



ANNUAL REPORT

2015-2016

ABOUT US

The City and County of San Francisco is the City's largest employer, with 30,000 people in departments as diverse in size as they are in mission. City employees take on everything from restoring trails at Glen Canyon Park to blazing trails with women's empowerment initiatives.

The Department of Human Resources (DHR) is the City's central human resources agency. DHR's mission is to use fair and equitable practices to hire, develop, support, and retain a highly-qualified workforce. DHR's empowered and diverse employees deliver excellent services to the City and County of San Francisco (City) community through innovation, collaboration, and human-centered values. DHR's work includes administering the City's civil service system, ensuring payment of workers' compensation benefits to injured employees, negotiating and administering labor agreements, ensuring equal employment opportunities for employees and applicants, recruiting talent, training and developing the City workforce, and much more.

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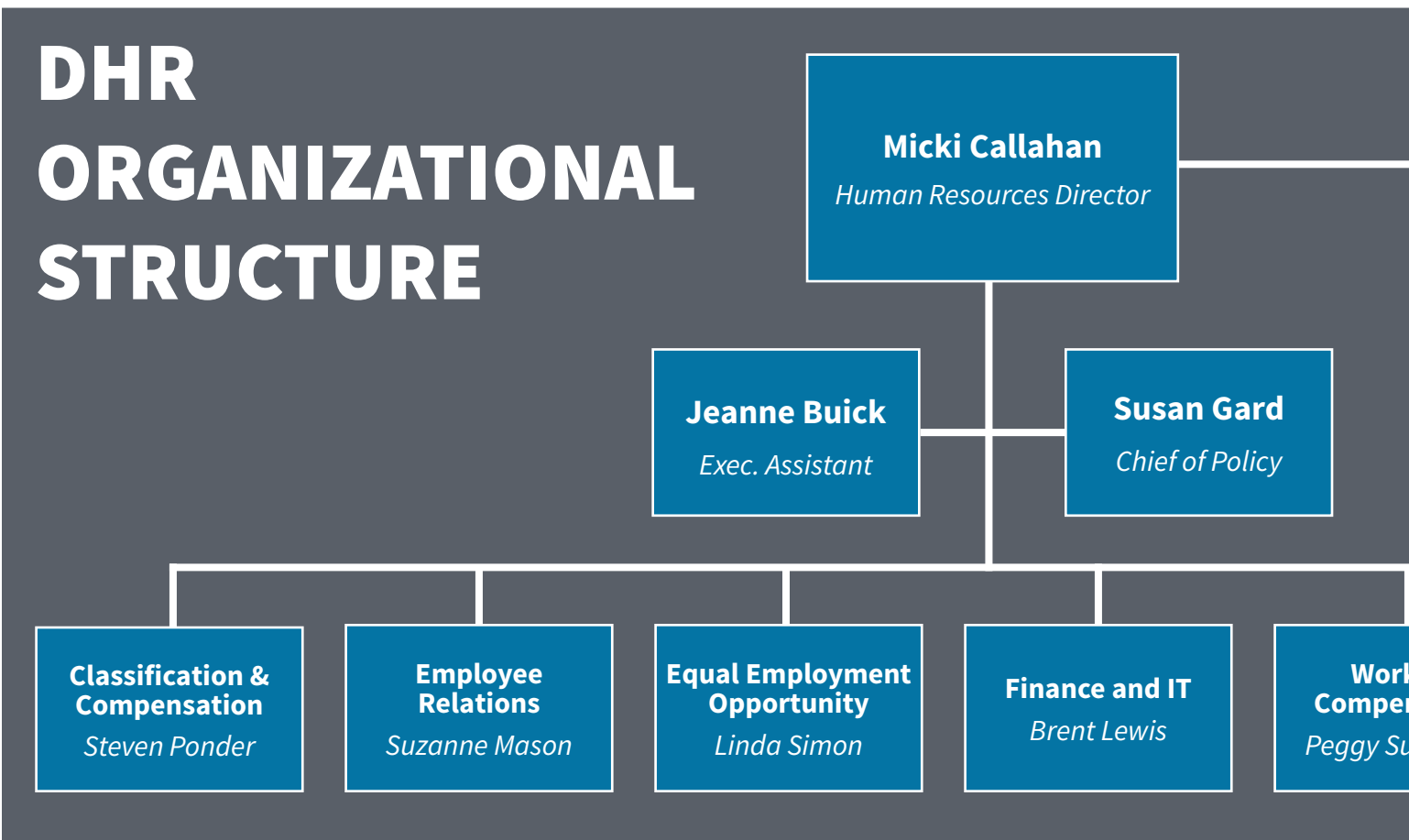
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DHR ORGANIZATIONAL STRUCTURE



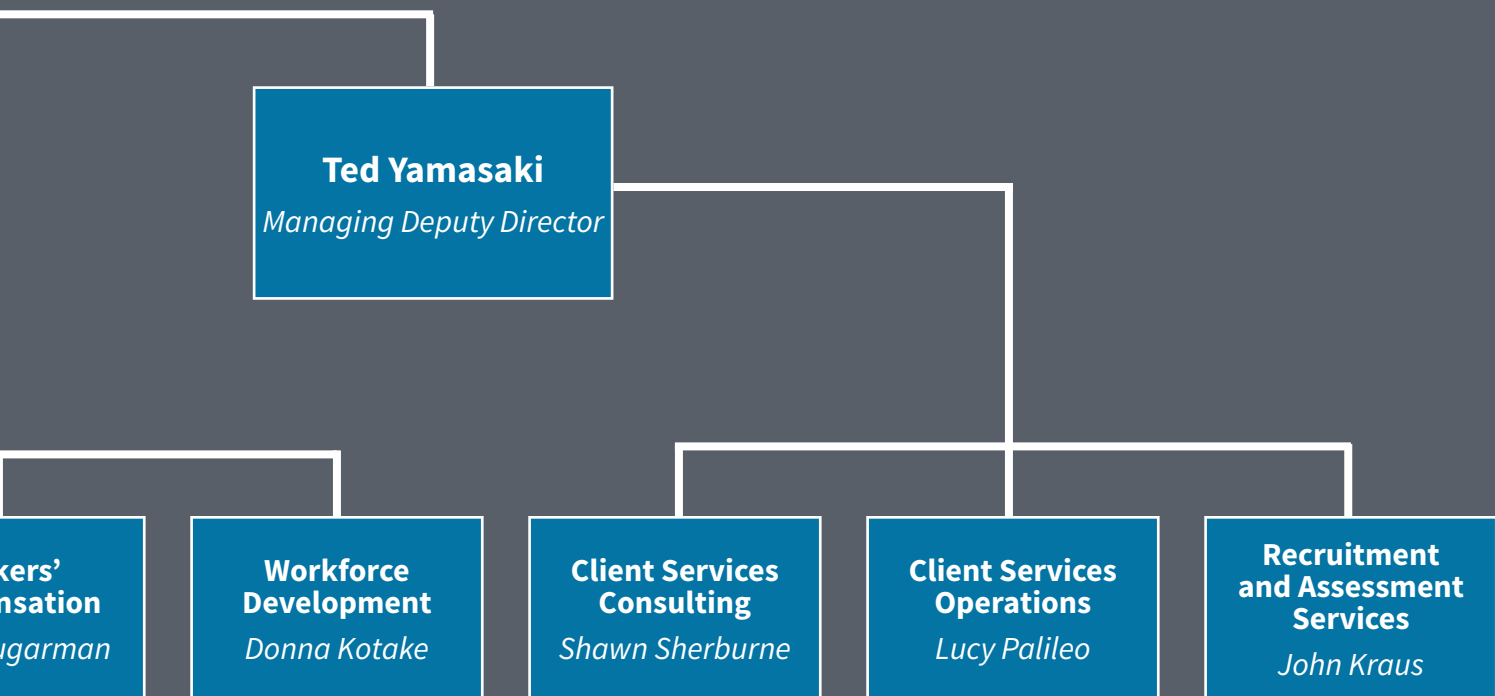
ADMINISTRATION, FINANCE, BUDGET AND INFORMATION SERVICES provide internal administrative support to ensure efficient department operations.

CLASSIFICATION and COMPENSATION (CLASS and COMP) classifies the City’s positions and manages Memoranda of Understanding (MOUs) and the Municipal Code related to compensation. In addition, Class and Comp supports the civil service system through management of classification actions and appeals, labor negotiations through performance of salary surveys, costing, and contract administration, and payroll through establishment and maintenance of rates of pay, premiums and lump sum payments.

CLIENT SERVICES CONSULTING (CS-HR) provides human resources (HR) solutions to all City departments on employment, personnel and disciplinary matters, as well as Civil Service Commission (CSC) rule application through direct and indirect services. CS-HR partners with direct service department managers to respond to HR issues, recruit and select candidates, manage eMerge PeopleSoft changes, onboard new employees, manage leaves of absence, and resolve disciplinary matters. CS-HR also reviews and approves department requests for position authorization.

CLIENT SERVICES OPERATIONS (CS-OPS) provides City departments, employees, and the public with information and services related to employment with the City. The CS-Ops team staffs and supports the Employment Information Center in the DHR lobby, Citywide Referral and Certification Programs, validation of appointments into City service, and the City’s Pre-Employment Conviction History Program.

EMPLOYEE RELATIONS (ERD) negotiates and administers the provisions of collective bargaining agreements between the City and labor organizations representing City employees. ERD staff advises department personnel representatives in interpreting contract provisions, manages and reviews grievances related to contract interpretation and disciplinary action, determines bargaining unit assignments of City classifications, and conducts meet and confer sessions within the scope of representation.



EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND LEAVE MANAGEMENT provides direct services and consultation to all City departments, including investigating and resolving discrimination issues, harassment prevention and other staff training, reasonable accommodation for individuals with disabilities, and establishing citywide leave management policies and protocols. EEO also prepares workforce composition reports.

RECRUITMENT AND ASSESSMENT SERVICES (RAS) oversees the DHR and citywide civil service examination programs. The team develops and administers innovative job-related hiring processes to meet the changing service demands of the City, incorporates technology into the examination process to enhance efficiencies, and ensures equal employment opportunity and the application of merit system principles in exams. RAS also provides consultation and oversight to City departments and decentralized exam units.

WORKERS' COMPENSATION (WCD) administers workers' compensation benefits and all other benefits related to work injuries and illnesses, in compliance with state and local laws and regulations, and coordinates citywide safety and prevention efforts.

WORKFORCE DEVELOPMENT (WD) is committed to the professional and personal development of the City's workforce. WD, in collaboration with other educational partners, develops and integrates an extensive curriculum of workshops designed to enhance individual or group capabilities. WD also provides data on the City's workforce, performance management services, recruitment services, and citywide fellowship and apprenticeship program coordination.

I. RETAIN TOP TALENT WHILE SHAPING THE FUTURE

Developing the City's Human Resources Professionals

DHR implemented several programs to provide City HR professionals with ongoing development opportunities. First, DHR put a progressive classification series in place, beginning with HR trainees in the 1249 class, and continuing to principal human resources analysts in the 1246 class.

1249 Trainee Program

DHR introduced the 1249 trainee program in partnership with other City departments to ensure the City's HR professionals become well-rounded generalists with knowledge in many HR functions. The trainees in this program spend 12 months learning best practices in employee relations, EEO, classification and compensation, civil service examinations, HR operations, workforce development, workers' compensation, and HR policy.

All DHR divisions provide subject matter expertise to the program. The pilot launched in FY 14/15 and successfully graduated nine trainees who transitioned to the following departments as 1241 personnel analysts: San Francisco International Airport, Human Services Agency, Controller's Office, Assessor Recorder's Office, Department of Public Health, SF Municipal Transportation Agency, SF Port and the Department of Human Resources.



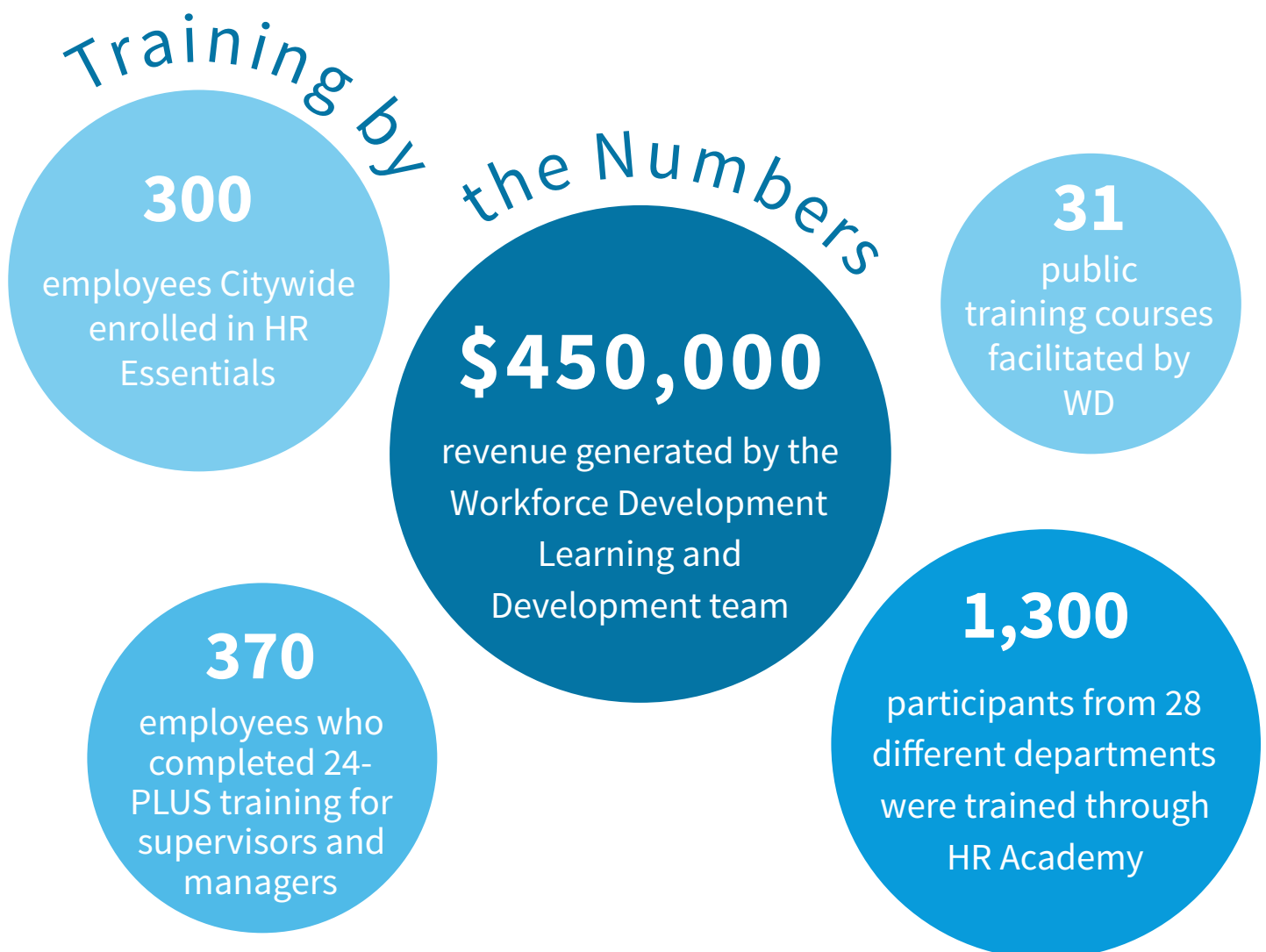
The 1249 Class of FY 14/15 are all smiles on graduation day.

HR Essentials

WD partnered with other DHR subject matter experts to create nine online training modules focused on various aspects of HR. These training modules provide an overview to help HR professionals effectively handle challenges related to hiring, managing, and developing their employees. HR Essentials students can take training on the City’s personnel system, civil service exams, workers’ compensation, reasonable accommodations, protected medical leaves, equal employment opportunity, and the post-referral selection process.

HR Academy

City HR professionals also have access to in-person trainings. Through HR Academy, students learn from subject matter experts who are available to answer questions. Again, WD collaborated with other DHR divisions, including RAS, CS-Ops, and ERD to develop specific courses and supplemental online learning modules.



Other Employee Development Programs

San Francisco Fellows

DHR brought the former City Hall Fellows program in-house to improve administration and recruitment, and re-named it San Francisco Fellows. The program fosters community stewardship by preparing recent college graduates for leadership roles in the public sector. The new program launch included creating a website for the program, in person outreach to City leaders, contact with current and alumni fellows, and application development and recruitment. DHR received nearly 400 applicants for the FY 16/17 program, and over 40 people from across the City reviewed applications and/or participated in interviews. Eighteen San Francisco Fellows finalists were chosen in May 2016 to begin orientation in August.



The FY 16/17 San Francisco Fellows.

Succession Planning

Workforce data reports are a tool for succession planning and support various citywide and departmental initiatives. WD and Class and Comp standardized all DHR succession planning reports, which were then generated for the Sheriff's Department, the Controller's Office accounting series, and several unions. Citywide workforce data analysis reports that provide gender and ethnicity data on the entire workforce, broken down by department, union and job classification were also created. Additionally, retirement projections and ASO data were analyzed to determine hiring needs by classification, and to ensure the examination plan reflects anticipated hiring needs.

Apprenticeship SF

Apprenticeship SF expands and develops new apprenticeship programs and ensures all programs comply with the City Charter, merit system principles, and State of California standards. Highlights include initiating new programs for mechanics and machinists in Local 1414 and electrical workers in IBEW Local 6. The arborist technician program was certified by the state, and participation in the Local 38 plumber and steamfitter program was renewed. DHR also made policy and procedure changes and responded to state audits of other programs.



Recruitment

DHR supported recruiting efforts at 52 departments, specifically focusing on difficult to fill or high-demand positions such as nurses and technologists. DHR also reached out across demographics to ensure veterans, women, and people of color were included in employment programs.

Leadership Development Program

This program helps City leaders build core communication, coaching, and facilitation skills. DHR worked with the Municipal Executives' Association (MEA) on all program components including program content, nominations, and eligibility. The program has been very well received, with 56 City managers participating. Graduates of the program can now also request additional funds for executive coaching.

II. UTILIZE TECHNOLOGY TO COORDINATE AND IMPROVE

New Bilingual Testing Program

RAS developed a new bilingual testing program that is more efficient and will help departments comply with the Language Access Ordinance. The new test is an online oral conversation simulation for Spanish, Mandarin and Cantonese languages, which are the commonly tested languages citywide. The new test features a written component for departments who need that competency, and will include more languages in FY 16/17.

Online/Remote Testing

RAS also created more computer-based examinations using a platform called FastTest as part of its effort to move away from paper-based exams, and to provide faster results to applicants. This platform also enables out of area applicants to take exams at testing centers near them instead of flying to San Francisco. Tests such as the Management Test Battery, Supervisory Test Battery, Legal Secretary Test, Employee Relations Representative Test, IS Business Analyst Test, and Clerical Eligibility Test, among others, have been administered through FastTest.

New Website

DHR's Finance and Information Technology Division, in coordination with project management and administrative staff, designed and launched a new DHR website based on user feedback. The new website is user-friendly and human centered, featuring many City employees in its photos.

RAS by the Numbers

13,000
non-public safety
applications
reviewed

8,200+
public safety
applications
reviewed and
processed

200+
exams to assist in
other department
recruitments

87
non-public safety
examinations
posted

Contracts Database

Personal Services Contracts (PSC) are service agreements between the City and individuals, companies, corporations, nonprofit organizations, and other public agencies that are not City employees. PSCs must be reviewed by the CSC to determine whether the services could and/or should be provided by City employees. Finance and IT worked with the Department of Technology to create the PSC database, which tracks PSCs citywide. The PSC database helps streamline the CSC approval process, sends notifications to ensure transparency and accountability, and expedites the review of proposed PSCs. The database tracked over 500 new contracts and over 200 existing contracts requiring CSC action. The total dollar amount of new PSC contracts in the database was over \$730 million.

The database is tracking **500+** new contracts and **200+** existing contracts.

The total dollar amount of new PSC contracts in the database is **\$730+ million.**

CS-HR by the Numbers

700

City Planner multiple choice exams and supplemental questionnaires reviewed

25

PCS Planners appointed

100

HR professionals received post-referral selection process training from CS-HR

Domestic Violence Liaison Program

DHR and the Department on the Status of Women partnered to create the Domestic Violence Liaison Program. Domestic Violence Liaisons provide support to co-workers experiencing domestic violence and link them with resources and assistance to help with safety planning and workplace accommodations. Forty-two individuals from 25 different departments volunteered for the program and were trained in October 2015. Employees experiencing domestic violence can access a liaison from any department. A list of domestic violence liaisons and other resources can be found on the Domestic Violence and the Workplace page of the Department on the Status of Women's website.



Paid Parental Leave

The EEO team served on Supervisor Katy Tang's Paid Parental Leave Task Force to enhance compensation benefits for City employees on parental leave. A Charter Amendment was passed on Nov. 3, 2015, allowing City employees to maintain 40 hours of accrued sick leave when accessing Paid Parental Leave, and to ensure each parent has access to the full benefits when both are City employees.

City Lactation Policy

EEO convened a focus group on best practices to create a lactation in the workplace policy, and coordinated with Supervisor Tang on a Lactation in the Workplace Ordinance. The ordinance was introduced on May 23, 2016.

Expedited Return to Work

WCD collaborated with the Public Utilities Commission (PUC) to identify job classifications and series that were challenging for the PUC to accommodate under a temporary transitional work program. WCD found a qualified vendor to work with the PUC, reviewed deliverables, presented the program to the City Occupational Health Clinics, and trained the PUC workers' compensation claims adjusters on the program. The PUC program is designed to provide modified or alternate work to accommodate almost any work restriction. The PUC successfully launched this pilot program, which can be used as a model for other departments, in January 2016.

Did you know?

Focused management and oversight brought the workers' comp claim closure ratio to 116% in FY14/15 and 107% in FY15/16.

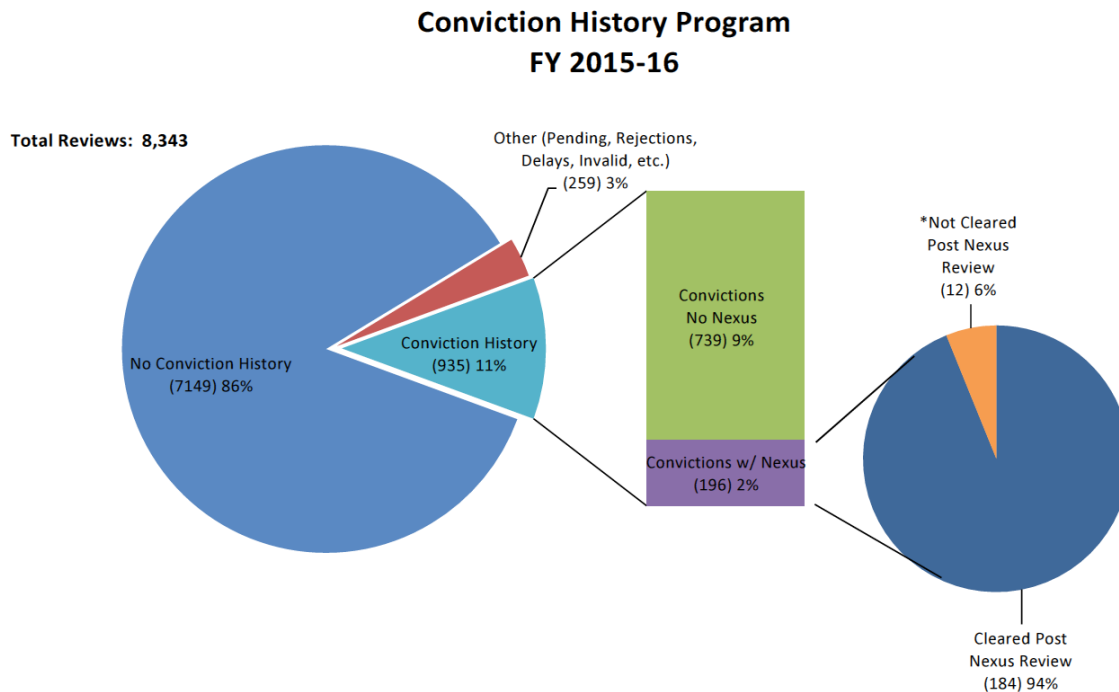
IV. CHAMPION DIVERSITY, FAIRNESS, AND EQUITY

Conviction History Program

Through DHR's centralized Conviction History Review Program, the City reduces both conscious and implicit bias in hiring decisions so qualified, capable, and competent individuals with conviction histories are not denied opportunities to work for the City. This tool is an important contributor to the diversity of the City's workforce, as African-Americans and Hispanics are arrested at a rate two to three times their proportion in the general population.

Between July 2015 and June 2016, DHR conducted conviction history reviews on 8,343 final candidates. Conviction records were received for 935 candidates (about 11 percent). Of these 935 candidates, 739 were cleared for employment because their convictions did not conflict with the requirements, duties and responsibilities of the positions for which they applied. In the remaining 196 cases, a direct connection between the positions and the convictions was established. DHR informed each candidate of the determination and asked them all to submit evidence of rehabilitation. Following DHR staff analysis of the candidates' evidence of rehabilitation, 184 were cleared for employment. A total of 12 candidates were disqualified from employment in the specific jobs for which they applied.

The chart below provides a graphical illustration of these data:



*This figure represents less than two percent of the total for which conviction history was noted, and less than .002 percent of the 8,343 total candidates fingerprinted.

The City has received many accolades for this program, including:

- ▶ The 2015 International Public Management Association for Human Resources (IPMA-HR) Large Agency Award of Excellence
- ▶ An “A” grade in a 2015 University of Redlands study on fair hiring practices—San Francisco is the only public agency to receive an A
- ▶ The National Employment Law Center has called the City’s program a national model

“San Francisco appears to have created a system in which job candidates with conviction records are no less likely to be hired. This represents a successful diminution (if not elimination) of a serious barrier to employment.”

-2016 Stanford University study

The CS-Ops Conviction History team conducted 30 departmental trainings, and trained all of CS-HR staff on the goals, policies, and processes pertinent to a candidate’s conviction history review. Other jurisdictions, including all Northern California counties, have received presentations on the program. The City of Houston adopted the City’s model and now uses it in its hiring process.

Access to City Employment (ACE)

The ACE Program provides an alternative route to City employment for qualified individuals who are severely disabled. Through the ACE Program, individuals with severe disabilities can enter the City workforce without going through the competitive civil service merit process. DHR’s lead recruiter for ACE markets the program to internal and external stakeholders, networks with various agencies, works to educate stakeholders about the program, and recruits candidates. DHR’s lead ACE recruiter created brochures and marketing materials, documented program workflow and processes, and established a talent pool of 150 candidates.

1,100+

pay rates, including implementation of general wage increases, market increases, and wage linkages set by Class & Comp

Compensation Policy Assessment

Class and Comp assessed existing compensation policies to ensure the City is using best practices to set salaries. The assessment was based on provisions of the newly amended Fair Pay Act, California Senate Bill No. 358, which mandates equal pay is provided for work of equal value regardless of gender or race.

95

classification actions implemented, where classifications were amended, established or abolished

Anti-Harassment Training

EEO created online training on preventing discrimination, harassment, and retaliation. The training modules are designed to help managers and HR professionals model appropriate behavior in the workplace, identify inappropriate conduct that may violate the City's policies or the law, and understand their responsibility for addressing employee complaints. The online training was launched in October 2015. Managers and HR professionals have on demand access to the training, including a question board that EEO responds to regularly. The training has been completed by 9,368 supervisors, managers, and HR professionals.

2,200

SFPD employees completed Harassment Prevention training implemented by EEO

Did you know?

For the first time ever, there are zero (0) provisional appointments (PEX) working over the three-year limit.

AND

The number of provisional appointments Citywide is the lowest it has ever been.

Enhancing Skill Level of EEO Professionals

EEO also developed training for citywide EEO staff to enhance the services they provide. The EEO division conducted twice-monthly meetings with HR professionals to review EEO complaint trends, discuss court decisions, and analyze state and federal regulations.

216
HR professionals received EEO training on investigations, reasonable accommodations, and leaves

Implicit Bias

Attitudes affecting a person’s understanding, actions, and decisions in an unconscious manner are called unconscious, or implicit, biases. These associations generate feelings and attitudes about other people based on characteristics such as race, gender, ethnicity, age, and appearance without conscious knowledge.

Decades of research in psychology and neuroscience have shown that, even when making every effort to be fair and objective, people are influenced in the way they see and treat others by favorable and unfavorable biases hidden in the subconscious. The City seeks to reduce the potential impacts of implicit bias and DHR is creating and launching a multi-step and multi-modal approach to providing City staff with implicit bias training. This training is the key to helping City employees unlearn the implicit biases everyone has. A centralized approach to this topic ensures the training City employees receive is appropriate, effective, and designed specifically for the City.

DHR and the Human Rights Commission partnered to provide classroom-style implicit bias training to executive-level department staff citywide as a first step.

For its next step, DHR will deliver instructor-led, one-day workshops entitled “Creating an Inclusive Environment” to public safety employees in FY 16/17. These workshops provide an opportunity to look more deeply at individual biases and challenges, and to identify inclusive solutions. Once public safety employees are trained, DHR will begin delivering this workshop to City employees who work directly with the public, such as customer service representatives and front-counter staff.

DHR will also launch a Train-the-Trainer workshop for Learning and Development staff. The purpose of this workshop is to enable trainers to deliver instructor-led workshops to other City employees. The target date for this workshop is mid-November 2016.

Additionally, DHR has partnered with representatives from the Human Rights Commission, the Department of Public Health, the Mayor’s Office on Disability and the City Planning Department to deliver customized implicit bias training to all City employees using e-Learning modules. This training will provide employees with an overview of what implicit bias is and an awareness of how it manifests in each of us. The anticipated roll-out date is January 2017.

DHR is also exploring whether de-identifying candidates during the hiring process would be a useful tool in reducing the influence of implicit biases.

V. DESIGN AND IMPLEMENT EFFICIENT AND ENHANCED USER-FRIENDLY HIRING PROCESSES

Hiring Innovation through Redesign and Resource Efficiencies (Project HIRE)

DHR launched Project HIRE to examine hiring practices end to end, determine where efficiencies can be gained, and design and implement innovative solutions. Project HIRE encompasses all elements of hiring:



Project HIRE includes the following sub-projects:

ASO Preliminary Review Process

CS-HR partnered with the Mayor’s Budget Office to create a more efficient and streamlined Annual Salary Ordinance (ASO) approval process. The ASO Electronic Service Request (ESR) was updated to mirror the classification information departments are required to provide when submitting Requests to Fill a Position (RTF). This change helped reduce redundancy in the information departments submit and allows CS-HR to promptly and consistently review ESRs for over 200 position changes. All ASO requests are centrally tracked in a database and updated in real time. Doing so allowed CS-HR, the Mayor’s Budget Office, and departmental stakeholders to more effectively communicate and collaborate on position requests.

Post-Referral Selection Process (PSRP)

The CSC amended and clarified selection procedures to enhance the City’s ability to compete with public and private sector employers for the best candidates. These changes afford hiring managers increased flexibility in the PSRP. In response to and in support of these changes, CS-HR developed an interactive, online training module on PRSP best practices for use by both HR professionals and hiring managers. Subsequently, CS-HR developed and delivered a PRSP training program to support HR professionals. The program was successfully delivered to nearly 100 HR professionals across the City in March of 2016. The training offered participants the opportunity to collaborate, share experiences, and develop skillsets essential to merit-based hiring.

Request to Hire (RTH)

The RTH system will replace the current, manual, and disparate appointment process with streamlined and automated pre-employment vetting and appointment validation. The new system will include a technologically advanced dashboard to provide transparency and accountability, and will significantly improve the candidate experience.

VI. PARTNER WITH OTHERS TO IDENTIFY AND SOLVE PROBLEMS

Negotiations

ERD works with all City departments and labor unions to negotiate and administer MOUs and resolve disputes. Contracts for SEIU RNs and Teamsters Supervising RNs were negotiated in FY 15/16. In preparation for FY 16/17 bargaining, ERD conducted critical reviews of all non-public safety (miscellaneous) MOUs, and developed proposals to improve their administration and consistency.

Departmental Consulting and Training

WD's Learning and Development Team partners with management in City departments to help address organizational issues through targeted training and facilitation services. The Learning and Development Team partnered with 11 City departments to deliver 19 targeted projects in FY 15/16. Projects included: strategic planning services, team building retreats, and customized versions of standard WD programs, such as presentations skills, customer service, and performance planning and appraisals. The Learning and Development Team also partnered with management teams in two departments to develop basic supervisory training for staff in lead roles. The program, now called "Lead to Succeed," was delivered 15 times to departmental groups, and is now a core WD program for lead and journey level staff assigned to mentor apprentices across the City.

Hiring Efficiency Partnership with DPH

The Controller's Office April 2015 report "How Long Does it Take to Hire in the City and County of San Francisco?" showed it took 200 days to hire a nurse. That timeline wasn't acceptable to the Department of Public Health (DPH), especially as the opening of the new Zuckerberg San Francisco General Hospital and Trauma Center approached. DHR partnered with DPH to create an agile hiring process that gave hiring managers discretion and flexibility, while maintaining the department's labor contract obligations. The project, which was delivered in October 2015, brought the hiring time down to 40 days.

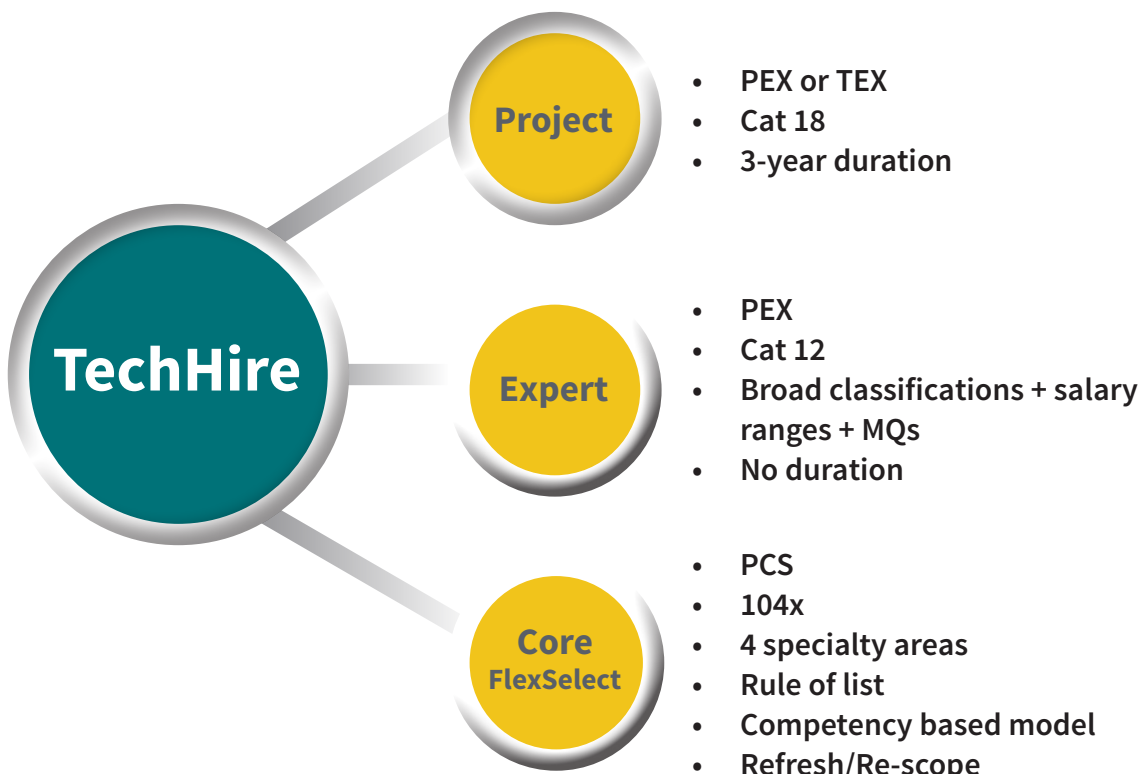
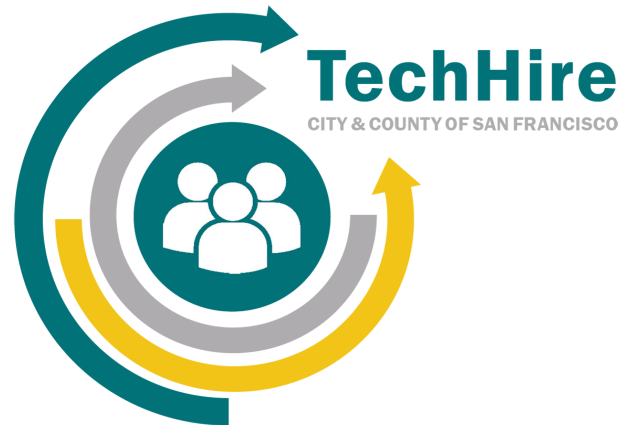
Did you know?

In FY 15/16, ERD resolved
28 arbitrations and
36 grievances.

TechHire

TechHire is a project that encompasses all aspects of Project HIRE, but is specifically focused on technologists. TechHire is an unprecedented partnership between DHR, the Department of Technology, the International Federation of Professional and Technical Engineers (IFPTE) Local 21, MEA, and CIOs and HR professionals across the City.

TechHire delivers three expedient ways to hire and retain highly qualified and skilled tech professionals:



Core Tech, known as FlexSelect, is the City’s new agile hiring process that provides hiring managers with continuously refreshed eligible lists by fast tracking top tech talent.

FlexSelect provides:



- ▶ PCS hires in classes 1041, 1042, 1043 and 1044 (IT Engineer Series)
- ▶ Continuous testing (online, on-demand, unproctored)
- ▶ Competency based hiring
- ▶ Rule of list
- ▶ Allows hiring managers to refresh the list or re-scope a position.

TechHire positions the City as an employer of choice by focusing on the top reason technologists change jobs: careers with purpose. The Purpose Campaign highlights the meaningful work City technologists do every day as a way to inspire and recruit top talent. The campaign highlights a diverse group of technologists working in different City sectors providing services to those who live, visit, and work in San Francisco.



“As a technologist in the San Francisco Bay Area you can choose to work anywhere. When you choose the City and County of San Francisco, you Choose Purpose.”

Jane Gong, Director,
SF Digital Service and
Products, Department of
Technology.

This marketing campaign, along with improvements to the candidate experience in the hiring process, will help the City build the technology workforce it needs in the 21st century.

A graphic featuring two large, illuminated '77' numbers on the left, set against a dark background. To the right, on a solid orange background, is the text: '77% OF PEOPLE WOULD TAKE A PAY CUT TO WORK FOR A COMPANY THEY BELIEVE IN'. Below this is the source: 'SOURCE: LINKEDIN DATA' and the hashtag '#LinkedInTopAttractors' at the bottom right.

77% OF PEOPLE WOULD TAKE A PAY CUT TO WORK FOR A COMPANY THEY BELIEVE IN

SOURCE: LINKEDIN DATA

#LinkedInTopAttractors

CONCLUSION

According to the Center on Budget and Policy Priorities, the United States went through its longest, and by most measures worst economic recession since the Great Depression between December 2007 and June 2009.¹ Even through 2011, the City was laying off employees, negotiating concessions for remaining employees, and fending off the many candidates applying for few jobs.

However, San Francisco recovered from this downturn faster than the rest of the nation and the City flourished. San Francisco is one of the 20 fastest growing cities in the United States, and is now the second most densely populated city in the country after New York City, with 17,620 people per square mile.²

The City's business climate is also thriving, with three times the growth rate of the state overall. In fact, between 2011 and 2013 San Francisco was the second-fastest growing large county in the United States.³ As a result of all this prosperity, the City's unemployment rate dropped to 3.5 percent in 2015.

The economic recovery meant City budgets began to improve and departments needed more people to keep up with the demand for public service improvements. The City went from layoffs to ramp-up, challenging HR professionals across departments to keep pace. DHR has focused on improvements to systems, rules, and processes, welcoming new ideas and utilizing technology to do just that, while remaining true to merit principles.

DHR's continuing challenge is to be agile and responsive within the merit system. The City hires and promotes employees based on their ability to perform a job, rather than on their political connections, and gives people with the necessary skillsets the chance to impact government, regardless of background or affiliation. The importance of this cannot be overstated, and the results show in a workforce that is more diverse than the available labor market.

Technology moves at light speed, bringing constant change and innovation. And as society becomes unified around important social issues, changing laws and regulations mean DHR must have tools to help City employees respond. DHR's six strategic goals were adopted with that purpose in mind. Using technology for efficiency and transparency, focusing on employee development and wellness, improving how the City hires to attract top-notch talent, partnering internally and externally to get the best outcomes, and always championing diversity, equity and fairness provide the blueprint for success.

DHR is proud of its work, and that of HR professionals across the City who continue to embrace the transformation of our workplaces. But we can't rest there. To attract and retain a 21st Century workforce, DHR must also focus on the future, looking for trends and advances to keep the City on the leading-edge.

1 Center on Budget and Policy Priorities Chart Book: The Legacy of the Great Recession, 2016. <http://www.cbpp.org/research/economy/chart-book-the-legacy-of-the-great-recession>

2 World Population Review, 2014. <http://worldpopulationreview.com/us-cities/san-francisco-population/>

3 City and County of San Francisco Proposed Five Year Financial Plan, 2014. <http://sfcontroller.org/modules/showdocument.aspx?documentid=6056>,



CITY & COUNTY OF SAN FRANCISCO
DEPARTMENT OF HUMAN RESOURCES

SFDHR.ORG