection of facts, concepts, experiences, and know-how held by a group of people or individual. Lastly, take a look at the functional knowledge, expertise specific to a service area or skill set.

Once the decision has been made that knowledge needs to be captured, getting started is a matter of putting together a plan and executing it. There is no formula because the operational needs of departments and work groups will vary. However, keep in mind that to get people to participate in these efforts, you have to merge knowledge collection and dissemination into employees' everyday jobs, making it as easy for them to participate as possible. Many such efforts fail because they add cumbersome steps to the jobs of already overworked employees. Managers can create an environment conducive to knowledge transfer by providing time and structure. This dedicated time demonstrates management's support of this effort. Lastly, while technology can make it easier to categorize data, store it, and pass it on, keep in mind that the recipient must be able to absorb the knowledge, whether it was transmitted over the Internet or by use of a low-tech method, such as a policies and procedures manual.

3.2 Internship Programs

Departments throughout the City have developed internship programs to meet their needs. Often partnering with neighboring high schools, universities and law schools, the City's internship programs target students and professionals for competitive internship programs both paid and unpaid, for varying lengths of time. Among the many advantages internships provide to departments is the fact that internships offer a pipeline to potential future City workers. Internships with City departments help to foster an interest in careers in public service. Internships can also be a cost-efficient way for departments to benefit from short-term, administrative and/or project-specific support. By utilizing internships effectively, City departments can actively develop an interest among interns in the department's mission and purpose as well as make interns aware of possible entry-level positions. As the economy begins to improve and more City employees retire, departments will need to be prepared with a strong pipeline of workers to continue services and operations. In many cases, individuals seek internships while attending school to get an idea of the type of work to consider pursuing upon entering the workforce. Now is the time for departments to begin looking ahead and building relationships with a new generation of public sector workers.

Many City departments already recognize the value of providing internship programs. Through internship programs, City departments receive support for programs, projects, and other job

duties while providing interns with valuable work experience. Currently, there are nearly 40 formal internship programs with placements in departments throughout the City. A few of these programs have been around for decades, while the majority have been established during the past ten years. At this time, the City does not have a single portal or point of contact for internship placements in the City.

Departments interested in having interns or establishing an internship program should first consider a number of logistical factors. Departments should initially determine whether there are sufficient accommodations for interns. Accommodations include such items as work stations, resources, and access to computer programs. Another major consideration will be determining how much staff time can be devoted to an internship program. Staff may be needed to review applications, delegate tasks, supervise and/or mentor interns, and handle any other administrative issues that may arise during an internship. Departments with multiple internship programs, such as the District Attorney's Office, often have an internship coordinator responsible for administration and facilitation of all internships. Finally, departments may also want to consider funding for internships. A number of the City's internships are unpaid, but departments that have the flexibility in their budgets can allocate money to an internship classification. For example, departments interested in hosting an engineering/architecture intern from the Summer Student Intern Program are instructed at the beginning of each fiscal year to set aside funding in their budget for a 5380 Student Design Trainee I position. Other departments are able to offer paid internships through funding received from grants. **Appendix C. Internships** provides further details on the various programs offered throughout the City, including departmental contact information.

3.3 Multi-generational Workforce

The Four Generations
The City, like other major employers, has in recent years been experiencing four distinct "generations" working side-by-side. Each such generation has a different attitude and approach to work that distinguishes it from the others. "Traditionalists" tend to be very loyal to one organization and want to build a legacy. "Baby Boomers" tend to build a stellar career with an organization or two and enjoy receiving the titles that go with progressively higher positions. "GenXers" tend to focus on their individual career goals to build a career that fits their individual needs. "Millenials" tend to enjoy being involved in meaningful work for an organization and for the other organizations, interests, and issues in which they are involved.[3]

The differences among these groups, developed by experience and shared values, can affect everything from work ethic and the desire for work/life balance to communication and productivity. Managers need to be aware of these differences in order to recruit quality staff, manage collaborative work teams, and develop effective workforce planning strategies. Line staff should also be aware of the attitudes of the different groups because, given the amount of team-based work, generational attitudes can affect both communication between individuals and

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[3] Traditionalists/Maturers were born 1925-1942; Baby Boomers were born 1943-1960; Generation Xers (GenXers) were born 1961-1981; and Millenials/Generation Y/Nexters were born 1981-1999.

group dynamics. Ultimately, if these differences are not addressed, the quality of services can suffer.

Changes in the Generations in the City
In FY 2001-02, there were 2,500 Traditionalists and 22 Millenials working throughout the City. Eight years later, there are 559 Traditionalists and 1,105 Millienial employees working throughout the City. While research showed clear differences in the groups, few experts discussed the dynamics of four generations in the public sector. DHR conducted a survey and held focus groups of City employees representing the four generations across multiple departments and job classes to determine whether the experiences of employees aligned with the general literature on this subject. **Appendix D. Multi-generational Workforce Trends and Research** provides details on the data collection effort and responses.

While some responses of participants confirmed attitudes specific to their generation, other responses did not. Employees across the generational groups stated that they entered public service because it seemed to be a stable career field with good benefits, that they wanted to make a difference, or that a career in public service aligned with their educational background. In answering why they remained working for the public good, it was reaffirmed that regardless of the generation, many responded that they enjoy their job, enjoy the people they work with, and/or work for the money/benefits. Lastly, in terms of developing a career in government, the top response for employees was that they want to be involved in meaningful work for the City and for the other organizations, interests, and issues in which they are involved.

Given the impact of the economic downturn on organizations and individuals, the anticipated wave of retirements may be delayed. While in recent years, Traditionalists and Baby Boomers were leaving the workforce with GenXers filling leadership roles, the downturn in the economy and shrinking retirement portfolios means that Traditionalists and Boomers may extend their proposed retirement date, or that they may be re-entering the workforce. GenXers and Millenials expecting to progress in their careers may find it difficult to do so. Employees who are flexible and resilient will prosper regardless of generational attitude. In addition, upon the economy's recovery, it is likely that the Traditionalists and Baby Boomers will leave en masse. The GenXers and Millenials need to be prepared to step up to new roles. They too will need to keep in mind the generational differences and similarities in team dynamics in order to continue to provide quality services to citizens and visitors of San Francisco.

4 The City's Workforce

4.1 Five-Year Trends

Five-year trends were drawn from employee data as of May 31st of each fiscal year[4], with the exception of turnover data, which uses October 1st and April 1st data to calculate an average number of employees during the fiscal year. In some instances, trends data is presented separating miscellaneous employees and safety personnel.[5] Safety personnel tend to have different hiring and separation trends, given the extensive testing and hiring process, the nature of the work, and retirement criteria. The data here are for FY 2004-05 through FY 2008-09. Details found in **Appendix E. Citywide Workforce Analysis**.

Total Number of Employees and Appointment Status
- o Between FY 2004-05 and FY 2008-09, the City's workforce increased by 951 employees.
- o Over the five-year period, the percentage of the workforce with Permanent Civil Service (PSC) status employees increased 0.4%. During the same period, there was a decrease of 1.5% in Temporary Provisional (TPV) employees.

Average Age and Length of Service
- o The average age for City employees rose from 47 years old in FY 2004-05 to 47.6 years old in FY 2008-09, and the average length of service increased from 13 years to 13.2 years.

Citywide Internal Movement
- o For miscellaneous staff, internal movement increased each year over the over the first four years, then dipped in FY08-09. There was a peak in 1,943 promotions and 60 transfers at the employee's request in FY07-08.
- o For safety personnel, internal movement continued to increase over the five-year period, and peaked at 450 promotions in FY08-09.
- o Over the five-year period, the largest number of employees promoted into positions within Major Service Area (MSA) B Public Works, Transportation, & Commerce.

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[4] Data includes employees of all City departments, including the Municipal Transportation Agency (MTA), but exclude the San Francisco Unified School District and Community College District, the Trial Courts, as well as Board members, commissioners, elected officials, and temporary exempt employees with as-needed schedules. Technically data describes "appointments" rather than individuals; one individual can hold multiple appointments, such as a full-time nurse who sometimes works extra shifts. By excluding as-needed appointments, the appointments generally translate to employees.

[5] Based on the job class, employees are either miscellaneous or safety personnel based on either the San Francisco Employees Retirement System (SFERS) or the California Public Employees Retirement System (CalPERS) retirement eligibility requirements. Police officers and firefighters are safety personnel under SFERS and several classifications for institutional officers and Sheriff's deputies are safety personnel under CalPERs. All other employees are miscellaneous.

New Hires
- o Safety personnel comprised 17.9% of all new hires Citywide between FY 2004-05 and FY 2008-09. Hiring was highest, both for safety personnel and miscellaneous employees, in FY 2007-08.

- o Public Health and MTA had the largest number of new hires steadily over the last five years.

- o Both miscellaneous employees and safety personnel hired within the past five years are more likely to be residents of San Francisco or San Mateo counties, and less likely to be residents of counties north of the bay.

Separations
- o For miscellaneous employees, from FY 2004-05 through FY 2008-09, 7% of employees left City employment due to layoffs, 38% retired, and 56% left for reasons other than retirement or layoffs (most separations in the "termination" category are resignations).

- o During this same five-year period, 58% of safety personnel leaving City employment retired and 42% left for reasons other than retirement.

- o On average over the last five fiscal years, most separations for both miscellaneous employees and safety personnel were voluntary, 77% and 87% respectively. Involuntary separations among miscellaneous employees were at 23%, while for safety personnel the proportion was lower at 13%.

Turnover Rates
- o Turnover in San Francisco during the last five years ranged from a low of 5.8% in FY 2007-08 to a high of 8.5% in FY 2004-05, and averaged 7.0% per year over the period.

- o Average turnover rates between FY 2004-05 and FY 2008-09 by department for the 30 largest departments in FY 2008-09 ranged from lows of 4.6% in the Juvenile Probation Department to highs of 15.4% in the Mayor's Office.

- o Turnover rates between FY 2004-05 and FY 2008-09 were highest among employees in the 65+ age group as employees became eligible for retirement. Turnover was also high among those under 25, a small group where separations were highest among new Q-2 Police Officers, 8300 Sheriff Cadets, and 2320 Nurses.

4.2 Retirement Data

Average Age and Length of Service
- o Safety personnel who retired in FY 2008-09 had longer careers (average of 30.1 years of service) versus miscellaneous employees (25.1 years of service).

- o For disability retirements, both miscellaneous and safety personnel averaged a similar length of service. However, safety personnel who retired due to a disability were younger, 45 years old versus 51.8 years old for miscellaneous employees

Retirement Eligibility
- o Based on the job class, employees are either miscellaneous or safety personnel based on either the San Francisco Employees Retirement System (SFERS) or the California Public Employees Retirement System (CalPERS) retirement eligibility requirements. Criteria are as follows:

  - For miscellaneous employees receiving benefits under SFERS, employees are eligible for minimum retirement benefits when they are at least 50 years old and have at least 20 years or service, or when they are at least 60 years old and have at least 10 years of service.
  - For safety personnel receiving benefits under SFERSs, employees are eligible for minimum retirement benefits if they at least 50 years old with 5 years of service (service date prior to 1976) or at least 50 years old with at least 20 years of service (service date in 1976 or beyond).
  - For safety personnel receiving benefits under CalPERS, employees are eligible for minimum retirement benefits when they have at least 5 years of service.

- o Over one-fifth (20.3%) of City employees currently meet the retirement eligibility criteria.

- o The top three departments with the largest number of miscellaneous employees are Public Health (20.1%), MTA-Municipal Railway (21.4%), and the Public Utilities Commission (20.5%), with approximately a fifth of their employees reaching the retirement milestone.

- o Of safety personnel working in the City, 27.3% have reached the retirement milestone.

- o Of the three largest unions by total number of employees represented, 17.3% of miscellaneous employees represented by SEIU Local 1021 and 16.7% of miscellaneous employees represented by Local 21 have reached the retirement milestone, while 26.6% of employees represented by the Police Offices Association has reached the retirement milestone.

5 Findings on the City's Progress in Planning Efforts

In our previous workforce and succession planning report, seven trends emerged regarding the readiness and needs of City departments. Five of the seven trends still hold true:
- o **Operational expertise is required:** Solutions can not be decided alone by data, but require operational expertise within the department or workgroup.

- o **Action lags behind understanding**: Oftentimes, solutions to current problems are chosen over solutions to future/long-term problems.

- o **One size does not fit all:** The problem and solution can vary greatly among workgroups and/or departments.

- o **Balance in recruitment**: Choosing between internal and external candidates means balancing diverse experience and perspectives versus experience effectively navigating in the City environment.

- o **A variety of approaches are needed**: There may not always be one solution needed to implement change.

Additionally, there has been a shift in two of the prior trends:
- o **Public sector work is less appealing**: There appears to be an increase in the number of younger workers that are turning to government or the non-profit sector for their careers.

- o **Recruitment is insufficient**: While the recruitment process has been more streamlined over the last two years, given the budget crisis, departments have been limited in the number of positions that can be filled. When recruitment does take place, there is a larger number of qualified candidates.

Most recently, we identified the following trends in workforce planning efforts, as well as current policies that affect efforts[6] Citywide:

- o **Creative Staffing is Used to Develop and Implement Efforts**
  Very few departments have dedicated staff devoted to workforce and succession planning efforts, but recognize the value in investing time for these efforts. To address workforce and succession planning issues, some departments have created committees comprised of staff from various work groups/divisions to represent the operational needs. Staff meet periodically and help drive development and implementation of efforts.

- o **External Funding Can Supplement Training Costs**
  Departments are seeking outside funding from foundations and private organizations to supplement their workforce needs[7]. Such funds are being used to develop training programs, purchase resource materials, and procure equipment that will train staff in skills particular to their operations.

- o **Technology Aides in Employee Connectivity and Productivity**
  While there are some data systems that are used throughout the City, (e.g., HR Information System and Accounting Entry System), departments vary in the technology they use. Over the last two years, many departments have made efforts to expand their connectivity and upgrade computer hardware and software. Departments with multiple locations or employees out in the field, which in the past had limited access to the Internet and electronic systems, have invested in their technology. Other departments are trying to use their systems to streamline their processes internally and with the public, and even to limit their use of paper documents.

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[6] Based on the results of analyses of quantitative and qualitative data collected from the HR Information System, written responses, and interviews with staff in sixteen departments throughout the City

[7] While the FY09-10 adopted budget saw an overall increase of training funds, of the 46 departments listed, 28 departments reduced training funds by a total of $712,378. In addition, 11 departments kept their training funds at the same budget level as in FY08-09, while 7 departments had an increase in training funds totaling $917,349.

- o **Revising Human Resources Policies and Civil Service Rules is a Continual Process** Department staff echoed the concern that the hiring of staff cannot be completed in the time frame that meets their operational needs due to current Civil Services Rules and policies in place by the Department of Human Resources. In order to meet the operational needs of departments, a regular review of these rules and policies is necessary; just as the services and work changes, so should the system used to provide the workforce.

- o **Appendix F. Department Interviews** provides qualitative and quantitative data on the workforce drivers and efforts in the selected departments. **Appendix G. Glossary of Terms** provides definitions of key terms used throughout this report.

Appendix A. Sources

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2 Interviews

We are grateful to the staff in the following departments for sharing their time and insights with us:

Date	Department	Interviewee
February 25, 2008	Civil Service Commission	Anita Sanchez, Executive Officer
January 19, 2009	Adult Probation Department	Diane Lim, Chief Financial Officer Candance Hill, Director of Investigation Division Ernest Mendieta, Director of Community Services Tina Gilbert, Division Director, Community Services Specialized Division Janine Tirado, Training Manager
January 30, 2009	Human Services Agency	Phil Arnold, Deputy Director Carol Sam, Interim Human Resources Manager Arlene Laxamana, Succession Planning Manager
February 2, 2009	Public Library	Luis Herrera, City Librarian Jill Bourne, Deputy City Librarian Mark Vandiver, Acting Human Resources Manager Pat Tarin, Training Officer
February 5, 2009	Municipal Transportation Agency	Alice Kwong, HR Manager
February 9, 2009	Recreation & Park Department	Jared Blumenfeld, Acting General Manager Kin Gee, Human Resources Manager Dennis Kern, Director of Operations Katharine Petrucione, Director of Administration and Finance Linda Martinez, Human Resources Analyst
February 17, 2009	Juvenile Probation Department	William Sifferman, Chief Probation Officer Allison Magee, Director of Administrative Services Louise Brooks-Houston, Director of Human Resources
February 24, 2009	Sheriff's Department	Jan Dempsey, Undersheriff Jean Mariani, Assistant Sheriff

Appendix A. Sources

Date	Department	Interviewee
February 26, 2009	Police Department	James Lynch, Assistant Chief of Police Charles Keohane, Deputy Chief, Administration Alice Villagomez, Human Resources Manager
February 26, 2009	Public Utilities Commission	Michele Modena, Human Resources Manager Linda Marini, Assistant Director
February 27, 2009	Fire Department	Joanne Hayes-White, Chief Gary Massetani, Deputy Chief Jesusa Bushong, Department Personnel Officer
March 5, 2009	Airport Commission	Theresa Lee, Deputy Airport Director, Administration Rafael Centeno, Assistant Deputy Director Gloria Louie, EEO Director
March 16, 2009	Department of Emergency Management	Vicki Hennessy, Acting Executive Director Lisa Hoffman, Deputy Director of Administration Alice Herndon, Human Resources Director
March 25, 2009	Port	Monique Moyer, Director Lavena Holmes-Williams, HR Director Tom Carter, Deputy Director, Maintenance Division John Woo, Fiscal Officer, Finance and Administration Division
April 9, 2009	Department of Public Works & Department of Technology	Steve Nakajima, General Services Agency Human Resources Director
April 22, 2009	Department of Public Health	Elizabeth Jacobi, Human Resources Director
April 23, 2009	311 Customer Service Center	Margaret Tseng, Agency Relations Manager
April 29, 2009	Retirement System	Jay Huish, Deputy Director Dianne Owens-Lewis, HR Manager
May 27, 2009	Controller's Office	Written Response from: Jeannie Wong, Director of Finance & Administration
June 23, 2009	Public Utilities Commission	Cheryl Davis, Water Enterprise Catherine Curtis, Workforce Development for Wastewater Enterprise Angela Sze, Senior Personnel Analyst, Examination Unit
July 30, 2009	Municipal Transportation Agency	Written Response from: Debra Johnson, Director of Administration Warren Cole, Training & Organizational Development Manager

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1   A Case for Knowledge Management

Whenever an employee leaves a department, that department loses the knowledge held by the experienced employee. Unless the department/unit has taken deliberate steps in advance to identify and capture this information for its own institutional memory, gaps in understanding may develop that could potentially negatively impact operations, both the routine and mission critical tasks. It is at the operational level, at the unit and/or division level, where the change in staff has the biggest impact, and where the need for knowledge management and transfer are most immediate. Many of these strategies can be implemented with limited staffing, and do not require sophisticated technology or a large amount of funding.

Keep in mind that while it is important to prepare for the possible departure of employees due to retirements and promotions, a department/unit may also be impacted by vacations, medical leaves, or other temporary changes in staffing. To determine whether your department/unit has knowledge transfer strategies that will ensure future employees are well equipped to assume their duties, consider the following questions:

- Have you documented methods and procedures for the work performed?
- Have you documented the processes, methods, tools, and techniques of people with special skills and responsibilities?
- Do your retiring employees mentor employees in the unit for a period of time before they retire?
- Do you have a communications system in place that encourages the sharing of information on all aspects of your organization's operations and experience across organizational boundaries?
- Do you record important meetings/events/presentations on video or audiotape?
- Are records systems and series established to ensure that valuable information on important events or decisions is saved for an appropriate period of time and accessible to those who need it?
- Has your department considered asking for approval from the department head to:
    - Allow a retiree's successor to be appointed to a duplicate or project position to "shadow" the incumbent for a period of time so the successor can learn the job first hand?
    - Hire a retiree for the express purpose of mining knowledge and expertise?
- Are systems in place to archive material critical to documenting the institutional history of your department/unit?
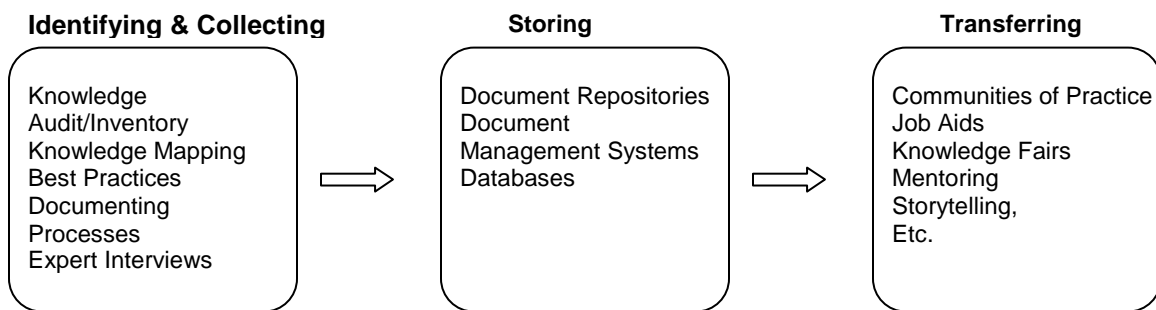
Appendix B. Knowledge Management

Lastly, while the need to capture knowledge may be evident by most staff, be aware that not all will be enthusiastic or ready to be part of the process for a number of reasons: an already heavy workload, fear of using a new process or technology to capture knowledge, or fear that sharing their knowledge may lead to their position being eliminated. Management should be aware of these concerns and be ready to explain how capturing knowledge will help the team to provide consistent quality services to their customers.

2   Knowledge Management vs. Knowledge Transfer

While the terms knowledge management and knowledge transfer are often used interchangeably, there is a difference. **Knowledge management** (KM) is thought of as a system for finding, understanding, and using knowledge to achieve organizational objectives. It is more than simply moving or transferring files and data from one employee or department to another. KM allows others to build upon a person's life experience in a way that strengthens not only the employee, but also the organization as a whole.

Knowledge Management
A systematic approach to finding, understanding and using knowledge to achieve organizational objectives.

Identifying & Collecting	**Storing**	**Transferring**
Knowledge Audit/Inventory Knowledge Mapping Best Practices Documenting Processes Expert Interviews	Document Repositories Document Management Systems Databases	Communities of Practice Job Aids Knowledge Fairs Mentoring Storytelling, Etc.

Source: New York State

Knowledge transfer (KT) describes the actual movement of knowledge from one individual to another.[8] KT involves two actions: transmission (sending or presenting **knowledge** to a potential recipient) and absorption by that person or group.

Fortunately, not all knowledge is equal. You do not need to capture it from everyone, nor do you need to capture everything from any one individual. Plus, at times, the departure of an employee may serve as an opportunity for the department/unit to change the work process or allocation of workload to adjust for changes in service demands.

3   Deciding on the Knowledge to Transfer

At their most basic components, managing and transferring the City's knowledge consists in deciding what is to be shared, with whom it is to be shared, and how it is to be shared. In looking at the day-to-day operations of your workgroup/division/department, what knowledge should be

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[8] Why Knowledge Management Transfer. New York State.
http://www.cs.state.ny.us/successionplanning/workgroups/knowledgemanagement/whyknowledge.cfm

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captured and transferred? The following types of knowledge can be considered when deciding what is to be shared:

Explicit vs. Tacit Knowledge: Explicit knowledge can be described as that which is easily captured, stored, or accessed. It can be shared with a high degree of accuracy. Examples include data in data systems, email messages, training content, spreadsheets, standard operating manuals, or other documents. Tacit knowledge on the other hand is that which is carried in people's minds, and is difficult to access. This knowledge oftentimes provides context for people, places, ideas, and experiences. Some departments, by the very nature of their services, driven by legislations, rules, and regulations, possess knowledge that is easier to capture. Other departments may have evolved and become a separate entity with limited historical knowledge; may have become more automated due to changes in the industry; or may have an aged infrastructure in place, which needed to be preserved.

Employees throughout the City in serving San Franciscans learn the nuances of their work and ultimately possess knowledge not on a job description, manual, or memo. It is this tacit knowledge that is most challenging to capture. However, there are dangers in not using tacit knowledge. In developing new programs or improving existing programs, oftentimes, there is limited information for decision making if an organization or groups uses only explicit knowledge based on reporting measures or data systems.

Cultural Knowledge: This is the knowledge made up of the attitudes, experiences, beliefs, and values of an organization. Other terms include organizational culture or corporate culture. These norms control the way that employees interact with each other and with stakeholders outside the organization. They are guidelines or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another. In addition, work-groups within the organization/department/division may have their own behavioral quirks and interactions, which can affect the whole system. For example, computer technicians will have expertise, language, and behaviors gained independently of the organization, but their presence can influence the culture of the organization as a whole. Leadership may try to determine the organizational culture. They may wish to impose values and standards of behavior that specifically reflect the objectives of the organization.

Historical Knowledge: Also known as institutional memory, historical knowledge is a collection of facts, concepts, experiences, and know-how held by a group of people. As it transcends the individual, it requires the ongoing transmission of these memories between members of this group. Elements of institutional memory may be found in corporations, professional groups, government bodies, religious groups, academic collaborations, and by extension in entire cultures. Memory depends upon the preservation of data and also the analytical skills necessary for its effective use within the organization.

Functional Knowledge: Functional knowledge is knowledge in a subject/area/skill that is concrete and usable, and which the individual explain or teach. Functional knowledge is often the technical knowledge needed to get the work done. It can be specific to a service area (public works or community health) or specialists (EEO specialists or carpenters). Oftentimes, this type of knowledge is gained through education, and often requires certification, licenses, or degrees.

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Functional knowledge means that the candidate is able to actually perform the activity involved and explain verbally or in writing what they are doing.

In deciding what type of information needs to be captured and bringing light to this potential loss of knowledge, the challenge becomes how to sell the idea of knowledge management to leadership and staff. For starters, do not label it as such because the term causes confusion. Everyone has a different definition of knowledge management. Those that have heard of failures associated with the concept will be inherently biased against your project. Instead, pitch it as a project designed *to solve a particular operational problem*. Your project is much more likely to succeed if it addresses an actual goal, like improving a process in order to serve the public within a shorter period. One way to build support for a knowledge transfer strategy is to pilot the method among employees who have the most to gain and would be the most open to sharing their knowledge.

4 Strategies for Knowledge Storage and Transfer

Overall success in transferring knowledge depends on people's willingness to share their knowledge, accumulated over the years, and in turn, people's willingness to absorb and use the knowledge of others. Below is a list of strategies that can be put in place rather quickly to meet the needs of a department or small work group. Depending on the body of knowledge to be shared and the number of people needing to gain this knowledge, different methods may be easier to implement than others.

Best Practices or Meetings

At a unit meeting or meeting of peers, participants share experiences that have been successful in accomplishing a goal, creating a product, or providing great service. Discussion of these practices often generates ideas for improvements in other units or work groups.

Four Levels of Best Practices

Good idea	Unproved, not yet substantiated by data but makes a lot of sense intuitively; could have a positive impact of business performance. Requires further review and analysis.
Good practice	A technique, methodology, procedure, or process that has been implemented and has improved business results for an organization (satisfying some element of customers' and key stakeholders' needs).
Local best practice	A good practice that has been determined to be the best approach for all or a large part of an organization (operating company or department level).
Industry best practice	A practice that has been determined to be the best approach for all or large parts of the organization. This is based on both internal and external benchmarking work, including the analysis of performance data.

Source: If only we knew what we know, O'Dell and Grayson.

Communities of Practice

A community of practice is a group that comes together, in person or on-line, to share information about a common problem, issue, or topic. Computer technology enables people to share their tacit knowledge without

> **SF Training and OD Professionals Network** was established in 2000 for employees involved in training and organization development throughout the City. It meets annually and is hosted by DHR's Workforce Development Division.

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being face-to-face or connecting in real time. Communities of practice generally cut across traditional organizational boundaries.

Critical Incident Interviews or Questionnaires

This tool helps an organization capture the knowledge of a worker by having him/her document a difficult situation faced in their current job. The respondent describes step-by-step his/her actions and what happened as a result. Lastly, if confronted by the same situation, would they use a different approach? These lessons can prove insightful to less experienced staff. (See worksheet on page B-11).

Cross-training

Cross-training occurs when an experienced employee (employee A) teaches a colleague (employee B) how to perform job tasks ordinarily performed by employee A. Training may be formal and structured with reference manual, or may be an informal hands-on experience with employee B taking notes on the process.

> The Training Director of **DHR's Workforce Development team** trained the trainers on the administrative tasks for department-specific training projects. This included the exploratory initial consultation and drafting of the project contact.

Expert Systems

An expert system is usually an automated system organized around troubleshooting problems. Common or difficult problems are logged into a system, such that the information is available for less experienced staff.

Information Exchanges

An information exchange happens when a more senior or experienced worker dispenses wisdom or knowledge to a less experienced worker. These can be events that showcase information about an organization (career development at a department) or topic (health benefits for employees Citywide).

> The **Library** has coffee sessions monthly with participants of their Leadership Training Academy: Gen PL. The City Librarian and other division managers share their knowledge of being a leader, managing priorities, etc.

Job Aids

A job aid is anything that helps a person perform his/her work in the moment. A checklist or sign, though low-tech methods, can be used to store knowledge or help job a worker complete a process when the need arises. (See worksheet on page B-12).

Job Rotational Opportunities

The duties of an employee in a job class can vary from department to department based on operations. When an employee in a job class is given the opportunity to work in a different unit/division, s/he can use other skill sets that they do not ordinarily use. They may also pick up new skill sets, and broader understanding of the operations of the unit/department.

> The **Controller's Office** uses the 1649 Accountant Intern program as a training program for accountants. Interns have rotational assignments in several departments to build their knowledge base.

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Job Shadowing

In a job shadow, a less experienced employee is paired with a more experienced employee. The more experienced employee shares his/her knowledge about getting their work done. Oftentimes this knowledge is gained by having the lesser experience worker observe more experienced colleague in their activities to learn how their more experienced counterparts approach their work. Experts stress the importance of having the "protégé" discuss their observations with the "expert" in order to deepen their dialog and crystallize the knowledge transfer.

Joint Problem-Solving

Another sound approach to knowledge transfer is joint problem-solving by expert and novice. Since people are often unaware of how they approach problems or do their work and therefore can't automatically generate step-by-step instructions for doing whatever they do, having them work together on a project will bring the expert's approach to light. With joint problem-solving, the "expert" and the "novice" work hand-in-hand on a task.

> In the **Civil Servic Commission,** the Deputy Director worked closely with the Executive Officer (EO) to strategize on staff, budget, new programs, knowledge management, IS issues, etc. As a result of several years of joint problem-solving, when the Deputy Director became the new EO, she had gained substantial knowledge from the previous EO and there was a shorter learning curve.

Knowledge-Sharing Technology Tools

Technology in and of itself is not knowledge transfer. It is a means of sharing/accessing information that is easy for the user to absorb.

> Various departments have used **SFGTV** as repository for sharing know-how. The 19-minute Disaster Service Worker orientation can be streamed through the City website. In addition, many of the Department of Building Inspections technical trainings are broadcasted or available as video on demand on-line.

- Internet and intranet access
- Workplace communication (email) and database services
- Video services (broadcasts, SFGTV) can be used to document processes already in place (employee orientations about the department), regular trainings (workplace safety), special events (guest speakers at a conference) or for interviews with subject matter experts (seasoned managers or staff that are scheduled for retirement).

Mentoring Programs

An experienced, skilled employee (mentor) is paired with a lesser skilled or experienced person (protégé), with the goal of developing or strengthening competencies of the protégé. This is another means of sharing information that is interactive, bringing two face-to-face to share tacit knowledge.

> The **Human Services Agency** had a mentoring program which matched front line staff with managers for several months. The program was supported by the leadership and gave participants access to staff not ordinarily available.

Process Documentation

Process documentation maps the course of a process using flow charts or procedure manuals. The record often includes the reason for the process, steps in the process, key dates, and relationships to other processes. This is a

> **311** conducted a comprehensive process documentation of City services for their Communications Dispatchers in preparation for departments becoming integrated with the 311 non-emergency call system.

good way to transfer knowledge from a more experienced worker to a less experienced one.

Social Network Analysis

Organizations looking beyond traditional knowledge management efforts use Social Network Analysis (SNA) to find out how knowledge flows through their organization. SNA is a process of mapping a group's contacts (whether personal or professional) to identify who knows whom and who works with whom. It has been used to identify how knowledge flows through an organization, who holds influence, who gives the best advice and how employees share information. SNA is not a replacement for traditional knowledge management tools such as databases or portals, but it can help companies identify key leaders and then set up mechanisms—such as communities of practice—so that those leaders can pass on their knowledge to colleagues. (See worksheet on page B-13).

Storyboards

A storyboard is a group of pictures that tells a story; it shows graphically how someone can perform a specific technique. This aid requires little or no text to describe the process.

Storytelling

As story is a description of what happened it a situation. Whether a fictional or real organization story is told, a staff member is sharing their wisdom and experience informally by telling a story to a colleague.

Using Retirees

Local government has used retires in variety of ways to meet operational needs.

- Giving them cell phones and putting them "on call" to coach their replacements
- As coaches for newly promoted employees that are not quite ready
- Virtual coaching by "instant messaging" as needed
- A on-site or on-line trainers
- To document procedures or other information that they know
- As consultants
- Permanent part-time employment or as-needed
- Virtual work

> The **Library** has used Prop F retirees to mentor incoming managers. These mentors pass on institutional knowledge about the department, help the new manager develop networks important to the role, and provide insight into how the work gets done in the City.

5 Getting Started

To get people to participate in these efforts, you have to merge knowledge collection and dissemination into employees' everyday jobs, making it as easy for them to participate as possible. A lot of efforts can fail because of added cumbersome steps to the jobs of already overworked employees. Managers can create an environment conducive to knowledge transfer by providing time (to experiment, document processes, or implement other strategies). This dedicated time demonstrates management's support of this effort. Lastly, while technology can make it easier to categorized data, store it, and pass it on, keep in mind that the recipient must be

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able to absorb the knowledge, whether it was transmitted over the Internet or using a low-tech method, such as a policies and procedures manual.

The following steps can be helpful, but do not necessarily need to be taken in this order.

1. Initiate a culture of change: Get support from both the leadership and staff to embrace the idea of knowledge transfer.

2. Discuss barriers to internal transfer and how to address them: Connecting people who have the knowledge to those that want the knowledge. Employees lack funds, time, and management resources to increase capacity. There is a lack of preexisting relationships, which provides the higher likelihood of transferring knowledge. There may be a lack of motivation because employees may not see the benefit in transferring the knowledge and best practices.

> Barriers encountered in transferring know-how and practices:
> 1. Locked-up tacit knowledge
> 2. "We're different" blinders
> 3. "Sorry—I'm too busy" attitude
> 4. Implementation is hard

3. Clarify the vision and language of knowledge management/transfer: Define for all involved the purpose of this effort and the terminology used, so that everyone speaks the same language.

4. Find the resources: Consider the staffing levels needed to implement a strategy, technical tools that can be used to capture and share the knowledge, and financial resources needed should additional staff or technology be needed.

5. Start on a small scale: Use a pilot project to test knowledge transfer strategies and gain lessons. Successful results can lead to creating demand in their use. (See worksheets on pages B-14 and B-15).

6. Leverage existing approaches: Individuals, groups, and organizations may already be using some of knowledge transfer strategies. Build upon or enhance some of these efforts to build momentum and start seeing results.

7. Measure the impact of knowledge management and transfer: Because questions will arise as to the benefit of creating these new systems to transfer knowledge, the use of time and resources, value and impact should be monitored from the beginning using performance measures, testimonials or survey responses.
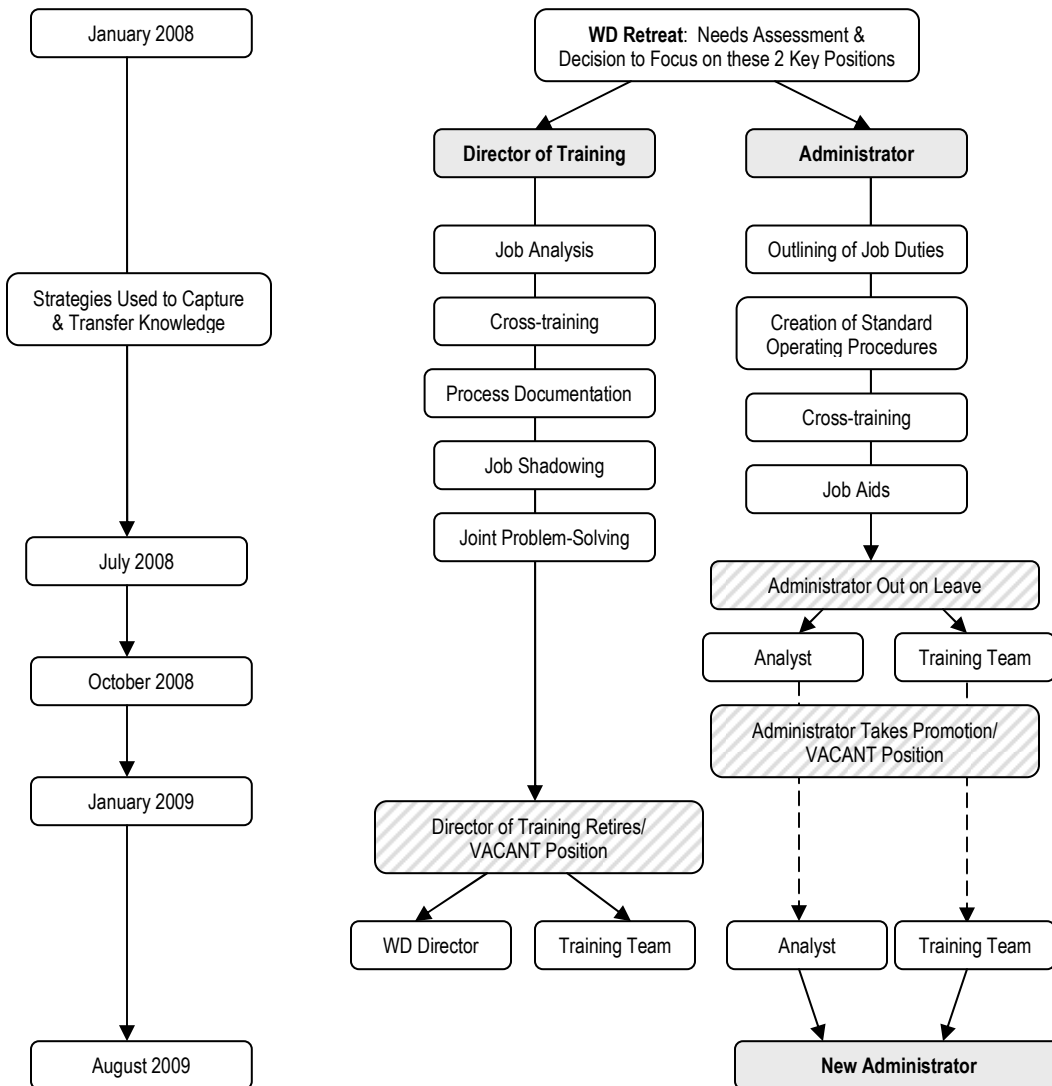
In the long run, organizations that implement strategies to capture more of this employee knowledge make better decisions, streamline processes, reduce duplication in processes, increase innovation, have higher data integrity, and have greater collaboration.

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One Work Group's Experience

DHR's Workforce Development (WD) division experienced its own need to capture knowledge due to impending changes in staffing, a leadership position and a critical administrator position. In January 2008, the team consisted of 10 staff, including the Director of Training and the Administrator positions. Staff in these two positions would be leaving, one due to retirement and the other due to a planned leave. That month there was a team retreat to evaluate training as an industry, the business of training in terms of the work of the group, and the future work of the team. Of importance was to create a plan that would document processes, streamline workflow, and train staff, while allowing staff to complete its mission of providing planning, training and development of the City's workforce. The diagram below shows the strategies that the team took to prepare for the change and the timeline of events, as well as who the knowledge was transferred to.

WD Experience

Timeline	Director of Training	Administrator
January 2008	**WD Retreat**: Needs Assessment & Decision to Focus on these 2 Key Positions	
	Director of Training	**Administrator**
	Job Analysis	Outlining of Job Duties
Strategies Used to Capture & Transfer Knowledge	Cross-training	Creation of Standard Operating Procedures
	Process Documentation	Cross-training
	Job Shadowing	Job Aids
	Joint Problem-Solving	Administrator Out on Leave → Analyst / Training Team
July 2008		Administrator Takes Promotion/ VACANT Position
October 2008		
January 2009	Director of Training Retires/ VACANT Position → WD Director / Training Team	Analyst / Training Team → **New Administrator**
August 2009		

6 Worksheets and Tables

Department staff can use the following worksheets and tables to implement knowledge management efforts.

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Questionnaire to Capture Critical Incident Knowledge

Directions to HR Professionals: Use this questionnaire to capture the lessons from your organization's most experienced performers—particularly before they retire. Send them the questionnaire by e-mail or by paper and ask them to complete and return it. Then identify key themes from all the questionnaires and be sure to build ways to diffuse that knowledge throughout the organization, and to less experienced workers, through training or through a manual or automated system.

Directions to Workers: Before you leave this organization for retirement, we need your help. You have valuable knowledge that could help other people avoid the pitfalls you may have fallen into as you learned and gained experience. Please take time to answer the following questions and return to [name of person] at [location/e-mail address] by [date].

1. What is the most difficult situation you have faced in your current job in this organization? Please describe the situation—when it occurred, who was involved (no names please, just job titles), and what you did in this situation step-by-step. (Please answer in the space below; add extra paper if necessary.)

2. What happened as a result of what you did? In other words, what were the consequences of your actions? (Please answer in the space below; add extra paper if necessary.)

3. If you confronted this situation again, how would you handle it? Would you do exactly what you did—or would you use a different approach? If you would use a different approach, please describe what it would be and why you would use that approach. (Please answer in the space below—and add extra paper if necessary.)

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Position/Issue Needing Knowledge Transfer:
Knowledge Transfer Planning Sheet

Directions: Use this worksheet when you have an employee that is learning new functions or when there is a function that needs to be documented or captured.

Strategy	Used	How Strategy Has Been Applied	How Strategy Could Be Applied
1. Job Aids			
2. Mentoring			
3. Process documentation			
4. Best practice meetings or studies			
5. Communities of practice			
6. Using Retirees			
7. Job shadowing			
8. Job rotation			
9. Knowledge fairs			
10. Document repositories			
11. Structured On the Job Training			
12. Expert systems			
13. Critical incident interview or questionnaire			
14. Electronic performance support system			
15. Storytelling			
16. Storyboards			
17. Social Network Analysis			

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Social Network Analysis Questionnaire

The following questions are designed to identify and describe the kinds of knowledge exchange interactions that occur within the workplace. The exercise starts with one individual's interactions with customers, other staff and stakeholders. The intent is to not only list who the interaction is with but also who initiated it, for what purpose, and what it involved. In addition, it highlights the kinds of interactions that occur most frequently and consume the most time.

The information gained provides a framework for the type of knowledge transfer that should be pursued.

The exercise can be expanded to include several individuals who work in the same unit/organization. The results are then summarized and laid out on a grid to pinpoint the main areas of interaction amongst the group analyzed.

Name: _____   Position: _____

Unit: _____   Time in Current Position: _____

1. Who do you contact for assistance most frequently in order to do your job?

2. What are the most frequent issues or questions people bring to you? Which consume the most time?

3. List the resources you use most frequently to obtain information to do your job.

4. What do you consider the ten most important tasks of your job? Who else is able to perform these tasks?

5. What are the ten most important things you need to know in order to do your job? Who else knows this information?

Appendix A. Sources

Checklist for Choosing the "Right" Strategy

1. Select strategies that advance/improve your operations. Don't just do knowledge transfer projects. Strategies must meet your operational needs in both appearance and practice. Depending on your department's/unit's services, some objectives could be:
   - Reduce cycle times
   - Reduce cost
   - Enhance service provision and innovation
   - Increase efficiency

2. Select strategies that have a high probability of success. Particularly for your first efforts, you want early and clear success stories to help validate and spread the cause of knowledge sharing. How can you tell which one's a likely winner?

   - Can you articulate how knowledge management will contribute?
   - What is the business importance outside the immediate user community?
   - Is the strategy funded?
   - Is senior management willing to champion implementation of this strategy?
   - What's the risk associated with failure (as it relates to critical services)?

3. Select strategies which are appropriate for exploring emerging technologies. This will give you a head-start on the scale-up while reducing later anxiety about new systems and capturing/accessing knowledge. To choose the right IT for your project, assess the following:
   - What is the degree of commitment and comfort of users with trial and error?
   - Does the strategy provide the necessary attraction/reward that will enable the user community to sustain themselves through change?
   - Is the entire group (unit, management) compatible with the approach required?
   - If we don't apply the technology now, how difficult would it be to catch up or begin the strategy?

4. Select strategies that have significant potential for building credibility for knowledge and best practice transfer as a discipline within the organization. To make the right choice, ask the following questions:
   - What is the potential reusability of captured knowledge beyond the primary audience?
   - What is the potential for learning from this strategy to be used as a template/ blueprint for future efforts?
   - Does the process itself require high amounts of knowledge, skills, experience, and expertise?
   - How will this strategy help us broaden the depth and the breadth of our use and understanding of knowledge management?
   - Will the people involved in this strategy be able to help evolve our culture toward one that is more "knowledge management friendly?"

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Strategies Table

This table provides a comparison of strategies with level of effort and resources needed for implementation.

Strategy	Level of Effort Short-term, Limited, long-term	People Involved Individual, one-on-one, group	Technology Needed Yes/No	Resources Needed Staff, Time, Funds
Best Practices or Meetings	limited	group	no	staff & time
Communities of Practice	long-term	group	no	staff & time
Critical Incident Interviews or Questionnaires	short-term	individual	no	staff
Cross-training	short-term	one-on-one	no	staff & time
Expert Systems	short-term	individual	yes	staff, time, funds
Information Exchanges	short-term	group	no	staff & time
Job Aids	short-term	individual	no	staff
Job Rotational Opportunities	long-term	individual	no	time
Job Shadowing	limited	one-on-one	no	time
Joint Problem-Solving	limited	one-on-one	no	time
Knowledge-Sharing Technology Tools	long-term	individual	yes	funds
Mentoring Programs	long-term	one-on-one	no	time
Process Documentation	limited	individual	yes	staff & time
Social Network Analysis	short-term	individual	no	time
Storyboards	short-term	individual	no	staff & time
Storytelling	short-term	one-on-one	no	time
Using Retirees	limited	individual	no	funds

Appendix C. Internships

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1 Background

Departments throughout the City have developed internship programs to meet their needs. Often partnering with neighboring high schools, universities and law schools, the City's internship programs target students and professionals for competitive internship programs both paid and unpaid, for varying lengths of time. Among the many advantages internships provide to departments is the fact that internships offer a pipeline to potential future City workers. Internships with City departments help to foster an interest in careers in public service. Internships can also be a cost-efficient way for departments to benefit from short-term, administrative and/or project-specific support. By utilizing internships effectively, City departments can actively develop an interest among interns in the department's mission and purpose as well as make interns aware of possible entry-level positions. As the economy begins to improve and more City employees retire, departments will need to be prepared with a strong pipeline of workers to continue services and operations. In many cases, individuals seek internships while attending school to get an idea of the type of work to consider pursuing upon entering the workforce. Now is the time for departments to begin looking ahead and building relationships with a new generation of public sector workers.

Many City departments already recognize the value of providing internship programs. Through internship programs, City departments receive support for programs, projects, and other job duties while providing interns with valuable work experience. Currently, there are nearly 40 formal internship programs with placements in departments throughout the City. A few of these programs have been around for decades, while the majority have been established during the past ten years. At this time, the City does not have a single portal or point of contact for internship placements in the City.

2 Internship Fundamentals

Particularly in tough economic times, internships offer a way to attract new talent to the City's workforce. Departments interested in having interns or establishing an internship program should consider a number of logistical factors. Through the course of our interviews with City departments currently offering internship programs, the following components were identified as being critical to successful programs:

o **Accommodations** - Departments should first determine if there are sufficient accommodations for interns. Accommodations may include availability of work stations, resources, access to computer programs, etc.

Appendix C. Internships

- Staff Time - Another major consideration is determining how much staff time can be devoted to an internship program. Staff time considerations fall under the following categories:

  - **Long-Range Planning** - Planning for internship needs in advance will require a significant time commitment. Planning tasks may include: identifying desired intern characteristics, posting application announcements, determining a screening process, handling any paperwork, and accommodating student's academic schedules, when necessary. Staff may be needed to review applications, delegate tasks, and handle any other administrative issues that may arise during an internship. Departments with multiple internship programs, such as the District Attorney's Office, often have a designated internship coordinator responsible for administration and facilitation of all internships.

  - **Supervision** –Supervision is a key element of a successful internship given the training component of an internship and will require a significant time commitment. Effective supervision may include: articulating a clear scope of work, having regular check-ins, and providing opportunities for interns to discuss career development. Departments should identify individuals who understand the value of having interns and recognize that internships are mutually beneficial; interns gain on-the-job training while benefiting the departments they serve by providing useful assistance and support.

- **Meaningful Assignments –** With increases in the number of internships available to students, it is important to articulate meaningful assignments to prospective interns. This is particularly beneficial if departments are considering unpaid internships. Meaningful assignments serve to attract interns as well as keep them engaged and interested in the work of the department. Internships offer a pipeline of talent to the City. By offering a learning experience with meaningful assignments, these programs may eventually lead interns to pursue a future career with the City.

- **Funding and Other Incentives –** A number of the City's internships are unpaid, but departments that sufficient budgets can allocate money to an internship classification. For example, departments interested in hosting an engineering/architecture intern from the Summer Student Intern Program are instructed at the beginning of each fiscal year to set aside funding in their budget for a 5380 Student Design Trainee I position. Other departments are able to offer paid internships through funding received from grants. Consideration may be made for other financial incentives such as travel reimbursements, MUNI bus passes, etc. Additionally, some internship programs such as those with the City Attorney's Office attempt to attract interns by providing opportunities to interact with high-level officials and attend meetings which may provide networking opportunities for interns. These are easy, cost-efficient ways to generate interest among prospective interns.

For more information on how your department can start using interns, go to **Section 4 Internship Matrix** and contact departments directly.

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3   Types of Internships

High School Internships – High school internships are more common during the summer as students are looking for work experience and have more flexibility in their schedules. For high school students, internships help to develop work-related skills such as time management and organization, while at the same time educating students about careers in City government and public service. Departments seeking high school interns are typically looking for administrative and clerical support.

- o **San Francisco YouthWorks –** One of the major high school internship programs the City offers is San Francisco YouthWorks. Established in 1998 as part of an initiative by then Mayor Willie Brown to provide young people with more opportunities to work in local government, San Francisco YouthWorks is a paid internship program for San Francisco high school students. Participants engage in career-oriented internships in one of over 30 departments in the City. Youth are matched with City department employees who provide mentorship, supervision, and training designed to expose them to careers and improve their skills in a supportive environment. San Francisco YouthWorks typically selects over 350 students each year and internships are funded through the Department of Children, Youth, and Their Families (DCYF) and the Japanese Community Youth Council (JCYC). SF YouthWorks is a part of a long-term recruitment strategy to address the future needs of the City's workforce by showing local youth that the City is a good place to work. Departments interested in working with a YouthWorks intern should visit: http://www.sfgov.org/site/mainpages_page.asp?id=26811

- o **Project Pull** – Project Pull is another program for high school students intended to provide professional mentorship to highly-motivated, promising high school students from diverse communities in San Francisco. This is an eight week program where interns get a chance to explore careers in architecture, engineering, business and the sciences by interning with a full-time City employee from a City department. Project Pull was co-founded in 1995 by two former City employees with the purpose of drawing young people into public service by providing structured mentorship to motivated students who demonstrated an interest in the fields of architecture, engineering, business and the sciences. Funding for internships comes from a renewable grant with the General Services Agency and the program is also sponsored by the San Francisco Public Utilities Commission, the Department of Public Works, and New Ways Workers-SF. Project Pull hosts approximately 40-50 interns each summer. For more information on how to work with a Project Pull intern or become a mentor, please contact: Sfprojectpull@gmail.com**.**

Undergraduate Internships – The City also offers a number of undergraduate internships. These internships often target students with specific majors who are looking to gain work-experience in their field of study. While many of these internships are unpaid, interns often can receive academic credit for summer or school-year internships.

- o **Mayor's Office** – The Mayor's Office hosts a number of collegiate and professional interns with the goal of matching interns with their fields of interest inside the public service sector. Internships are unpaid and placements range throughout the Mayor's Offices including the Mayor's Office of Public Policy and Finance, the Mayor's Office of

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Economic and Workforce Development, the Mayor's Office on Disability, and the Mayor's Office of Housing. Intern duties include research, preparing presentations and memos, event preparation, and other tasks as assigned. There are three sessions during the year: fall, spring, and summer. More information can be found at: http://www.sfgov.org/site/mayor_index.asp?id=43725

o **Summer Student Intern Program** – The Student Trainee Program targets a more specific population of interns. The Student Trainee Program is a paid program specifically for students in various architecture/engineering disciplines. Students must be enrolled in an engineering or architecture program or related field at a community college or university. In particular, these internships provide departments with students in specialized, and often hard to recruit, fields. Current placements are in the following departments: San Francisco International Airport, Department of Building Inspection, San Francisco Municipal Transportation Agency, Port of San Francisco, Public Utilities Commission, Department of Public Works, and Recreation & Park. Departments interested in hosting a Summer Student Intern can find more information at: http://www.sfstudentintern.org/

Graduate Internships – Students at the graduate level often assist departments with more complex projects than undergraduate level interns. In some cases, smaller departments will choose to utilize a graduate intern to support staff projects because interns at this level often come in with a higher level of experience. As with other internships, many graduate internships are unpaid.

o **San Francisco Airport Management Intern Program** – The Airport's Management Intern program provides comprehensive exposure to airport operations and prepares interns for a career in airport management or business planning for public government and transportation entities. This is a paid internship program and is specifically designed for students with Master's degrees in subjects such as Accounting, Business, Finance, Public Administration, Public Policy, and Planning.

o **Department on the Status of Women** – There are a number of smaller departments such as the Department on the Status of Women that utilize graduate interns as well. Typically, these departments can accommodate one graduate intern due to staffing constraints and these interns are generally unpaid. The Department on the Status of Women has internship opportunities open to undergraduates during the summer as well as opportunities for graduate students during the school-year.

Law Internships – The City has a strong reputation of having respected public law offices. There are a number of competitive law internships both paid and unpaid that are available for individuals at all levels, from high school students to professionals. Typically, these internships target current law students and expose them to the inner-workings of a public law office.

o **District Attorney's Summer Law Clerk Program** – One of the many internship opportunities the District Attorney's Office offers is the Summer Law Clerk Program. Formally established in 2002, this is a paid 12-week trial technique program that provides both practical training as well as courtroom experience to interns. This program is

designed for second year law students who are eligible for certification by the California State Bar. The District Attorney's Office receives over 400 applications for 17 Summer Law Clerk positions. Summer Law Clerks are exposed to different units in the District Attorney's Office and have numerous opportunities to interact with the City's District Attorney as well as high-level staff.

o **City Attorney's Office –** The City Attorney's Office offers highly competitive unpaid internship opportunities year-round. Students must be enrolled in an accredited law school to be eligible. Formally established in 2003, the program aims to generate interest among law students in working for a public legal office. They City Attorney's Office hosts approximately 35 interns during the summer and 25 during the school-year. The internship program is very structured and includes formal brown bag sessions where interns can meet and interact with the City Attorney. Interns are invited to Board of Supervisors, committee and client meetings, trials, and depositions. Additionally, each season the office schedules lectures, events, and tours for the interns.

4 Internship Matrix

See tables on the following pages for a detailed listing of program description, qualifications, number of interns, and recruiting efforts.

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#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
1	AIRPORT	Career Connect	Provides at-risk youth, ages 18-25, with a structured work environment in Airport Commission offices where they learn good work skills and received exposure to a variety of career options. SFO partners with CBOs that provide at-risk youth services. Referrals are made by CBOs and selection is made by SFO.	Youths between the ages of 18-25 who have faced personal challenges but demonstrate motivation in finding a career and personal focus. Must be referred by a CBO.	Paid; Varies	10	Began in 2004.	Recruiting is through local CBOs providing services to at-risk youths.	Contact department for more information.	SFOinternships @flysfo.com
2	AIRPORT	College Summer Interns Program	A full-time summer internship for college students, this program offers exposure to diverse airport offices.	Undergraduate students.	Paid; Summer	Varies	Began in 1999.	Varies by program, but in general: SF& San Mateo County High School Career Fairs; College Job Fairs; Community Job Fairs/Career Fairs; Community Based Organizations; Word of Mouth; Internet.	http://www.sfg ov.org/site/fra me.asp?u=http ://www.flysfo.c om/ (type college under search)	SFOinternships @flysfo.com
3	AIRPORT	Management Intern Program (9910 Public Service Trainee)	This program provides comprehensive exposure to airport operations and can be extremely beneficial in preparing for a career in airport management or business planning for public government and transportation entities. In addition to learning about SFO's organizational structure and its management culture, trainees will be expected to assist management and staff in performing certain regular tasks and special projects.	Possession of a Master's Degree (see announcement for details) in one of the following subjects: Accounting, Business, Finance, Public Administration, Public Policy, Planning, or related field.	Paid; Summer	Varies	Began in 1998.	Varies by program, but in general: College Job Fairs; Community Job Fairs/Career Fairs; Community Based Organizations; Word of Mouth; Internet.	http://www.job aps.com/sf/su p/BulPreview.a sp?R1=PEX& R2=9910&R3= 054434	Apply online or via mail: Airport Commission Human Resources, Attn: 9910 Public Service Trainee (DP), P.O. Box 8097, San Francisco, CA 94128.
4	AIRPORT	Project Assist	Interns are placed in a variety of Airport Commission offices as determined by project needs. Interns participate in a wide variety of activities and may be involved in project-based assignments.	Current enrollment in an accredited college-degree program. College students from all academic backgrounds are encouraged to apply.	Unpaid; Varies	Varies	Began in 2001.	Varies by program, but in general: SF& San Mateo County High School Career Fairs; College Job Fairs; Community Job Fairs/Career Fairs; Community Based Organizations; Word of Mouth; Internet.	http://www.sfg ov.org/site/fra me.asp?u=http ://www.flysfo.c om/	SFOinternships @flysfo.com

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#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
5	AIRPORT	Project Assist Library and Museum	Set in a museum environment, this position can provide experience in a special library, archive and/or a combination of both.	Understanding of basic collection management; Knowledge of standard library practices and procedures; Computer skills in standard office applications; Ability to write and communicate clearly; Excellent organizational skills; Ability to work independently.	Unpaid; Varies	Varies	Began in 2001.	Varies by program, but in general: SF& San Mateo County High School Career Fairs; College Job Fairs; Community Job Fairs/Career Fairs; Community Based Organizations; Word of Mouth; Internet.	http://www.sfgov.org/site/frame.asp?u=http://www.flysfo.com/	SFOinternships@flysfo.com
6	AIRPORT	Project Assist Museums	Interns work with the Airport Museums, the first of its kind in the United States of America and now a widely imitated model for museums operating in public arenas.	Knowledge of museum procedures and practices; Experience in art handling; Computer skills; Current enrollment in an accredited college-degree program; Availability of 16 hours per week (two full days is desired).	Unpaid; Varies	Varies	Began in 2001.	Varies by program, but in general: SF& San Mateo County High School Career Fairs; College Job Fairs; Community Job Fairs/Career Fairs; Community Based Organizations; Word of Mouth; Internet.	http://www.sfgov.org/site/frame.asp?u=http://www.flysfo.com/	SFOinternships@flysfo.com
7	AIRPORT	SFO High School Interns Program	A program for all high school students, all counties of residence. The main goal of the program is to provide youth the opportunity to gain essential work skills while also learning about the wide variety of careers available in city government and at the Airport.	Must be enrolled in high school or have received a high school diploma no later than 3 months prior; Must be at least 16 years old; Must commit up to 10 hours/week for the school year.	Paid; Year-round	Varies	Began in 2007.	Varies by program, but in general: SF& San Mateo County High School Career Fairs; College Job Fairs; Community Job Fairs/Career Fairs; Community Based Organizations; Word of Mouth; Internet.	**SFO High School Interns Program:** http://www.sfgov.org/site/frame.asp?u=http://www.flysfo.com/ **Application:** http://www.flysfo.com/web/export/sites/default/download/about/jobs/pdf/ccsfapp.pdf	SFO High School Interns Program, Office of Employment and Community Partnership, P.O. Box 8097, San Francisco, CA 94128, (650) 821-5246, sfointernships@flysfo.com

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#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
8	AIRPORT	Transportation Planning Interns Program	This internship will provide students the opportunity to work on real world projects at one of the premier international airports with one of the highest shared-ride modal splits (34%) of any U.S. airport.	Upper-division or graduate-level transportation planning students.	Paid - Varies	Varies	Unspecified	Varies by program, but in general: SF& San Mateo County High School Career Fairs; College Job Fairs; Community Job Fairs/Career Fairs; Community Based Organizations; Word of Mouth; Internet.	http://www.sfgov.org/site/frame.asp?u=http://www.flysfo.com/	SFOinternships@flysfo.com
9	ARTS COMMISSION	Gallery Archivist Intern	The SFAC Gallery Archivist Intern will oversee and execute phase two of a large project involving exhibition archives.	Library students/graduates encouraged to apply. Requires a commitment of 5-10 hours per week. Must be available Tuesdays, Thursdays or Saturdays.	Unpaid - Varies	Varies	Began in 2004.	Partners with neighboring schools (e.g., Mills, UC Berkeley, etc.)	http://www.sfacgallery.org/information.fsp?id=257082	Aimee Le Duc, Gallery Manager. SF Arts Commission Gallery, 401 Van Ness Avenue, San Francisco, CA 94102, aimee.leduc@sfgov.org
10	ARTS COMMISSION	Gallery General Intern Position	The Gallery General Intern will gain a greater understanding of how the Gallery functions, and become familiar with a wide variety of local and national artists and venues. The chosen applicant will work directly with Gallery staff, Gallery artists, and other prominent arts and government leaders.	Arts Administration, MFA, BFA, BA and MA students/ graduates are encouraged to apply.	Unpaid; Varies	5 (approx.)	Unspecified	Partners with neighboring schools (e.g., Mills, UC Berkeley, etc.)	http://www.sfacgallery.org/information.fsp?id=257082	Aimee Le Duc, Gallery Manager. SF Arts Commission Gallery, 401 Van Ness Avenue, San Francisco, CA 94102, aimee.leduc@sfgov.org.

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#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
11	ARTS COMMISSION	Public Art Program	Each intern is paired with a staff member who works as their mentor in completing projects for the Public Art Program. Internship provides orientation, training, evaluation and recognition for interns and is considered as an educational outreach service that helps to expand and diversify community interaction. Interns gain valuable experience and insight into the structure and operation of a governmental arts agency and make useful professional contacts.	Requires commitment of 8 hours/week for a minimum of three months.	Unpaid; Varies	Varies	Unspecified	Partners with neighboring schools (e.g., Mills, UC Berkeley, etc.)	http://www.sfartscommission.org/pubartcollection/about-pubart/2008/10/19/public-art-opportunities/	Ellen Shershow, ellen.shershow@sfgov.org. (415) 252-2594.
12	CITY ATTORNEY	Office Intern Program	The San Francisco City Attorney's Office offers clinical, volunteer and work-study internships to law school students. When appropriate, interns are invited to Board, committee and client meetings, trials and depositions. Additionally, each season the office schedules lectures, events and tours for the interns. Events vary depending on the season and have included: a tour of Pacific Bell Park, a ride on a Fireboat, a tour of the Animal Care and Control facility, a tour of the Youth Guidance Center and an insider's view of the courts.	Students currently enrolled in an accredited law school. Must be able to work a minimum of 10 hours/week during spring and fall. Must be able to work a minimum of 20 hours/week in the summer.	Unpaid; Fall, Spring, Summer	35 (Summer); approx 25 (Fall and Spring)	Formally institutional-ized in 2003. The program is not expected to expand despite the high demand for internships.	Partners with schools nationwide including former alma maters of staff. Lawyers are sent to on-campus seminars.	http://www.sfgov.org/site/city attorney_page.asp?id=18946	Marisa Moret, Managing Attorney. City Hall, Room 234, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102. Note: Applications submitted via email or fax will not be considered.
13	CONTROLLER	1649 Accountant Intern Program	Interns are trained and mentored by higher-level, experience accountants throughout the City and County. To provide Interns with optimum training and experience citywide, they participate in two 9-month rotations, generally at two different departments.	Knowledge of the Generally Accepted Accounting Principles and Government Financial Reporting Requirements; knowledge of the principles and practices of accounting specifically associated with a four year bachelor's degree in Accounting.	Paid; Full-time, 18 months	Varies	Unspecified	Unspecified	http://www.jobaps.com/SF/specs/classspec display.asp?ClassNumber=1649	Mirna Palma, (415) 554-7530, mirna.palma@sfgov.org

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#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
14	DEPT OF TECHNOLOGY	TechConnect/ Digital Inclusion	The TechConnect/Digital Inclusion program provides many opportunities for interns with technology, marketing, communications or managerial interests.	Undergraduate or graduate level students.	Unpaid; Summer, School-Year	2 (Summer); 1 (School-Year)	Formally began in 2007. It has been difficult to expand due to program's relative newness as well as staffing constraints.	Partners with neighboring schools (e.g., UC Berkeley's externship program where employers apply to be included).	http://www.sfgov.org/site/mayor_page.asp?id=50101	Emy Tseng, Project Manager, emy.tseng@sfgov.org
15	DEPT ON THE STATUS OF WOMEN	School year or Summer Internships	The Department on the Status of Women focuses on the advancement of women and women's policy. Interns may have the opportunity to specialize in one program, or may support the work of many or all of these projects.	Undergraduate summer interns and graduate-level school-year interns.	Unpaid; Summer, School-Year	3 (Summer); 1 or 2 (School-year)	Began in 2005 (approx). Has not expanded much due to staffing constraints.	Recruitment is performed at UC Berkeley and SF State's graduate school (specifically students pursuing Master's degrees in Social Work).	http://www.sfgov.org/site/dosw_index.asp?id=72066	Laura Marshall, Administrative Analyst. 25 Van Ness Avenue, Suite 130, San Francisco, CA 94102, (415) 252-2578, laura.marshall@sfgov.org
16	DISTRICT ATTORNEY	Interns	The San Francisco District Attorney's Office offers internship positions for undergraduate and high school students with an interest in criminal justice who seek exposure to the unique and diverse opportunities the SFDA office offers.	High school and college students; Must maintain a consistent schedule; Must attend mandatory training sessions every Tuesday from 4:45 pm to 5:45 pm.	Unpaid; Fall, Spring, Summer	10-20/session	Formally began in 2004, but there have always been interns. Program has grown exponentially.	Unspecified	http://www.sfgov.org/site/frame.asp?u=http://www.sfdistrictattorney.org/ - Go to About Us, then Employment & Internships	SFDAinternship@gmail.com
17	DISTRICT ATTORNEY	Law School Fellows	The goal of this program is to further students' understanding of, and ability to apply, legal principles learned in the classroom to actual legal issues, as well as the varied work of the District Attorney's Office. Law School Fellows will be assigned to different units within the District attorney's Office, but will be required to float within the department when the need arises.	Students attending participating law schools are eligible to apply.	Unpaid; Fall, Spring, Summer	30-40/session	Formally began in 2004, but the informal program has run for an undetermined number of years. Program has grown exponentially.	Partners with neighboring schools and attends career fairs across the country. Perform on-campus interviews (OCI) with law students. Recruiting efforts are very extensive.	http://www.sfgov.org/site/frame.asp?u=http://www.sfdistrictattorney.org/ - Go to About Us, then Employment & Internships	SFDAinternship@gmail.com

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#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
18	DISTRICT ATTORNEY	Legal Interns	Interns will be responsible for a wide variety of both clerical and legal tasks throughout the office such as reviewing police reports, contacting and subpoenaing witnesses, victims and police officers, assisting attorneys in court with pre-trial conferences and hearings and researching and drafting court motions.	Law students in all stages of their legal education; desired commitment of 20 hours/week.	Unpaid; Fall, Spring, Summer	30-40/session	Formally began in 2004, but the informal program has run for an undetermined number of years. Program has grown exponentially.	Partners with neighboring schools and attends career fairs across the country. Perform on-campus interviews (OCI) with law students. Recruiting efforts are very extensive.	http://www.sfgov.org/site/frame.asp?u=http://www.sfdistrictattorney.org/ - Go to About Us, then Employment & Internships	SFDAinternship@gmail.com
19	DISTRICT ATTORNEY	Summer Law Clerks	The program is designed to give law clerks exposure to the different departments of the District Attorney's Office while providing them with the practical experience necessary to become effective litigators. Summer Law Clerks participate in an extensive 12 week trial technique program that includes both practical training as well as courtroom experience.	Second year law students who are eligible for certification by the California State Bar are encouraged to apply.	Paid - Summer	17	Formally began in 2004, but the informal program has run for an undetermined number of years. Program has grown exponentially.	Partners with neighboring schools and attends career fairs across the country. Perform on-campus interviews (OCI) with law students. Recruiting efforts are very extensive.	http://www.sfgov.org/site/frame.asp?u=http://www.sfdistrictattorney.org/ - Go to About Us, then Employment & Internships	SFDAinternship@gmail.com
20	ETHICS COMMISSION	Interns for Public Service Projects	Interns may work in any of the areas that are subject to the jurisdiction of the Commission, such as campaign finance reporting, campaign consultant and lobbyist registration and reporting, and conflicts of interest law application. Because some of our work involves confidential documents, interns must exhibit the highest degree of discretion. All interns receive supervision and can acquire a wealth of experience in and knowledge about local government.	An interest in municipal government and politics, excellent work habits, knowledge of Windows-based word processing, spreadsheet and database applications, preferably in Microsoft Word, Excel and Access, excellent attention to detail, and excellent communication and interpersonal skills.	Unspecified; Varies	Varies	Unspecified	Unspecified	http://www.sfgov.org/site/ethics_page.asp?id=31474	San Francisco Ethics Commission: (415) 252-3100, ethics.commission@sfgov.org

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#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
21	HEALTH SERVICE SYSTEM - EAP	Employee Assistance Program Clinical Internship	Interns assist in providing solution focused brief therapy for individuals and couples; providing psychosocial assessments; developing goal-focused treatment plans; keeping rigorous case notes; co-leading workshops/groups; and acting as liaison between clinical concerns of client and organizational concerns of supervisor/manager.	Graduate students in psychology.	Unpaid; 9 months	1 to 2/session	Unspecified	Send resume and letter of interest to: Jeff Lintner, MFT, CEAP, jeff.lintner@sfgov.org	http://www.sfgov.org/site/sfdhr_page.asp?id=46979	Jeff Lintner, MFT, CEAP, jeff.lintner@sfgov.org
22	HUMAN RIGHTS COMMISSION	Interns	Interns work with the HRC staff on a number of projects including: discrimination complaints, investigations, mediations, fair-housing, LGBT issues, etc. This program is designed to help interns become engaged in public interest issues.	High school, college, graduate, and law school students.	Varies; Summer, School-Year	6-8/session	Over 25 years ago - The Human Rights Commission has been hosting interns informally since the early 1980s.	Recruits at the Public Interest Law Day at Hastings. Partners with neighboring schools (e.g., Stanford, UC Berkeley, SF State, etc.).	http://www.sfgov.org/site/sfhumanrights_index.asp?id=10880	Larry Brinkin, Senior Manager, (415) 431-5764, larry.brinkin@sfgov.org
23	LEGISLATIVE ANALYST OFFICE	Legislative Analyst Intern	Interns work under the direction of Legislative Analyst staff. The duties of a Legislative Analyst include research, analysis and preparation of reports, presentations before committees of the Board of Supervisors, and consultations in specific policy areas. Interns assist Legislative Analyst staff with research and data collection, interviewing of City officials and other stakeholders, attendance at committee and full Board meetings, and preparation of written reports.	Ideal candidate is pursuing or has completed a BA/BS or MA/MS degree in a social science (sociology, economics, public policy, etc.).	Unpaid; Fall, Spring, Summer	2/session	Began in 2002.	Partners with neighboring schools (e.g., Goldman School of Public Policy, State colleges; USF; East Bay; Stanford, UC Berkeley, etc.) and attend Career Fairs.	http://sfgov.org/site/bdsupvrs_index.asp?id=29076	Office of the Legislative Analyst, RE: Legislative Analyst Intern, City Hall, Room 270, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA, 94102-4689; Gabriel Cabrera, (415) 554-7787, gabriel.cabrera@sfgov.org

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#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
24	MAYOR'S OFFICE	Interns	This program is designed to immerse collegiate and professional interns in city government by matching interns to their fields of interest inside the public service sector. In the spirit of diversity and progressivism that characterizes San Francisco, the Mayor's Office welcomes intern candidates of various backgrounds who wish to bring innovative ideas from their communities to City Hall and from City Hall to their communities.	Open to students and graduates. Strongly encourage commitment of at least 15 hours/week.	Unpaid; Fall, Spring, Summer	Varies	Unspecified	Unspecified	**Mayor's Office Internship Program:** http://www.sfgov.org/site/mayor_index.asp?id=43725 **List of Offices:** http://www.sfgov.org/site/mayor_page.asp?id=50101	mayor.internship@sfgov.org
25	MULTI-AGENCY	**Summer Student Intern Program - Architecture/Engineering**	The Summer Student Intern Program seeks student interns for various architecture/engineering disciplines to provide support to in-house engineering, architecture, landscape architecture, planning, surveying, GIS staff. Interns will work in City departments and gain on-the-job experience under the guidance of experienced professional engineers, architects, planners and surveyors.	College students studying Engineering, IT, and GIS.	Paid - Summer	100 (approx)	Over 20 years ago - A number of City departments were separately recruiting interns with backgrounds in engineering and other specialized skills. It was decided that efforts be consolidated under the umbrella of one program.	Recruiting involves multi-agency commitment. Outreach is done at neighboring universities.	**Internship Announcement:** https://attachments.dabbledb.com/prtopics/8397/13941/files/2009%20SFMTA-DPT%20Flyer.pdf **Internship Application Link:** http://www.sfstudentintern.org/	studenttrainee@flysfo.com

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#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
26	MULTI-AGENCY	YouthWorks Internship Program	San Francisco YouthWorks is a career-oriented internship program for high school students. Participants engage in career-oriented internships in one of over 30 departments of the City & County of San Francisco. In addition to their internship participants are able to access ongoing Career Development Workshops and leadership opportunities through the Youth Leadership Team, as well as fun and educational events. Youth are matched with city department employees who provide mentorship, supervision and training designed to expose them to careers and improve their skills in a supportive environment.	High school students (10th, 11th, or 12th grade); Resident of San Francisco; Can work a minimum of 5 hours/week (school year) and 10 hours/week (summer).	Paid; Fall, Spring, Summer	200 (approx)	Began in 1997 as part of an initiative of Mayor Willie Brown to provide young people with more opportunities to work in local government.	Recruiting is performed for every session at local schools and job fairs. The goal is to attract a diverse group of youth and get them interested in the program.	**SF YouthWorks:** http://www.sfyouthworks.org/ **SFYouthWorks Fact Sheet:** http://www.sfyouthworks.org/YW_FactSheet4Youth.pdf	San Francisco YouthWorks, 1596 Post Street, San Francisco, CA 94109, (415) 202-7911, Information@SFYouthWorks.org,
27	MUNICIPAL TRANSPORT-ATION AGENCY (MTA)	SFMTA Summer Intern Program	Student interns are paired with permanent employees who work within a specific section of the Municipal Transportation Agency. The mentors and interns work in teams on specific projects. In addition to their usual work schedule, students participate in a weekly training program where permanent employees get the opportunity to instruct the intern class in their specialty in transportation engineering or planning.	Undergraduate or graduate level students studying engineering or planning.	Paid; Summer	20 (approx)	Began in 1992 with 3 college students and has since expanded to hiring approximately 20 college students each summer to work in the agency's traffic engineering and planning divisions.	Recruitment of undergraduate and graduate students in engineering or planning fields occurs each winter/spring. Program notices are sent to universities around the country. The City typically receives over 100 applications per year, and approximately 30 candidates are invited for interviews.	Contact department for more information.	1 South Van Ness Avenue, 3rd Floor, San Francisco, CA, 94103
28	OFFICE OF SMALL BUSINESS	School year or Summer Internships	An internship with OSB will provide you with valuable government and policy experience, a chance to meet senior City officials, and the opportunity to network and make contacts for future jobs. There are three possible areas that would benefit from internship assistance: Small Business Assistance Center; Policy; and Data Systems and Content Management.	Summer program open to high school, undergraduate or graduate students. School-year program open only to graduate students. Interns should expect to commit to at least 6-10 hours per week, depending on scheduling and academic requirements.	Unpaid; Summer, School-Year	Summer (2-3); School-year (1).	Began in 2008.	Online via website	http://www.sfgov.org/site/sbc_page.asp?id=82615	Office of Small Business, City Hall, 1 Dr. Carlton B. Goodlett Place, Suite 110, San Francisco, CA 94102, (415) 558-7844 (Fax)

Appendix C. Internships

#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
29	PLANNING	Summer Planning Internships	The Planning Department offers full-time, paid summer internships. Interns work on projects identified by the department for 12 weeks. Projects vary by need for interns.	Varies	Paid; Summer	3	Unspecified	Online via website	http://www.sfgov.org/site/planning_index.asp?id=74082	S.F. Planning Department Internship Program, Attn: Nora Priego-Ramos, 1650 Mission Street, Suite 400, San Francisco, CA 94103; Nora Priego-Ramos, (415) 558-6399, nora.priego@sfgov.org
30	POLICE	Police Internship Program	The San Francisco Police Department offers an unpaid college internship for students who are interested in exploring career options within law enforcement.	Applicants must be enrolled in a college level program with a minimum 2.0 GPA, must be a U.S. citizen, must have a driver's license, pass a background check, and be available to work a minimum of 12 hours per week.	Unpaid; Fall, Spring, Summer	Varies	Unspecified	Unspecified	http://www.sfgov.org/site/police_index.asp?id=29947	Lt. Valerie Agard, Juvenile and Family Services, 3401 17th Street, San Francisco, CA 94110
31	PUBLIC DEFENDER	Volunteer Attorney Program	The Volunteer Attorney Program is a highly competitive program that offers both recent law graduates and attorneys from private law firms full-time work experience handling misdemeanor cases. The program benefits private law firms as their associates gain invaluable experience trying cases before juries. Law graduates and attorneys gain extensive training in trial skills, evidence and courtroom protocol.	Recent Law Graduates; Attorneys	Unpaid; Full-time, 4 month commitment	Varies	The VAP program started out as a "loaner" program with Pillsbury Madison & Sutro about 30 years ago.	Partners with local law schools and many out-of-state schools including: Harvard, Yale, NYU, Columbia, Georgetown, University of North Carolina, Tulane, etc. Online applications are also accepted.	http://sfpublicdefender.org/careers/volunteer-attorney-program/	Volunteer Attorney Program, (415) 553-9630.

Appendix C. Internships

#	Department	Internship Program Title	Description	Qualifications	Paid/ Unpaid - Sessions	Number of Interns	Beginning of Program	Recruiting Efforts	Links	Contact Information
32	PUBLIC DEFENDER	Volunteer Internship Program (VIP)	The Volunteer Internship Program (VIP) provides internship opportunities for law students, paralegals, investigators, college students and volunteers who are interested in receiving hands-on experience meeting with clients, writing motions, conducting investigations and assisting attorneys in trial.	Law students; Paralegals; Investigators; College students; Volunteers	Unpaid; Summer	Varies	Over 30 years ago.	Partners with local law schools and many out-of-state schools including: Harvard, Yale, NYU, Columbia, Georgetown, University of North Carolina, Tulane, etc. Online applications are also accepted.	http://sfpublicdefender.org/careers/summer-and-semester-associates/	Sandy Chan; Sandy.Chan@sfgov.org; Kathy Asada; Kathy.Asada@sfgov.org
33	PUBLIC UTILITIES Commission	Student Design Trainee I, II, & III	The San Francisco Public Utilities Commission seeks student design trainees (interns) for various engineering disciplines to provide support to in-house Engineering, Planning, and Surveyor staff. Trainees will gain on-the-job experience under the guidance of experienced professional engineers, planners and surveyors.	Must be attending an accredited Engineering and Planning degree program. Must be returning to their undergraduate program or entering a graduate program the following Fall.	Paid; Varies	Varies	Unspecified	Unspecified	http://www.jobaps.com/sf/sup/BulPreview.asp?R1=TEX&R2=5380&R3=054682	1 South Van Ness Avenue, 4th Floor, San Francisco, CA, 94102, jobs@sfwater.org
34	PUBLIC WORKS	Public Affairs Internship Program	The Public Affairs team needs energetic self-starters to assist in web content management, special event coordination, program development, community outreach, and media relations.	Graduate students	Paid; 6 month, Year-long	1	Began in 2005 - Has not really grown because there is no need to expand.	Recruiting is performed at UC Berkeley and SF State graduate schools (particularly for MPA students).	http://www.sfgov.org/site/sfdpw_page.asp?id=32987	Christine Falvey: (415) 554-6931, Christine.Falvey@sfdpw.org
35	PUBLIC WORKS/PUC	Project Pull Internship Program	Project Pull is committed to diversifying the San Francisco City and County workforce so that it reflects the San Francisco community. During the eight week program, interns get a chance to explore careers in architecture, engineering, business and the sciences by interning with a full-time City employee from various City departments. Placements include: DPW, PUC, MTA, PRT, and DBI.	Residents of San Francisco; Attend school in San Francisco; Students entering junior or senior year in high school or freshman year in college; 3.0 minimum GPA for most recently completed semester.	Paid; Summer	40-50 (approx)	Began in 1995 (14 yrs) and has expanded significantly.	Recruiting is performed at schools with the goal of increasing minority representation in the fields of Architecture and Engineering. (targeting those in the southeastern part of the City).	http://www.sfgov.org/site/projectpull_index.asp	Cindy Aguilar: Project Pull Internship Program, 875 Stevenson St., Rm 470, San Francisco, CA 94103, (415) 554-6037, Sfprojectpull@gmail.com

Appendix D. Multi-generational Workforce Trends and Research

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1 Background

The City, like other major employers, has in recent years been experiencing four distinct "generations" working side-by-side. In FY 2001-02, there were 2,500 Traditionalists and 22 Millenials working throughout the City. Eight years later, there are 559 Traditionalists and 1,105 Millenials working throughout the City. The differences among these groups, developed by experience and shared values, can affect everything from work ethic and the desire for work/life balance to communication and productivity. Managers need to consider these differences in order to recruit quality staff, manage collaborative work teams, and develop effective workforce succession planning strategies. Below are attitudes of the four generations and how they affect career goals:

- o **Traditionalists/Maturers** (born 1925-1942): Traditionalists believe that doing a good job is the most important thing. They also believe that age is equal to seniority and that promotions come from that seniority. The company is always first with this generation, and it is not uncommon for Traditionalists to stay in the same job with the same company for their entire working lives.

- o **Baby Boomers** (born 1943-1960): Baby Boomers define their work ethic by how many hours they put in at work. They invented the 50-plus hour work week to maximize their "face time" at work which they believe is vital to their success. They expect loyalty from those they work with.

- o **Generation Xers** (born 1961-1980): They, GenXers, have developed the attitude that "this company never promised you anything." They are the first generation that will financially not do as well as their parents. They respect production over tenure and look for a person to whom they can invest loyalty, not a company.

- o **Millenials/Generation Y/Nexters** (born 1981-1999): They are ambitious, but not entirely focused. They look to the workplace for direction and to help them achieve their goals. Millenials possess an especially high expectation for bosses and managers to assist and mentor them in attainment of their professional goals.

To develop a better understanding of the different generations among City managers and supervisors, the Department of Human Resources (DHR) offers a half-day workshop entitled *Multi Generational Dynamics*. The workshop provides staff with the diversity in work philosophies and worldviews of these four groups. Topics covered include how core values differ and how each generation defines success. Supervisors learn to utilize the strengths of each group to maximize team performance.

Appendix D. Multi-generational Workforce Trends and Research

2 Multi-generational Workforce Analysis

o The percentage of City employees that are Traditionalists has steadily been declining over the last five years. Millenials are the largest growing employee type, having increased over 1,300% in five years.

City Employees by Generation

Generation	FY05	FY06	FY07	FY08	FY09
Traditionalists	4.7%	3.7%	3.0%	2.3%	2.0%
Boomers	56.5%	54.5%	52.0%	49.7%	47.6%
GenXers	38.6%	41.2%	43.6%	45.9%	46.6%
Millenials	0.3%	0.6%	1.3%	2.1%	3.9%
Source: HR Information System					

City Employees by Generations
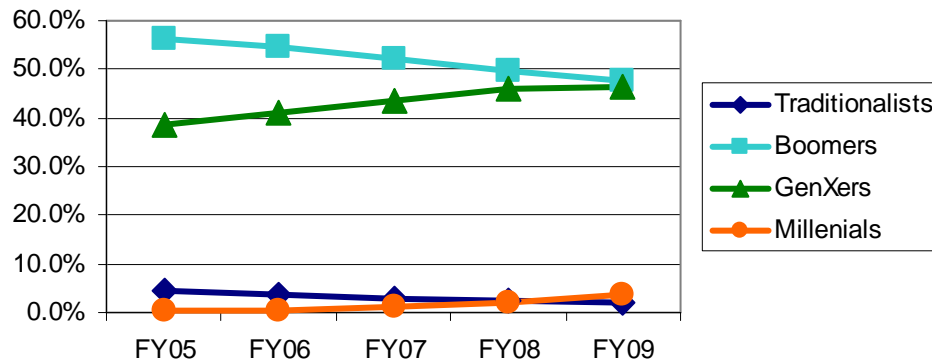
o With the exception of Millenials, all other generational groups have shown a steady incline in their length of service with the City.

Average Length of Service by Generation

Generation	FY05	FY06	FY07	FY08	FY09
Traditionalists	18.7	19.0	19.4	19.6	20.1
Boomers	16.3	16.6	16.9	17.2	17.7
GenXers	7.6	8.0	8.2	8.4	9.2
Millenials	1.7	1.5	1.4	1.7	2.6
Citywide Average	13.0	13.1	13.0	12.9	13.2
Source: HR Information System					

Appendix D. Multi-generational Workforce Trends and Research

Average Length of Service by Generation

- Traditionalists
- Boomers
- GenXers
- Millenials
- Citywide Average
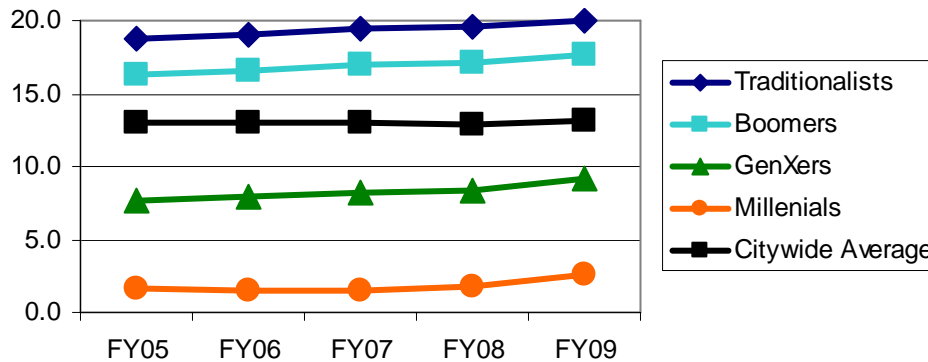
o   Over half of the workforce for Public Health, the Municipal Transportation Agency, Public Utilities Commission, Airport, Department of Public Works, and Recreation & Park Department are Baby Boomers. Over half of employees in the Police, Fire, and Sheriff's departments are GenXers and they also have a higher percentage of Millenials in their workforce. Safety positions in these departments have minimum qualifications requiring fewer years of experience and education, thereby opening the door to civil service for candidates with limited work experience and education.

Generations in the 10 Largest Departments

Department	Total Employees	Traditio- nalists	Boomers	GenXers	Millenials
PUBLIC HEALTH	5,798	1.9%	51.9%	43.2%	3.0%
MTA - MUNICIPAL RAILWAY	5,017	2.6%	54.9%	40.8%	1.7%
POLICE	2,807	0.8%	34.6%	56.1%	8.5%
PUBLIC UTILITIES COMMISSION	2,009	2.5%	52.0%	42.7%	2.7%
HUMAN SERVICES AGENCY	1,787	2.3%	48.9%	46.2%	2.6%
FIRE DEPARTMENT	1,588	0.4%	30.6%	65.6%	3.5%
AIRPORT	1,347	2.8%	56.7%	39.0%	1.5%
GENERAL SERVICES AGENCY - PUBLIC WORKS	1,171	2.2%	50.0%	41.8%	6.1%
SHERIFF	1,085	0.3%	28.0%	62.1%	9.6%
RECREATION AND PARK DEPARTMENT	822	1.8%	57.1%	38.9%	2.2%

Source: HR Information System, data for FY 2008-09

o   Within miscellaneous employees, the highest percentage is Baby Boomers (50.9%), while for safety personnel, the highest percentage is GenXers (61.5%). There is a higher percentage of GenXers and Millenials working in safety job classes than in miscellaneous positions.

Appendix D. Multi-generational Workforce Trends and Research

Miscellaneous vs. Safety Employees by Generation

Employee Type	Total Employees	Traditionalist	Boomers	GenXers	Millenials
Miscellaneous	23,523	2.3%	50.9%	43.4%	3.4%
Safety	4,996	0.5%	31.8%	61.5%	6.2%
Total Employees	**28,519**	**2.0%**	**47.7%**	**46.6%**	**3.9%**

Source: HR Information System, data for FY 2008-09

o The top ten positions held by Millenials are entry-level positions; the highest concentration of Millenials holds the position of Q-2 Police Officer. These top ten positions are generally full-time positions. Both safety positions and registered nurse positions tend to have non-traditional work schedules.

Top 10 Jobcodes Held by Millenials

Jobcode	Description	Total
Q 2	Police Officer	207
2320	Registered Nurse	68
8300	Sheriff's Cadet	42
H 3	Firefighter/Paramedic	41
8302	Deputy Sheriff I	35
3602	Library Page	32
7501	Environmental Service Worker	31
8304	Deputy Sheriff	27
5201	Junior Engineer	26
5203	Assistant Engineer	26
Total for Top 10 Jobcodes		**535**
Total Millenials		**1,105**

Source: HR Information System, data for FY 2008-09

o For Traditionalists, the number one job is that of 8201 School Crossing Guard. These top ten positions are generally full-time positions, with many being held in the Department of Public Health, Airport, and the Municipal Transportation Agency.

Appendix D. Multi-generational Workforce Trends and Research

Top 10 Jobcodes for Traditionalists

Jobcode	Description	Total
8201	School Crossing Guard	36
2708	Custodian	27
9163	Transit Operator	27
1426	Senior Clerk Typist	18
1424	Clerk Typist	11
2232	Senior Physician Specialist	11
2320	Registered Nurse	9
2905	Senior Eligibility Worker	9
7334	Stationary Engineer	9
2736	Porter	8
2912	Senior Social Worker	8
7514	General Laborer	8
Total for Top 10 Jobcodes		**181**
Total Traditionalists		**559**

Source: HR Information System, data for FY 2008-09

3 Workforce Dynamics Impacted by Multiple Generations

More and more research is being conducted on the workforce dynamics experienced by multiple generations in the workplace. The dynamics created by the different generations working together affects workforce and succession planning efforts for the entire employee life cycle, from hiring and supervising to developing skills sets and keeping employees engaged. In addition to a literature review, DHR conducted a series of focus groups with City employees and used an on-line survey to collect qualitative data on the attitudes and beliefs of City employees from all four generations. Topics covered included why employees entered/remain in public service; attitudes about career advancement; tools to manage time and communicate; feedback and guidance from supervisors; working in teams; and benefits, programs, polices that are important to keep them working for the City.

In the Fall of 2008, DHR held nine focus groups; 81 City employees representing 31 departments and 53 job classes participated. In addition, 150 employees representing all 8 occupational groups took the on-line survey.

Focus Group Participants

Generation	#	%
Traditionalists	7	9%
Boomers	33	41%
GenXers	32	40%
Millenials	9	11%
Total	**81**	**100%**

Appendix D. Multi-generational Workforce Trends and Research

Survey Participants by Generation

Generation	#	%
Traditionalists	7	5%
Boomers	69	46%
GenXers	46	31%
Millenials	28	19%
Total	**150**	**100%**

Survey Participants by Occupation

Occupation	#	%
Administrative Support	52	35%
Official/Administrator	19	13%
Paraprofessional	10	7%
Professional	54	36%
Protective Service	3	2%
Service Maintenance	4	3%
Skilled Craft	2	1%
Technician	6	4%
Total	**150**	**100%**

4 Preliminary Findings on the City's Changing Workforce

Given the research on generational differences, we thought the attitudes of City employees would be reflective of their generation. While there were differences in some values of our focus group participants, we cannot say if it's due to their generational experience or the reality that the City's workforce is diverse, with many employees having grown up abroad or having come to the U.S. later in life. There were some differences between the groups, such as the idea of teamwork, from the very collaborative efforts of Millenials to the individualist Gen-Xers. Other responses ranged from the Millenials that like immediate results and feedback to Boomers that assume no feedback means no problems exist. While some younger employees veered towards more use of technology, some older employees seemed to like a more a personalized approach to relationship building in their work. On the one hand, while some Boomers were of the mind that one must pay their dues to climb up the career ladder, some younger workers want the flexibility to move around or promote based on talent, not seniority. In the end, while the research highlights the differences, our results showed that there were more similarities among employees across the different generations.

Based on the data collected, while there were some differences among these groups, developed by experiences and shared values, oftentimes the overarching goal of serving the public good bridged the gaps between the generations. Managers will need to consider these attitudes in order develop effective workforce succession planning strategies. Given the rising cost of healthcare, the decline in value of personal retirement accounts, and the increase in the cost of living, workers may not retire as they become eligible for benefits. Employers need to adapt to employees whose desire for work/life balance is more important than ever, and who will change jobs and careers more often than prior generations.

With Traditionalists and Baby Boomers leaving the workforce, an increase in the GenXers filling leadership roles, and Millenials joining the workforce, the following trends emerged from our data gathering.

Entering public service: The top three reasons employees entered public service, across multiple generations, are wanting a stable career with good benefits, wanting to make a

difference, and that public service aligned with his/her educational background. Additional reasons included knowing someone who has/had a rewarding career in public service, being interested in a particular department/agency, not knowing what else to do, having a limited amount of work experience, thinking that gays would be treated equally, and wanting to work in a particular industry.

Remaining in public service: The top three reasons employees remain working for the City, across multiple generations, are enjoying his/her job, enjoying the people he/she works with, and the money/benefits of City employment. Additional reasons include believing in the mission of the department/agency, having a job that pays the bills, being a "part of the solution", contributing by sharing their expertise, working in an area that aligns with his/her professional training, and not yet having accomplished a professional goal.

Attitudes about career advancement: In order to assess attitudes about career advancement, survey participants were provided with four statements and asked to select the statement that best described their views on developing their career. Based on the survey, the ranking of responses were as follows: 1) I want to be involved in meaningful work for the City and for all the other organizations/interests/issues I am involved in; 2) I focus on my individual career goals so that I can build a career that fits my needs; 3) I have been very loyal to the City and want to build a legacy here; and 4) I want to build a stellar career with the City and good titles to go with my positions. The majority of participants value a career that is meaningful and that aligns with their interests.

In order to get a better sense of attitudes about career advancement for different generations, focus group participants were asked to explain their experiences with career advancement. From the responses in these focus groups, it is clear that networking and building relationships are important aspects of career advancement for employees regardless of length of service with the City. In particular, participants felt that having someone act as their mentor often helped facilitate their own career advancement. Some participants stated that they had been recognized for doing good work and were then recommended to other individuals and departments. There were many participants, however, who commented on the highly bureaucratic structure of advancing within the City and the fact that it is difficult to get information regarding promotional opportunities. In particular, participants who had been working for the City for 5 years or longer commented on the fact that there are opportunities to advance but it is important to understand how the civil service system works.

Tools to manage time and communicate: Most participants stated they used a combination of electronic, paper, and in-person meetings as a way to manage their time. Some people adjusted to the electronic tools used in their workplace, while others added electronic tools to consolidate all the sources of information they had to manage. In addition, the top means of communicating with colleagues to get work done was in the form electronic messages because the communication was documented, receipts could be attached, it allowed time for the receiver to research the question/request, and it was considered unobtrusive. Second, face-to-face was felt to be a way of building relationships, reducing the back and forth of email threads, and was more effective urgent matters. The thirds means of communicating was phone calls and voicemails, and were considered as a back-up to the initial communication.

Appendix D. Multi-generational Workforce Trends and Research

Feedback and guidance from supervisors: Most participants stated that they want positive and constructive feedback to help them improve their performance, including clear expectations and priorities for work. They also want recognition for what they're doing well. The feedback can be verbal and in writing. They also want help in brainstorming improvements to the services they provide. The majority of participants stated that they want guidance on their work, given the context of new and continuing projects, policy issues, implementation challenges, input from varying stakeholders. Responses varied as to the frequency of feedback and guidance from daily, quarterly, annually, to as needed.

Working in teams: Not all participants have worked in teams. Regardless of generational group, for those that have worked on teams, participants felt that teams work well together when everyone has a common goal, when objectives are clear, and collaboration leads to generating ideas, energy, and consensus. These teams use people's expertise, respect each other, have open communication, are accepting of various view points, and having a plan. Together, the mix of experience, dedication and enthusiasm on the part of the team members creates a whole that is greater than the sum of its parts. Participants commented that teams did not work well together when the group did not reach consensus, there was a different sense of work ethic among members, and there were external managerial changes. Also, if there is no leader, the administration is new and does not make decisions, there are too many new people, or the work is very political, these factors bring challenges to a team working successfully together. Lastly, a team does not work well together when there is a lack of cohesion and is made up of individuals with prevailing negative attitudes, poor communications skills, clinging to old standards, withholding information, believing that a function is "theirs"and/or having a lack of respect for each other. In terms of generational differences, younger participants mentioned the challenges of meeting tight deadlines with strict guidelines with the older members of their team that did not adhere to these rules. Older participants mentioned the challenge of completing a team project when the quality of younger workers was lacking.

Benefits, programs, policies that are important to employees: The top three benefits, programs or policies that employees find most important are having training opportunities, flexible schedules, and tuition reimbursements. Participants were asked to select from a list as many benefits, programs, and policies they thought were important. Additional benefits selected by participants include the provisions of the City's Civil Service rules and regulations, strong union representation, and options for telecommuting. Participants are continually looking to develop their skills. Many participants also commented on the fact that having flexible schedules allows them to create a good work/life balance, which is an important value in today's workforce. Among younger generations, tuition reimbursement is an attractive benefit.

Lastly, survey and focus groups participants expressed interest in mentoring, career counseling, trainee programs, and on-the-job training, as ways to increase their knowledge of the workings of City government, as well as to increase their skills set. While these strategies may begin as informal, they can develop into programs that may require further research and financial analysis. They are strategies of interest to employees, and which are also meet the longer term department's workforce planning efforts. Ultimately these workforce and succession planning efforts need to be implemented at the department/agency level or small subgroups, in order to be operationally feasible.

Appendix E. Citywide Workforce Analysis

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Appendix E. Citywide Workforce Analysis

1   Workforce Trends – FY 2004-05 to FY 2008-09

1.1 Employee Data Defined

This section examines trends in workforce demographics, new hires, separations, and turnover rates over the last five fiscal years. Data are for employees of all City departments, including the Municipal Transportation Agency (MTA), but excluding the San Francisco Unified School District and Community College District, the Trial Courts, as well as Board members, commissioners, elected officials, and temporary exempt employees with as-needed schedules. Technically, data describes "appointments" rather than individuals; one individual can hold multiple appointments, such as a full-time nurse who sometimes works extra shifts. By excluding as-needed appointments, the appointments generally translate to employees.

In addition, based on the job class, employees are either miscellaneous or safety personnel based on either the San Francisco Employees Retirement System (SFERS) or the California Public Employees Retirement System (CalPERS) retirement eligibility requirements. Police officers and firefighters are safety personnel under SFERS and several classifications for investigators, counselors, institutional officers, and deputies are safety personnel under CalPERs. All other employees are miscellaneous. Safety personnel tend to have different hiring and separation trends, given the extensive testing and hiring process, the nature of the work, and retirement criteria. In some instances, trends data is presented separating these two groups of employees.

1.2 Employees by Appointment Status

Between FY 2004-05 and FY 2008-09, the percentage of the workforce with Permanent Civil Service (PSC) status employees increased by 0.4%[9]. During the same period, there was a decrease of 1.5% in Temporary Provisional (TPV) employees.

Employees by Appointment Status, FY05 - FY09

Appointment Status	FY05 %	FY06 %	FY07 %	FY08 %	FY09 %	Change Between FY05 and FY09
PCS - Permanent Civil Service	88.6%	87.2%	86.9%	88.2%	88.9%	0.4%
PEX - Permanent Exempt	5.7%	6.0%	6.2%	6.2%	6.4%	0.7%
TPV - Temporary Provisional	3.6%	4.8%	4.9%	3.6%	2.1%	-1.5%
TEX - Temporary Exempt	2.0%	1.9%	1.9%	2.0%	2.1%	0.1%
Other[1]	0.1%	0.1%	0.1%	0.0%	0.4%	0.3%
Total Employees	**27,568**	**27,622**	**28,395**	**28,898**	**28,519**	

Source: HR Information System; [1] "Other" includes Temporary Civil Service (TCS), Non Civil Service (NCS), Rehired (REH), and Temporary Limited Term (TLT).

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[9] Numbers may very slightly due to rounding.

Appendix E. Citywide Workforce Analysis

1.3 Employees by Major Service Area (MSA)

Between FY 2004-05 and FY 2007-08, MSA F: General Administration & Finance had the largest increase in proportion of total workforce (0.6%). Over the same period, the proportion of employees working in MSA D: Community Health and MSA E: Culture & Recreation decreased 1.1% and 0.3%, respectively.

Employees by Major Service Area, FY05 - FY09

Major Service Area (MSA)	FY05 %	FY06 %	FY07 %	FY08 %	FY09 %	Change Between FY05 and FY09
A: Public Protection	22.2%	22.2%	22.2%	22.3%	22.6%	0.5%
B: Public Works, Transportation, & Commerce	35.1%	34.8%	34.7%	34.4%	35.2%	0.0%
C: Human Welfare & Neighborhood Development	7.1%	7.5%	7.8%	7.7%	7.3%	0.2%
D: Community Health	21.4%	21.3%	21.2%	21.0%	20.3%	-1.1%
E: Culture & Recreation	6.8%	6.6%	6.4%	6.6%	6.5%	-0.3%
F: General Administrative & Finance	7.4%	7.6%	7.7%	8.0%	8.0%	0.6%
Total Employees	**27,568**	**27,622**	**28,395**	**28,898**	**28,519**	

Source: HR Information System

1.4 Employees by Department

o Between FY 2004-05 and FY 2008-09, the City's workforce increased by 951 employees.

o Twenty-five departments had an increase in staffing levels between FY 2004-05 and FY 2008-09, while twenty-two departments saw a decrease. The Economic and Workforce Development department had the largest proportional change in staffing levels with an increase of 393.0% over the five-year period.

Appendix E. Citywide Workforce Analysis

Employees by Department, FY05 - FY09

Department	FY05 %	FY06 %	FY07 %	FY08 %	FY09 %	% Change FY05 and F09
PUBLIC HEALTH	21.4%	21.3%	21.2%	21.0%	20.3%	-5.1%
MTA - MUNICIPAL RAILWAY	17.9%	17.1%	16.9%	16.9%	17.6%	-1.5%
POLICE	9.1%	9.2%	9.4%	9.5%	9.8%	7.8%
PUBLIC UTILITIES	6.7%	6.9%	7.0%	6.9%	7.0%	4.7%
HUMAN SERVICES AGENCY[1]	6.0%	6.4%	6.7%	6.7%	6.3%	4.6%
FIRE DEPARTMENT	6.2%	6.2%	5.9%	5.7%	5.6%	-10.6%
AIRPORT	4.6%	4.7%	4.6%	4.6%	4.7%	1.7%
GENERAL SERVICES AGENCY - PUBLIC WORKS	4.2%	4.3%	4.3%	4.1%	4.1%	-1.6%
SHERIFF	3.3%	3.4%	3.5%	3.5%	3.8%	14.1%
RECREATION & PARK	3.2%	3.0%	3.0%	3.1%	2.9%	-10.0%
PUBLIC LIBRARY	2.7%	2.6%	2.5%	2.5%	2.6%	-2.9%
ADMIN SERVICES	1.3%	1.3%	1.6%	1.7%	1.8%	37.3%
CITY ATTORNEY	1.2%	1.2%	1.1%	1.1%	1.1%	-7.1%
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	1.0%	1.0%	1.0%	1.0%	0.9%	-10.0%
JUVENILE PROBATION	0.9%	0.9%	0.9%	0.8%	0.9%	-1.7%
DISTRICT ATTORNEY	0.9%	0.9%	0.9%	0.9%	0.8%	-4.5%
EMERGENCY COMMUNICATIONS DEPARTMENT	0.8%	0.8%	0.8%	0.8%	0.8%	1.8%
PORT	0.8%	0.8%	0.8%	0.8%	0.8%	0.3%
TREASURER/TAX COLLECTOR	0.8%	0.8%	0.8%	0.8%	0.8%	-1.5%
DEPARTMENT OF BUILDING INSPECTION	0.9%	1.0%	1.0%	0.9%	0.7%	-17.0%
CONTROLLER	0.5%	0.6%	0.6%	0.6%	0.6%	10.7%
HUMAN RESOURCES[2]	0.6%	0.6%	0.5%	0.6%	0.6%	-8.3%
PUBLIC DEFENDER	0.5%	0.5%	0.6%	0.6%	0.6%	9.0%
CITY PLANNING	0.4%	0.5%	0.5%	0.5%	0.5%	18.3%
ASSESSOR / RECORDER	0.4%	0.4%	0.4%	0.4%	0.4%	8.2%
CHILD SUPPORT SERVICES	0.5%	0.5%	0.4%	0.4%	0.4%	-14.9%
MAYOR	0.4%	0.4%	0.4%	0.4%	0.4%	-9.6%
FINE ARTS MUSEUM	0.3%	0.4%	0.4%	0.4%	0.4%	38.1%
ADULT PROBATION	0.4%	0.4%	0.4%	0.3%	0.3%	-13.3%
WAR MEMORIAL	0.3%	0.3%	0.3%	0.3%	0.3%	-4.4%
RETIREMENT SYSTEM	0.3%	0.3%	0.3%	0.3%	0.3%	6.5%
ENVIRONMENT	0.2%	0.2%	0.2%	0.2%	0.2%	12.8%
ELECTIONS	0.1%	0.1%	0.1%	0.2%	0.2%	93.3%
BOARD OF SUPERVISORS	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
ASIAN ART MUSEUM	0.2%	0.2%	0.2%	0.2%	0.2%	0.6%
ECONOMIC & WORKFORCE DEVELOPMENT	0.0%	0.1%	0.1%	0.2%	0.2%	393.0%
HUMAN RIGHTS	0.1%	0.1%	0.1%	0.1%	0.1%	-17.5%
HEALTH SERVICE SYSTEM[2]	N/A	0.1%	0.1%	0.1%	0.1%	0.0%
CHILDREN, YOUTH & THEIR FAMILIES	0.1%	0.1%	0.1%	0.1%	0.1%	21.7%
ARTS COMMISSION	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%
RENT ARBITRATION BOARD	0.1%	0.1%	0.1%	0.1%	0.1%	-3.3%
ETHICS	0.0%	0.0%	0.0%	0.1%	0.1%	83.7%
CHILDREN & FAMILIES COMMISSION	0.0%	0.0%	0.0%	0.1%	0.0%	50.4%
ACADEMY OF SCIENCES	0.0%	0.0%	0.0%	0.0%	0.0%	32.9%
CIVIL SERVICE	0.0%	0.0%	0.0%	0.0%	0.0%	-3.3%
DEPARTMENT OF THE STATUS OF WOMEN	0.0%	0.0%	0.0%	0.0%	0.0%	-3.3%
BOARD OF APPEALS	0.0%	0.0%	0.0%	0.0%	0.0%	20.8%
TAXI COMMISSION	0.0%	0.0%	0.0%	0.0%	0.0%	-3.3%
Total Employees	**27,568**	**27,622**	**28,395**	**28,898**	**28,519**	**3.4%**

Source: HR Information System
1- In FY 2004-05, the department of Aging & Adult Services became part of the Human Services Agency
2- In FY 2005-06, the Health Service System became a distinct department from the Department of Human Resources.

Appendix E. Citywide Workforce Analysis

1.5 Citywide Average Age and Length of Service

The average age for City employees rose from 47.0 years old in FY 2004-05 to 47.6 years old in FY 2008-09, and the average length of service increased from 13.0 years to 13.2 years.

Citywide Average Age and Length of Service, FY05 - FY09

Characteristic	FY05	FY06	FY07	FY08	FY09	Five Year Average
Citywide Average Age	47.0	47.2	47.2	47.3	47.6	47.2
Citywide Average Length of Service	13.0	13.1	13.0	12.9	13.2	13.0
Source: HR Information System						

1.6 Citywide Internal Movement

Internal movement is defined as movement within the City in terms of promotions, or transfers at the request of the employee from one department to another. It reflects the proportion of employees that are progressing in their careers, and is one indication of the available opportunities for career growth and enhancement within the City. This does not reflect employees who are in acting assignment positions, performing a substantial portion of the duties and responsibilities of a higher classification, and receiving compensation at a higher salary. Acting assignments are not tracked in the HR Information System. Data does not include transfers due to administrative action, such as ADA accommodations or transfer of functions, when the work continues as is, but is moved to a different unit, division, or department. Demotions are excluded from data as demotions are a reflection of the codes used in the HR Information System, or when an employee takes a job in a different job series with a lower pay scale, not as a result of performance, or is reinstated into a former permanent civil service position from a promotive class. In addition, reassignments are excluded, as they reflect a change in the position from one requisition to another, not in the work unit of an employee.

o For miscellaneous staff, internal movement increased each year over the over the first four years, then dipped in FY 2008-09. There was a peak of 1,943 promotions and 60 transfers at the employee's request in FY 2007-08.

Miscellaneous Employee Internal Movement by Reason

Action	Reason	Reason Description	FY05	FY06	FY07	FY08	FY09	Total
Promotion	PCS	Prom - Permanent Civil Service	481	761	1,262	1,602	898	5,004
	PEX	Prom - Permanent Exempt	199	84	99	167	165	714
	TEX	Prom - Temporary Exempt	1	4	12	73	139	229
	TPV	Prom - Provisional	1	28	66	101	91	287
Total Promotions, All Reasons			**682**	**877**	**1,439**	**1,943**	**1,293**	**6,234**
Transfer	EER	Employee Request	16	40	42	60	43	201
Total, All Actions			**698**	**917**	**1,481**	**2,003**	**1,336**	**6,435**
Source: HR Information System								

Appendix E. Citywide Workforce Analysis

o For safety personnel, internal movement continued to increase over the five-year period, and peaked at 450 promotions in FY 2008-09.

Safety Personnel Internal Movement by Reason

Action	Reason	Reason Description	FY05	FY06	FY07	FY08	FY09	Total
Promotion	PCS	Prom - Permanent Civil Service	26	33	58	84	440	641
	PEX	Prom - Permanent Exempt	17	26	12	25	6	86
	TCS	Prom - Temporary Civil Service				2		2
	TEX	Prom - Temporary Exempt				1		1
	TPV	Prom - Provisional		29	1	3	4	37
Total Promotions, All Actions			**43**	**88**	**71**	**115**	**450**	**767**
Transfer	EER	Employee Request		1	1	1		3
Total, All Actions			**43**	**89**	**72**	**116**	**450**	**770**
Source: HR Information System								

o Over the five-year period, the largest number of employees promoted into positions within MSA B: Public Works, Transportation, & Commerce.

Employee Promotions by MSA

Major Service Area (MSA)	FY05	FY06	FY07	FY08	FY09	Total
A: PUBLIC PROTECTION	133	127	112	201	601	1,174
B: PUBLIC WORKS, TRANSPORTATION & COMMERCE	183	376	469	700	560	2,288
C: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT	66	128	220	198	57	669
D: COMMUNITY HEALTH	160	180	444	412	226	1,422
E: CULTURE & RECREATION	31	56	118	203	103	511
F: GENERAL ADMINISTRATION & FINANCE	152	98	147	344	196	937
Total Employees	**725**	**965**	**1,510**	**2,058**	**1,743**	**7,001**
Source: HR Information System						

o Between FY 2004-05 and FY 2008-09, MSA B: Public Works had the largest number of transfers. There were less than a dozen transfers in the remaining MSAs in any fiscal year.

Employee Requested Transfers by MSA

Major Service Area (MSA)	FY05	FY06	FY07	FY08	FY09	Total
A: PUBLIC PROTECTION		1	4	11	1	17
B: PUBLIC WORKS, TRANSPORTATION & COMMERCE	11	25	21	22	23	102
C: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT	1	4	2	3	3	13
D: COMMUNITY HEALTH	1	3	2	4	2	12
E: CULTURE & RECREATION	2	7	5	10	7	31
F: GENERAL ADMINISTRATION & FINANCE	1	1	9	11	7	29
Total Employees	**16**	**41**	**43**	**61**	**43**	**204**
Source: HR Information System						

Appendix E. Citywide Workforce Analysis

1.7 New Hires by Major Service Area

o   New hires refer to employees who are new to City service. They exclude hires of temporary exempt (TEX) employees as well as movements of existing employees among departments through reassignments, transfers, promotions, demotions, and rehires made within a week of a prior appointment.

o   Over the last five years, MSA B: Public Works, Transportation, & Commerce had the highest number of new hires. During the five-year period, MSA E Culture & Recreation had the fewest new hires.

New Hires by MSA

Major Service Area	FY05	FY06	FY07	FY08	FY09	Total
A: PUBLIC PROTECTION	254	372	513	584	233	2,725
B: PUBLIC WORKS, TRANSPORTATION & COMMERCE	259	333	544	605	452	3,273
C: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT	126	189	203	172	46	1,082
D: COMMUNITY HEALTH	361	376	383	363	191	2,869
E: CULTURE & RECREATION	42	74	71	117	62	579
F: GENERAL ADMINISTRATION & FINANCE	130	190	194	190	129	1,260
Total	**1,172**	**1,534**	**1,908**	**2,031**	**1,113**	**11,788**

Source: HR Information System

o   All MSAs experienced low levels of new hires in FY 2004-05 and FY 2008-09, years with large numbers of layoffs.
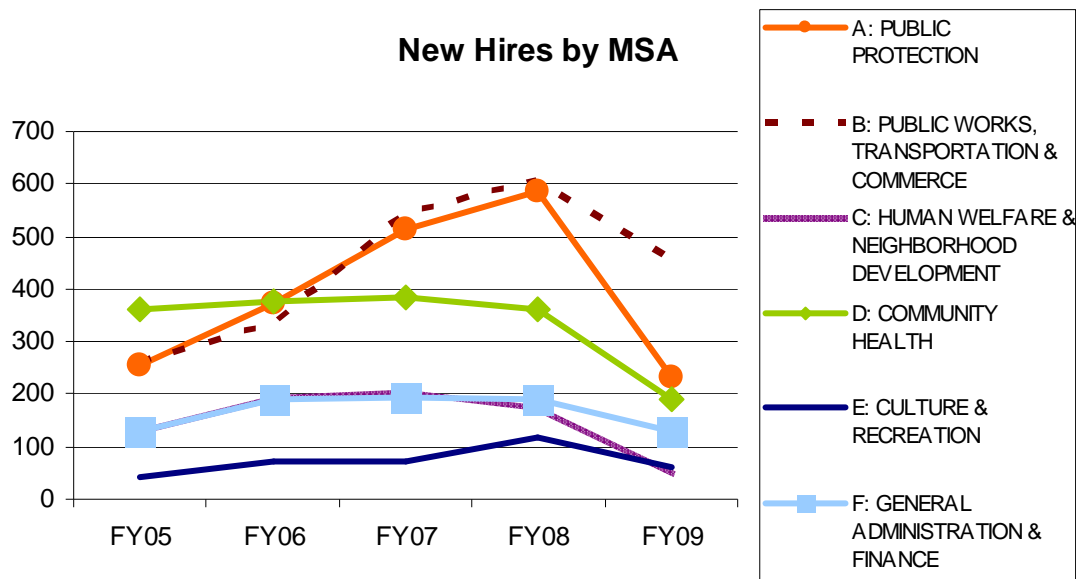
New Hires by MSA

1.8 New Hires by Department

o   Public Health and MTA had the largest number of new hires steadily over the last five years. Smaller departments with low turnover had few or no hires, including the

Appendix E. Citywide Workforce Analysis

Academy of Science, Civil Service Commission, Board of Appeals, and the War Memorial. Turnover rates are presented in sections 1.15 through 1.19.

o Safety personnel comprised 17.9% of all new hires Citywide between FY 2004-05 and FY 2008-09. Hiring was highest, both for safety personnel and miscellaneous employees, in FY 2007-08.

Appendix E. Citywide Workforce Analysis

Miscellaneous - New Hires by Department

Title	FY05	FY06	FY07	FY08	FY09	Total
ACADEMY OF SCIENCES				3		3
ADMIN SERVICES	15	22	60	28	26	151
ADULT PROBATION			1	4	1	6
AIRPORT	50	43	64	97	48	302
ARTS COMMISSION	2	2	5	2	3	14
ASIAN ART MUSEUM	1	6		2		9
ASSESSOR / RECORDER	4	13	7	10	1	35
BOARD OF APPEALS		1		1		2
BOARD OF SUPERVISORS	12	7	14	9	17	59
CHILD SUPPORT SERVICES	13	9	7	15	1	45
CHILDREN & FAMILIES COMMISSION	3	3	7	2		15
CHILDREN, YOUTH & THEIR FAMILIES	4	10	6	9	2	31
CITY ATTORNEY	15	25	23	26	8	97
CITY PLANNING	5	30	5	20		60
CIVIL SERVICE		2		1		3
CONTROLLER	31	20	12	16	20	99
DEPARTMENT OF BUILDING INSPECTION	6	30	9	12	1	58
DEPARTMENT OF THE STATUS OF WOMEN	1	3	2	2		8
DISTRICT ATTORNEY	19	20	25	22	10	96
ECONOMIC & WORKFORCE DEVELOPMENT	3	3	12	12	3	33
ELECTIONS	1	1	1			3
EMERGENCY COMMUNICATIONS DEPARTMENT	43	47	20	59	24	193
ENVIRONMENT	11	8	14	14	9	56
ETHICS	1	1	2	5	1	10
FINE ARTS MUSEUM	2	12	2	1	1	18
FIRE DEPARTMENT	1	3	7	7		18
GENERAL SERVICES AGENCY - PUBLIC WORKS	29	46	40	41	24	180
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	6	16	18	18	5	63
HEALTH SERVICE SYSTEM[2]		4	7		2	13
HUMAN RESOURCES	6	16	9	21	22	74
HUMAN RIGHTS	1		3	5	6	15
HUMAN SERVICES AGENCY	93	154	163	124	28	562
JUVENILE PROBATION	1	1	1	1	1	5
MAYOR	19	18	28	21	7	93
MTA - MUNICIPAL RAILWAY	67	86	289	332	316	1,090
POLICE	9	12	38	55	47	161
PORT	5	17	8	9	4	43
PUBLIC DEFENDER	5	13	23	22	7	70
PUBLIC HEALTH	361	376	383	363	191	1,674
PUBLIC LIBRARY	11	18	19	27	12	87
PUBLIC UTILITIES	99	101	118	100	56	474
RECREATION & PARK	25	36	45	81	44	231
RENT ARBITRATION BOARD		2	1	1		4
RETIREMENT SYSTEM	3	7	2	1	4	17
SHERIFF	11	61	92	97	76	337
TAXI COMMISSION		6	4	1		11
TREASURER/TAX COLLECTOR	12	8	6	14	16	56
WAR MEMORIAL	1				2	3
Total	**994**	**1,311**	**1,596**	**1,699**	**1,028**	**6,628**

Source: HR Information System

1 In FY 2004-05, the department of Aging & Adult Services became part of the Human Services Agency

2 In FY 2005-06, the Health Service System became a distinct agency from the Department of Human Resources.

Appendix E. Citywide Workforce Analysis

Safety - New Hires by Department

Title	FY05	FY06	FY07	FY08	FY09	Total
ADULT PROBATION			6	3	1	10
DISTRICT ATTORNEY	4	2	6	2	3	17
FIRE DEPARTMENT	79	72	53	31	18	253
JUVENILE PROBATION			1	6	1	8
POLICE	82	140	240	273	43	778
PUBLIC HEALTH						0
PUBLIC LIBRARY				1		1
SHERIFF		1		2	1	4
Total	**165**	**215**	**306**	**318**	**67**	**1,071**
Source: HR Information System						

1.9 New Hires by Age Group

o For miscellaneous employees, hiring was highest in all years in the 25-34 age group, followed by the 35-44 age group. Hiring was lowest in all years among the 65+ age group.

Miscellaneous - New Hires by Age Group

Age Group	FY05	FY06	FY07	FY08	FY09	Total
<25	70	84	89	84	61	388
25-34	379	448	575	593	362	2,357
35-44	272	421	466	551	316	2,026
45-54	205	263	352	361	224	1,405
55-64	75	99	112	117	81	484
65+	6	4	8	7	2	27
Total	**1,007**	**1,319**	**1,602**	**1,713**	**1,046**	**6,687**
Source: HR Information System						

Miscellaneous - New Hires by Age Group
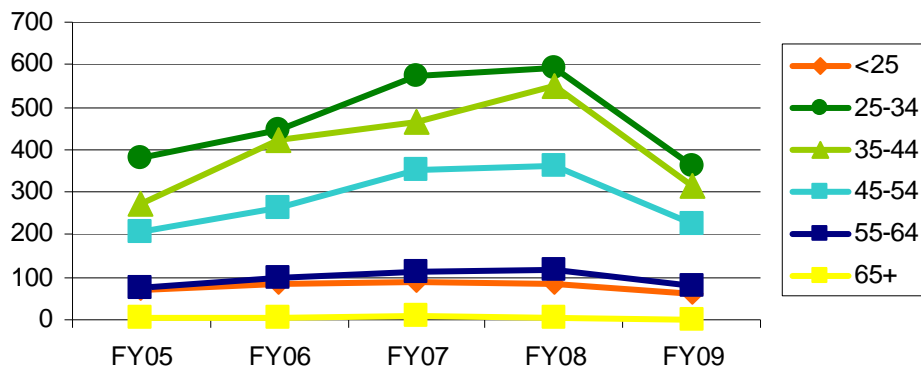
Appendix E. Citywide Workforce Analysis

o   For safety personnel, hiring was highest in all years in the 25-34 age group, followed by the 35-44 and the under 25 age groups. Hiring was lowest in all years among the 55-64 age group. This reflects the trend of police officers and firefighters becoming City employees at younger ages, remaining with the City for most of their career, and then retiring at a younger age.

Safety - New Hires by Department

Age Group	FY05	FY06	FY07	FY08	FY09	Total
<25	27	44	74	67	11	223
25-34	87	120	150	163	33	553
35-44	42	45	70	68	16	241
45-54	9	6	9	15	7	46
55-64			3	5		8
Total	**165**	**215**	**306**	**318**	**67**	**1,071**
Source: HR Information System						

Safety New Hires by Age Group
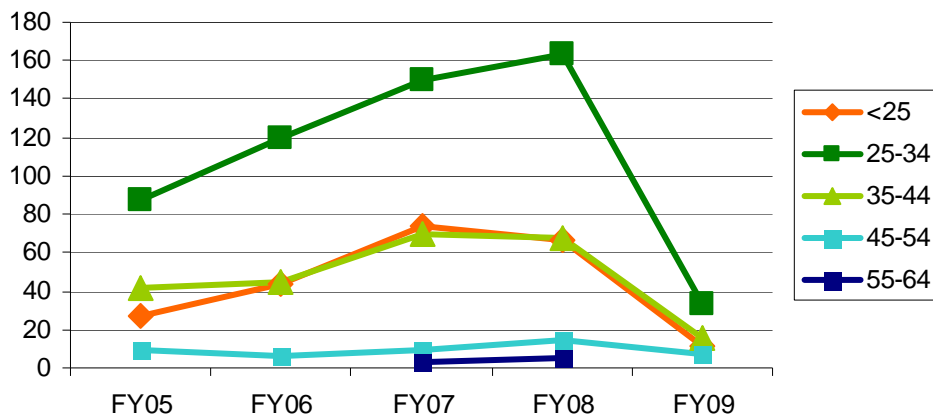
1.10 New Hires by County of Residence

o   Nearly all miscellaneous and safety newly hired employees in the past five years lived in Bay Area counties at the time of hire, 96.6% and 95.0%, respectively. It is possible that new employees moved after they were hired.

o   Both miscellaneous employees and safety personnel hired within the past five years are more likely to be residents of San Francisco or San Mateo counties, and less likely to be residents of counties north of the bay.

Appendix E. Citywide Workforce Analysis

Miscellaneous - New Hires by County of Residence

County	FY05	FY06	FY07	FY08	FY09	Total	% of Total
Bay Area Counties							
Alameda	144	170	224	282	158	978	14.6%
Contra Costa	95	92	133	140	97	557	8.3%
Marin	23	25	28	22	18	116	1.7%
Napa	2		4	4	3	13	0.2%
San Francisco	475	687	802	823	488	3,275	49.0%
San Mateo	172	264	260	294	179	1,169	17.5%
Santa Clara	16	22	30	39	26	133	2.0%
Solano	30	19	51	44	28	172	2.6%
Sonoma	10	10	9	10	8	47	0.7%
Subtotal	**967**	**1,289**	**1,541**	**1,658**	**1,005**	**6,460**	**96.6%**
Outside of Bay Area	40	30	61	55	41	227	3.4%
Total	**1,007**	**1,319**	**1,602**	**1,713**	**1,046**	**6,687**	**100.0%**
Source: HR Information System							

Safety - New Hires by County of Residence

County	FY05	FY06	FY07	FY08	FY09	Total	% of Total
Bay Area Counties							
Alameda	13	20	32	52	8	125	11.7%
Contra Costa	24	26	30	29	10	119	11.1%
Marin	9	8	20	10	2	49	4.6%
Napa	1		1	5	1	8	0.7%
San Francisco	56	80	115	106	20	377	35.2%
San Mateo	32	40	66	63	14	215	20.1%
Santa Clara	4	10	6	11	1	32	3.0%
Solano	6	12	12	13	5	48	4.5%
Sonoma	10	4	10	17	3	44	4.1%
Subtotal	**155**	**200**	**292**	**306**	**64**	**1,017**	**95.0%**
Outside of Bay Area	10	15	14	12	3	54	5.0%
Total	**165**	**215**	**306**	**318**	**67**	**1,071**	**100.0%**
Source: HR Information System							

1.11 Separations by Reason

o   Separations reflect the proportion of City employees who leave City employment each year. These separations can either be voluntary or involuntary. In this section, a number of record types have been excluded in order to capture the original reason an employee left City employment.[10]

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[10] For example, an employee may be laid off or resign with satisfactory service, and later within the fiscal year, decide to retire and begin receiving retirement benefits. In such cases where there are two separate records within the same fiscal year, the table above captures the first record. Also, all separations of temporary exempt employees are excluded (not just with an as-needed schedule as in the above tables) because of DHR's administrative policy prior to July 1, 2005 to separate them at the end of the fiscal year in order to comply with the City Charter limit of 1,040 hours worked per temporary exempt appointment in a fiscal year.

Appendix E. Citywide Workforce Analysis

o Of all separations for miscellaneous employees, from FY 2004-05 through FY 2008-09, 7% of employees left City employment due to layoffs (577), 38% retired (3,256),and 56% left for reasons other (4,817) than retirement or layoffs. Most separations in the "termination" category are resignations.

o For miscellaneous employees, during the five-year period, a total of 577 layoffs were processed, with a peak of 262 layoffs in FY 2004-05, followed by a drop in layoffs until FY 2008-09, with a total of 257 layoffs.

o For miscellaneous employees, on average, there were approximately 651 retirements per year, with a peak of 781 retirements in FY 2004-05. Between FY 2003-04 and FY 2006-07, the City used an Early Retirement Program to mitigate the impact of layoffs. Employees in layoff job classes meeting age and service requirements were offered an opportunity to retire up to three years early, thus allowing the City to limit involuntary layoffs.

o For miscellaneous employees, there was an average of 963 terminations per year.

Miscellaneous - Separations by Reason

Action	Reason Description	FY05	FY06	FY07	FY08	FY09	Total
Total Layoffs, All Reasons		**262**	**29**	**21**	**8**	**257**	**577**
RET	Early Retirement	124	68	5			**197**
	Normal Retirement	635	559	634	480	692	**3,000**
	Other	22	8	18	6	5	**59**
Total Retirements, All Reasons		**781**	**635**	**657**	**486**	**697**	**3,256**
TER	Death	79	74	100	117	122	**492**
	Dismissal of Permanent Employee	28	41	31	32	31	**163**
	Release from Probation	53	63	87	98	130	**431**
	Release - NCS, TPV, Exempt	46	32	47	74	53	**252**
	Resign - Satisfactory Service	697	673	575	578	448	**2,971**
	Resign - Unsatisfactory Servce	20	19	21	16	18	**94**
	Other	73	70	81	99	91	**414**
Total Terminations, All Reasons		**996**	**972**	**942**	**1,014**	**893**	**4,817**
Total, All Actions		**2,039**	**1,636**	**1,620**	**1,508**	**1,847**	**8,650**
Source: HR Information System							

o During this same five-year period, FY 2004-05 through FY 2008-09, 58% of safety personnel leaving City employment retired and 42% left for reasons other than retirement. Most separations in the "termination" category are resignations.

Appendix E. Citywide Workforce Analysis

Safety - Separations by Reason

Action	Reason Description	FY05	FY06	FY07	FY08	FY09	Total
Total Layoffs, All Reasons		**1**				**1**	**2**
RET	Normal Retirement	153	124	175	99	109	**660**
	Retirement Disability	12	5	3	1	2	**23**
Total Retirements, All Reasons		**165**	**129**	**178**	**100**	**111**	**683**
TER	Death	9	8	18	10	9	**54**
	Dismissal of Permanent Employe	1	1	1	3		**6**
	Release from Probation	7	19	15	33	19	**93**
	Resign - Satisfactory Service	56	48	77	86	43	**310**
	Resign - Unsatisfactory Servce	4	3	1	2		**10**
	Other	3	1	6	3	1	**14**
Total Terminations, All Reasons		**80**	**80**	**118**	**137**	**72**	**487**
Total, All Actions		**246**	**209**	**296**	**237**	**184**	**1,172**
Source: HR Information System							

o   On average over the last five fiscal years, most separations for both miscellaneous employees and safety personnel were voluntary, 77% and 87%, respectively. Involuntary separations among miscellaneous employees were at 23%, while for safety personnel the proportion was lower at 13%. Details are provided in Section 1.12.

Total Voluntary and Involuntary Separations

Employee Group	Type	FY05 #	FY05 %	FY06 #	FY06 %	FY07 #	FY07 %	FY08 #	FY08 %	FY09 #	FY09 %	Total #	Total %
Miscellaneous	Voluntary	1,529	96%	1,355	83%	1,281	79%	1,110	74%	1,180	64%	6,455	77%
	Involuntary	510	32%	281	17%	339	21%	398	26%	667	36%	1,976	23%
Total , Miscellaneous		**2,039**		**1,636**		**1,620**		**1,508**		**1,847**		**8,431**	
Safety	Voluntary	225	91%	181	87%	256	86%	188	79%	155	84%	1,098	87%
	Involuntary	21	9%	28	13%	40	14%	49	21%	29	16%	167	13%
Total, Safety		**246**		**209**		**296**		**237**		**184**		**1,265**	
Source: HR Informations System													

1.12 Voluntary Separations

Voluntary separations are defined as those that are voluntary on the part of the employee. With the exception of resignations with unsatisfactory service, these are separations that the City could influence through additional retention programs. It is likely that a portion of resignations with satisfactory service are related to conduct and performance problems; the City would not choose to address these cases through retention programs. There was an average of 1,291 voluntary separations per year for miscellaneous employees and 200 voluntary separations for safety personnel. Between FY 2004-05 and FY 2008-09, voluntary separations of miscellaneous and safety employees peaked at 1,754 in FY 2004-05, due to early retirements and higher numbers of regular retirements and resignations.

Appendix E. Citywide Workforce Analysis

Total Voluntary Separations

Employee Group	Action	FY05	FY06	FY07	FY08	FY09	Total
Miscellaneous	Retirements	781	635	657	486	697	3,256
	Terminations	748	720	624	624	483	3,199
Total, Miscellaneous		**1,529**	**1,355**	**1,281**	**1,110**	**1,180**	**6,455**
Safety	Retirements	165	129	178	100	108	680
	Terminations	60	52	78	88	44	322
Total, Safety		**225**	**181**	**256**	**188**	**152**	**1,002**
Source: HR Information System							

1.13 Involuntary Separations

Involuntary separations are defined as those that are not voluntary on the part of the employee, such as layoff, death, dismissal of a permanent employee, and release from probation. There was an average of 439 involuntary separations for miscellaneous employees per year and average of 33 involuntary separations of safety personnel per year. Between FY 2004-05 and FY 2008-09, involuntary separations of miscellaneous and safety employees peaked at 696 in FY 2008-09 due to the large number of layoffs.

Total Involuntary Separations

Employee Group	Action	FY05	FY06	FY07	FY08	FY09	Total
Miscellaneous	Layoffs	262	29	21	8	257	577
	Terminations	248	252	318	390	410	1,618
Total, Miscellaneous		**510**	**281**	**339**	**398**	**667**	**2,195**
Safety	Layoffs	1				1	2
	Terminations	20	28	40	49	28	165
Total, Safety		**21**	**28**	**40**	**49**	**29**	**167**
Source: HR Information System							

1.14 Average Age at Separation

o The average age at separation for miscellaneous employees is slightly higher than for safety personnel. The average age increased slightly by 1.2% for miscellaneous employees between FY 2004-05 and FY 2008-09, from 51.3 years to 51.9 years. In the same period, the average age of separation for safety personnel decreased 3.9% from 52.4 years to 42.7 years.

Appendix E. Citywide Workforce Analysis

Average Age at Separation

Fiscal Year	Miscellaneous	Safety
FY05	51.3	50.7
FY06	50.5	48.3
FY07	51.3	49.6
FY08	47.7	42.7
FY09	51.9	48.7
Average, All Years	**50.5**	**48.0**
Source: HR Information System		

o Employees who retired were older than those who were laid off or terminated for any reason. Over the last five fiscal years, the average age of miscellaneous employees who retired was 60.3, those who terminated employment for other reasons was 44.7, and those laid off was 49.6.

Miscellaneous - Average Age at Separation by Action

Action	FY05	FY06	FY07	FY08	FY09	5-Yr Avg
Layoff	46.6	52.2	53.5	53.2	42.4	**49.6**
Retirement	60.9	60.0	61.1	57.6	61.8	**60.3**
Termination	44.9	44.2	44.5	42.9	46.9	**44.7**
All Actions	**51.3**	**50.5**	**51.3**	**47.7**	**51.9**	**50.5**
Source: HR Information System						

o For safety personnel over the last five fiscal years, the average age of those who retired was 55.8 and those who terminated employment for other reasons was 37.3. For the two years in which there were layoffs safety personnel, the average age was 50.

Safety - Average Age at Separation by Action

Action	FY05	FY06	FY07	FY08	FY09	5-Yr Avg
Layoff	52.1				47.9	**50.0**
Retirement	56.0	55.8	56.6	54.1	56.4	**55.8**
Termination	39.6	36.2	39.2	34.4	37.0	**37.3**
All Actions	**50.7**	**48.3**	**49.6**	**42.7**	**48.7**	**48.0**
Source: HR Information System						

1.15 Turnover Rate Overall

o Turnover rates are calculated by dividing the total number of separations in a fiscal year by the average number of employees in the year. Two points in time in each fiscal year—October 1 and April 1—were used to calculate the average number of employees. These are points during the year when there are not typically large changes in employee numbers, as they are not at the start and end of the calendar and fiscal year cycles.

Appendix E. Citywide Workforce Analysis

o Turnover of City employees during the last five years ranged from a low of 5.8% in FY
   2007-08 to a high of 8.5% in FY 2004-05, and averaged 7.0% per year over the five-year
   period.

o Turnover is generally higher when labor market demand is high, in jurisdictions with a
   large number of employees reaching retirement age. It is generally lower among public
   safety employees.

Turnover Rate by Fiscal Year

FY05	FY06	FY07	FY08	FY09	Average
8.5%	6.9%	7.0%	5.8%	7.0%	7.0%

Source: HR Information System

1.16 Turnover Rate by Major Service Area

Average turnover during the last five fiscal years was highest in MSA F: General Administration
and Finance, MSA E: Culture & Recreation, and MSA C: Human Welfare & Neighborhood
Development (8.6%), and lowest in MSA A: Public Protection (6.0%). FY 2004-05 had highest
turnover rates across MSAs, with the exception of MSA A: Public Protection. FY 2007-08 had
the lower turnover rates across MSAs, with the exception of MSA A: Public Protection as well.

Turnover Rate by Major Service Area (MSA)

MSA	FY05	FY06	FY07	FY08	FY09	Average (sort order)
F: GENERAL ADMINISTRATION & FINANCE	11.4%	8.3%	9.0%	6.1%	8.1%	8.6%
E: CULTURE & RECREATION	12.9%	7.7%	7.1%	6.6%	8.6%	8.6%
C: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT	11.8%	8.2%	7.6%	6.4%	8.9%	8.6%
D: COMMUNITY HEALTH	9.4%	8.0%	7.6%	6.2%	9.8%	8.2%
B: PUBLIC WORKS, TRANSPORTATION & COMMERCE	7.3%	6.1%	6.1%	4.9%	6.1%	6.1%
A: PUBLIC PROTECTION	6.0%	6.0%	6.8%	6.1%	5.1%	6.0%

Source: HR Information System

Turnover Rate by MSA
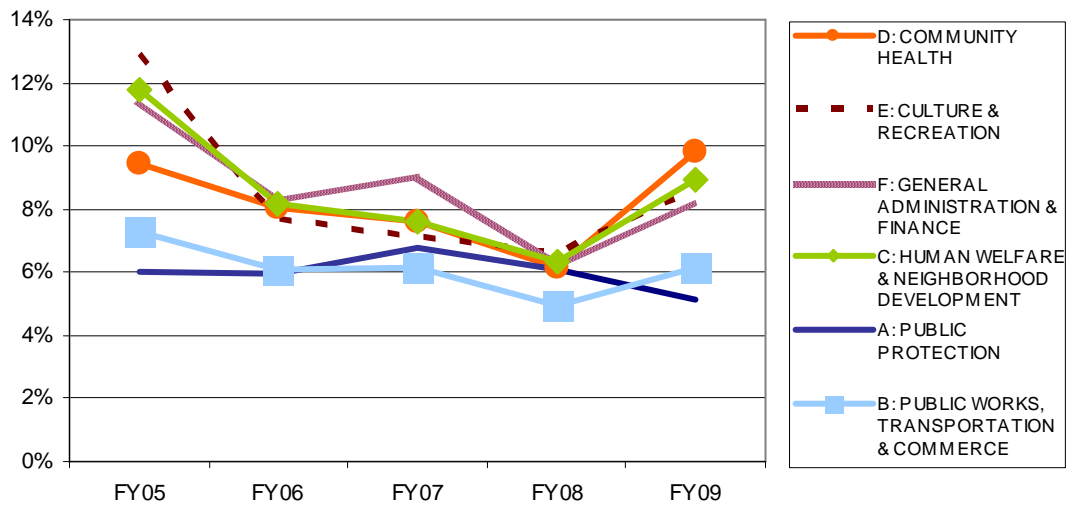
1.17 Turnover Rate by Department

o   Average turnover rates between FY 2004-05 and FY 2008-09 by department for the 30 largest departments in FY 2008-09 ranged from a low of 4.6% in the Juvenile Probation Department to a high of 15.4% in the Mayor's Office. Turnover rates for smaller departments are not shown; rates vary dramatically from year to year because of their small size and may not be meaningful.

o   Average turnover in the Mayor's Office (MYR) and the Emergency Communications Department (ECD) was significantly higher than in all others. Higher turnover in the Mayor's Office is generally expected, given the high number of at-will appointments. However, turnover rates in the Emergency Communications Department (ECD) were consistently high during the entire period, reflecting known recruitment and retention difficulties. Average turnover in FY 2006-07 spiked in the Police Department (POL), Library (LIB), Treasurer/Tax Collector (TTX), and Fire Department (FIR).

Appendix E. Citywide Workforce Analysis

Turnover Rates: 30 Largest Departments

	Title	FY05	FY06	FY07	FY08	FY09	Average (sort order)
MYR	MAYOR	22%	16%	6%	20%	13.6%	15.4%
ECD	EMERGENCY COMMUNICATIONS DEPARTMENT	16%	18%	15%	16%	11.0%	15.2%
LIB	PUBLIC LIBRARY	8%	6%	33%	5%	4.7%	11.6%
REC	RECREATION & PARK	16%	9%	9%	8%	15.4%	11.4%
POL	POLICE	5%	5%	33%	7%	4.9%	11.0%
CSS	CHILD SUPPORT SERVICES	14%	11%	7%	9%	7.6%	9.8%
TTX	TREASURER/TAX COLLECTOR	8%	6%	23%	3%	7.9%	9.6%
HRD	HUMAN RESOURCES	14%	7%	4%	8%	12.8%	9.1%
DAT	DISTRICT ATTORNEY	7%	8%	5%	10%	15.9%	9.0%
DSS	HUMAN SERVICES AGENCY	11%	8%	10%	6%	9.1%	8.7%
CPC	CITY PLANNING	14%	7%	11%	6%	4.1%	8.7%
DPH	PUBLIC HEALTH	9%	8%	8%	6%	8.6%	8.1%
FIR	FIRE DEPARTMENT	5%	6%	21%	4%	4.4%	8.1%
ADM	ADMIN SERVICES	8%	8%	11%	5%	7.6%	7.9%
CAT	CITY ATTORNEY	10%	8%	10%	6%	5.0%	7.9%
DBI	DEPARTMENT OF BUILDING INSPECTION	9%	4%	8%	5%	13.6%	7.9%
AIR	AIRPORT	6%	5%	17%	4%	5.7%	7.8%
TIS	GENERAL SVCS AGENCY - TELECOM&INFO SVCS	12%	7%	6%	3%	10.3%	7.8%
DPW	GENERAL SERVICES AGENCY - PUBLIC WORKS	9%	5%	16%	4%	4.9%	7.7%
FAM	FINE ARTS MUSEUM	13%	11%	0%	5%	7.9%	7.5%
CON	CONTROLLER	8%	6%	7%	6%	8.0%	7.3%
ASR	ASSESSOR / RECORDER	12%	8%	9%	5%	1.6%	7.1%
ADP	ADULT PROBATION	6%	7%	4%	7%	10.1%	6.7%
PDR	PUBLIC DEFENDER	3%	5%	7%	9%	9.8%	6.7%
PUC	PUBLIC UTILITIES	7%	7%	9%	5%	5.5%	6.7%
MTA	MTA - MUNICIPAL RAILWAY	7%	6%	6%	5%	6.5%	6.3%
SHF	SHERIFF	8%	5%	9%	4%	2.3%	5.6%
PRT	PORT	7%	6%	5%	4%	4.1%	5.2%
WAR	WAR MEMORIAL	7%	4%	5%	3%	3.2%	4.7%
JUV	JUVENILE PROBATION	6%	4%	7%	5%	2.4%	4.6%

Source: HR Information System

1.18 Turnover Rate by Age Group

Turnover rates between FY 2004-05 and FY 2008-09 were highest among employees in the 65+ age group as employees became eligible for retirement. Turnover was also high among those under 25, a small group where separations were highest among new Q-2 Police Officers, 8300 Sheriff Cadets, and 2320 Nurses. Turnover in the 35-44 age group has been steady around 4% during this five-year period.

Appendix E. Citywide Workforce Analysis

Turnover Rate by Age Group

Age Group	FY05	FY06	FY07	FY08	FY09	Average
<25	24%	19%	14%	20%	9%	17%
25-34	10%	8%	8%	8%	7%	8%
35-44	4%	4%	4%	4%	4%	4%
45-54	5%	4%	4%	4%	4%	5%
55-64	15%	12%	12%	7%	11%	11%
65+	40%	26%	34%	12%	31%	29%
Source: HR Information System						

Turnover Rate by Age Group
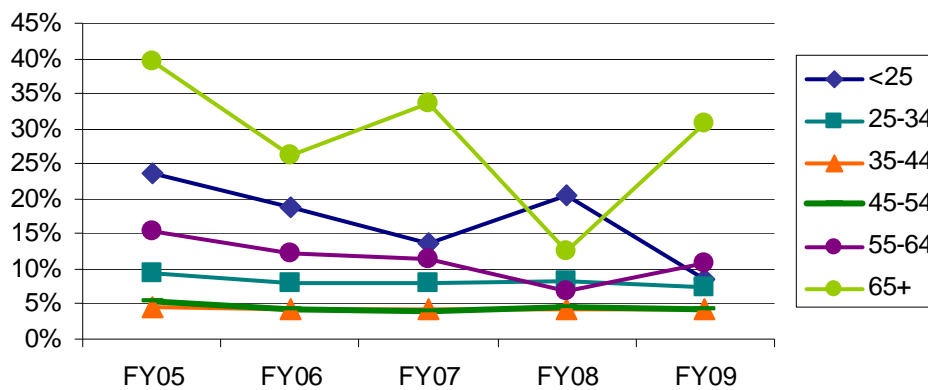
1.19 Turnover Rate by Length of Service Group

In general, turnover rates from FY 2004-05 to FY 2008-09 corresponded to length of service; as years of service increased, and employees reached retirement eligibility, so did turnover. The only aberration was for employees with five or fewer years of service, which experienced turnover rates higher than or comparable to employees with over 24 years of service. In FY 2004-05, there was a peak in turnover for all length of service groups.

Turnover by Length of Service Group

LOS Group	FY05	FY06	FY07	FY08	FY09	Average
<5	10.3%	9.1%	10.2%	9.8%	9.2%	9.7%
5-9	5.3%	4.8%	3.3%	3.7%	3.9%	4.2%
10-14	5.5%	4.0%	5.2%	3.1%	4.4%	4.4%
15-19	6.5%	4.9%	5.3%	3.7%	5.0%	5.1%
20-24	8.9%	6.6%	6.7%	5.0%	7.3%	6.9%
25-29	11.9%	9.2%	9.4%	6.3%	8.9%	9.1%
30+	26.2%	22.4%	23.6%	14.7%	23.3%	22.1%
Source: HR Information System						

Turnover by Length of Service Group
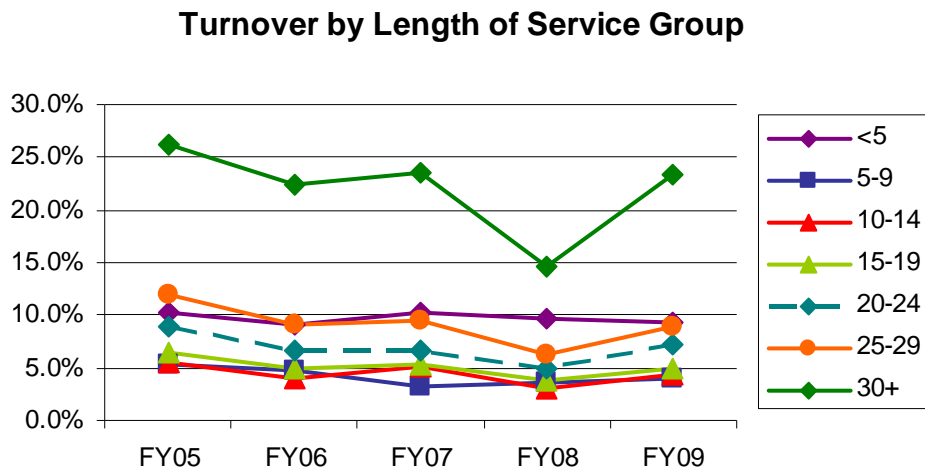
2 Workforce Characteristics – FY 2008-09

2.1 Summary

This section examines workforce demographics for City employees as of May 31, 2009, including retirement milestones. As with Section 1 Workforce Trends, data are for employees of all City departments, including the MTA, but excluding the San Francisco Unified School District and Community College District, the Trial Courts, as well as Board members, commissioners, elected officials, and temporary exempt employees with as-needed schedules. Given the multiple rounds of staff reductions used to close the budget gap, these demographics reflect the workforce at this point in time only.

2.2 Employees by Appointment Status

o   Permanent (PCS) employees are appointed through a civil service examination and eligible list referral process. Permanent Exempt (PEX) appointments are at-will. Provisional (TPV) appointments are made by departments when there is no eligible list from which to hire, and are limited to three years in duration. Temporary exempt (TEX) appointments are also exempt from civil service examinations and the duration of each is limited to 1,040 hours per fiscal year.

o   Permanent civil service employees (PCS, 88.9%) are the largest group of the City's workforce, followed by permanent exempt (PEX, 6.4%), provisional (TPV, 2.14%), and temporary exempt (TEX, 2.1%) employees.

Appendix E. Citywide Workforce Analysis

Employees by Appointment Status, FY09

Appointment Status	# (sort order)	%
PCS - Permanent Civil Service	25,365	88.9%
PEX - Permanent Exempt	1,829	6.4%
TPV - Temporary Provisional	612	2.1%
TEX - Temporary Exempt	587	2.1%
Other[1]	126	0.4%
Total Employees	**28,519**	**100.0%**

Source: HR Information System; [1] "Other" includes Temporary Civil Service (TCS), Non Civil Service (NCS), Rehired (REH), and Temporary Limited Term (TLT)

2.3 Temporary Exempt As-Needed Employees

o In addition to permanent, provisional, and exempt employees discussed above, the City employs temporary workers to perform work on a seasonal and as-needed basis. Temporary Exempt (TEX) appointments with an "As Needed" schedule, are eligible to, but may not actually work hours under these appointments.

o Twenty job codes represent 73.7% of all temporary exempt appointments with as-needed schedules; the remaining 26.3% of appointments are scattered among 236 other job classes.

o The three largest groups of employees are P103 Shift Nurses, who are generally full-time employees who many choose to work additional shifts under this job code; medical student residents assigned to San Francisco General Hospital to complete their training; and testing technicians used by the Department of Human Resources to administer employment examinations.

Appendix E. Citywide Workforce Analysis

Top 20 Job Classes Held by Temporary Exempt As-Needed Employees

Job Code	Title	# (sort order)	%
P103	Special Nurse	1,557	28.1%
2275	Post M.D. 2	222	4.0%
2277	Post M.D. 3	222	4.0%
2273	Post M.D. 1	199	3.6%
1227	Testing Technician	173	3.1%
3280	Assistant Recreation Director	171	3.1%
2708	Custodian	164	3.0%
9910	Public Service Trainee	163	2.9%
2279	Post M.D. 4	157	2.8%
3602	Library Page	129	2.3%
1402	Junior Clerk	123	2.2%
2302	Nursing Assistant	105	1.9%
1229	Special Examiner	99	1.8%
2328	Nurse Practitioner	98	1.8%
8226	Museum Guard	94	1.7%
2230	Physician Specialist	89	1.6%
9924	PS Aide Health Services	86	1.6%
8320	Counselor, Juvenile Hall	85	1.5%
9922	PS Aide to Prof	73	1.3%
5380	StdntDsgnTrain1, Arch/Eng/Plng	70	1.3%
	236 Other Job Codes	1,453	26.3%
Total Employees		**5,532**	**100.0%**

Source: HR Information System

2.4 Employees by Department and Major Service Area

o In order to summarize information about departments, the City's budget and other documents describe data by groupings of departments called major service areas (MSAs), which are categories of services.

o The highest percentage of employees (35.2%) provides Public Works, Transportation, & Commerce services across nine departments, followed by Public Protection (22.6%) services through eight departments, and Community Health (20.3%) services through the Department of Public Health. MSA E: Culture & Recreation has the smallest percentage of employees (6.5%) providing services.

Appendix E. Citywide Workforce Analysis

Employees by Department and MSA, FY09

Major Service Area	Department	#	%
A: Public Protection	ADULT PROBATION	96	
	DISTRICT ATTORNEY	239	
	EMERGENCY COMMUNICATIONS DEPARTMENT	237	
	FIRE DEPARTMENT	1,588	
	JUVENILE PROBATION	248	
	POLICE	2,807	
	PUBLIC DEFENDER	159	
	SHERIFF	1,085	
	Subtotal	**6,459**	**22.6%**
B: Public Works, Transportation,	AIRPORT	1,347	
& Commerce	BOARD OF APPEALS	5	
	DEPARTMENT OF BUILDING INSPECTION	213	
	ECONOMIC & WORKFORCE DEVELOPMENT	51	
	GENERAL SERVICES AGENCY - PUBLIC WORKS	1,171	
	MTA - MUNICIPAL RAILWAY	5,017	
	PORT	219	
	PUBLIC UTILITIES	2,009	
	TAXI COMMISSION	3	
	Subtotal	**10,035**	**35.2%**
C: Human Welfare &	CHILD SUPPORT SERVICES	118	
Neighborhood Development	CHILDREN & FAMILIES COMMISSION	14	
	CHILDREN, YOUTH & THEIR FAMILIES	34	
	DEPARTMENT OF THE STATUS OF WOMEN	5	
	ENVIRONMENT	70	
	HUMAN RIGHTS	35	
	HUMAN SERVICES AGENCY	1,787	
	RENT ARBITRATION BOARD	28	
	Subtotal	**2,091**	**7.3%**
D: Community Health	PUBLIC HEALTH	5,798	
	Subtotal	**5,798**	**20.3%**
E: Culture & Recreation	ACADEMY OF SCIENCES	11	
	ARTS COMMISSION	28	
	ASIAN ART MUSEUM	51	
	FINE ARTS MUSEUM	100	
	PUBLIC LIBRARY	744	
	RECREATION & PARK	822	
	WAR MEMORIAL	94	
	Subtotal	**1,850**	**6.5%**
F: General Administrative &	ADMIN SERVICES	514	
Finance	ASSESSOR / RECORDER	122	
	BOARD OF SUPERVISORS	57	
	CITY ATTORNEY	317	
	CITY PLANNING	142	
	CIVIL SERVICE	6	
	CONTROLLER	173	
	ELECTIONS	62	
	ETHICS	19	
	GENERAL SVCS AGENCY - TELECOM&INFO SVCS	256	
	HEALTH SERVICE SYSTEM	34	
	HUMAN RESOURCES	167	
	MAYOR	116	
	RETIREMENT SYSTEM	87	
	TREASURER/TAX COLLECTOR	214	
	Subtotal	**2,286**	**8.0%**
Total Employees		**28,519**	**100.0%**

Source: HR Information System

Appendix E. Citywide Workforce Analysis

2.5 Employees by Job Code – Top 100 Job Codes

o   The top 100 job classes represent 69.5% of the City's workforce. A quarter (24.8%) of employees is in the top six job classes.

o   The top three job classes with the largest number of employees are 9163 Transit Operator (7.7%), followed by Police Officers, Q-2 through Q-4 (6.1%), and 2320 Registered Nurses (4.0%).

o   Combining groups of similar job classes[11], the five large groups of employees are:
   - Transit Operators – 8.4%
   - Police Officers – 8.3%
   - Firefighters – 5.2%
   - Nurses – 5.2%
   - Information System Workers – 2.5%

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[11] "Police Officers" includes employees represented by the POA and MEA-Police; "Transit Operators" includes employees represented by TWU Transit Operators; "Firefighters" includes employees represented by Locals 798,799, and MEA-Fire; "Nurses" includes employee represented by SEIU 790 Nurses and Local 856 Supervising Nurses; and "Information System workers" includes Local 21 employee in classes 1002-1071

Appendix E. Citywide Workforce Analysis

Top 100 Job Classes, FY09

Rank	Job Code	Title	# (sort order)	%	Cumulative %
1	9163	Transit Operator	2,194	7.7%	7.7%
2	Q2, Q3, Q4	Police Officer	1,730	6.1%	13.8%
3	2320	Registered Nurse	1,146	4.0%	17.8%
4	H 2	Firefighter	804	2.8%	20.6%
5	2708	Custodian	620	2.2%	22.8%
6	8304	Deputy Sheriff	582	2.0%	24.8%
7	1426	Senior Clerk Typist	448	1.6%	26.4%
8	2302	Nursing Assistant	423	1.5%	27.9%
9	2905	Senior Eligibility Worker	359	1.3%	29.1%
10	8177	Attorney (Civil/Criminal)	350	1.2%	30.4%
11	7514	General Laborer	325	1.1%	31.5%
12	H 3	Firefighter/Paramedic	312	1.1%	32.6%
13	3417	Gardener	300	1.1%	33.6%
14	Q50, Q51, Q52	Police Sergeant	296	1.0%	34.7%
15	8214	Parking Control Officer	281	1.0%	35.7%
16	2736	Porter	273	1.0%	36.6%
17	2940	Protective Services Worker	220	0.8%	37.4%
18	7371	Electrical Transit System Mech	213	0.7%	38.1%
19	1424	Clerk Typist	201	0.7%	38.8%
20	380, 381, 382	Police Inspector	200	0.7%	39.5%
21	H 20	Lieutenant, (Fire Department)	194	0.7%	40.2%
22	9139	Transit Supervisor	187	0.7%	40.9%
23	7334	Stationary Engineer	183	0.6%	41.5%
24	2312	Licensed Vocational Nurse	164	0.6%	42.1%
25	1446	Secretary 2	163	0.6%	42.7%
26	3602	Library Page	159	0.6%	43.2%
27	1823	Senior Administrative Analyst	156	0.5%	43.8%
28	3630	Librarian 1	155	0.5%	44.3%
29	8238	Police Communications Disp	153	0.5%	44.9%
30	8201	School Crossing Guard	152	0.5%	45.4%
31	5241	Engineer	146	0.5%	45.9%
32	9209	Community Police Services Aide	146	0.5%	46.4%
33	7355	Truck Driver	145	0.5%	46.9%
34	2912	Senior Social Worker	141	0.5%	47.4%
35	7372	Stationary Eng, Sewage Plant	140	0.5%	47.9%
36	2587	Health Worker 3	138	0.5%	48.4%
37	2303	Patient Care Assistant	137	0.5%	48.9%
38	2328	Nurse Practitioner	136	0.5%	49.3%
39	5203	Asst Engr	136	0.5%	49.8%
40	1404	Clerk	135	0.5%	50.3%
41	5207	Assoc Engineer	135	0.5%	50.8%
42	7381	Automotive Mechanic	132	0.5%	51.2%
43	931	Manager III	127	0.4%	51.7%
44	2903	Eligibility Worker	126	0.4%	52.1%
45	922	Manager I	124	0.4%	52.6%
46	2604	Food Service Worker	123	0.4%	53.0%
47	8444	Deputy Probation Officer	122	0.4%	53.4%
48	7318	Electronic Maintenance Tech	121	0.4%	53.8%
49	1632	Senior Account Clerk	120	0.4%	54.3%
50	2232	Senior Physician Specialist	120	0.4%	54.7%

Appendix E. Citywide Workforce Analysis

Top 100 Job Classes, FY09 (continued)

Rank	Job Code	Title	# (sort order)	%	Cumulative %
51	7410	Automotive Service Worker	120	0.4%	55.1%
52	1824	Pr Administrative Analyst	112	0.4%	55.5%
53	2586	Health Worker 2	109	0.4%	55.9%
54	2430	Medical Evaluations Assistant	108	0.4%	56.3%
55	2930	Psychiatric Social Worker	108	0.4%	56.6%
56	Q60, Q61, Q62	Lieutenant (Police Department)	107	0.4%	57.0%
57	1408	Principal Clerk	105	0.4%	57.4%
58	8302	Deputy Sheriff 1	102	0.4%	57.7%
59	932	Manager IV	101	0.4%	58.1%
60	3610	Library Assistant	101	0.4%	58.4%
61	3284	Recreation Director	99	0.3%	58.8%
62	8306	Senior Deputy Sheriff	98	0.3%	59.1%
63	923	Manager II	97	0.3%	59.5%
64	7345	Electrician	97	0.3%	59.8%
65	7501	Asphault Worker	97	0.3%	60.1%
66	7346	Painter	93	0.3%	60.5%
67	9102	Transit Car Cleaner	93	0.3%	60.8%
68	1244	Senior Personnel Analyst	86	0.3%	61.1%
69	2908	Hospital Eligiblity Worker	86	0.3%	61.4%
70	8226	Museum Guard	86	0.3%	61.7%
71	1630	Account Clerk	85	0.3%	62.0%
72	3616	Library Technical Assistant 1	81	0.3%	62.3%
73	1450	Executive Secretary 1	79	0.3%	62.6%
74	1822	Administrative Analyst	79	0.3%	62.8%
75	1654	Principal Accountant	78	0.3%	63.1%
76	2920	Medical Social Worker	78	0.3%	63.4%
77	1054	IS Business Analyst-Principal	77	0.3%	63.7%
78	8320	Counselor, Juvenile Hall	77	0.3%	63.9%
79	5211	Sr Engineer	76	0.3%	64.2%
80	1324	Senior Customer Service Agent	75	0.3%	64.5%
81	1022	IS Administrator 2	73	0.3%	64.7%
82	1043	IS Engineer-Senior	73	0.3%	65.0%
83	2322	Nurse Manager	73	0.3%	65.2%
84	1053	IS Business Analyst-Senior	72	0.3%	65.5%
85	1406	Senior Clerk	72	0.3%	65.7%
86	7344	Carpenter	71	0.2%	66.0%
87	933	Manager V	66	0.2%	66.2%
88	1222	Sr Payroll & Personnel Clerk	65	0.2%	66.4%
89	7388	Utility Plumber	65	0.2%	66.7%
90	H 30	Captain, (Fire Department)	65	0.2%	66.9%
91	2931	Marriage, Family & Child Cnslr	64	0.2%	67.1%
92	7313	Automotive Machinist	64	0.2%	67.3%
93	1428	Unit Clerk	63	0.2%	67.6%
94	1842	Management Assistant	63	0.2%	67.8%
95	1241	Personnel Analyst	62	0.2%	68.0%
96	1458	Legal Secretary 1	62	0.2%	68.2%
97	2230	Physician Specialist	61	0.2%	68.4%
98	7347	Plumber	61	0.2%	68.6%
99	941	Manager VI	60	0.2%	68.9%
100	1452	Executive Secretary II	60	0.2%	69.1%
100	1652	Senior Accountant	60	0.2%	69.3%
100	8158	Child Support Officer II	60	0.2%	69.5%
Total for Top 100 Job Classes			**19,818**		
Total Employees			**28,519**		
Source: HR Information System					

Appendix E. Citywide Workforce Analysis

2.6 Average Age and Length of Service

The average age for miscellaneous employees (48.4) is higher than for safety personnel (43.6), while the average length of service for miscellaneous employees tends to be lower (12.9) than for safety personnel (14.7).

Employees by Average Age and Average Length of Service, FY09

Employee Group	Number	Avg. Age	Avg. LOS
Miscellaneous Employees	23,523	48.4	12.9
Safety Personnel	4,996	43.6	14.7
Total Employees	**28,519**		
Citywide Average		**47.6**	**13.2**
Source: HR Information System			

2.7 Average Age and Length of Service by Department

o   The average age of employees Citywide is 47.6 years old. For the three largest departments, the average age is as follows:
- Public Health – 48.4
- MTA-Municipal Railway – 49.8
- Police – 43.6

o   The average age among employees by department ranges from 34.3 in the Taxi Commission to 53.2 in the Rent Stabilization Board.

o   The average length of service (LOS) Citywide for employees is 13.2. For the three largest departments, the average length of service is a follows:
- Public Health – 13.2
- MTA-Municipal Railway – 13.5
- Police – 15.1

o   The average length of service among employees by department ranges from 3.3 in the Office of Economic & Workforce Development to 17 in the War Memorial.

Appendix E. Citywide Workforce Analysis

Employees by Department, Average Age & Average Length of Service, FY09

Employee Group	Number	Avg. Age	Avg. LOS
ACADEMY OF SCIENCES	11	45.9	10.2
ADMIN SERVICES	514	47.8	10.6
ADULT PROBATION	96	47.3	15.0
AIRPORT	1,347	50.2	11.9
ARTS COMMISSION	28	46.9	8.0
ASIAN ART MUSEUM	51	49.3	8.8
ASSESSOR / RECORDER	122	50.5	14.7
BOARD OF APPEALS	5	39.1	8.0
BOARD OF SUPERVISORS	57	41.9	9.0
CHILD SUPPORT SERVICES	118	47.7	12.1
CHILDREN & FAMILIES COMMISSION	14	41.9	3.7
CHILDREN, YOUTH & THEIR FAMILIES	34	40.1	4.5
CITY ATTORNEY	317	48.4	11.8
CITY PLANNING	142	42.3	9.7
CIVIL SERVICE	6	50.2	8.7
CONTROLLER	173	46.0	11.5
DEPARTMENT OF BUILDING INSPECTION	213	51.9	14.6
DEPARTMENT OF THE STATUS OF WOMEN	5	35.0	5.4
DISTRICT ATTORNEY	239	44.7	11.1
ECONOMIC & WORKFORCE DEVELOPMENT	51	38.3	3.3
ELECTIONS	62	41.7	7.7
EMERGENCY COMMUNICATIONS DEPARTMENT	237	42.7	11.0
ENVIRONMENT	70	40.0	5.5
ETHICS	19	37.9	5.1
FINE ARTS MUSEUM	100	49.5	11.2
FIRE DEPARTMENT	1,588	44.3	14.3
GENERAL SERVICES AGENCY - PUBLIC WORKS	1,171	47.5	12.5
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	256	48.1	12.5
HEALTH SERVICE SYSTEM	34	51.0	12.1
HUMAN RESOURCES	167	46.6	11.6
HUMAN RIGHTS	35	47.1	10.7
HUMAN SERVICES AGENCY	1,787	48.2	12.7
JUVENILE PROBATION	248	49.4	16.2
MAYOR	116	41.9	7.5
MTA - MUNICIPAL RAILWAY	5,017	49.8	13.5
POLICE	2,807	43.6	15.1
PORT	219	51.3	14.4
PUBLIC DEFENDER	159	41.9	10.7
PUBLIC HEALTH	5,798	48.4	13.2
PUBLIC LIBRARY	744	46.2	13.9
PUBLIC UTILITIES	2,009	48.9	13.4
RECREATION & PARK	822	49.4	15.3
RENT ARBITRATION BOARD	28	53.2	13.8
RETIREMENT SYSTEM	87	51.1	13.7
SHERIFF	1,085	42.4	11.6
TAXI COMMISSION	3	34.3	8.4
TREASURER/TAX COLLECTOR	214	49.4	12.4
WAR MEMORIAL	94	53.0	17.0
Total Employees	**28,519**		
Citywide Average		**47.6**	**13.2**

Source: HR Information System

Appendix E. Citywide Workforce Analysis

2.8 New Hires by MSA

Safety personnel comprised 6% of new hires for FY 2008-09. Hiring was highest in the MSA B Public Works, Transportation, & Commerce MSA.

Miscellaneous - New Hires by MSA, FY09

Major Service Area	Total
A: PUBLIC PROTECTION	166
B: PUBLIC WORKS, TRANSPORTATION, & COMMERCE	452
C: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT	46
D: COMMUNITY HEALTH	191
E: CULTURE & RECREATION	62
F: GENERAL ADMINISTRATIVE & FINANCE	129
Total Miscellaneous, New Hires	**1,046**
Source: HR Information System	

Safety - New Hires by MSA, FY09

Major Service Area	Total
A: PUBLIC PROTECTION	67
Total Safety, New Hires	**67**
Source: HR Information System	

2.9 New Hires by Department

MTA Municipal Railway and the Department of Public Health had the largest number of new hires in FY 2008-09. Seven departments only had one new hire. Police and Fire had the largest number of new hires of safety personnel during FY 2008-09.

Appendix E. Citywide Workforce Analysis

Miscellaneous - New Hires by Department, FY09

Department	#
ADMIN SERVICES	26
ADULT PROBATION	1
AIRPORT	48
ARTS COMMISSION	3
ASSESSOR / RECORDER	1
BOARD OF SUPERVISORS	17
CHILD SUPPORT SERVICES	1
CHILDREN, YOUTH & THEIR FAMILIES	2
CITY ATTORNEY	8
CONTROLLER	20
DEPARTMENT OF BUILDING INSPECTION	1
DISTRICT ATTORNEY	10
ECONOMIC & WORKFORCE DEVELOPMENT	3
EMERGENCY COMMUNICATIONS DEPARTMENT	24
ENVIRONMENT	9
ETHICS	1
FINE ARTS MUSEUM	1
GENERAL SERVICES AGENCY - PUBLIC WORKS	24
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	5
HEALTH SERVICE SYSTEM	2
HUMAN RESOURCES	22
HUMAN RIGHTS	6
HUMAN SERVICES AGENCY	28
JUVENILE PROBATION	1
MAYOR	7
MTA - MUNICIPAL RAILWAY	316
POLICE	47
PORT	4
PUBLIC DEFENDER	7
PUBLIC HEALTH	191
PUBLIC LIBRARY	12
PUBLIC UTILITIES	56
RECREATION & PARK	44
RETIREMENT SYSTEM	4
SHERIFF	76
TREASURER/TAX COLLECTOR	16
WAR MEMORIAL	2
Total Employees	**1,046**

Source: HR Information System

Appendix E. Citywide Workforce Analysis

Safety - New Hires by Department, FY09

Department	#
ADULT PROBATION	1
DISTRICT ATTORNEY	3
FIRE DEPARTMENT	18
JUVENILE PROBATION	1
POLICE	43
SHERIFF	1
Total Employees	**67**
Source: HR Information System	

2.10 Separations by Reason

Separations reflect the proportion of City employees who leave City employment during the year. These separations can be either voluntary or involuntary. Just as in Section 1.11, a number of record types have been excluded in order to capture the original reason an employee left City employment.

o For separations of miscellaneous employees in FY08-09, 13.9% were layoffs, 37.7% were retirements, and 48.3% were terminations.

Miscellaneous - Separations by Reason, FY09

Action	Reason Description	#	%
Total Layoffs, All Reasons		**257**	**13.9%**
RET	Normal Retirement	692	
	Retirement Disability	5	
Total Retirements, All Reasons		**697**	**37.7%**
TER	Death	122	
	Dismissal of Permanent Employee	31	
	Release from Probation	130	
	Release - NCS, TPV, Exempt	53	
	Resign - Satisfactory Service	448	
	Resign - Unsatisfactory Service	18	
	Other	91	
Total Terminations, All Reasons		**893**	**48.3%**
Total, All Actions		**1,847**	**100.0%**
Source: HR Information System			

o For separations of safety personnel in FY 2008-09, 0.5% were layoffs, 60.3% were retirements, and 39.1% were terminations.

Appendix E. Citywide Workforce Analysis

Safety - Separations by Reason, FY09

Action	Reason Description	#	%
Total Layoffs, All Actions		**1**	**0.5%**
RET	Normal Retirement	109	
	Retirement Disability	2	
Total Retirements, All Actions		**111**	**60.3%**
TER	Death	9	
	Release from Probation	19	
	Resign - Satisfactory Service	43	
	Other	1	
Total Terminations, All Actions		**72**	**39.1%**
Total, All Actions		**184**	**100.0%**
Source: HR Information System			

2.11 Voluntary Separations

o   Voluntary separations are defined as those that are voluntary on the part of the employee. With the exception of resignations with unsatisfactory service, these are separations that the City could influence through additional retention programs. For miscellaneous employees, 697 of voluntary separations were due to retirements, while 483 were terminations.

Miscellaneous - Voluntary Separations, FY09

Action	Reason Description	#	%
RET	Normal Retirement	692	
	Retirement Disability	5	
Total Retirements, All Reasons		**697**	**59.1%**
TER	Resign - Satisfactory Service	448	
	Resign - Unsatisfactory Service	18	
	Other	17	
Total Terminations, All Reasons		**483**	**40.9%**
Total, All Actions		**1,180**	**100.0%**
Source: HR Information System			

Appendix E. Citywide Workforce Analysis

o   For safety personnel, 111 of voluntary separations were due to retirements, while 44 were
    terminations.

Safety - Voluntary Separations, FY09

Action	Reason Description	#	%
RET	Normal Retirement	109	
	Retirement Disability	2	
Total Retirements, All Reasons		**111**	**71.6%**
TER	Resign - Satisfactory Service	43	
	Other	1	
Total Terminations, All Reasons		**44**	**28.4%**
Total, All Actions		**155**	**100.0%**
Source: HR Information System			

2.12 Involuntary Separations

o   Involuntary separations are defined as those that are not voluntary on the part of the
    employee, such as layoff, death, dismissal of a permanent employee, and release from
    probation. For miscellaneous employees, 38.5% of involuntary separations were due to
    layoffs, while 61.5% were due to terminations.

Miscellaneous - Involuntary Separations, FY09

Action	Reason Description	#	%
Total Layoffs, All Reasons		**257**	**38.5%**
TER	Death	122	
	Dismissal of Permanent Employee	31	
	Release from Probation	130	
	Release - NCS, TPV, Exempt	53	
	Other	74	
Total Terminations, All Reasons		**410**	**61.5%**
Total, All Actions		**667**	**100.0%**
Source: HR Information System			

Appendix E. Citywide Workforce Analysis

o For safety personnel, 96.6% of all involuntary separations were due to terminations.

Safety - Involuntary Separations, FY09

Action	Reason Description	#	%
Total Layoffs, All Actions		**1**	**3.4%**
TER	Death	9	
	Release from Probation	19	
Total Terminations, All Reasons		**28**	**96.6%**
Total, All Actions		**29**	**100.0%**
Source: HR Information System			

2.13 Average Age & Length of Service at Retirement

While employees must meet minimum eligibility criteria to be able to retire from City service, see section below, on average, safety personnel tend to have longer careers with the City[12]. For disability retirements, both miscellaneous and safety personnel average a similar length of service. However, safety personnel tend to retire due to a disability at a younger age, 45 years old versus 51.8 years old, than for miscellaneous employees.

Average Age & Length of Service at Retirement, FY09

Reason	Miscellaneous		Safety	
	Avg. Age	Avg. LOS	Avg. Age	Avg. LOS
Normal Retirement	61.8	25.3	56.6	30.1
Retirement Disability	51.8	16.7	45.0	16.5
Overall Retirement, Average	**61.8**	**25.3**	**56.4**	**29.8**
Source: HR Information System				

2.14 Retirement Milestones by Major Service Area

As mentioned at the beginning of this appendix, based on the job class, employees are either miscellaneous employees or safety personnel based on either the San Francisco Employees Retirement System (SFERS) or the California Public Employees Retirement System (CalPERS) retirement eligibility requirements. The retirement "milestones: in the following tables refer to combinations of age and years of service that represent minimum eligibility requirements[13].

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[12] In general, safety personnel become City employees at younger ages, are likely to remain with the City for most of their career, and retire at younger ages, than miscellaneous employees.

[13] Police officers and firefighters are safety personnel under SFERs, while several classifications for investigators, counselors, institutional officers, and deputies are safety personnel under CalPERs. All other employees are miscellaneous. Safety personnel tend to have different hiring and separation trends, given the extensive testing and hiring process, the nature of the work, and retirement criteria. In some instances trends data is presented separating these two groups of employees.

- o For miscellaneous employees receiving benefits under SFERS, employees are eligible for minimum retirement benefits when they are at least 50 years old and have at least 20 years or service, or when they are at least 60 years old and have at least 10 years of service. The percentage for each year of credited service increases the age of retirement, with a maximum retirement allowance of 75 percent of the employee's final compensation.

- o For safety personnel receiving benefits under SFERSs, employees are eligible for minimum retirement benefits if they at least 50 years old with 5 years of service (service date prior to 1976) or at least 50 years old with at least 20 years of service (service date in 1976 or beyond). The percentage for each year of credited service increases with the age of retirement, with a maximum retirement allowance of 90 percent of the employee's final compensation.

- o For safety personnel receiving benefits under CalPERS, employees are eligible for minimum retirement benefits if they have at least 5 years of service. The percentage for each year of credited service increases the age of retirement, with a maximum retirement allowance of 90 percent of the employee's final compensation.

- o Among the 6 major service areas, MSA E: Culture & Recreation has the greatest percentage of employees that has reached the retirement milestone, followed closely by MSA D: Community Health and MSA B: Public Works, Transportation, & Commerce.

- o Miscellaneous employees meeting minimum eligibility criteria for retirement under SFERS make up 15.7% of the City's workforce. Safety personnel meeting safety minimum eligibility criteria for retirement under SRERS or CalPERS, depending on the job class, make up 4.6% of the City's workforce.

Retirement Milestones by Major Service Area

MSA	Total # of Employees	Miscellaneous		Safety Personnel			
		#	%	SFERS	CalPERS	Subtotal #	Subtotal %
A: PUBLIC PROTECTION	6,459	257	4.0%	984	299	1,283	19.9%
B: PUBLIC WORKS, TRANSPORTATION, & COMMERCE	10,035	1,986	19.8%				
C: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT	2,091	311	14.9%				
D: COMMUNITY HEALTH	5,798	1,166	20.1%				
E: CULTURE & RECREATION	1,850	386	20.9%		30	30	1.6%
F: GENERAL ADMINISTRATIVE & FINANCE	2,286	382	16.7%				
Total Employees	**28,519**						
Employees Reaching Retirement Milestone		**4,488**	**15.7%**	**984**	**329**	**1,313**	**4.6%**

Source: HR Information; EEs are employees; table shows employees meeting minimum retirement eligibility criteria.

Appendix E. Citywide Workforce Analysis

2.15 Retirement Milestones – Miscellaneous Employees

o Of miscellaneous employees working in the City, 19.1% have reached the retirement milestone.

o For the top three departments with the largest number of miscellaneous employees, Public Health (20.1%), MTA-Municipal Railway (21.4%), Public Utilities Commission (20.5%) have approximately a fifth of their employees reaching the retirement milestone.

o In departments with the largest percentage of miscellaneous staff reaching the retirement milestone, Fire Department (33.3%), War Memorial (42.8%), and Assessor/Recorder (32%) have the highest percentages.

Appendix E. Citywide Workforce Analysis

Miscellaneous - Retirement Milestones by Department

Department	Total # of Employees	#	%
ACADEMY OF SCIENCES	11	1	9.1%
ADMIN SERVICES	514	65	12.6%
ADULT PROBATION	15	2	13.3%
AIRPORT	1,347	193	14.3%
ARTS COMMISSION	28	2	7.1%
ASIAN ART MUSEUM	51	1	2.0%
ASSESSOR / RECORDER	122	39	32.0%
BOARD OF APPEALS	5		0.0%
BOARD OF SUPERVISORS	57	7	12.3%
CHILD SUPPORT SERVICES	118	19	16.1%
CHILDREN & FAMILIES COMMISSION	14		0.0%
CHILDREN, YOUTH & THEIR FAMILIES	34		0.0%
CITY ATTORNEY	317	58	18.3%
CITY PLANNING	142	18	12.7%
CIVIL SERVICE	6		0.0%
CONTROLLER	173	36	20.8%
DEPARTMENT OF BUILDING INSPECTION	213	54	25.4%
DEPARTMENT OF THE STATUS OF WOMEN	5		0.0%
DISTRICT ATTORNEY	212	33	15.6%
ECONOMIC & WORKFORCE DEVELOPMENT	51		0.0%
ELECTIONS	62		0.0%
EMERGENCY COMMUNICATIONS DEPARTMENT	237	31	13.1%
ENVIRONMENT	70	1	1.4%
ETHICS	19		0.0%
FINE ARTS MUSEUM	100	16	16.0%
FIRE DEPARTMENT	93	31	33.3%
GENERAL SERVICES AGENCY - PUBLIC WORKS	1,171	201	17.2%
GENERAL SVCS AGENCY - TELECOM&INFO SVCS	256	46	18.0%
HEALTH SERVICE SYSTEM	34	4	11.8%
HUMAN RESOURCES	167	32	19.2%
HUMAN RIGHTS	35	8	22.9%
HUMAN SERVICES AGENCY	1,787	278	15.6%
JUVENILE PROBATION	66	18	27.3%
MAYOR	116	10	8.6%
MTA - MUNICIPAL RAILWAY	5,017	1,075	21.4%
POLICE	441	90	20.4%
PORT	219	51	23.3%
PUBLIC DEFENDER	159	25	15.7%
PUBLIC HEALTH	5,798	1,166	20.1%
PUBLIC LIBRARY	729	116	15.9%
PUBLIC UTILITIES	2,009	412	20.5%
RECREATION & PARK	822	228	27.7%
RENT ARBITRATION BOARD	28	5	17.9%
RETIREMENT SYSTEM	87	22	25.3%
SHERIFF	282	27	9.6%
TAXI COMMISSION	3		0.0%
TREASURER/TAX COLLECTOR	214	45	21.0%
WAR MEMORIAL	67	22	32.8%
Total Employees, Miscellaneous	**23,523**		
Employees Meeting Retirement Milestone		**4,488**	**19.1%**

Source: HR Information; EEs are employees; table shows EEs meeting minimum retirement eligibility criteria.

Appendix E. Citywide Workforce Analysis

2.16 Retirement Milestones – Safety Personnel

o   Of safety personnel working in the City, 27.3% have reached the retirement milestone.

o   The War Memorial (85.2%) has the greatest percentage of safety personnel that have reached the retirement milestone, followed by the Juvenile Probation (48.9%), and the Public Library (46.7%)

Safety - Retirement Milestones by Department

Department	Total # of Employees	SFERS	CalPERS	Total #	Total %
ADULT PROBATION	81		30	30	37.0%
DISTRICT ATTORNEY	27		4	4	14.8%
JUVENILE PROBATION	182		89	89	48.9%
FIRE DEPARTMENT	1,495	354	52	406	27.2%
POLICE	2,366	630		630	26.6%
PUBLIC LIBRARY	15		7	7	46.7%
SHERIFF	803		176	176	21.9%
WAR MEMORIAL	27		23	23	85.2%
Total Employees, Safety	**4,996**				
Employees Meeting Retirement Milestone		**984**	**381**	**1,365**	**27.3%**

Source: HR Information; EEs are employees; table shows employees meeting minimum retirement eligibility criteria.

2.17 Retirement Milestones – By Union

o   Of the three largest unions by total number of employees represented, 17.3% of miscellaneous employees represented by SEIU Local 1021 and 16.7% of miscellaneous employees represented by Local 21 have reached the retirement milestone, while 26.6% of employees represented by the Police Offices Association has reached the retirement milestone.

Appendix E. Citywide Workforce Analysis

Retirement Milestones by Union

Code	Union	# of Employees (sort order)	Miscellaneous #	Miscellaneous %	Safety #	Safety %
790	SEIU Locals 250, 535, 790	10,286	1,782	17.3%	78	0.8%
021	Local 21, Professional & Technical Engineers	3,712	619	16.7%		0.0%
911	Police Officers Association	2,363		0.0%	628	26.6%
253	TWU Local 250-A, Transit Operators	2,194	324	14.8%		0.0%
798	Locals 798 & 799, Firefighters	1,486		0.0%	325	21.9%
791	SEIU - Nurses	1,386	315	22.7%		0.0%
261	Local 261, Laborers International	964	196	20.3%		0.0%
351	Municipal Executives Association	953	214	22.5%	6	0.6%
498	SF Deputy Sheriff's Association	882		0.0%	161	18.3%
006	Local 6, Electrical Workers	713	223	31.3%		0.0%
039	Local 39, Stationary Engineers	576	138	24.0%		0.0%
311	Municipal Attorney's Association	420	62	14.8%		0.0%
130	Local 1414, Machinists	383	103	26.9%		0.0%
038	Local 38, Plumbers	302	66	21.9%		0.0%
200	TWU Local 200, SEAM	263	122	46.4%		0.0%
164	UAPD Physicians & Dentists	222	47	21.2%		0.0%
252	TWU Local 250-A, Automotive Service Workers	168	24	14.3%		0.0%
216	Teamsters, Local 853 Truck Drivers	152	31	20.4%		0.0%
651	SF Probation Officers Association	122		0.0%	54	44.3%
004	Painters, Local 4	107	22	20.6%		0.0%
236	Carpenters, Local 22	98	28	28.6%		0.0%
856	Local 856, Teamsters - Multi-Unit	98	18	18.4%	34	34.7%
858	Local 856, Teamsters - Supervising Nurse	98	40	40.8%		0.0%
251	Local 250, TWU Miscellaneous	83	34	41.0%		0.0%
001	Unrepresented Employees - Management	79	10	12.7%		0.0%
002	Unrepresented Employees - Miscellaneous	79	4	5.1%		0.0%
929	SF Building Inspectors	55	9	16.4%		0.0%
003	Operating Engineers, Local 3	53	23	43.4%		0.0%
104	Sheet Metal Workers, Local 104	42	14	33.3%		0.0%
580	Cement Masons, Local 580	27	2	7.4%		0.0%
419	SFDA Investigators Association	25		0.0%	3	12.0%
965	Supervising Probation Officers, Local 3	18		0.0%	9	50.0%
016	Theatrical Stage Employees, Local 16	16	2	12.5%		0.0%
377	Iron Workers, Local 377	15	4	26.7%		0.0%
007	Brick Layers & Hod Carriers	14		0.0%		0.0%
034	Pile Drivers, Local 34	13	1	7.7%		0.0%
793	Fire Rescue Paramedic, Local 793	11	7	63.6%		0.0%
040	Roofers, Local 40	10	3	30.0%		0.0%
718	Glaziers, Local 718	10		0.0%		0.0%
352	Municipal Executive Association - Fire	9		0.0%	6	66.7%
969	SF Institutional Police Officers Association	7		0.0%	6	85.7%
353	Municipal Executive Association - Police	3		0.0%	2	66.7%
350	Teamsters, Local 350, Animal Keepers	1	1	100.0%		0.0%
604	Port Director	1		0.0%		0.0%
Total Employees		**28,519**				
Employees Meeting Retirement Milestone			**4,488**	**15.7%**	**1,312**	**4.6%**

Source: HR Information

Appendix F. Department Interviews

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1   Purpose and Method

This appendix summarizes discussions with subject matter experts among 16 departments, 11 of whom were interviewed for the 2007 Workforce and Succession Planning Report:
Adult Probation, Controller's Office, Department of Public Health, Fire Department, Human Services Agency, Juvenile Probation, Library, Municipal Transportation Agency, Police Department, Public Utilities Commission, Recreation & Park Department; and five departments which were interviewed for the first time regarding their workforce and succession planning efforts: Airport Commission, Department of Emergency Management, Port, Retirement, and the Sheriff's Department.

The 11 departments previously interviewed were chosen either because they serve an important function or because workforce analysis had indicated they had large numbers or proportions of potential retirements. By meeting with them again, the discussion focused on the departments' planning efforts over the past two years, whether their operations had changed, their workforce needs, and any new insights and/or challenges they have faced. The five additional departments interviewed for this report were selected based on their size and higher than average turnover. The discussions focused on their operational needs and any workforce strategies being used.

It should be noted that all departments were given workforce data for their employees for FY 2007-08, the last complete year of data available. Interviews with departments were conducted from January through April 2009. While workforce data from FY 2007-08 was a starting point for the conversation with departments, those interviewed discussed the effects of multiple rounds of layoffs during FY 2008-09; the need to reduce their budget for FY 2009-10; and how they

would be able to continue to do their work given the size and makeup of their workforce, and the expectations from the public and the departments they serve.

2 Summary of Findings – Citywide

Based on the results of analyses of quantitative and qualitative data collected from the HR Information System, written responses, and interviews with staff throughout the City, described herein, we identified the following trends in workforce planning efforts, as well as current policies that affect efforts:

- o **Creative Staffing is Used to Develop and Implement Efforts**
  Very few departments have dedicated staff devoted to workforce and succession planning efforts, but recognize the value in investing time for these efforts. To address workforce and succession planning issues, some departments have created committees comprised of staff from various work groups/divisions to represent the operational needs. Staff meet periodically and help drive development and implementation of efforts.

- o **External Funding Can Supplement Training Costs**
  Departments are seeking outside funding from foundations and private organizations to supplement their workforce needs[14]. Such funds are being used to develop training programs, purchase resource materials, and procure equipment that will train staff in skills particular to their operations.

- o **Technology Aides in Employee Connectivity and Productivity**
  While there are some data systems that are used throughout the City, (e.g., HR Information System and Accounting Entry System), departments vary in the technology they use. Over the last two years, many departments have made efforts to expand their connectivity and upgrade computer hardware and software. Departments with multiple locations or employees out in the field, which in the past had limited access to the Internet and electronic systems, have invested in their technology. Other departments are trying to use their systems to streamline their processes internally and with the public, and even to limit their use of paper documents.

- o **Revising Human Resources Policies and Civil Service Rules is a Continual Process**
  Department staff echoed the concern that the hiring of staff cannot be completed in the time frame that meets their operational needs due to current Civil Services Rules and policies in place by the Department of Human Resources. In order to meet the operational needs of departments, a regular review of these rules and policies is necessary; just as the services and work changes, so should the system used to provide the workforce.

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[14] The FY09-10 adopted budget saw an overall increase of training funds. Of the 46 departments listed, 28 departments reduced training funds for a total of $712,378. In addition, 11 departments kept their training funds at the same budget level as in FY08-09, while 7 departments had an increase in training funds totaling $917,349.

Appendix F. Department Interviews

3 Summary of Findings – By Department

The following table details current issues, trends, and strategies, as well as possible future strategies for each department. Information in these tables is primarily based on interviews with City staff.

2009 Workforce Drivers and Possible Future Workforce & Succession Planning Strategies

Dept	Recruitment & Hiring	Retention	Training/ Staff Development	Knowledge Management	Other
ADP - Adult Probation Department	No trouble recruiting, but the budget deficit has limited ADP's ability to hire and backfill positions.		Partnering new hires with senior officers used to be a practice of ADP but due to staffing constraints, this training is no longer feasible.	Discussions are in place to establish a committee to better document policies and procedures.	
AIR - Airport	Utilization of the trainee position for AIR Dispatcher has helped overall recruitment for this hard-to-fill position.		Started trainings that accommodate employees with different shifts and locations. Also, information from a survey on what employees think they need to promote and advance will be used as a tool for targeted training.	Providing E-learning training on topics such as how to transition from Lotus Notes to Outlook. Also, AIR is working on a contract for a mentoring program.	Succession Planning Committee is preparing a draft Succession Planning Report that will focus on developing current employees and effective recruiting.
CON - Controller's Office	Constant enhancement and continuation of the 1649 Accountant Intern Program.	Created a committee to achieve goals on changing organizational culture and creating tools/training to perform at an optimal level.	Training focusing on critical thinking, communication, negotiation, project management, coaching and mentoring.	Completed its first Beyond Accounting Transactions (BAT) pilot for succession planning, and addressing gaps between accounting classifications.	Department has employed a change management team to help prepare for the training and the change in work processes related to new Human Capital Management system.
DEM - Department of Emergency Management	Improving oral examinations process to better reflect the job requirements of 8238 Police Communications Dispatchers.	DEM has experienced a lot less turnover than in previous years by focusing on its hiring efforts and hiring better qualified employees.		Considering developing standard operating procedures (SOPs) with input from senior employees to facilitate knowledge transfer for administration staff.	
DPH - Public Health Department	The department has had some turnover in the executive leadership, and challenges in filling the positions.		Department specific trainings are provided to staff; nurses are being provided with specialized training. The department piloted 24-hour training program for supervisors and managers.		In preparation for operating the new Laguna Honda facility, staff needs are being reviewed, and a training program is being developed for the transition.
FIR - Fire Department		Reconfigured shifts for certain high stress classifications such as H3 Paramedics, Level 2 to reduce attrition.	Developed comprehensive training that includes a 40-hour course for new Lieutenants and includes a mentoring component.	All manuals are updated and available online.	Established of Resource Library, which includes simulator conference room and other new technological tools to remain up-to-date. Also, identifying grants and sources for alternative funding.

Appendix F. Department Interviews

2009 Workforce Drivers and Possible Future Workforce & Succession Planning Strategies

Dept	Recruitment & Hiring	Retention	Training/ Staff Development	Knowledge Management	Other
HSA - Human Services Agency			Passed a policy offering incentive pay to employees who use a second language for over 10 hours per week in their work to recognize this skill. HSA provides internal training programs to employees and supplements with external programs.	Piloted a mentoring program, which includes a group project.	Staff dedicated to working on workforce analysis and succession planning efforts. Incorporated a mixture of programs developed by internal staff, provided by other departments, or those provided by outside learning institutions.
JUV - Juvenile Probation Department	Relocation of HR department to a more visible location, which has promoted awareness among staff and youth about HR and employment opportunities.	Beginning 6 month check-ins with newly appointed Probation Officers to make sure everything is running smoothly.	Using grant funds to provide organizational development activities such as training, middle management development, and increasing staff engagement.		In order to maintain adequate staffing levels, a review was conducted of leave usage which resulted in better tracking and enforcement of policies as well as overall savings for the department.
LIB - Library	Receives grant funds for employees who are pursuing a Master's degree in Library Science. Recipients must commit to SFPL for a year.		Developed a Leadership Training Academy called "GenPL: The Next Generation of Public Library Leaders." Program.	Beginning mentoring component of the GenPL program.	Department head is very supportive of workforce planning efforts.
MTA- Municipal Transportation Agency		Employees tend to gain experience with MTA in some difficult to recruit positions and then move on to other departments.	For Transit Operators, using training model of pairing three 9163 trainees to one instructor.		Has a five-day mandatory Management Leadership course for all newly appointed and existing supervisors and managers.
POL - Police Department		Use of DROP program continues putting officers in patrol service for 3 years past retirement.	Considering recommendations on evaluating career development/planning, organizational changes, training and other organizational issues.	All Police Inspectors are subject to a mandatory five-year rotation to increase overall knowledge base.	Analyzing recommendations from three major studies.
PRT - Port		Services are thinly staffed, such that there are often no backups; positions serve multiple functions.	Conduct a lot of health and safety training as well as specialized training (for example hazwoper training as a result of the Cosco Busan oil spill).	Efforts at the division level vary from operating procedures to working with other departments to share knowledge.	
PUC - Public Utilities Commission	Apprenticeship programs provides the department with younger workers.	Provides exit survey when employees leave the department to assess overall quality of the work environment.	Conducting employee survey to assess what employees want for training/informational sessions and then working to set up relevant sessions.	Waste Water division is developing mIToolbox, an electronic knowledge management database, as well as collaborating with other utilities on training of critical job classes.	Waste Water division uses 12-hour rotating shifts and training weeks to build up the knowledge base of its entire workforce.

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2009 Workforce Drivers and Possible Future Workforce & Succession Planning Strategies

Dept	Recruitment & Hiring	Retention	Training/ Staff Development	Knowledge Management	Other
REC - Recreation & Park Department	Difficulty in hiring for some classifications; REC is re-evaluating minimum qualifications.			Budget constraints limits REC's ability to hire back employees through Prop F to mentor new hires; uncertain of what type of knowledge capture strategy to use.	Recently installed new technology to multiple worksites to connect employees to each other and to information; having the public use the REC website to access information and services.
RET - Retirement	Has budgeted temporary salaries for the four-month simultaneous employment of a successor for the Executive Director position.	Rotational assignments for benefits and retirement analysts.	Staff sent to pension-specific training through CalPERS.		Will be using 360 Degree Feedback, multi-rater model for senior staff down to middle managers.
SHF - Sheriff's Department	Surge in applications, possibly due to the economy.		Staff involved with statewide sheriff organizations to network and learn best practices.	Started including chiefs and captains in the budget process and other administrative processes in order to forge and maintain relationships with other City offices.	

4 Adult Probation

For FY 2007-08, ADP has a workforce of 101 employees with an average age of 47 and average length of service of 14.6 years.

Quantitative Research Summary
  o The average length of service for an ADP employee of 14.6 is higher than the Citywide average of 12.6.

  o 28.7% of ADP's workforce has 20 or more years of service.

  o 51.5% are GenXers and 2% are Millenials, higher than the Citywide average of 43.4% and 1.8% respectively.

  o Between FY04 and FY08, there were 15 new hires and 36 separations.

  o Over the five-year period, turnover average at 6.4%, lower than the Citywide average of 7%.

  o Based on job class, employees in ADP are under either the San Francisco Employee Retirement System (SFERS) or the California Public Employees' Retirement System (CalPERS). 24.4% of employees under SFERS are currently eligible to retire, and 90.5% of employees under CalPERS are eligible to retire.

  o In particular, there appeared to be high retirement risk for the 8434 Supervising Adult Probation Officer and the 8444 Deputy Probation Officer job classes:

- Currently, all 100% of the employees that are 8434 Supervising Adult Probation Officer are eligible for minimum retirement benefits with 27% likely to retire soon. For 8444 Deputy Probation Officer, 89% of employees in the job class are eligible for minimum retirement benefits.

- In 3 years, 55% of the 8434 Supervising Adult Probation Officer will likely retire (based on average retirement at 60 years old with 20 years of service). For 8444 Deputy Probation Officer, 89% will continue to be eligible to retire.

Qualitative Research Summary
- ADP has had four Chiefs in five years. Each department head has had his/her own philosophy, which has affected the direction of the department as a whole and workforce planning efforts.

- Since 2006, ADP has significantly increased staff training programs to better equip staff and supervisors for their daily functions, as well as prepare for advancement in the organization. For the first time in history, ADP has met full compliance with the State Standard Training for Corrections requirements.

- ADP's primary clients are the Courts, the Community, and adult probationers. ADP reports to the Superior Courts and is primarily funded by the City General Fund, which is overseen by the City's governance structure (Board of Supervisors and Mayor's Office). Probation has had large population growth, but far less budget growth. In recent years, the City General Fund has been limited due to the economy resulting in limited resources to ADP. This funding has affected ADP's ability to hire and backfill vacant positions. ADP is understaffed; Deputy Probation Officers have caseload sizes up to three times greater than recommended guidelines issued by the American Parole and Probation Association for effective supervision. Understaffing and large caseloads affect supervision strategies, the ability of ADP to apply the proactive community supervision model, and implementation of evidence based practices.

- ADP faces the task of conducting quality control of services given the reality of limited staffing: back-up staff have less than three years of experience, and new hires receive an informal orientation and generalized training compared to past training. In the past, new hires were paired up with senior officers, during the probationary period, but since the Department of Human Resources' consolidation of classifications and establishment of the deep classification, new hires are trained by their supervisor during the probationary period.

- An electronic case management system has been fully implemented and staff trained, but not all the capabilities, such as reporting, are being utilized. ADP intends to expand the use of the case management system by offering training in the various system capabilities to enhance the utilization of the system. This will result in improved data integrity and provide convenience of producing reports to assist ADP with strategic planning for staff resources for better serving the needs of ADP clients. While this has helped officers, case management caseloads have increased for staff as positions remain vacant, especially for specialized units, and the potential for burnout is high.

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- o ADP reviewed staff workload and service provision of its 6,500 probationers. In order to minimize overtime, flex time was implemented to staff special events (those outside of core business hours of 9am – 5pm) and operations, with alternating supervisor shifts to provide maximum coverage. Reports were also streamlined to meet the needs of the various client departments.

ADP has identified some of the following workforce planning strategies:

- o ADP plans to establish a committee to document its work, caseloads, and update the policies and procedures manual to assist in capturing knowledge.

- o Due to the possibility of staff leaving, positions not being approved for hire, and fewer "acting" positions, ADP is considering restructuring operations and streamlining the delivery of services to better provide mandated services, and better serve the needs of the Superior Courts, the public and the adult probationers.

5 Airport Commission

For FY 2007-08, the Airport Commission has a workforce of 1,316 employees with an average age of 49.8 and average length of service of 11.7 years.

Quantitative Research Summary
- o The average length of service for an AIR employee of 11.7 years is less than the Citywide average of 12.6.

- o 16.6% of the Airport Commission's workforce has 20 or more years of service.

- o 37.2% are GenXers and 0.7% are Millenials, less than the Citywide average of 43.4% and 1.8% respectively.

- o Between FY04 and FY08, there were 275 new hires and 361 separations.

- o Over the five-year period, turnover averages at 7.8% which is higher than the Citywide average of 7%.

- o Currently, 184 employees or 14% are eligible for a service retirement.

- o In particular, there appeared to be high retirement risk for the Stationary Engineer Series (7334 Stationary Engineer and 7335 Senior Stationary Engineer) and the Airport Communications Dispatcher Series (9202 Airport Communications Dispatcher and 9203 Senior Airport Communications Dispatcher):
    - Currently, 11% of employees in the Stationary Engineer series are eligible for minimum retirement benefits. For the Airport Communications Dispatcher Series, 21% of employees in the series are eligible for minimum retirement benefits and 2 are likely to retire soon (based on average retirement at 60 years old with 20 years of service).

    - In five years, 23% of the employees in the Stationary Engineer series will be eligible for minimum retirement benefits and 2 will likely to retire soon (based on average retirement at 60 years old with 20 years of service). For the Airport

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Communications Dispatcher Series, 33% of employees will be eligible for minimum retirement benefits and 12% will likely to retire soon.

- For the Stationary Engineer series, the Airport has candidate pools from which to recruit, and doesn't anticipate any difficulties in filling these positions.

Qualitative Research Summary
- o The Airport Commission is unique in that not many other airports are controlled by municipalities; on the East Coast and in other major cities, most of the airports are controlled by authorities, which tend to have more flexibility.

- o Being involved with the rest of the City departments is difficult because the Airport Commission is so far physically removed. As a result, there are inefficiencies in working with other departments, such as sending new employees to the Department of Human Resources for finger printing.

- o Since 9/11, the Airport Commission has had a change in security measures and the work it handles in this mini-city atmosphere. Candidates selected for positions cannot start work until they pass background processes which can take 4-8 weeks to complete. Everyone selected for employment at the Airport Commission must pass the Transportation Security Administration (TSA) & Security Threat Assessment (STA) federal fingerprinting requirements in order to receive an Airport Commission ID access badge. Additionally, candidates selected to work as Communications Dispatchers must also pass a comprehensive employment and personal history check, as well as a psychological assessment.

- o The Airport Commission does not rely on the General Fund since its budget is based on revenues. As such, the recent downturn in the economy has affected the department. Currently, the Airport Commission is under 0.5% of target due to a strong hold on international travel. In comparison, Oakland and San Jose airports are between 20-30% under.

- o While there is a commitment to develop employees, the Airport Commission has experienced challenges. Some administrative staff cannot be promoted because they lack the minimum qualification of a degree. Staff would like to utilize a hiring system based on competency versus minimum qualifications. In addition, it is difficult to develop certain classifications, such as line craft workers, into shop heads because of the investment needed by staff and limited resources.

The Airport Commission has identified a number of strategies to prepare its workforce for future service needs:
- o While the dispatcher classification had been a difficult classification to recruit for, the creation of a trainee position has resulted in more success in completion of the training program and retention of staff. The 9910 Public Service Trainee appointment is exempt and if the trainee successfully completes the six-month training, they receive a 9202 Airport Communications Dispatcher PCS appointment subject to a six-month probationary period. The use of class 9910 job class has resulted in more overall success

and retention principally because the compensation rate is set at a level that is competitive with similar dispatcher trainee programs in other airports.

o Based on mandated federal security guidelines, the Airport Commission has instituted in-house training on airport badging and security access; airfield safety; airport building security access; and emergency operations.

o Training employees on multiple shifts 24/7 has been difficult. However, the Airport Commission has attempted to meet employees at their location to accommodate the different shifts and to cut down on overtime. Also, the department is conducting a survey for what employees think they need to promote and advance. This information will be used as a tool for succession planning.

o The Airport Commission is looking at different ways to effectively transfer knowledge and minimize difficulties with transitions. The Airport Commission has started e-Learning classes on the Internet for training on topics such as how to transition from LotusNotes to Outlook. In addition, the department is in the early stages of developing a mentoring program. Through a 360 Degree Feedback, multi-rater model program, supervisors and managers are beginning to mentor their subordinates. Tools are being developed and are being provided to management staff.

o The Airport Commission is resurrecting a Succession Planning Committee, which was established 3-5 years ago, to identify workforce needs. The committee has prepared a draft Succession Planning report that discusses the development of current employees and effective recruiting of future employees. The report is circulating to all the deputies for input on implementing objectives on hiring high potentials; passing on "institutional knowledge"; cross-training staff; recognizing and rewarding managers that get the most performance from their staff; implementing the Management/Leadership Development Program; and providing general management training and leadership development opportunities.

6 Controller's Office

For FY 2007-08, CON has a workforce of 160 employees with an average age of 46.3 and average length of service of 12.3years.

Quantitative Research Summary

o The average length of service for a CON employee of 12.3 years is less than the Citywide average of 12.6.

o 17.5% of CON's workforce has 20 or more years of service.

o 51.9% are GenXers and 1.3% are Millenials, with a higher percentage than the Citywide average of 43.4% for GenXers and less than the Citywide average of 1.8% for Millenials.

o Between FY04 and FY08, there were 88 new hires and 53 separations.

o Over the five-year period, turnover averages at 6.2% which is lower than the Citywide average of 7%.

o Currently, 37 employees or 23.1% are eligible for a service retirement.

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- o CON appeared to have high retirement risks in the following job classes:

  - 1657 Senior Systems Accountant - 39% of employees are currently eligible to retire, and 33% are considered likely to retire (based on average retirement at 60 years old with 20 years of service). In 5 years, 50% or employees will be eligible to retire and 44% will be likely to retire.

  - Payroll classes 1218, 1220, 1222, 1224, and 1226 - 35% of employees this group are currently eligible to retire, with 30% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 61% of employees will be eligible to retire, and 43% will be likely to retire.

  - Managers in MCCP classes - 21% of employees are currently eligible to retire and 2 (or 11%) are likely to retire (based on average retirement at 60 years old with 20 years of service). In 5 years, 26% of employees will be likely to retire.

Qualitative Research Summary
- o CON is increasing its focus on high-risk financial transactions, abnormal accounting balances, and delegating new authorities to departments, while shifting a growing amount of their financial monitoring to post-approval auditing and monitoring of department's activities, rather than pre-approval review of many transactions as performed in the past. CON is delegating non-core work to other departments wherever possible.

- o Basic technical skills required of staff - accounting, auditing, financial analysis and payroll - probably will not change much other than adapting to technological advances. Training is focusing more now on other skills such as critical thinking, communication, negotiation, project management, coaching and mentoring.

- o Constant enhancement and continuation of the 1649 Accountant Intern Program has proven successful in reshaping City accountants, starting at the entry-level. The structured program has a balance of technical and soft skill training to prepare graduates for changing performance expectations.

- o CON has an active training committee consisting of a representative from each division and headed by the Deputy Controller to address the training needs for the department created by the changing environment. Because of shrinking resources, employees are encouraged to think "out of the box" when it comes to maintaining a well-run organization and adapting to the ever changing environment.

Key workforce planning objectives for the short-term include:
- o In anticipation of the implementation of a new integrated Human Capital Management (HCM) system, known as Project eMerge, which will automate and centralize many aspects of human resource and payroll functions, CON has employed a change management team to help prepare for the training and the change in work processes.

- o CON successfully completed its first Beyond Accounting Transactions (BAT) Training for higher level accountants, and plans to continue the program. This program is a pilot for succession planning, as well as addressing gaps between accounting classifications.

Completion of the program provides a good foundation for future financial officers, and fosters professional growth in finance and accounting careers.

o   As a result of this year's annual Climate Survey of all staff, CON has created a committee of staff to help achieve some of our goals with respect to addressing the changing organizational culture, including tools and training they need to perform at an optimal level.

o   CON is exploring establishing a supervisory training program as an adjunct to the Department of Human Resources 24-PLUS supervisory and management training program. The goal would be to provide opportunities to apply general management theory to the Controller's Office Mission, Vision and Core Values through policies and guidelines, as well as mentoring and coaching of supervisors and managers with an eye toward soft skills development and succession planning. CON is considering using inside staff for primary information and using consultants as needed for the specialty areas. The next step is to get the draft agendas vetted through senior management.

7   Department of Emergency Management

For FY 2007-08, DEM has a workforce of 233 employees with an average age of 42 and average length of service of 10.3 years.

Quantitative Research Summary
o   The average length of service for a DEM employee of 10.3 years is less than the Citywide average of 12.6.

o   17.1% of DEM's workforce has 20 or more years of service.

o   64.4% are GenXers and 3.9% are Millenials, higher than the Citywide average of 43.4% and 1.8% respectively.

o   Between FY04 and FY08, there were 209 new hires and 183 separations.

o   Over the five-year period, turnover averages at 16.4% which is more than double the Citywide average of 7%.

o   Currently, 26 employees or 11.2% are eligible for a service retirement.

o   At DEM, there appeared to be high retirement risks in the following job classes:

   •   8238 Police Communications Dispatcher – 9% of employees in the job class are eligible for minimum retirement benefits and 3% will likely retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 19% of employees will be eligible for minimum retirement benefits and 6% will likely retire.

   •   8239 Senior Police Communications Dispatcher – 10% of employees in the job class are eligible for minimum retirement benefits. In 5 years, 33% of employees will be eligible for minimum retirement benefits.

   •   8240 Public Safety Communication Coordinator – 38% of employees in the job class are eligible for minimum retirement benefits. In 5 years, 63% of employees will be eligible for minimum retirement benefits and 25% will likely retire.

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Qualitative Research Summary

o DEM manages disaster preparation, mitigation, and response; 9-1-1 dispatch; and homeland security grant distribution for the City through its three operational divisions: Emergency Services, Emergency Communications, and Administration & Support.

o In terms of Emergency Services, previously, DEM received a telephone service fee which generated approximately $43 million dollars each year for its budget. This fee was narrowly defined to pay for 9-1-1 staff and other items that could directly be related to the needs of the 9-1-1 center. In 2008, the voters approved a tax (Prop O) to replace this fee and have the revenues from this tax designated to the General Fund, rather than to DEM. With the loss in revenue, DEM has had to cut some equipment items and has begun tracking requests for additional services which it previously absorbed using the fee. In addition, DEM has negotiated a reduction in work ordered uniformed staff from the Fire Department (FIR) for the FY 09/10 budget. The result of these changes will mean that FIR will be using general funds to support the uniformed positions that are no longer assigned to DEM. In some instances, DEM will be seeking reimbursement from departments when staffing over baseline amounts is requested in operations orders; and DEM will no longer be able to fully fund upgrades to police and fire communications devices.

o The majority of services provided by the Emergency Services Division are funded through grants. For the most part, DEM does not have any problem getting people to work in the Emergency Services Division. The majority of the grants have restrictions on the use of personnel. This will be changing in the FY 2009-10 grants which are anticipated to be available in November 2009. In addition to mandated levels for training and law enforcement activities, the new provisions allow up to 50% use of the total amount for personnel. Contractors, employees, backfill and overtime for training and exercises are all included in this amount.

o The Emergency Communications Division of DEM has experienced less turnover than in previous years, due in part to their ongoing recruiting efforts. During the last two years, DEM focused on a hiring push by scheduling a new class of dispatchers every two months until January 2009. Additionally, the department initiated the following:

  o redirected background investigators to use POST (Peace Officer Standards and Training) guidelines and standards during the selection process;

  o implemented new oral Examination questions designed to measure common sense and good judgment as required by the position; and

  o began using Criticall, a computer-based testing program that more effectively measures suitability for the dispatcher position by determining each candidate's ability to process multiple tasks while listening to audio cues.

These changes were implemented in an effort to reduce the failure rate of applicants during the selection, background and training process. This is a national issue in all public safety dispatching centers. DEM continues to have more success with its overall hiring and training than the national average.

Given the budget situation, DEM is not hiring at this time, nor accepting applications. DEM had six people on a list ready to be hired in April 2009, but is planning to put off extending offers until January of 2010 and is concerned as to whether the candidates will still be interested. There are approximately 200 people in the pool who are on Civil Service eligible lists.

o Compared to industry standards of dispatchers being mostly females between the ages of 23 and 45, DEM has a significantly older staff, with some staff in their 60s and older.

o DEM needs to keep up-to-date with new laws and legislation, which impacts the work they are required to perform; i.e., the state is requiring San Francisco to have an open ambulance system that more fully integrates private ambulance providers into the complete Emergency Medical Dispatch system of the City.

o Working in the Dispatch Center, where there is low reward and high pressure, in the past has resulted in the culmination of stress for staff. There is an emphasis on psychological evaluations during the background investigation to ensure applicants are well suited to the environment.

o Knowledge management has not been a real issue for the operations staff because it is laid out in the training programs. Also, there are mandatory trainings every two years for these employees to maintain POST and NAED (National Academy of Emergency Dispatchers) accreditation.

Key workforce planning objectives in the short-term include:
o DEM has worked with the Department of Human Resources to make the oral examinations better reflect the job requirements. Many of the positions require multi-tasking, which is difficult to test in an examination. Staff is hoping that the new oral examinations combined with the Criticall skills test will result in hiring candidates who are more likely to succeed through all phases of training. This will only be evaluated once DEM begins to hire again.

o DEM is considering updating its website with a section on, "A Day in the Life" to let applicants know what the actual demands of a dispatcher job are. This is to provide the public and potential applicants with a realistic overview of what a Public Safety Dispatcher does – including the amount of training, oversight, stress, and rewards.

o Lastly, to help with the knowledge transfer for administration staff, DEM is developing comprehensive standard operating procedures (SOPs) based on input from senior employees.

8   Fire Department

Safety: For FY 2007-08, FIR has a workforce of 1,554 safety employees with an average age of 43.5 and average length of service of 13.8 years.

Appendix F. Department Interviews

Miscellaneous: For FY 2007-08, FIR has a workforce of 101 miscellaneous employees with an average age of 49.7 and average length of service of 15.6 years.

Quantitative Research Summary
Safety Employees

- o The average length of service for a safety FIR employee of 13.8 years is greater than the Citywide employee average of 12.6.
- o 20.3% of the department's safety workforce has 20 or more years of service.
- o 65.8% are GenXers and 1.9% are Millenials, higher than the Citywide average of 43.4% and 1.8% respectively.
- o Between FY04 and FY08, there were 235 new hires and 442 separations.
- o Currently, 368 safety personnel or 23% are eligible for minimum service retirement benefits.
- o For **both safety and miscellaneous** employees, over the five-year period, the turnover rate has averaged 5.5%, which is less than the Citywide average of 7%.

Miscellaneous Employees

- o The average length of service for a miscellaneous FIR employee of 15.6 years is more than the Citywide average of 12.6.
- o 35.7% of the department's miscellaneous workforce has 20 or more years of service.
- o 34.7% are GenXers and 1.0% are Millenials, less than the Citywide average of 43.4% and 1.8% respectively.
- o Between FY04 and FY08, there were 20 new hires and 35 separations.
- o Currently, 31 employees or 30.7% are eligible for minimum service retirement benefits.
- o In the Fire Department , there appeared to be retirement risk in the following **safety** job classes:

  - Lieutenant (H 20, 22, 24) - 62% of employees in these job classes are eligible for minimum retirement benefits. In 3 years, 73% will be eligible for minimum retirement benefits.

  - H 2 Firefighter - 19% of employees in the job class are eligible for minimum retirement benefits. In 3 years, 29% will be eligible for minimum retirement benefits.

  - H 3 Firefighter/Paramedic -13% of employees in the job class are eligible for minimum retirement benefits. In 3 years, 19% will be eligible for minimum retirement.

  - H 33 EMS Captain - 26% of employees in the job class are eligible for minimum retirement benefits. In 3 years, 57% will be eligible for minimum retirement benefits.

For **miscellaneous** employees, there appeared to be retirement risk in the following job classes:

Appendix F. Department Interviews

- o 6281 Fire Safety Inspector 2 - 46% of employees in the job class are eligible for minimum retirement benefits. In 5 years, 100% of employees will be eligible for minimum retirement benefits and 46% will likely retire.

- o 7388 Utility Plumber - 63% of employees in the job class are eligible for minimum retirement benefits. In 5 years, 63% will be eligible for minimum retirement benefits and 3 will likely retire.

Qualitative Research Summary

- o Over the past ten years, the scope of FIR has changed drastically as fire departments across the country have become all-hazards response teams, not just fire teams. Currently, FIR has seen an increase in volume of calls for medical issues because in difficult economic times, FIR becomes the primary care provider for individuals without health insurance, many of which are repeat customers.

- o Additionally, in the current downturn economy there is potential for more fires set by arsonists for insurance purposes. Recently, there were 25 arson car fires in one month. The financial situation may continue to impact the department as people resort to desperate measures.

- o Between 1998 and 2005, after discussions between FIR, Civil Service Commission, and Local 798 were held on certification rules, and a resulting lawsuit was filed by Local 798. The California State Supreme Court ultimately ruled in favor of the Civil Service Commission's adoption of the certification rule of Statistically Valid Grouping. That decision allowed FIR to move forward with a series of examinations for lieutenants, captains, and battalion chiefs.

- o In the past two years, FIR has experienced some upward mobility and stability in its workforce from examinations resulting in the promotion of 180 lieutenants, 85 captains and 25 battalion chiefs. Previously, there were limited promotional examinations and many employees were in acting assignments or receiving like-work, like-pay.

- o The most difficult transition identified by FIR is from H 2 Firefighters to Lieutenant, which is a change from line staff to a supervisory position. FIR would like for staff to be prepared to promote up, and is focusing on developing trainings to better aid this transition.

- o FIR has made use of private sector funding and federal grants to augment their equipment and training budgets. These grant funds have been used for a Resource Library, which includes very progressive tools in the computer library, a simulator conference room, and other new technological tools. In addition, FIR will soon have an operation driver simulator in operation. Training on the simulator will help to reduce accidents, injuries, as well as liabilities, and in turn, decrease costs spent on fixing the apparatuses (fire engines). Also, FIR was recently awarded a physical fitness grant, which will be used to increase the quality of life of employees through the provision of stress tests, body fat test, equipment purchases, etc.

- o FIR has updated all of its manuals to better document procedures and made them available online in order to help transfer knowledge.

Appendix F. Department Interviews

FIR is pursing the following workforce and succession planning strategies:

- o Given the challenging budget situation, FIR will continue looking to the private sector and federal government to supplement equipment purchases and professional development of staff.

- o FIR has developed a 40-hour training program for new Lieutenants, using the book "Buddy to Boss" as a resource. The program includes senior chiefs mentoring new Lieutenants and other managers. This will aid in the transition from firefighter to Lieutenant.

- o FIR changed the deployment of providing Emergency Medical Services to address response times, workload distribution, and working conditions. FIR created additional levels in the H 3 Firefighter/Paramedic rank and hired single-function Emergency Medical Technicians and Paramedics that staff the dynamic deployed ambulances on 10-hour shifts. Reducing the 24-hour shifts to 10-hour shifts improved the efficiency, response times and working conditions, which resulted in a reduction in attrition.

9 Human Services Agency

For FY2007-08, HSA had a workforce of 1,930 employees with an average age of 47.3 and average length of service of 11.8.

Quantitative Research Summary

- o The average length of service for an HSA employee of 11.8 is lower than the Citywide average of 12.6.

- o 17.8 % of HSA's workforce has 20 or more years of service.

- o 46.4% are GenXers and 2% are Millenials, higher than the Citywide average of 43.4% and 1.8% respectively.

- o Between FY04 and FY08, there were 606 new hires and 655 separations.

- o Over the five-year period, turnover average at 12.8% was higher than the Citywide average of 7%.

- o Currently, 286 employees or 14.8% are eligible for a service retirement.

- o There appeared to be high retirement risk in the following job classes:

  - • Manager series (0922 Manager I – 0932 Manager IV) - 24% of employees are currently eligible to retire, and 7% are likely to retire soon (based on average retirement at 60 years old and 20 years of service). In 5 years, 39% will be eligible to retire, and 22% will likely retire.

  - • 2905 Senior Eligibility Worker - 21% of employees in this class are currently eligible to retire, and 8% are likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 40% will be eligible to retire and 24% will likely retire.

Appendix F. Department Interviews

- 2913 Program Specialist - 28% of employees in this class are currently eligible to retire, and 6% are likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 45% will be eligible to retire, and 23% will likely retire.

- 2915 Program Specialist Supervisor - 80% of employees in this class are currently eligible to retire, and 60% are likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 80% will be likely to retire.

Qualitative Research Summary
  o HSA is one of the few City departments to have dedicated staff working on workforce analysis and succession planning efforts. Over the past two years, staff has incorporated a mixture of programs developed by internal staff, those provided by other departments, and those provided by outside learning institutions to develop the skills of their workforce. Analysis is conducted on participant ratings from evaluation forms, participation rates based on attendance to workshops, and the career movement of staff to determine success.

  o As with other jurisdictions, the effect of the downturn economy is decreasing HSA's funds for services. In addition to the General Fund, HSA also utilizes funds from the state and federal government, as well as grants to provide services.

  o HSA is looking at its work functions, analyzing programs and caseload areas of increase and decrease to determine reassignments and/or reductions in staffing. For example, caseloads in CalWORKs are decreasing, while caseloads in FoodStamps, In-Home Support Services and MediCal are increasing.

  o Due to the increasing language diversity among clientele that requires bilingual staff, the department has conducted a series of recruitments/announcements with bilingual specialties resulting in 190 eligibles on eight lists.

HSA has identified a number of strategies to prepare for future service needs:
  o HSA passed a policy in 2008 offering incentive pay to employees who use a second language for over 10 hours per week in their work. This is a skill that is not required of them in their position or in an official capacity, but given the demographics of the people they serve, language proficiency aids in serving the public. To the extent possible, the HSA attempts to address demographic changes by hiring a sufficient number of bilingual staff in the appropriate positions.

  o Some changes are being documented because of requirements in legislation, mandates, or the tracking systems used. One way that HSA is notifying staff about changes, and making sure that employees are aware of changes, is by including those items in the performance appraisal form, which is completed at least once a year. When the appraisal is completed, the manager and employee sign off of receipt of changes.

  o HSA actively uses its Intranet to transfer knowledge to staff, including Program Manuals, Policies and Procedures Manual, Computer-based training for required training, Illness Injury Prevention Training, new updated policy memos, state reports, program progress reports, etc.

- Given the current downturn economy and budget conditions, HSA will look to improve or customize programs already in place to build its human services bench. Department leadership is committed to continuing these programs, even during this period of economic downturn. Programs include the Admin Pro Series, HSA Certificate Program, Mentoring Program and participation in City University, all of which are self-directed by employees. In addition, there are the Management Academy I and Management Academy II programs which supervisors and managers are required to take. Also, HSA selects supervisors, senior managers, and executive managers to participate in the Bay Area Social Services Consortium (BASSC), Leadership Development Program (UC Davis), and Leadership San Francisco.

- HSA recently piloted a Mentoring Program. The Mentoring Program spans six months with mentees working on projects to be implemented within the department. For accountability, mentors and mentees are required to sign an agreement that outlines the responsibilities of both parties. The parties agree that they to hold regular meetings which will facilitate the mentee/mentor relationship; they will discuss their project; and they will identify which party is responsible for each step of the project. The agreement also acknowledges that the mentee will actively participate in professional development monthly meetings designed especially for mentees.

- Lastly, given that HSA has staff working on keeping the momentum of workforce and succession planning efforts moving forward, it plans to look to the Department of Human Resources for standards in these efforts.

10 Juvenile Probation Department

For FY 2007-08, the Juvenile Probation Department has a workforce of 235 employees with an average age of 49.9 and average length of service of 16.5 years.

Quantitative Research Summary
- The average length of service for a Juvenile Probation employee of 16.5 is higher than the Citywide average of 12.6.

- 34.9% of Juvenile Probation's workforce has 20 or more years of service.

- 39.1% are GenXers and 0.4% are Millenials, less than the Citywide average of 43.4% and 1.8% respectively.

- Between FY04 and FY08, there were 12 new hires and 61 separations.

- Over the five-year period, turnover average at 5.5%, lower than the Citywide average of 7%.

- Based on job class, employees in Juvenile Probation are under either the San Francisco Employee Retirement System (SFERS) or the California Public Employees' Retirement System (CalPERS). Eligibility and service retirement criteria vary. 25.4% of employees under SFERS are currently eligible to retire, and 96.3% of employees under CalPERS are eligible to retire.

- Juvenile Probation appears to have high retirement risk in the following job classes:

Appendix F. Department Interviews

- Counselors (8320 Counselor, Juvenile Hall, 8321 Counselor, Log Cabin Ranch) - 95% of employees in these classes are eligible for minimum retirement benefits and 39% are likely to retire soon (based on 50 years old with at least 5 years of service). In 3 years, 97% will be eligible for minimum retirement benefits and 55% are likely to retire.

- Senior and supervising counselors (8322 Senior Counselor, Juvenile Hall, 8323 Senior Counselor Boys Ranch, 8324 Supervising Counselor, Juvenile Court) - 100% of employees in these classes are currently eligible for minimum retirement benefits and 86 % are likely to retire soon (based on 50 years old with at least 5 years of service). In 3 years, 93% will be likely to retire soon.

- 8414 Supervising Probation Officer, Juvenile Court - 100% of employees in this job class are eligible for minimum retirement benefits, and 57% are likely to retire soon (based on 50 years old with at least 5 years of service). In 3 years, 57% will continue be likely to retire.

- 8444 Deputy Probation Officer - 93% of employees in this class are eligible for minimum retirement benefits and 52% are likely to retire soon (based on 50 years old with at least 5 years of service). In 3 years, 61% of employees will be likely to retire soon.

Qualitative Research Summary

o Maintaining adequate staffing levels has continued to be the Juvenile Probation's main concern. To this end, the department took a 3-prong approach to dealing with abuse of sick leave, overtime, and absenteeism. Through improved tracking and staff changes, the department was better able to enforce its existing sick-leave and vacation policies. Every six months the department reviews sick leave use. After its first comprehensive review of sick leave usage, Juvenile Probation placed 62 employees on sick leave restriction. Quarterly memos are sent to all staff outlining each employee's sick and vacation leave use, and reminding employees that unapproved leave may not be paid and that discipline may be used for any abuse of sick leave. As a result, the department re-enforced performance management, increased productivity, decreased overtime and Workers' Compensation claims, and was able to get requisitions approved for new hires.

o Recent layoffs of a number of middle managers have left a void between high-level managers and front-line supervisors, which could result in a loss of operational knowledge and possibly a limited pool of managers in the future.

o While the department has not had a problem in recruiting counselors and probation officers, it has been difficult to develop front-line supervisors given the minimum qualifications and pay scale of the positions. Because in the past, performance appraisals were not completed on a regular basis, it has been difficult to develop and insure quality front-line supervisors. Further, staff are reluctant to apply for the positions given the small increase in pay for the significant change in work load and reduced opportunities for overtime. There has also been pushback on acting assignments because employees see this as only increasing their work load, despite the financial reimbursement of acting pay. Juvenile Probation is working to engage line staff and identify future leaders early to help cultivate their interest and skills. The department is working to offer a wider range

of trainings and to provide incentives to staff who are willing to take on additional responsibilities.

o Hiring of permanent supervisory level employees continues to be a challenge. While the department was able to promote five senior Probation Officers into permanent supervisory positions, unfortunately all are eligible for retirement.

o Juvenile Probation is operating on old eligible lists due to limited hiring examinations due to reduced staffing levels in its human resources division, and in the City's Department of Human Resources recruitment and hiring team. Given the nature of their work, it is critical that the Department is able to backfill probation officers and counselors when there are vacancies. When eligibility lists expire, it can take several months to develop a new list and up to a year before new employees are actually working. This lost time leads to increases in overtime, lost productivity and compromised services for youth and families. In the past two years, there has been a complete shift in knowledge of the human resources (HR) function due to the loss of HR personnel. Knowledge management has been a difficult task for the Administrative Division.

o Juvenile Probation had two senior counselor job classes based on locale, those working at Log Cabin Ranch, and those working at the Juvenile Hall. Upon assessment of the Counselor classifications, the department recognized that senior counselors earned up to 13% less than their counterparts at Juvenile Hall. This disparity made recruitment and hiring of Senior Counselors at Log Cabin Ranch very difficult. In addition, the separate classes further limited the Juvenile Probation's ability to limit overtime and streamline scheduling. The department merged the two series together, giving the Log Cabin Ranch senior counselors pay equity with those in Juvenile Hall. The effort was made retroactively, allowing the Log Cabin team to receive some backpay.

Juvenile Probation has identified a number of strategies to prepare for future service needs:
o Juvenile Probation is using grant funds to develop a department-wide training curriculum that will include topics such as how to lead meetings, how to motivate staff, how do identify high potentials, etc. In addition, part of the grant will be focused on secondary management (e.g., the 8414 and 8444 classifications) to identify high potentials and create a leadership academy. Lastly, some grant funds are also being used to provide incentives to Counselors to be more engaged in their youth work.

o One of Juvenile Probation's priorities is to visit with newly appointed Probation Officers after six months on the job in order to check-in with staff, make sure everything is running smoothly, and reaffirm expectations. The department will begin doing this with Counselors in the future.

o Juvenile Probation has moved its Human Resources department to a more visible location. The new location promotes awareness among staff and youth about the functions and role of Human Resources and will hopefully increase the number of applications received from younger candidates.

o In terms of retention and staff development, Juvenile Probation is formalizing exit interviews and will consider how best to use data.

11 Library

For FY 2007-08, the Library has a workforce of 733 employees with an average age of 45.9 and average length of service of 13.6 years.

Quantitative Research Summary
- o The average length of service for a Library employee of 13.6 years is higher than the Citywide average of 12.6.

- o 23.5% of the Library's workforce has 20 or more years of service.

- o 50.6% are GenXers and 2.9% are Millenials, higher than the Citywide average of 43.4% and 1.8% respectively.

- o Between FY04 and FY08, there were 94 new hires and 191 separations.

- o Over the five-year period, turnover average at 8% which is comparable to the Citywide average of 7%.

- o Currently, 122 employees or 16.6% are eligible for a service retirement.

- o In particular, there appeared to be high retirement risk for the Librarian series, classes 3630,3632, and 3634; the Library Assistant series, classes 3610,3616,and 3618; and the MCCP classes[15]:

    - Librarian series (3630 Librarian I – 3634 Librarian III) - 23% of employees are eligible to retire, and 7% are likely to retire soon based on average retirement at 60 years old with 20 years of service. In 5 years, 31% will be eligible to retire and 18% will likely retire.

    - Library Assistant series (3610 Library Assistant, 3616 Library Technical Assistant I, and 3618 Library Technical Assistant II) - 21% of employees are eligible for minimum retirement benefits and 6% are likely to retire soon based on average retirement at 60 years old with 20 years of service. In 5 years, 31% will be eligible to retire and 14% will likely retire.

    - MCCP classes (0931 Manager III – 0964 Deputy Director IV) - 44% of employees are eligible to retire. In 5 years, 56% will be likely to retire based on average retirement at 60 years old with 20 years of service.

Qualitative Research Summary
- o The Library benefits from being a baseline department, meaning that its funding cannot fall below a certain level. As a result, the Library is fairing well compared to libraries in other jurisdictions during the current economic crisis. This stable funding also makes it possible to recruit a larger and more diverse pool of applicants compared with other library jurisdictions, as well as keep up with hiring new employees as more senior staff leave the agency or retire.

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[15] MCCP – Management Classification and Compensation Project, which reclassified specific managerial classifications into broader management classifications.

Appendix F. Department Interviews

o The Library is a recipient of a grant funded by the California State Library which is used for employees who are pursuing a Master's degree in Library Science. In 2008, three graduates were hired by the Library as 3630 Librarian I. Individuals hired through this program must commit to work with the Library for a period of one year. This has helped in the recruiting of minority and bilingual graduates of science programs. In this way, they are able to have staff that is representative of the population they serve.

o The Library performs continuous recruitment at association conferences across the nation to attract a much broader and diverse pool of applicants with specialized skills. The Library strives to balance in-house development with the infusion of ideas from the outside so that staff is prepared to take on greater responsibilities and is aware of the trends and issues within the field in a wider context.

The Library has identified a number of strategies to prepare for future service needs:
o With external funding from the Friends of the San Francisco Public Library, the Library recently implemented the Leadership Training Academy, called Gen PL: The Next Generation of Public Library Leaders. Gen PL's purpose is to identify and prepare the promising staff in all job classifications for leadership positions. Thirty-six (36) Gen PL fellows were selected representing almost every Library classification (pages, security, custodial workers, middle manager librarians, information technology professionals, etc.). Fellows receive special training and work on projects throughout their time in the program. A final showcase of their projects was featured at a Library All Staff meeting in May. The Library hopes to form a new cohort every year for at least the next four years, alternating between at-large and specifically targeted groups within the staff. The next identified cohort will be middle managers.

o The Gen PL program has a mentoring component to develop deeper understanding of managerial leadership by teaming Fellows with seasoned administrators. The mentoring program addresses much needed knowledge transfer between high potentials and middle and upper-level managers.

o Gen PL Fellows are also involved in departmental projects that are introducing cross-functional team work into the Library. Fourteen projects, ranging from improving outreach to diverse populations to exploring the use of new information technologies, are being implemented by groups consisting of Fellows, Library managers and other talented staff.

o This leadership program is supported by the City Librarian and department chiefs throughout the Library. Individual managers share their knowledge and experience with the Gen PL cohort at informal coffee hours, designed to create more dialogue between senior staff and upcoming Library leaders. In addition, supervisors support the Fellows by granting release time to participate in the various components of the program.

12 Municipal Transportation Agency

For FY 2007-08, the MTA has a workforce of 4,897 employees with an average age of 49.7 and average length of service of 13.5 years.

Appendix F. Department Interviews

Quantitative Research Summary
- o The average length of service for an MTA employee of 13.5 years is higher than the Citywide average of 12.6.

- o 26.1% of MTA's workforce has 20 or more years of service.

- o 38.2% are GenXers and 0.7% are Millenials, lower than the Citywide average of 43.4% and 1.8% respectively.

- o Between FY04 and FY08, there were 894 new hires and 1,450 separations.

- o Over the five-year period, turnover average at 5.9% which is slightly less than the Citywide average of 7%.

- o Currently, 1,112 employees or 22.7% are eligible for a service retirement.

- o For the department, there appeared to be high retirement risk for the following classifications:

  - 9139 Transit Supervisor - 43% of employees in the job class is eligible for minimum retirement benefits with 14% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 67% will be eligible for minimum retirement benefits and 44% will likely retire.

  - 5212 Principal Engineer - 50% of employees in the job class is eligible for minimum retirement benefits with 33% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 83% will be eligible for minimum retirement benefits and 50% will likely retire.

  - 7253 Electrical Transit Mechanic Supervisor 1- 100% of total employees in the job class is eligible for minimum retirement benefits with 40% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 100% employees will be eligible for minimum retirement benefits and 80% will likely retire.

  - 7318 Electric Maintenance Technician - 49% of employees in the job class are eligible for minimum retirement benefits with 16% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 62% will be eligible for minimum retirement benefits and 40% will likely retire.

  - 7329 Electric Maintenance Technical Assistant Supervisor - 53% of employees in the job class is eligible for minimum retirement benefits with 13% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 67% will be eligible for minimum retirement benefits and 8 (53%) will likely retire.

  - 7371 Electrical Transit System Mechanic - 30% of employees in the job class is eligible for minimum retirement benefits with 7% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 40% will be eligible for minimum retirement benefits and 18% will likely retire.

Appendix F. Department Interviews

- 7380 Electrical Transit Mechanic Assistant Supervisor - 80% of employees in the job class is eligible for minimum retirement benefits with 15% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 90% will be eligible for minimum retirement benefits and 10 (50%) will likely retire.

- 9150 Train Controller - 69% of employees in the job class is eligible for minimum retirement benefits with 23% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 77% will be eligible for minimum retirement benefits and 62% will likely retire.

- 9160 Transit Operations Specialist - 100% of employees is eligible for minimum retirement benefits with 17% likely retire (based on average retirement at 60 years old with 20 years of service). In 5 years, 67% will likely retire.

Qualitative Research Summary

o The MTA differs from other transit agencies in that most are independent entities; other transit agencies do not have the multi-layered Civil Service process to affect decision-making.

o Retention of 9163 Transit Operators continues to be a challenge. While the examination announcements result in thousands of applications, many employees going through the eight-week training program and on-the-job performance evaluations do not succeed. There is a 1/3 failure rate for this job class. In 2008, 239 Transit Operators were hired but the net increase was 65 after attrition. To increase learning, the training model changed in 2009 to pair three trainees to one instructor. Results are not yet available on the success of this model.

o Even with the new retirement benefits, MTA does not anticipate many employees retiring. Overall, there were only 14 retirement announcements as of February 2009 even though over 50% of the agency's 2,000 Transit Operators are eligible for service retirement.

o MTA Operations continues to have concerns regarding craft positions retirements. At this time skilled craft positions are backfilled as soon as positions are vacated. In addition, critical-skilled vacant craft positions are prioritized in the hiring matrix to ensure these positions are filled.

o In terms of planning for the changing skills necessary for the maintenance jobs, the current civil service processes and procedures does not allow for a streamlined expedited process MTA requires to address skill and qualification changes quickly. Changing a position's qualifications requires updating and modifying the classification structure, an intricate process.

o The recruitment process is used as an opportunity to present new skill requirements to candidates during the pre-appointment process. Applicants are screened for new skills and qualifications through the use of skill based exercises, oral interview questions, and other screening mechanisms.

- o For existing personnel that require additional skills, employees participate in re-training, re-certification programs, and courses lead by Maintenance Training, an external regulatory organization, for continued enhancement of skills and industry standards.

- o The MTA has feeder classes for hard to recruit classifications such as overhead line workers but there has not been much success in retention. Employees enter into the class, gain experience, and but ultimately leave for higher paying positions with other agencies.

MTA has identified a number of strategies to prepare its workforce for future service needs:
- o MTA continues using the well-established Student Design Trainee series (5380-5382) as a means to gain quality new hires into architectural, engineering and planning positions.

- o A mandatory five-day Management and Leadership course has been developed for all newly appointed and existing supervisors and managers. The core curriculum includes Effective Communication, Creating Win-Win Agreements, Coaching for Excellence and Creating a Strategic Vision. The program will be offered to Transit Operators after all of the managers and supervisors have attended the class. In addition, MTA Operations would like to develop a structured classroom environment that provides entry to mid-level transit employees access to courses such as: computers and data processing, writing, critical thinking, conflict resolution, communication, and front line supervision to enhance their knowledge base and skills to prepare them for promotional opportunities.

- o Given the current budget crisis, different divisions in MTA use different methods of skills development. There has been ongoing cross-training of staff within human resources function. By rotating staff into different assignments, colleagues teach each other their area of specialty, and get additional support from managers. Developing these skills will allow employees to better understand different functions in the agency, creates natural backups, and increases understanding between staff of the difficulties and challenges of each other's work.

- o Recently, MTA has started internal training for examinations analysts in the human resources function in order to build capacity in their knowledge base, and to give them more tools and resources for doing their jobs well. Training is informal and voluntary with 10-15 people attending at a time. Training reviews interview questions, processes, and examination protocol.

13 Police Department

For FY 2007-08, POL has a **safety** workforce of 2,369 personnel with an average age of 42.6 and average length of service of 15.4 years. In addition, POL has a **miscellaneous** workforce of 388 employees with an average age of 48 and average length of service of 13.8 years.

Quantitative Research Summary
Safety Personnel

Appendix F. Department Interviews

- o The average length of service for a safety employee of 15.4 years is greater than the Citywide average of 12.6.

- o 34.9% of POL's workforce has 20 or more years of service.

- o 59.1% are GenXers and 5.4% are Millenials, higher than the Citywide average of 43.4% and 1.8% respectively.

- o Between FY04 and FY08, there were 781 new hires and 652 separations.

- o Currently, 623 employees or 26% are eligible for minimum service retirement benefits.

- o Over the five-year period, turnovers average at 6.1% for **both safety and miscellaneous** employees, which is less than the Citywide average of 7%.

Miscellaneous Employees

- o The average length of service for a miscellaneous employee of 13.8 years is greater than the Citywide average of 12.6.

- o 28.1% of POL's miscellaneous workforce has 20 or more years of service.

- o 44.8% are GenXers, slightly higher than the Citywide average of 43.4%, and 1.5% are Millenials, slightly lower than the Citywide average of 1.8%.

- o Between FY04 and FY08, there were 116 new hires and 105 separations.

- o Currently, 89 employees or 22.9% are eligible for minimum service retirement benefits.

- o In particular, the Police Department appeared to have high retirement risk in the following **safety** classifications:

  - Inspectors (380, 382, and 382) – 53% of employees in these job classes is eligible for minimum retirement benefits (based on meeting years of service based on start date pre- or post-1976). In 3 years, 73% will be eligible.

  - Sergeants (Q 50, 51, 52) - 39% of employees in these job classes is eligible for minimum retirement benefits (based on meeting years of service based on start date pre- or post- 1976). In 3 years, 53% will be eligible.

  - Lieutenants (Q 60, 61, 62, 63) - 54% of employees in these job classes is eligible for minimum retirement benefits (based on meeting years of service based on start date pre- or post- 1976). In 3 years, 73% will be eligible.

  - Q 82 Captain 3 - 83% of employees in this job class is eligible for minimum retirement benefits (based on meeting years of service based on start date pre- or post- 1976). In 5 years, 96% will be eligible.

  For **miscellaneous** employees, we see retirement risk in the following job classes:

  - Fingerprint Technicians 2 and 3 (8250 and 8251) - 56% of employees in these job classes is eligible for minimum retirement benefits with 25% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 75% will be eligible for minimum retirement benefits and 63% will likely retire.

  - 8202 Security Guard - 67% of employees is eligible for minimum retirement benefits with 33% likely to retire soon (based on average retirement at 60 years

old with 20 years of service). In 5 years, 78% will be eligible for minimum retirement benefits and 33% will likely retire.

- 8213 Police Services Aide - 100% of employees in the job class is eligible for minimum retirement benefits with 50% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 100% will likely retire.

Qualitative Research Summary

o In partnership with the Controller's Office, POL contracted with the Police Executive Research Forum and the Public Safety Strategies Group to complete three planning studies, known collectively as the Police Effectiveness Review (PER). The components of PER included: Foot Patrol Pilot Program Evaluation, District Station Boundaries Analysis, and Organizational Assessment. The reports were completed in 2008 and are intended to assist the department in meeting the City's current and future public safety needs.

o The police examination process was improved through the Accelerated Police Officer Hiring Program, which allowed for continuous testing of applicants and a shorter hiring cycle. This program is regarded nationally as a "best practice." As a result, recruitment has not been a problem, but given the current budget crisis, POL has had to defer some academy classes.

o POL is focusing on its core mission and services. If a function does not match this goal, then staff tries to identify the appropriate agency whose mission best matches the function. The effort is to consolidate functions to better meet the needs of the City and the community served.

o The approval of Prop D regarding police staffing, requires POL to have a minimum of 1,971 full-duty police officers, with an emphasis on assigning officers to neighborhood policing and patrols. In order to comply, POL has been reviewing functions to determine which do not require peace officer status or a firearm, e.g. the taking of a cold report at the station desk. The function of taking the "cold" report is now being completed by a non-sworn member, an 8213 Police Services Aide (PSA). This allows the police officer to be redeployed to fill a function that does require peace officer status, firearm, etc. Also, while Sergeants supervised PSAs in the past, now a PSA Supervisor position has been designated. The position will also allow for a career track for PSAs. While the current budget crisis has driven down the plans to civilianize more positions since vacancies are limited, POL is now in a good position to civilianize more positions if grant money comes into the City.

o POL has tried to centralize as many functions as possible. The construction of a new Administration building is under way which will be the headquarters for non-safety staff.

o POL continues to make use of the Deferred Retirement Option Program (DROP) to increase patrolling services. The program allows police officers to continue working up to three years past their retirement date per the provisions of the Charter. This retention effort also allows POL to delay the loss of institutional knowledge and is helping to maintain mandated staffing levels.

Appendix F. Department Interviews

o   POL is looking to make sure that new candidates have the resources to do the job. This includes having documented policies and procedures in place, in addition to the General Orders (the manual that serves as a guide in POL's day-to-day duties).

o   One area of concern is the specialized units in patrol. In the case of the motorcycle group, officers have held these specialized positions for years, with no intent of moving to a different unit/assignment. With budget constraints, POL cannot purchase more motorcycles and can not train new employees unless officers move out the unit or retire. Because certification and training takes several months and actual experience in maneuvering and escorts is critical, there may be a problem if there is a large wave of retirements all at once in this class. In particular motorcycles and their officers have a specific function, that of traffic enforcement. Based on this function, the motorcycle is best suited for the job (ability to maneuver in and out of traffic). The unit is also responsible for motorcade escorts, which couldn't be done by regular vehicles.

POL has identified a number of strategies to prepare its workforce for future service needs:

o   With the completion of the three PER reports, POL is analyzing the recommendations, which represents a change in the department. POL will look for any efficiencies that could be implemented, taking into consideration the City's challenging financial situation.

o   With the departure of the Police Chief in August 2009, it is likely that implementation will wait until a transition has taken place.

o   The Strategic Management Division is in the development phase of implementing staff inspection audits to better evaluate performance.

o   Being up-to-date with technology has been made a priority for POL. Computers were updated from Windows 95 and POL arranged a study on ways to better utilize technology. POL has a new Chief Information Officer and is looking for a new Chief Technology Officer. Some areas POL will be focusing on are technology for report writing and records management, creating a budgeting model that will keep the department up-to-date, and looking at services that could be handled more efficiently.

o   Since January 2007, all Police Officers hired are subject to a mandatory five-year rotation. The rotation of assignments broadens the experiences of the officer and will help to craft their career development and job knowledge, whether they promote or remain at the officer rank.

o   Given the current budget crisis, all bureaus are being encouraged to draft grant proposals for federal stimulus funding in order to augment their budgets.

14 Port

For FY 2007-08, the Port has a workforce of 217 employees with an average age of 51 and average length of service of 14.1 years.

Quantitative Research Summary

Appendix F. Department Interviews

- o The average length of service for a Port employee of 14.1 years is higher than the Citywide average of 12.6.

- o 28.5% of the Port's workforce has 20 or more years of service.

- o 31.8% are GenXers and 0.5% are Millenials, less than the Citywide average of 43.4% and 1.8% respectively.

- o Between FY04 and FY08, there were 42 new hires and 66 separations.

- o Over the five-year period, turnover averages at 5.7% which is lower than the Citywide average of 7%.

- o Currently, 49 employees or 22.6% are eligible for a service retirement.

- o For the Port, there appeared to be high retirement risk for the following classifications:

    - Supervisors in the crafts job classes (7226 Carpenter Supervisor 1, 7238 Electrician Supervisor 1, 7242 Painter Supervisor 1, and 9344 Roofer Supervisor 1) – 75% of employees in the series are eligible for minimum retirement benefits. In terms of a pipeline for these four supervisory job classes, each class has four employees the journey level job class, with either one or two employees likely to retire soon position (based on average retirement at 60 years old with 20 years of service).

    - Pile Driver Series (9330 Piledriver, 9331 Piledriver Engine Operator, and 9332 Piledriver Supervisor) – 19% of employees in the job series are eligible for minimum retirement benefits. In 5 years, 31% of employees will be eligible for minimum retirement benefits and 13% will likely retire (based on average retirement at 60 years old with 20 years of service).

    - Accountant Series (1650 Accountant, 1652 Senior Accountant, and 1654 Principal Accountant) – 100% of employees in the series are eligible for minimum retirement benefits. In 5 years, 57% of employees will likely retire (based on average retirement at 60 years old with 20 years of service.

Qualitative Research Summary
- o The Port is responsible for developing, managing and maintaining the 7.5 miles of the City's waterfront through their Maritime, Real Estate, Planning & Development, Engineering, Maintenance, and Administration Divisions.

- o While other ports are responsible for maritime cargo transportation and distribution, the San Francisco Port is unique in that it is primarily a property manager. The Port is self-supporting and relies almost solely on the leasing of Port property for its revenues.

- o The Port is the landlord to properties used by over 550 businesses of all types, with the exception of housing, healthcare, and education due to regulations. As such, they must provide services to these businesses as a city would for residents, from garbage pick-up to clearing graffiti. Through leases and agreements, the Port manages 20 million square feet of real estate with their largest tenants being Pier 39, the San Francisco Giants, and NorCal Waste. Many of these services are thinly staffed, such that when an employee is

sick, on vacation, or training, there is no backup. In addition, any one position serves many functions.

o Historically since 1955, the Port's staffing has declined, including as a result of strategic planning reorganization post the Loma Prieta earthquake, while the workload has increased due to waterfront projects when the Embarcadero Freeway was removed, Homeland Security work, and disaster services. Over time, vacant positions at the Port have either not been filled due to budget constraints Citywide or as a means to capture salary savings.

o The Port does not have difficulty in recruiting new staff and employees tend to stay for many years. Staff are very entrepreneurial, working with limited resources. Management is more concerned that quality staff will be enticed by offers from other departments that may be able to offer a higher salary and promotional opportunities.

o The Engineering and IT positions are Citywide classifications, not specialized in nature, so it is difficult to recruit for Port-specific skill set. Many of the specialized Engineering skills including structural and maritime engineering are compensated better on the outside; the City pay scale is not competitive enough to draw engineers with these skill sets to the Port. Our IT group has recently converted to Oracle Financials environment which also requires specialized training and experience in this area in order meet the Port's need for these positions. In terms of jobs that are hard to fill, it can be difficult to find quality candidates for positions such as engineers with marine structural backgrounds, pile drivers that dive in the bay, and ornamental iron workers. In the past, the Chief Harbor Engineer is one critical position which has been a challenge to fill.

o Overall, there is a significant amount of training for Port staff, including health and safety training, and hazwoper training (highlighted in light of the Cosco Busan oil spill). Training generally required for Health and Safety, Real Estate, and Maintenance staff includes renewal of expiring licenses and certifications required for their positions. Other disaster related training includes NIMS/ICS training courses 100, 200, 300, 400, 700, 800; DSW Training and IMAT training for designated Port staff,

o In terms of knowledge management and transfer strategies, knowledge has been captured to varying degrees. The Real Estate Division has many operating procedures; the Engineering Division operates off of directives; the Planning Division continually collaborates with the Planning Department and uses their staff as a resource. The Port also taps into the Department of Building Inspection (DBI) as a way to create backups. The Port work orders money to DBI to conduct inspections on Port properties. DBI also staffs the permitting desk at the Port, because the Port issues its own permits. The challenge in the Administration Division is capturing knowledge held by employees in the 1632 Senior Account Clerk classification, such as contact information and history with customers. Several 1632s are long-termed incumbents in predominantly single-function clerical and light analysis roles that entail knowledge of over 500 customers by name, key contacts and use of internal software applications unique to the Port for data entry and inquiry analysis.

Key workforce planning objectives in the short-term include:

- o Various divisions are now documenting procedures. However, it has been the experience of the Port during different critical incidents that working with community partners, regulatory entities, and their customers (businesses that lease properties) has been quite useful for gathering knowledge and expertise that they may not have on hand, or when an employee is unavailable, without a backup.

- o For the Port, management would like to see more cross-training and cross-learning. For Accounting staff, largely there is a need for cross-training between employees in the same or similar personnel classification within the same work group. Cross-learning is broader in that it targets crossing existing work group boundaries and enhances personal development and skill-building, some times outside of normal assigned function.

- o It is not difficult to find experienced workers in the skilled crafts. However, making the transition to supervisory roles takes some preparation. The Port uses rotating acting assignment and supervisory training to prepare staff.

15 Public Health Department

For FY 2007-08, DPH has a workforce of 6,064 employees with an average age of 48 and average length of service of 12.6 years.

Quantitative Research Summary

- o The average length of service for a DPH employee of 12.6 years is the same as than the Citywide average of 12.6.

- o 22.3% of DPH's workforce has 20 or more years of service.

- o 42.8% are GenXers and 1.6% are Millenials, less than the Citywide average of 43.4% and 1.8% respectively.

- o Between FY04 and FY08, there were 1,752 new hires and 2,362 separations.

- o Over the five-year period, turnover averages at 7.5% which is higher than the Citywide average of 7%.

- o Currently, 1,119 employees or 18.5% are eligible for a service retirement.

- o In DPH there appeared to be high retirement risk is in the following areas:

  - Senior nursing classes (2322 Nurse Manager, 2323 Clinical Nurse Specialist, and 2324 Nursing Supervisor) – 45% of the employees in these classes are currently eligible for minimum retirement benefits and 10% are likely to retire soon (based on the average retirement age of 60 years and having 20 years of service). In five years, 63% of employees will be eligible for minimum retirement benefits and 30% will be likely to retire.

  - 2450 Pharmacist – 27% of employees in this class are eligible for minimum retirement benefits. In five years, 40% of employees will be eligible for minimum retirement benefits and 27% will be likely to retire (based on the average retirement age of 60 years and having 20 years of service).

Appendix F. Department Interviews

- 2830 Public Health Nurse – 22% of employees in this class are eligible for minimum retirement benefits, and 4 are likely to retire soon (based on the average retirement age of 60 years and having 20 years of service). In five years, 40% of employees will be eligible for minimum retirement benefits and 26% will be likely to retire.

- 2932 Senior Psychiatric Social Worker – 41% of employees in this class are eligible for minimum retirement benefits. In five years, 63% of employees will be eligible for minimum retirement benefits and 38% will be likely to retire (based on the average retirement age of 60 years and having 20 years of service).

- 6122 Senior and 6124 Principal Environmental Health Inspectors – 68% of employees in these classes are eligible for minimum retirement benefits. In five years, 87% of employees will be eligible for minimum retirement benefits and 45% will be likely to retire (based on the average retirement age of 60 years and having 20 years of service).

Qualitative Research Summary

o The Bay Area is not experiencing the same difficulty with nursing recruitment as in the past, and this has benefitted DPH. In order to meet the need for specialty nursing, San Francisco General Hospital (SFGH) has developed in-house training programs, which vary in length depending on the specialty area. DPH has also developed new recruitment forums for pharmacy vacancies, which has proved effective. However, DPH continues to face challenges in recruiting Diagnostic Imaging Technologists and has to rely on hiring some temporary clinical staff to meet required staff to patient ratios. The equipment used by these staff is not state-of-the-art compared to other facilities, and is cited as one of the reasons for this recruitment and retention issue.

o Given the City's budget deficit, DPH has been reviewing its services and mandated staffing levels. Where feasible, it is implementing different skill mix models to achieve savings. In some cases, layoffs have been necessary, and existing staff have been reassigned to support core services.

o At SFGH and Laguna Honda Hospital (LHH), the number of patients at the hospitals is lower than last fiscal year, which has reduced the need for some backfill and overtime.

o LHH is anticipated to move mid-Spring of 2010 into its new facility. Staff are planning unit closures, training and skill mix requirements to support the move to the new facility and resident care.

o With some recent changes in the executive level of leadership, the department has been able to recruit internal candidates, and has engaged search firms, depending on the specialized background and experience needed.

DPH has considered or implemented the following strategies to prepare for the future:

o In preparation for the transition into the new LHH facility, DPH is developing training on new equipment and procedures for staff, and has hosted a number of town halls to provide information to employees.

- o SFGH is initiating a rebuild, due to seismic requirements and a successful bond measure. Staffing and training assessments will be necessary in conjunction with the plans for this new facility.

- o DPH provides department-specific orientations to new staff. SFGH has a one-day orientation for new hires, and LHH has a three-day orientation for new hires. In addition, supervisors provide unit-specific orientation to their employees. Management forums are also held on a regular basis.

- o DPH recently piloted a 24-hour training program for supervisors and managers developed internally with its own subject matter experts. The program is targeted to provide new managers with the nuts and bolts of managing staff in a hospital environment, and included topics such as navigating DPH's budget and requisition process, facilities management, occupational safety, and labor relations. DPH is collecting data from the pilot and plans to offer this training on a quarterly basis.

16 Public Utilities Commission

For FY 2007-08, the PUC has a workforce of 1,990 employees with an average age of 48.7 and average length of service of 13.1 years.

Quantitative Research Summary
- o The average length of service for a PUC employee of 13.1 years is greater than the Citywide average of 12.6.

- o 25.6% of the PUC's workforce has 20 or more years of service.

- o 41.4% are GenXers and 1.4% are Millenials, less than the Citywide average of 43.4% and 1.8% respectively.

- o Between FY04 and FY08, there were 534 new hires and 575 separations.

- o Over the five-year period, turnovers average at 4.8% which is less than the Citywide average of 7%.

- o Currently, 394 employees or 19.8% are eligible for minimum service retirement benefits.

- o In particular, the Public Utilities Commission appeared to have high retirement risk in the following classifications:

  - Engineers (5211 Senior and 5212 Principal) - 28% of employees in the series are eligible for minimum retirement benefits with 9% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 58% of employees will be eligible for minimum retirement benefits and 36% will likely retire.

  - Water Quality Technicians (2481 Tech I/II and 2482 Tech III) - 17% of employees in the series are eligible for minimum retirement benefits. In 5 years, 31% of employees will be eligible for minimum retirement benefits and 14% will likely retire (based on average retirement at 60 years old with 20 years of service).

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- 5364 Civil Engineering Associate 1 - 25% of employees in the job class are eligible for minimum retirement benefits with 17% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 50% will be eligible for minimum retirement benefits and 33% will likely retire.

- Water Service Inspectors (7316 Inspector and 7317 Senior Inspector) - 36% of employees in these classes are eligible for minimum retirement benefits with 9% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 72% will be eligible for minimum retirement benefits and 30% will likely retire.

- Stationary Engineers for Sewage Plants (7372 Engineer and 7373 Senior Engineer) - 26% of employees in the job series are eligible for minimum retirement benefits with 5% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 49% will be eligible for minimum retirement benefits and 22% will likely retire.

- Construction Inspectors (6318 Inspector and 6319 Senior Inspector) - 24% of employees in the job series are eligible for minimum retirement benefits with 14% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 48% will be eligible for minimum retirement benefits and 24% will likely retire.

- 7252 Chief Stationary Engineer, Sewage Plant - 63% of employees in the job class are eligible for minimum retirement benefits and 19% will likely retire (based on average retirement at 60 years old with 20 years of service). In 5 years, 18% of employees will be eligible for minimum retirement benefits and 44% will likely retire.

Qualitative Research Summary
  o The PUC participates in a regional water utility workforce development task force which is engaged in a variety of strategies to expand northern California labor pools for mission-critical positions. Recent activities include participation in statewide community college administrators' symposia to provide insights and advice regarding the universal need to develop and offer curricula relevant to skilled trades within utility industries.

  o The PUC participates in and chairs BAYWORK, a regional collaborative of water and wastewater utilities from six Bay Area counties. Together they have collaborated on workforce issues and have applied the following four key strategies:

  1. Acquire the right people in mission-critical categories;
  2. Provide staff with the information they need to do quality work;
  3. Modify work processes to optimize use of available staffing;
  4. Maximize cost-effectiveness of workforce development investments through collaboration.

  A recruitment subcommittee, also chaired by the PUC, brought together utilities from the PUC, East Bay Municipal Utility District, Marin Municipal Water District, Union

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Sanitary Department, San Jose/Santa Clara Water Pollution Control Plant, and Delta Diablo Sanitation District. They discussed developing products such as brochures, partnering with others such as H2Opportunity for branding and website presence, and developing a social media presence of our water and wastewater industry to attract Generation Y and other target markets for future utility workers.

o The PUC also continues to successfully implement the stationary engineer pre-apprentice and apprentice programs, in partnership with the Stationary Engineers, Local 39, thereby providing an effective pipeline into this occupational series.

o The PUC worked with the International Brotherhood of Electrical Workers to develop a plan to resolve long standing classification/compensation issues associated with high voltage line worker positions that contributed to serious recruitment difficulties. Specifically, the new high voltage classification has increased both visibility and the attractiveness of these highly skilled jobs, through appropriate job titles, job descriptions and competitive pay rates. This effort required amendment of salary provisions of the labor contract, formal classification action, civil service examinations, and new appointments of the existing workforce. Though labor intensive, these structural changes will ensure that PUC remains competitive within this tight labor market.

PUC identified a number of strategies it's using to prepare its workforce for future service needs:

o The Wastewater Enterprise has utilized rotating 12-hour shifts and dedicated training ("T") weeks to ensure all staff maintain critical knowledge and skills.

o The PUC, as a charter member of the SF Unified School District's Building the Trades Committee, has developed pre-apprentice internship programs for new graduates of Downtown and O'Connell High Schools. In partnership with the principals, four new graduates were hired for summer 2008 to work under the direction and mentorship of skilled trades workers (automotive machinists, laborers, and stationary engineers). Two graduates have continued employment with the PUC and the department has begun discussions with International Association of Machinists & Aerospace Workers Local 1414 to develop a pilot apprenticeship program for machinists.

o The PUC continues to design and implement internship opportunities and programs in collaboration with local colleges and universities. During FY 2008/09, PUC employed numerous student interns across a variety of fields, including engineering, utility and water resource planning.

o The PUC conducts rigorous outreach to professional organizations and university settings and attended 10 career fairs in the last year, to secure its position as an organization of choice and maintain a pipeline for its professional positions.

o The PUC continues to actively participate in San Francisco workforce initiatives, and is the major employer of SFSU Willie Brown Program Interns and City Hall Fellows.

o There is a strong focus on utilizing technology to benefit the department, including the use of (1) wiki technology to capture knowledge and track web-based policies and procedures, (2) e-learning that allows employees to access or request online trainings, and

Appendix F. Department Interviews

(3) the Plateau Learning Management System (LMS) to deploy and track training and development activities for all employees with access to individual learning plans via the Internet.

o To grow the leadership pipeline, in fiscal year 2007-2008 a total of 14,140 person-hours of PUC-HRS facilitated training were provided to PUC participants in categories of Leadership Excellence, Leadership Development, Supervisor Training, and Core Professional Development.

o To grow the leadership pipeline, in fiscal year 2008-2009 a total of 20,638 person-hours of PUC-HRS facilitated training were provided to PUC participants in categories of Leadership Excellence, Leadership Development, Supervisor Training, and Core Professional Development.

o The PUC assessed the feasibility of e-learning programs to augment existing classroom training, and acquired dedicated funding for the creation of these programs.

o PUC augmented in-house training programs by collaborating with the American Water Works Association and DHR to provide greater depth and diversity of training opportunities for employees.

o The PUC has noticed the impact of its employees dealing with eldercare issues of family members and continues to identify resources and support for employees so they may remain as productive as possible during difficult times. To address the needs of its workforce, especially its aging workforce, the PUC is launching a survey that will help inform how to support employees. The PUC will be providing brown bag sessions on Caregivers 101, Assisted Care information sessions, etc. Examples of additional strategies currently in place include flexible staffing patterns and alternative schedules, where operational needs are not affected.

o The department recently implemented exit surveys to better assess why employees decide to leave the department. Data from the surveys will assist in the development of retention and recruitment efforts, and help identify other factors, including compensation issues, which may affect turnover.

o During FY 2008/09, the PUC designed and launched a web-based climate survey to assess general perceptions of the workplace, as well as satisfaction across multiple factors, including satisfaction the organization, at the unit, enterprise, and department as a whole.

o The results have informed action plan development to both to increase communication, address organizational issues, with the ultimate goal of increasing employee engagement and retention.

o PUC recognizes that early, positive interactions with employees are critical to engagement and retention across all occupational groups, and has taken steps to significantly improve the on-boarding and new employee orientation process.

o Finally, over the next few years, PUC hopes to design and develop strategies to achieve centralized, competency-based technical training programs linked to individual

development plans. Integral to this effort will be the upgrade of its Learning Management System which will enable it to automate and bring together all aspects of learning and performance management components, i.e.: Talent Management, Learning Job Aids, Curricula, Competencies, Goals, Career Patching, Communities for discussion forums and social networking, performance appraisal, performance gap analysis, financial analysis, training delivery and learning scorecards.

17 Recreation & Park Department

For FY2007-08, REC had a workforce of 886 employees with an average age of 48.8 and average length of service of 15.2.

Quantitative Research Summary
- o The average length of service for a REC employee of 15.2 years is higher than the Citywide average of 12.6.

- o 32.9% of REC's workforce has 20 or more years of service.

- o 39.5% are GenXers and 1% are Millenials, less than the Citywide average of 43.4% and 1.8% respectively.

- o Between FY04 and FY08, there were 206 new hires and 450 separations.

- o Over the five-year period, turnover average at 11.7% is greater than the Citywide average of 7%.

- o Currently, 234 employees or 26.4% are eligible for a service retirement.

- o The department appeared to have high retirement risk in the following classifications:

  - 3284 Recreation Director - 31% of employees in the job class are eligible for minimum retirement benefits with 6% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 53% will be eligible to for minimum retirement benefits and 21% will likely to retire.

  - 3417 Gardener - 28% of employees in the job class are eligible for minimum retirement benefits with 3% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 39% will be eligible for minimum retirement benefits and 18% will likely retire.

  - 2708 Custodian - 15% of employees in the job class are eligible for minimum retirement benefits with 4% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 27% will be eligible for minimum retirement benefits and 13% will likely retire.

  - Animal Keepers (3320 Keeper and 3321 Senior Keeper) - 77% of employees in the job classes are eligible for minimum retirement benefits with 15% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 92% will be eligible for minimum retirement benefits and 54% will likely retire.

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- 3422 Park Section Supervisor - 47% of employees in the job class are eligible for minimum retirement benefits with 13% likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 56% will be eligible for minimum retirement benefits and 38% will likely retire.

- 3434 Arborist Technician - 22% of employees in the job class are eligible for minimum retirement benefits. In 5 years, 44% will be eligible for minimum retirement benefits and 11% will likely retire (based on average retirement at 60 years old with 20 years of service).

- 7347 Plumber - 38% of employees in the job class are eligible for minimum retirement benefits with 23% likely to retire (based on average retirement at 60 years old with 20 years of service). In 5 years, 46% will be eligible for minimum retirement benefits and 23% are likely to retire.

Qualitative Research Summary

o REC is very interested in looking into ways to better capture the knowledge of incumbents who will be retiring or leaving the department. Initially, REC considered hiring back retirees through Prop F as a possible solution. Currently, there is no formal plan in place.

o For the long-term, REC is interested in creating an opportunity for training of new staff, depending on the position being filled, by being allowed to hire a few months in advance the employees that will replace retiring employees using the Annual Salary Ordinance authority, Section 1.1.D. Currently, there is virtually no training for new directors.

o REC has upgraded computer hardware and software to increase communication capabilities, but it still faces communication challenges. Mass communication is very difficult for REC because a quarter of its employees do not have email access. To date, the most effective means of reaching staff is stapling flyers to paychecks.

o REC is looking to use technology to make work processes more efficient. They developed capabilities through their website to enable the public to access information and request services. In addition, REC has reviewed various functions that are currently done manually, that could be suited for an online system. On a case-by-case basis, changes will be made over time. There remains concern about how to capture historical data that employees currently in the position possess.

REC has identified a number of strategies to prepare for future service needs:

o REC is in communication with the Laborers Local 261 about creating a trainee program for Gardener classification to create a career ladder. The Department of Human Resources' Recruitment and Assessment Services unit is currently working on a job description for the position.

o Given the variety of job classifications in REC, it is very difficult to be flexible with the minimum qualifications of a particular job. For REC, operationally, it is important that the position job description reflect the necessary educational requirements needed to accomplish the duties and responsibilities of the position. REC will work with the

Department of Human Resources to evaluate the minimum qualifications specialized skills needed, and the position-based testing process to meet their operational needs.

18 Retirement

For FY 2007-08, the Retirement System has a workforce of 77 employees with an average age of 50.8 and average length of service of 13.9 years.

Quantitative Research Summary
- The average length of service for a Retirement System employee of 13.9 years is more than the Citywide average of 12.6.

- 31.2% of the Retirement System's workforce has 20 or more years of service.

- 28.6% are GenXers and there are no Millenials, both of which are less than the Citywide average of 43.4% and 1.8% respectively.

- Between FY04 and FY08, there were 20 new hires and 22 separations.

- Over the five-year period, turnover averages at 6.9% which is lower than the Citywide average of 7%.

- Currently, 20 employees or 26% are eligible for a service retirement.

- The department appeared to have high retirement risks in the following job classes:

  - Accountant Series (1650 Accountant, 1652 Senior Accountant, 1654 Principal Accountant, and 1657 Senior Systems Accountant) – 50% of employees in the job series are eligible for minimum retirement benefits. In 5 years, 67% of employees will be eligible for minimum retirement benefits and 50% will likely retire (based on average retirement at 60 years old with 20 years of service).

  - Benefits/Analysis Series (1812 Assistant Retirement Analyst, 1813 Senior Benefits Analyst, and 1814 Benefits Supervisor) – 37% of employees in the job series are eligible for minimum retirement benefits and 16% will likely retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, 32% of employees will be eligible for minimum retirement benefits and 25% will likely retire.

  - 4331 Security Analyst – 20% of employees (1 out of 5) in the job class are eligible for minimum retirement benefits and 20% will likely retire soon (based on average retirement at 60 years old with 20 years of service). In 5 years, the case remains the same.

Qualitative Research Summary
- The San Francisco Employees' Retirement System is governed by the Retirement Board. This body develops on an annual basis a business planning process for the department. Recently, the Board approved the creation of a succession plan during FY09-10.

Appendix F. Department Interviews

- o Because the department head is expected to retire in January 2010, the Retirement System is currently recruiting for the executive director position through an executive recruiting firm. In accordance with the City's Annual Salary Ordinance the Retirement System has budgeted temporary salaries for the four-month simultaneous employment of a successor Executive Director to ensure a successful transition and to facilitate the transfer of mission-critical knowledge between the incumbent Executive Director and her successor.

- o The Retirement System has a stable workforce. While management anticipates that in 2-3 years, many employees in the Retirement System will be eligible to receive 75% of retirement benefits, they may not retire so soon due to the economic downturn. The economy could also cause a reduction into the overall number of employees that chose to retire; Baby Boomers that had been anticipated to retire may postpone retirement.

- o Other jurisdictions look to the Retirement System as a model for a successful pension program.

- o In terms of staffing, five years ago, the Retirement System experienced a transition in staff as a result of bumping. An intermediate skills assessment was given to these new employees to determine skills gaps. Based on the results, staff trained these employees to the particular skills necessary for the department. Since then, Retirement System worked with the Department of Human Resources to align the 1812 Assistant Retirement Analyst and 1813 Senior Benefits Analyst positions to reflect the department-specific expertise needed to perform the work and the progression of skills is the two job classes. This has helped the Retirement System to hire and retain quality staff.

- o The Retirement System budget is 100% funded by the Retirement Trust Fund with the exception of $610,000 that is provided by the Administrator of the San Francisco Deferred Compensation Plan, and $43,818 which is requested from the City's General Fund to pay for potential litigation costs associated with the San Francisco Deferred Compensation Plan. During this economic crisis, the department has been able to maintain its current positions with no interruption in providing business services.

- o With the transfer of function, the Retirement System in FY08-09 received seven technology positions to maintain their PeopleSoft system. It has been difficult to fill positions, as the application is an older version, and therefore, harder to find candidates with those skills. The Retirement System is also concerned about institutional knowledge that may be lost if and when staff that are intimately familiar with how the system was developed and is maintained were to retire, there may an impact to operations. While the implementation of Project eMerge will bring different systems together, the data that the SFERS houses includes members of the City, as well as the Unified School District and the Courts. This large data set means that the systems would not necessarily link up, and therefore Retirement will continue to need employees that can maintain the current system.

The Retirement Board has identified a number of strategies to prepare for future service needs:
- o The Retirement Board has approved the use of a 360 Degree Feedback, multi-rater model, for senior staff down to middle managers. The 360 Degree Feedback and analysis will provide valuable information to managers regarding their strengths; identify ways to

improve their effectiveness and develop leadership skills. Additionally, this tool may assist the Retirement System with succession planning by providing middle managers an opportunity to develop the skills necessary to promote to higher level management positions, thereby maintaining institutional knowledge.

o The Retirement System has a rotational system for retirement and benefits analysts to cross train in the following four operational areas: member services, benefits calculations, active members, and death processing/special claims. Employees rotate through these areas approximately every two years. Through business rules programmed into the PeopleSoft system, one-on-one training, manuals, and supervisor oversight, an employee new to the function learns the business of that area of retirement. Over a ten-year period, an analyst should be well-versed in all four areas, and have a solid foundation to rise to a supervisory position.

o The Retirement System makes use of training provided through California Association of Public Retirement Systems (CALAPRS) targeted to staff of city and county pension systems throughout the state. Trainings cover topics of importance in the pension business and are for a nominal fee. The organization has also developed a leadership training program. The Retirement System encourages staff to attend trainings, and has sent two employees to the leadership training program thus far.

19 Sheriff's Department

For FY 2007-08, the SHF has a workforce of 1,023 employees with an average age of 42.4 and average length of service of 11.5 years.

Quantitative Research Summary
o The average length of service for a SHF employee of 11.5 years is less than the Citywide average of 12.6.

o 15.2% of SHF's workforce has 20 or more years of service.

o 62.3% are GenXers and 6.6% are Millenials, higher than the Citywide average of 43.4% and 1.8% respectively.

o Between FY04 and FY08, there were 270 new hires and 259 separations.

o Over the five-year period, turnovers average at 6.2% which is less than the Citywide average of 7%.

o Currently, 725 employees or 70.9% are eligible for minimum service retirement benefits.

o The department appeared to have a high retirement risk for the following classifications:

- Sheriff Series (8304 Deputy Sheriff and 8306 Senior Deputy Sheriff) – 95% of employees in the job series are eligible for minimum retirement benefits with 5% likely to retire soon (based on 55 years old with at least 5 years of service). In 3 years, 99% will be eligible for minimum retirement benefits and 12% will likely retire.

Appendix F. Department Interviews

- *NOTE: Employees in the 8302 Deputy Sheriff I job class transition into the 8304 Deputy Sheriff job class after an 18-month probationary period. In addition, the 8302 job class is covered under SFERS, while the 8304 job class is covered under CalPERS. This change affects the retirement projections due to different retirement criteria, and is not reflected in the above rates, which project retirement milestones of employees currently in the 8304 and 8306 job series.*

- 8308 Sheriff's Sergeant – 100% of employees in the job class are eligible for minimum retirement benefits and 10% will likely retire (based on 55 years old with at least 5 years of service). In 3 years, 100% of employees will continue to be eligible for minimum retirement benefits and 20% will likely retire.

- 8310 Sheriff's Lieutenant – 100% of employees in the job class are eligible for minimum retirement benefits and 10% will likely retire (based on 55 years old with at least 5 years of service). In 3 years, 100% of employees will continue to be eligible for minimum retirement benefits and 38% will likely retire.

- 8312 Sheriff's Captain – 100% of employees in the job class are eligible for minimum retirement benefits and 25% will likely retire (based on 55 years old with at least 5 years of service). In 3 years, 100% of employees will continue to be eligible for minimum retirement benefits and 38% will likely retire.

- 8108 Senior Legal Process Clerk – 16% of employees in the job class are eligible for minimum retirement benefits and 6% are likely to retire soon (based on average retirement at 60 years old with 20 years of service). In 3 years, 29% of employees will be eligible for minimum retirement benefits and 19% will likely retire.

Qualitative Research Summary
- o SHF does not have the usual traditional law enforcement functions. Those functions, by Charter, belong to the Police Department. SHF has five county jails, Community Programs, Civil Enforcement, Superior Court, Central Warrants, Building Security functions at San Francisco General Hospital, Laguna Honda, Department of Emergency Management, City Hall, and the Hall of Justice Security, and Investigations. Deputies do not actively patrol. SHF has units in the field looking for people who have failed to report for one thing or another. It provides mutual aid support to the Police Department when requested for Citywide emergencies, mass arrests, etc.

- o Recruitment is not an issue for SHF, as it is currently receiving hundreds of applications. This is likely due to the depressed economy as work in law enforcement is seen to provide stable benefits, good pensions, and there is ample training. New skills are not as necessary because there are clearly established procedures and protocol. There was a similar surge in applications during the dot-com bust.

- o Hiring new employees, however, is a nine to 10-month process with the extensive required background testing, and there is a 6-month training/mentoring for new hires. In addition, hiring can only be scheduled at certain times of the year due to the availability of peace officer academies. Also, SHF normally experiences the loss of about two people per pay period due to attrition. The age of most applicants has increased over the years.

Appendix F. Department Interviews

SHF is seeing fewer individuals with military backgrounds are applying. Instead, there has been an increase in applicants who may have a history or brush with the law during youth. This results in fewer applicants passing the background check due to failing the urinalysis test, failing to provide necessary documents in a timely manner, having a prior criminal history that makes them ineligible, or failing the psychological test. Some applicants fail the polygraph exam, which is also problematic, since telling the truth is a core necessity in law enforcement. There are also many applicants who are starting second careers. Working with at SHF is attractive to these individuals because of the benefits and training.

o In order to bring the Deputy Sheriff pay to parity with other local jurisdictions, a wage increase was negotiated in the Memorandum of Understanding with the San Francisco Sheriff's Association. The last installment of the pay increase was implemented in December, 2008. There may no longer be an incentive to stay for employees eligible for retirement, which may result in a dramatic increase in retirements in the Deputy Sheriff ranks.

o A few years ago there was a big exodus of employees in the supervisory ranks with 90 total employees leaving in one year when the Deputy Sheriff retirement formulas changed from 2% at 60 to 3% at 55. The normal attrition rate is generally 30 employees per year. In the next few years, SHF could have an exodus from all ranks. Given the current economic downturn, employees may stay longer to get their maximum retirement benefits, unless they are close to retirement and are not getting any raises.

o Because the work of SHF is driven by rules and regulations, knowledge transfer occurs most often for historical information and the political nuances of City government.

o Unlike other departments, the Sheriff's 30-year tenure has created stability within the organization. There will be a tremendous loss of institutional knowledge and political relationships when he leaves. There has been limited work in succession planning for the management ranks.

o SHF has tripled over the past ten years. The staffing size has increased because SHF opened three new jails, which were all expansions of the county jail system. In addition, SHF expanded alternatives to incarceration to reduce jail overcrowding and took on new functions, e.g., primarily building security functions at City Hall, San Francisco General Hospital, and Department of Emergency Management.

o SHF has statutory training components that must be fulfilled every year, approximately 24 hours of training per year. Training is a combination of outside training and internal training by deputies.

SHF has identified a number of strategies to prepare its workforce for future service needs:

o To address the loss of institutional knowledge in the management ranks, SHF is trying to keep chiefs and captains involved in the budget process. They have been involved in budget development and will be involved in budget management once the budget is passed. This allows for management level staff to have a broader understanding of what staffing demands and to assist in responding to these demands. In addition, there are efforts to forge and maintain relationships with other City offices. Chiefs and Captains

are actively representing SHF in meetings with various agencies such as the courts, probation, Mayor's Office of Criminal Justice, re-entry councils, federal stimulus meetings, etc.

o SHF is involved with statewide sheriff's organizations which help to create a network of information, particularly regarding financial issues and grants.

o SHF's focus on recruitment is changing to try to attract people who have already completed their academy training since this is usually a 6-month process. If candidates already have that training completed, they can go through the training program and into assignments as "productive hours" sooner. There is greater competition for these candidates as many law enforcement agencies facing reduced budgets are also focusing on the same group of candidates.

Appendix G. Glossary of Terms

Applicant Tracking and Referral System – the applications used by DHR and decentralized exam units to track applicants and test results. It is also used to maintain the eligible lists for the purpose of referring candidates to departments for hiring. Also referred to as JobAps and SIGMA**.**

Appointment – the act of hiring an employee.

As Needed (AN) Schedule – a full-time or part-time work schedule used as-needed to cover peak, emergency, or fluctuating workloads. Many permanent, full-time City employees also have appointments with as-needed schedules so that they may work extra hours if needed.

Exempt Appointment – also known as at-will appointments, are hires made without a competitive exam and subject to termination at any time. San Francisco's Charter section 10.104 describes 19 categories of exempt employees, including elected officials, department heads and their deputy directors, attorneys, and others.

Bumping – process by which a civil service employee with greater seniority in a class displaces a more junior employee in the same class as a result of a layoff.

Civil Service Commission – comprised of five commissioners appointed to six year terms by the Mayor. Has the power to establish rules, policies and procedures to carry out the civil service merit system provisions of the Charter of the City and County of San Francisco.

Civil Service System – used to describe the body of rules and policies that govern personnel practices. Includes provisions in the City Charter, Administrative Code, Civil Service Rules, Memoranda of Understanding, and departmental policies and procedures.

Classification – the process of categorizing job duties, responsibilities, and qualifications into a system of organized series of jobs. Also, a noun referring to the four digit-number and corresponding title for each position in the City's Classification Plan. Alternatives include "job class" and "job code."

HR Information System – the human resources management information system used to maintain employee data. Also referred to as HRIS or PeopleSoft.

Job Class or **Job Code** – a four-digit number and corresponding job title; e.g., 1652 Senior Accountant, 7344 Carpenter, or 2320 Registered Nurse.

Length of Service (LOS) – the time between an employee's first day of work and the measurement date.

Major Service Area (MSA) – In the budget process, citywide expenditures are grouped into seven broad areas, or MSAs: Public Protection, Public Works, Transportation and Commerce, Human Welfare and Neighborhood Development, Community Health, Culture and Recreation, General Administration and Finance, and General City Responsibilities.

Appendix G. Glossary of Terms

Permanent Civil Service (PCS) Appointment – an appointment made after a competitive examination, as a result of a certification from an eligible list to a permanent position. Previously, these examinations were conducted by DHR or decentralized exam units, who referred candidates to appointing officers via an eligible list. Under Position-Based Testing (Civil Service Rule 111A), any department may conduct exams that lead to PCS appointments.

Position – a specific job within a classification. For example, there are many positions in a number of departments throughout the city in classification 1426 Senior Clerk Typist.

Provisional Appointment (TPV) – the act of hiring an employee through a departmental examination process used only when an eligible list for the classification is not available. The Charter limits the duration of provisional appointments to a maximum of three years.

Seniority – the date of referral of a permanent civil service employee from the eligible list for the classification to the appointing officer. It is important to the note that seniority is not necessarily the time that an employee works in the classification.

Temporary exempt (TEX) appointment – Positions exempt from competitive civil service selection under Charter section 10.104-16. These are temporary and seasonal appointments not to exceed a total of 1,040 hours during any fiscal year.

Turnover – the ratio of staff who leave City service to the average number of employees. Turnover rates are calculated by dividing the total number of separations in a period by the average number of employees in the period.