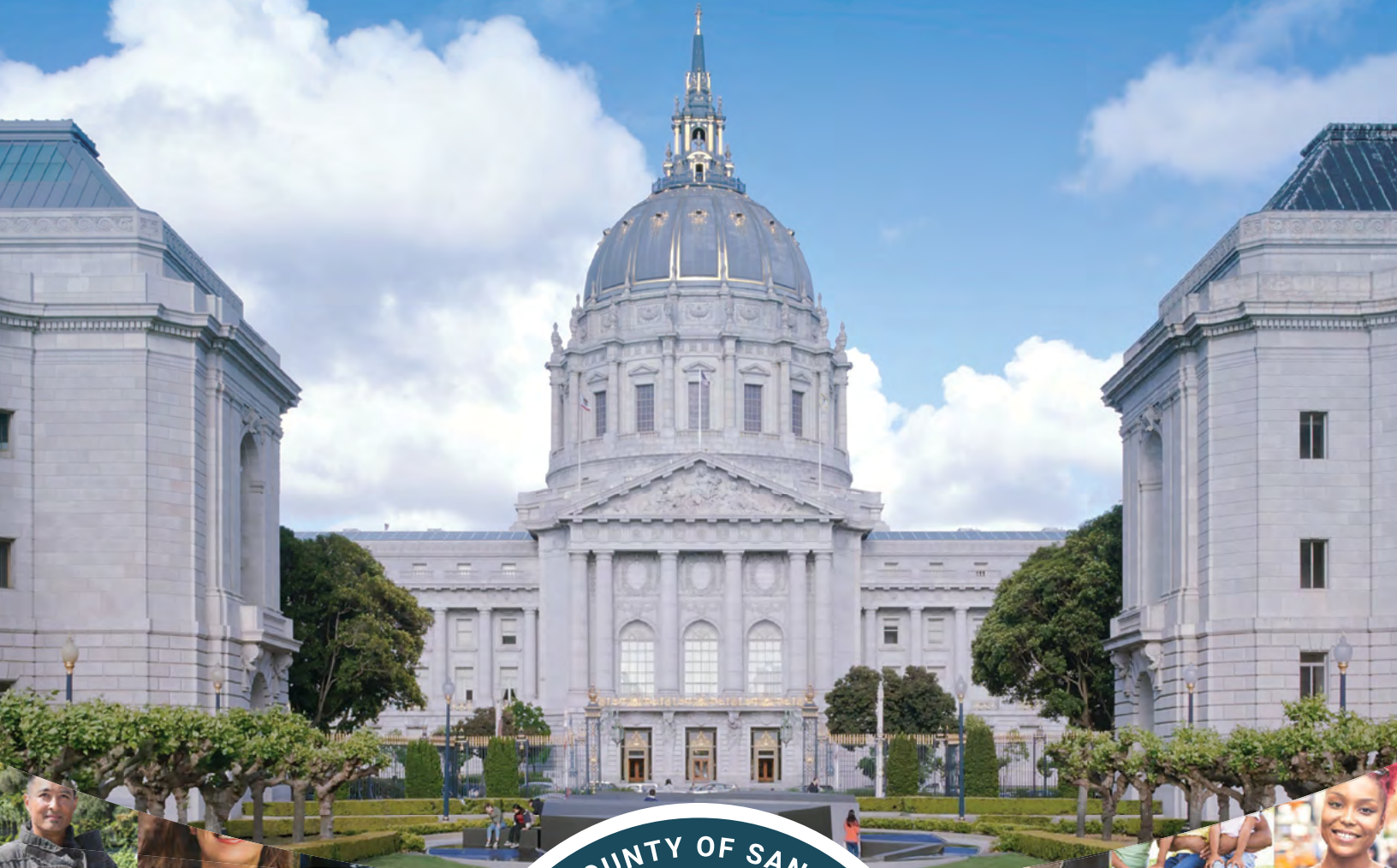


ANNUAL REPORT

2016-2017



ABOUT DHR

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 planting tulips in Golden Gate Park, to protecting children from abuse.

As the City's central human resources agency, the Department of Human Resources (DHR) ensures fair and equitable practices are used to hire, develop, support, and retain a highly qualified workforce. With unemployment in the Bay Area at an all-time low, part of DHR's challenge is to set the City apart as an employer of choice so we can recruit the best and the brightest candidates. In the dizzying array of jobs and information available, DHR has cut to the heart of what makes people want to go to work every day: Purpose.

Working for the City gives employees more than a paycheck. City employees know they are helping improve the wellbeing of their communities. Even those who don't start out with that purpose in mind find working for the City gives them the opportunity to use their talent, energy, and ideas to benefit the San Francisco community. DHR is the bridge that connects those people with purpose.

Check out the feature stories in this report on a few DHR employees who put purpose at the center of their work, and go to our Civic Tech website at <http://sfdhr.org/sfcivicttech> to see more purpose stories.

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DHR provides services to all City departments, so this report focuses on DHR programs with citywide impacts. These programs help fulfill DHR's strategic goals, as outlined below and detailed on the following pages.	
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DHR ORGANIZATIONAL STRUCTURE

HUMAN RESOURCES DIRECTOR

EXECUTIVE ASSISTANT

ADMINISTRATION

CLASSIFICATION & COMPENSATION

EMPLOYEE RELATIONS

ADMINISTRATION

Administration provides internal administrative support to ensure efficient department operations.

CLASSIFICATION AND COMPENSATION

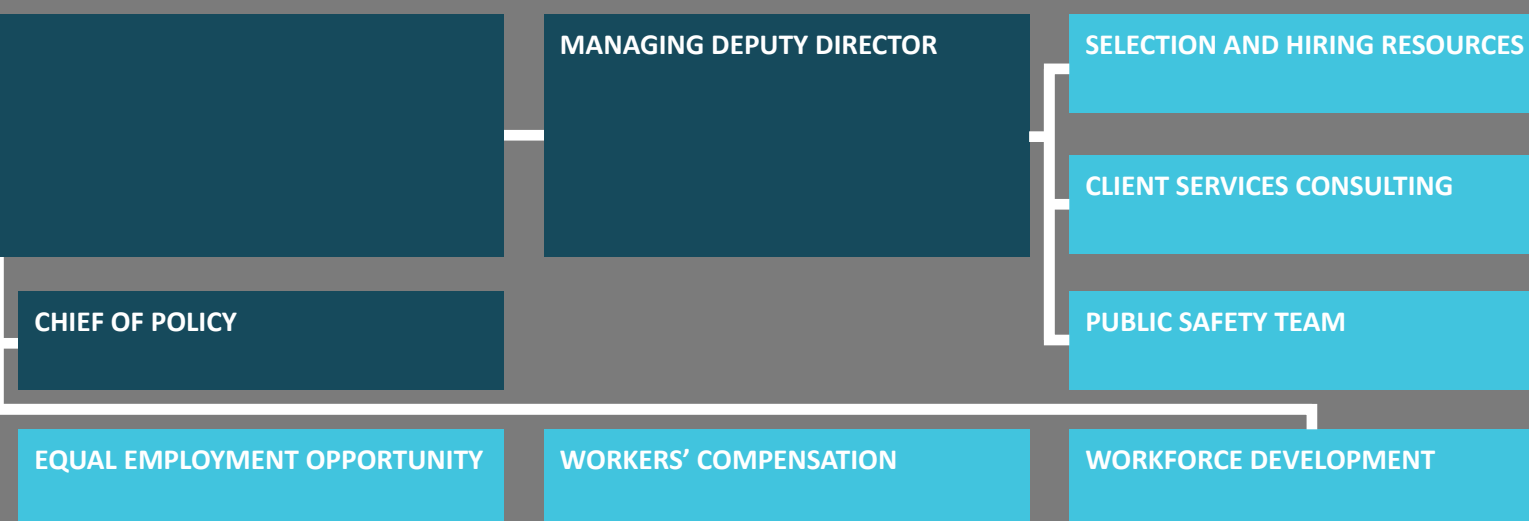
The Classification and Compensation Division classifies the City's positions and manages employee compensation. The division also supports the civil service system through management of classification actions and appeals; labor negotiations through performance of salary surveys, costing, and contract administration; and payroll through establishment and maintenance of rates of pay, premiums, and lump sum payments.

CLIENT SERVICES CONSULTING

Client Services Consulting provides human resources solutions to all City departments on employment, personnel, and disciplinary matters, as well as Civil Service Commission rule application through direct and indirect services. Client Services Consulting partners with direct service department managers to recruit and select candidates, maintain employee records, onboard new employees, manage leaves of absence, and resolve disciplinary matters. The division also reviews and approves department requests for position authorization.

EMPLOYEE RELATIONS

The Employee Relations Division negotiates and administers the provisions of collective bargaining agreements between the City and labor organizations representing City employees. 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 AND LEAVE MANAGEMENT

The Equal Employment Opportunity and Leave Management Division 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.

PUBLIC SAFETY TEAM

The Public Safety Team develops and administers complex, state-of-the-art, legally defensible selection processes for the sworn ranks of the San Francisco Fire Department, San Francisco Police Department, and San Francisco Sheriff's Department.

SELECTION AND HIRING RESOURCES

The Selection and Hiring Resources Division is responsible for Miscellaneous Examinations and Operations. The Miscellaneous Examinations Team creates valid, job-related selection processes for citywide positions and trains departments on how to do this for their unique positions. The team also trains and consults with departments on using the applicant tracking and exam system. The Operations Team administers list adoptions; citywide referrals; appointment processing; the Employment Information Center; and the Conviction History Program. The entire division provides valuable, direct support to candidates throughout the hiring process.

WORKERS' COMPENSATION

The Workers' Compensation Division administers medical and financial benefits related to work injuries and illnesses in compliance with state and local laws and regulations, and coordinates citywide safety efforts.

WORKFORCE DEVELOPMENT

The Workforce Development Division is committed to the professional and personal development of the City's workforce. The division develops and delivers an extensive curriculum of workshops designed to enhance individual and group capabilities. The Workforce Development Division also provides data on the City's workforce, performance management services, recruitment services, and citywide fellowship and apprenticeship program coordination.

1 RETAIN TOP TALENT WHILE SHAPING THE FUTURE WORKFORCE



2016 / 2017 1249 COHORT

From left to right are Romualdo Castro, Estevan Villarreal, Jacob Marst, Elizabeth Maier, Sigrid Dench, Nathaniel Cleveland, Alex Tsai, Ben Richey, Emma Perez, Kacie Kesler and Judi Quach

1249 Trainee Program

DHR hosted the second cohort of the 1249 trainee program this year. The program trains entry-level human resources professionals to become well-rounded generalists. The trainees spend 12 months learning best practices in employee relations, equal employment opportunity, classification and compensation, civil service examinations, operations, workforce development, workers' compensation, and human resources policy. Eleven trainees participated in this year's 1249 program. The first half of the year involved technical training by all DHR divisions. Each trainee also partnered with a senior human resources analyst, who provided mentorship and coaching throughout the program.

Following are examples of training provided by DHR divisions:

- Equal employment opportunity and leave laws and processes, coupled with supervised assignments designed to give trainees hands-on experience dealing with real life situations.
- The full range of HR operations including conviction history, appointment validation, list adoption, and referral and certification.

Trainees spent the second half of the fiscal year applying their knowledge in practicum rotations at participating departments. The participating departments were San Francisco International Airport, the Assessor-Recorder's Office, Department of Emergency Management, DHR, Department of Public Health, Human Services Agency and the Police Department. Upon completion of the 1249 trainee program and passing an exam, the graduates were eligible for 1241 human resources analyst positions.

Apprenticeship SF

A study by the National Association of Manufacturers concluded that the largest impediment to future growth is a skilled workforce. To ensure San Francisco remains at the forefront of California's recovery, ApprenticeshipSF collaborated with Selection and Hiring Resources and Client Services to launch two machinist apprenticeship programs in FY16-17: maintenance machinist and automotive machinist. Programs for transit power line workers and electricians also launched.

These apprenticeship programs combine on-the-job training with related classroom instruction, under supervision of a journey-level craft person. ApprenticeshipSF also made improvements to existing apprenticeship programs. The selection process and general administration of the gardeners program was improved, as was the selection process for cement masons and utility plumbers. In FY17-18, ApprenticeshipSF looks to update the job description, training curriculum, and citywide apprenticeship standards for the environmental service worker, and launch a new program for power and transmission line workers.





220 WORKSHOPS

Workforce Development provided 26,736 hours of training in 220 workshops. This includes professional development, 24-Plus, leadership development, "Creating an Inclusive Environment," and targeted workshops.

San Francisco Fellows

The San Francisco Fellows program fosters community stewardship by preparing recent college graduates for leadership roles in the public sector. DHR welcomed the first San Francisco Fellows cohort in August 2016. Fellows were placed in 11 City departments for a year-long project. They also participated in weekly development sessions to learn about the City, departments and issues affecting local government; and worked on small team projects. DHR finished recruiting and selecting the next cohort of SFF with the help of former fellows, supervisors, and managers from City departments. In May 2017, 18 finalists were selected for the FY 17/18 cohort and began orientation in August.

\$494K REVENUE

Workforce Development generated \$494,000+ in revenue and provided \$226,000+ in pro bono work.

985 PARTICIPANTS

Workforce Development reached 985 participants in 220 workshops.

Expedited Return to Work

Workers' Compensation collaborated with the Public Utilities Commission in FY 15/16 to design and implement a temporary transitional work program for injured employees who have temporary work restrictions. The pilot program is geared to employees in job classifications that are challenging to accommodate. The program's successful launch in 2016 resulted in fewer injuries, reduced lost and restricted workdays, and reduced workers' compensation costs. DHR presented this unique approach at the California Self-Insurers' Association's 2016/17 annual conference. The Public Utilities Commission is now expanding its program to another work unit. The expedited return to work program is a successful model for other departments. In FY 16/17, Workers' Compensation worked with the Juvenile Probation Department to advance a temporary modified work program to reduce disability duration.

48 PARTICIPANTS

Workforce Development facilitated 14 Leadership Development Workshops, reaching 48 participants.

DHR + MEA =

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 is offered twice a year, open to all City managers. In addition to the workshops, participants attend a Leadership Forum in which Department leaders talk about their career journeys and discuss various leadership topics. This year 48 City managers attended the program from 19 different City departments.



2 UTILIZE TECHNOLOGY TO COORDINATE AND IMPROVE SERVICE DELIVERY AND MAKE INFORMATION ACCESSIBLE

Absence Metrics

The Leave Management Program now offers tracking and reporting on medical leaves. Available data in PeopleSoft helps departments measure the effectiveness of current leave management strategies. It is an exciting opportunity to use technology to evaluate absence management goals. Reports contain key metrics like lost time, costs, return-to-work rates, and potential leave abuse. With periodic reports departments can continuously monitor leave programs for improvement. Leave Management Program staff met with eight City departments to review attendance data, identify problematic patterns and make recommendations for improving employee attendance.

Pharmacy Benefit Management Program

DHR is speeding up the delivery of medicine to employees who get hurt or sick on the job. The program allows employees to get medications without delay, while providing the City with network discounts. It enables the City to more closely monitor use of opioids, track prescribing behaviors of treating physicians, and provide data to comply with state laws. DHR completed implementation work in 2017, and the program was launched in January, 2018.

Un-proctored Exams

DHR ramped up its administration of online and un-proctored multiple-choice examinations. This exam administration method allows applicants to take tests at their own convenience within a designated time-period and at a preferred location. DHR launched four such exams for CivicTech recruitments in the information technology engineer series.

These exams allow applicants to self-certify their qualifications for various IT classifications, and to take the exam on-demand, within one business day. Un-proctored online exams were also used for San Francisco fellows, planners, planner technicians, and employee relations representatives. Because of the convenient, online features of these tests, the City can reach a broader talent pool.

eLearning Modules

Workforce Development's Instructional Design Team produced many eLearning modules this fiscal year. The modules included:

- Project Open House, a LGBT cultural humility curriculum for senior service providers;
- Telecommuting trainings for employees and supervisors, which cover core principles and eligibility regarding the City's new telecommuting policy and program;
- New Human Resources Essentials modules including Meet and Confer, Compensation Essentials, Understanding the Disciplinary Process, the Employee Relations Division, and Classifications;
- Progressive Discipline and Learning Management login instructions as part of the 24-PLUS curriculum;
- Applying for a City Job, a component of the new Career Development Program; and
- New employee orientation training for DHR employees.

The Instructional Design Team also has several projects scheduled to launch in FY17-18, including Employee Engagement, Conflict Resolution, Onboarding for Supervisors, and Cultural Communication. Modules that complement the new Workplace Bullying and Custodial Training programs are also scheduled to launch online. The Instructional Design Team will soon begin providing services to other City departments.

11,500+ APPLICATIONS

Selection and Hiring Resources reviewed 11,500+ non-public safety applications.

113 EXAMS

Selection and Hiring Resources posted 113 non-public safety exams.

218 EXAMS ASSISTANCE

Selection and Hiring Resources assisted other departments with 218 exams.



MAKE INFORMATION MORE ACCESSIBLE TO LABOR

DATA FOR LABOR WEBPAGE

Classification and Compensation created a webpage specifically for our labor partners called “Data for Labor.” The Data for Labor webpage is a central repository of labor-related information, including frequently requested information from labor organizations. Information provided covers personal services contracts, Civil Service Commission rules, classification and compensation data, budget and finance reports, memoranda of understanding, recruitment and assessment information, and health and retirement benefits. Not only does this provide an immediate source of information for labor, it also dramatically reduces the need for unions to make information requests, saving time for both the unions and the City.

BARGAINING UNIT ANALYSIS TEMPLATE

Classification and Compensation is responsible for assigning a bargaining unit to each new City job classification. To promote efficiency and transparency, the unit created a standardized bargaining unit analysis template for assessing the appropriate bargaining unit for classifications. The template outlines the items to consider when assigning a classification to a bargaining unit, and creates a record of the factors that were used to determine each classification’s assignment.

STANDARDIZED UNION DATA FEEDS

Classification and Compensation standardized and expanded the biweekly data feeds provided to the City’s unions. The biweekly data feeds allow all unions to identify the employees they represent, including compensation and location information.

Computer-Based Testing

This year, Selection and Hiring Resources increased the number of computer-based exams it administers. Computer-based testing has many benefits over paper and pencil tests.

In addition to improving cost-effectiveness and efficiency, computer-based testing allows for the following:

1. Greater test security;
2. Improved standardization;
3. Speedier delivery of eligible lists;
4. Accommodations for candidates with low-reading levels; and
5. Greater customer satisfaction.

The unit has faced challenges implementing more computer-based testing because candidate populations often exceed equipment capacity.

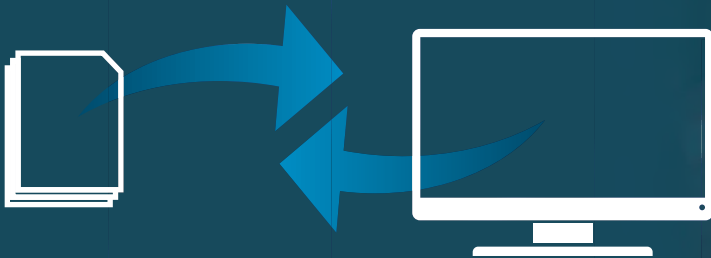
As a remedy, Selection and Hiring Resources has begun to bring more computers and workstations to the testing facility on Cesar Chavez Street.

Bilingual Testing Program

Online bilingual fluency examinations help the City provide high quality services to non-English speaking residents, in compliance with the Language Access Ordinance. This year Selection and Hiring Resources expanded the languages being tested online. Newly available languages include Japanese, Filipino, Russian and American Sign Language.

Exams for Spanish, Mandarin and Cantonese fluency were created in FY 15/16. In addition to verbal fluency, an optional written bilingual test component is under development for bilingual positions that require this skill. Selection and Hiring Resources also developed a bilingual examination and examination process specifically for the Police Department.

City employees who provide bilingual services to the public are eligible to receive premium payments, and the City wants to ensure its clients receive high quality language services. As a result, DHR is reviewing records to determine whether all employees who receive bilingual pay have been tested and certified in a second language.



Electronic Service Request

Selection and Hiring Resources launched a new Electronic Service Request for requesting certification actions and modifications through the Referral Unit. The new Certification/Modification Electronic Service Request streamlines the collection of important data necessary to process department requests and replaces the use of an email, which was not trackable or reportable.

URSZULA KAKAR

“It’s great to work in a place where I can use my skills to help others.”

DHR’s motto is “Connecting People with Purpose.” Some people seem to be born knowing what they want to do in life. For others, like Dr. Urszula Kakar, finding purpose in work can be found pursuing something completely different. Like love. Kakar left her native Poland in 2007 to pursue her PhD in industrial psychology at Albany State University. But her real motive was being with the man she loves.

“Getting my PhD was just a pretext to be with my boyfriend,” jokes Kakar. Now married, the couple moved to the Bay Area in 2011 in pursuit of interesting work. When Kakar read the job description for 1244 Senior Human Resources Analyst on the SHR Exams Team, she got excited.

“I thought it was the best fit for my skills, and what I’m interested in doing,” she says. “Exams are central to civil service hiring, and I wanted to use my knowledge of human behavior to ensure the tests are good.”

Creating a good test is one part of the equation, and making it available to people is another. DHR is always looking for ways technology can improve service delivery,

and the bilingual testing program offered a perfect opportunity to create a great test, and make it widely available.

San Francisco is a multi-cultural city, where people speak dozens of different languages. City employees like health care providers, building inspectors, or police (to name a few) must be able to provide services in a language the person understands. In turn, the employee receives a pay premium for using his or her language skills on the job. The City must make sure the folks providing these interpretations are highly skilled in the language, so they are tested for quality assurance. In the past, City departments had to wait months for employees to get bilingual certification because the testing was cumbersome. That’s where Kakar stepped in. She worked with Recruitment and Assessment Services Director John Kraus to develop an online exam that employees can request to take at any time. Now City departments can be sure that bilingual employees have the necessary skills to reach San Francisco’s multi-cultural community.

“It’s great to work in a place where I can use my skills to help others,” says Kakar. That pretty much says it all.

3 IMPROVE OPPORTUNITIES FOR EMPLOYEE WELL-BEING, SATISFACTION AND ENGAGEMENT

City Lactation Policy

The Equal Employment Opportunity Division implemented the Lactation in the Workplace Policy in October 2016, following introduction of the Lactation in the Workplace Ordinance in May 2016. DHR presented the policy to human resources professionals and City employees at the September 2016 human resources professionals meeting and the Babies, Bonding, and Benefits Brown Bag sessions. Consistent with the ordinance, DHR created and posted a lactation accommodation request form, informational materials on lactation, and a list of all lactation spaces in City buildings to the DHR website. The Equal Employment Opportunity Division also consulted with Supervisor Tang's office on a similar citywide ordinance for private employers.

Telecommuting Policy and Program

DHR rolled out the updated Telecommuting Policy and Program citywide in February 2017. The updated program is the result of six months of intensive policy analysis and problem solving with a working group of nine department representatives and labor partners. The new policy and program gives departments the flexibility to define telecommute parameters and approval processes, while keeping the original concepts intact. DHR posted a telecommuting page on its website, which included two eLearning modules to train employees and supervisors on the telecommuting program.

The program is available to approximately 10,000 City employees (1/3 of the City workforce) and is expected to enhance employee satisfaction and reduce the City's carbon footprint. DHR implemented telecommuting internally and had 75 employees on regular or occasional telecommute agreements at the end of the fiscal year.

Workplace Bullying

Workforce Development created an eLearning module for SEIU Local 1021 focusing on workplace bullying. This program is intended to give employees and supervisors an overview of the issues surrounding bullying in the workplace. It presents information on what bullying in the workplace looks like, and how to differentiate it from harassment. Personal stories highlight the issues at hand, and present solutions to potential problems. The online training module rolled out in December 2017.

Workers' Compensation "Carve-Out"

The Workers' Compensation Division completed its evaluation of the benefits of entering into a workers' compensation "carve-out" for three public safety units. A "carve-out" allows unions and employers to resolve injury and illness claims outside the often-adversarial court system. Carve-outs are designed to streamline the delivery of benefits to employees, improve employee satisfaction through the use of an ombudsperson (or appointed advocate) to help employees navigate the complexities of filing and resolving a work-injury claim, and provide cost-savings to the City. Following the evaluation, DHR started negotiations on a carve-out with the largest public safety unions.

4.72/5 RATING

City departments rated their workers' compensation claims team favorably across a number of measures in the annual customer satisfaction survey. On a scale of 1-5, with 5 being most favorable, the in-house claims operation received a score of 4.72 across all measures of satisfaction, including quality of service and timeliness of response.

2,955 NEW CLAIMS HANDLED

The Workers' Compensation Division successfully resolved prior claims resulting in a closing ratio of 101.1%.



“In recognition of your compassionate and your expeditious provision of workers’ compensation benefits for Police Officers with cancer conditions. Your dedication to the men and women of the San Francisco Police Department is immensely appreciated.”

Peggy was also presented with the San Francisco Police Officers Association (SFPOA) Board of Directors award on April 12, 2017. Then SFPOA President Marty Halloran presented the award.

Improved Healthcare Delivery for Work-Related Injuries and Illnesses

The Workers’ Compensation Division developed and piloted a medical treatment pre-authorization program called “Fast Track” in the fall of 2016. The Fast Track program allows the City’s network occupational health clinics, including Kaiser, St. Francis, California Pacific Medical Group, and St. Mary’s Airport Clinic, to deliver care without delay for a host of commonly-required treatments for the first 90 days of the claim. This also eliminates paperwork and frees adjusters from the time-consuming task of authorizing individual treatment plans. The program was so successful that the division extended the preauthorized services from 90 to 180 days of the claim.

Important service providers were added to the City’s Medical Provider Network to improve the diagnosis and treatment of occupational cancer claims for public safety officers, and a host of coordinated services to quickly respond to traumatic brain injuries. To further improve the quality of medical care, DHR contracted with EK Health to work hand-in-hand with the City’s medical providers and the claims teams. EK Health experts work to ensure that medical treatment services are timely, appropriate, and consistent with evidence-based medical treatment guidelines.

Workers’ Compensation Director Peggy Sugarman was recognized for the division’s excellent care for public safety officers. In 2017, Peggy brought NantHealth, a provider of cutting-edge cancer diagnostics and care, into the City’s Medical Provider Network. The availability of these services to public safety officers who have occupationally related cancers can improve outcomes by ensuring that tumors are properly diagnosed to specifically target the most effective therapies. Both Police & Fire unions have honored Peggy for these efforts.

Peggy was awarded the White Helmet honor at the San Francisco Firefighters’ Cancer Prevention Foundation Gala on March 4, 2017. The White Helmet is the highest honor that can be bestowed on a civilian by the SF Firefighters. The theme is “Not all heroes wear helmets.” Peggy was honored for expediting treatment and providing specialty medical care to firefighters diagnosed with occupational cancer.

4 CHAMPION DIVERSITY, FAIRNESS AND EQUITY



RECRUITMENT WORKS!

There are 250 ACE applicants available for placements in 89 entry-level job classes.

Access to City Employment (ACE Program)

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, educates stakeholders about the program, and recruits candidates.

DHR's ACE recruiter continued and expanded communications with over 200 community stakeholders and sent weekly job information to over 1,200 members in the disability community. Through these efforts, there are now 250 applicants vetted and qualified for 89 entry-level job classes in the City. An additional 615 have applied and DHR is determining if they meet the minimum qualifications for the job classes in which they applied. The ACE recruiter met with individuals from 15 City departments to inform them about the ACE program and its benefits. During this fiscal year, there have been seven ACE placements.

DHR has begun a pilot program for placing applicants with disabilities in temporary positions as well.

Custodian Training

Workforce Development's Instructional Designers and Learning and Development experts created the Harassment and Biases Training for Custodial Workers. This program, which will be presented both online and in person, brings attention to the problem of harassment and discrimination among custodial and porter staff. The training addresses real life situations, and gives step-by-step instructions about how to report incidents when they happen, as well as rights of employees and responsibilities of supervisors.

Enhancing Skill Level of Equal Employment Opportunity Professionals

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

Policy on Family and Romantic Relationships at Work

DHR partnered with the Civil Service Commission and 10 other City departments to clarify and strengthen City regulations prohibiting nepotism and favoritism in employment. The update describes to whom the policy applies, details the relationships covered, and explains the reporting requirements for City employees. The team also developed guidance materials to help departments resolve employment situations that violate the policy. The Civil Service Commission adopted the policy in February 2017, and enforcement began on July 1, 2017.



Online Harassment Prevention Training

California law requires the City to provide harassment prevention training to all managers. DHR developed a new online Harassment Prevention Training that was launched in November 2017. The training helps managers 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.

7,000 EMPLOYEES

7,000 employees completed Harassment Prevention Training by December 31, 2017.

The course includes new scenarios modeled after real complaints, and tips on current issues, including political affiliation, harassment, and gender transition. It also includes additional content for employees who finish the course in less than two hours. Supervisors and managers must take the training every two years. This year was a compliance year; meaning over 7,000 employees took it by December 31, 2017. Some departments, including DHR, required all employees to complete the training.

When the #MeToo movement¹ exploded into public discourse in late 2017, DHR saw a rise in the number of citywide harassment reports. This was an important moment to recognize the robust reporting and intervention processes the City has in place. Employees are able to report harassment to any manager or supervisor in the City, who must immediately report the complaint to their department personnel officer, equal employment opportunity manager or DHR.

There is also a DHR Equal Employment Opportunity Helpline, which employees can call for information about EEO policies and procedures or to make a complaint. DHR can also implement immediate measures to support employees who experience sexual harassment in the workplace while an investigation is ongoing. The City takes harassment very seriously and seeks to create a workplace where employees feel comfortable reporting problems. The Department of Human Resources EEO Helpline is (415) 557-4900 or (415) 557-4810 (TTY).

Compensation Policy Assessment

The Classification and Compensation Division continued to implement provisions of the Fair Pay Act, amended in FY 15/16, to ensure the City provides equal pay for work of equal value regardless of gender or race. This included reiterating to departments the importance of assessing internal equity when making new appointments with current incumbents. The Management Classification and Compensation Plan (MCCP) Program and the Local 21 Extended Range Program now both require departments to consider internal equity when setting salaries.

¹ The #MeToo movement revealed rampant sexual harassment in the media, entertainment, and political sectors.



935 PARTICIPANTS

Delivered 59 “Creating an Inclusive Environment” workshops, reaching 935 participants.

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 has created and launched 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.

The first step was to deliver instructor-led, one-day workshops entitled “Creating an Inclusive Environment.” By the end of the fiscal year, over 1,050 City staff attended the workshop. This figure includes 455 members of the Police Department and nine other City departments. DHR also conducted two train-the-trainer sessions for 38 City learning and development staff to enable them to deliver the instructor-led workshop in their respective departments.

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 eLearning modules. This training provides employees with an overview of what implicit bias is and an awareness of how it manifests in each of us. The eLearning implicit bias module was rolled out in June 2017.



DANTE KING

“I see people being challenged and embracing the training with open arms. Their consciousness is being elevated.”

Much of Dante King’s adult life has been spent tackling issues of equity, diversity and inclusion in our world: King majored in ethnic studies in college and focused on racial equity training in graduate school. Now, as Workforce Development’s Manager of eLearning, Learning and Organizational Development, King leads DHR’s Implicit Bias Program.

When asked what drives his work, King says, “I feel like I was put in this life to enhance humanity, to give something enlightening and inspirational. I am driven to find avenues through which I can do that.”

Based on the wild success of his Implicit Bias Program, it’s clear that King has found a way to enlighten and inspire his colleagues. When he joined DHR in 2015, King immediately took the opportunity to develop Workforce Development’s implicit bias workshop, entitled “Creating an Inclusive Environment.” In the workshop, he shares his expertise in the areas of equity, diversity, and inclusion to create an environment in which City employees can be honest and open-minded about their thoughts about, and treatment of others.

Having trained nearly 1,000 individuals in about 60 workshops, the results are speaking for themselves. “Great information for people from all different cultures and jobs,” said one workshop participant. “This helps us be better communicators and people.”

Dante gets confirmation he’s fulfilling his own purpose when he sees change in others, “I see people being challenged and embracing the training with open arms. Their consciousness is being elevated.”

5 DESIGN AND IMPLEMENT EFFICIENT AND ENHANCED USER-FRIENDLY HIRING PRACTICES



-78% DECREASE IN TIME TO HIRE

TechHire's FlexSelect program showed a 78% decrease in hiring time for technologists in the IT engineering series.

50 PERMANENT HIRES

50 Permanent Civil Service hires were made through the FlexSelect Program.

2017 NCCIPMA AWARD

The Northern California Chapter of the International Public Management Association - Human Resources (NCCIPMA-HR) recognized DHR for TechHire's FlexSelect program with the 2017 NCCIPMA-HR Agency Award for Excellence. The award recognizes programs that exceed expectations and go beyond the normal standards of a good government human resources program.

TechHire

TechHire created efficiencies in the hiring process for information technologists, helping the City build the technology workforce it needs in the 21st century. Developed in FY15/16, TechHire took a big step forward with the rollout of FlexSelect in October 2016. FlexSelect is an agile mode for hiring technologists in permanent civil service (PCS) positions.

FlexSelect brings in technologists in four specialty areas: applications, network, security, and systems. Data collected from the first year of the FlexSelect program show a 78% decrease in hiring time for technologists in the IT engineering series. By the end of the fiscal year, the City received 1,700 applications through FlexSelect and 50 PCS hires were made.

The Selection and Hiring Resources Division is responsible for maintaining all aspects of the program from exam development to refreshing the list.

SF Civic Tech, the website for FlexSelect, is used to post job announcements and clearly explain the application process to candidates.

TechHire also delivered Expert Tech, a program that enables departments to quickly hire technology experts in Category 12 exempt positions. Category 12 allows for broad classifications, salary ranges and minimum qualifications, and has no limitation on duration. This year, DHR trained departments in hiring technology experts using Category 12. There are currently 29 City employees who were hired using the Expert Tech program.



ANNA BIASBAS

“I wanted to help hiring managers understand the system, so I could meet their needs and protect them.”

Anna Biasbas finds her purpose in improving the hiring process. Having started her career as a 1202 Junior Personnel Clerk 20 years ago, Anna brings an encyclopedic knowledge of civil service rules and a keen sense of process improvement to her role at DHR. DHR’s new Selection and Hiring Resources Division covers the hiring process for non-safety employees from start to finish. As the division director, Biasbas has the right stuff to lead the changes needed to bring that process into the 21st century.

Like many employees, Biasbas didn’t start off thinking of the City as her career. “For the first few years it was just a job,” she says. But when she became a 1241 Human Resources Analyst she saw the complexity of the system and developed a vision for the role she could play. “I wanted to learn it from front to back,” she says. “I wanted to help hiring managers understand the system, so I could meet their needs and protect them.”

Now, as a top manager, Anna’s attention to quality service comes out in her vision for Selection and Hiring Resources. Eventually she wants the division to be a one-stop-shop for applicants and candidates, “They should be able to call anyone in the division, regardless of their specialty area, and get answers to all their questions about the merit system,” she says.

In addition to educating her staff and City departments, what gets Biasbas going is taking on new challenges, “I still see how things can improve, and no matter how hard it is, it’s what gets me excited every day. If there’s a way to make things better—like with the Hiring Modernization Project—I want to be a part of that.”

6 PARTNER WITH OTHERS TO IDENTIFY AND SOLVE PROBLEMS

Medical Leave Management Consulting and Training

As the environment for leave management grows increasingly complex, training first-line managers and supervisors is critical to making sure City policies and practices conform to the laws. To meet this need DHR now offers a new training for managers and supervisors on best practices to manage attendance. The training highlights collaboration across divisions as a key strategy for managing leave programs. Removing communication barriers between department divisions creates efficiencies in processing and tracking leaves. Human resources professionals can deliver the training to reinforce available online training resources offered by DHR.



Leave Management Program staff also consulted with 20 City departments on complex medical leave cases or leave-related litigation/arbitration. By working directly with department personnel, the program helps departments evaluate leave histories, current policies and processes, and strategize on the best approach. Consultations facilitated early return to work for approximately 75 employees recovering from industrial and non-industrial disability, and identified 15 candidates for medical separation. The Leave Management Program offers departments an opportunity to partner with absence management professionals to get through complex medical leave entitlements while ensuring compliance and promoting productivity.

Wage Setting Formula

Through the 2017 labor negotiations, the City changed the wage setting process so that all compensation rates are calculated in the same way. The City now calculates compensation rates by rounding increases in bi-weekly salary to the nearest whole number. The change replaces the archaic process of using a salary grade table with five percent increments, which sometimes made it difficult to administer when a negotiated increase did not equal five percent. The change not only provides compensation closest to actual wage increases, but also increases the ease of calculating wage rates for employees and human resources personnel.

1,100+ PAY RATES SET

1,100+ pay rates set by Class & Comp. Including implementation of general wage increases, market increases, and wage linkages.

Departmental Consulting and Training

Workforce Development'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 14 City departments to deliver 27 targeted projects in FY 16/17.

Projects included: 5 Behaviors of a Cohesive Team, 5 Choices for Extraordinary Productivity, Coaching for Execution, Customer-Focused Communication, DiSC for Teams, Facilitation Skills, The Performance Plan, The Performance Appraisal, Practice Makes Perfect, and Project Management Essentials. DHR's supervisory program, 24-PLUS for Supervisors and Managers, continues to provide basic and advanced supervisory skills to City supervisors and managers. This program is a blended learning approach in which participants complete eLearning modules and then attend an instructor-led session to reinforce the learning. This year 300 individuals completed this program.



36 UNIONS

Labor agreements for 36 unions, representing 22,000 employees, were extended for an additional two years.

132 RESOLUTIONS

28 arbitrations resolved. 104 grievances resolved.

8,250 APPLICATIONS

The Public Safety Team reviewed over 8,250 public safety applications

Labor Negotiations

The Employee Relations Division reached agreements with 36 unions, representing 22,000 employees, whose contracts were set to expire June 30, 2017. These agreements extended the 2014-2017 collective bargaining agreements for two years through June 2019. They also provided employees with a three percent cost of living increase in each of these two years. In an effort to continue fostering effective and respectful partnerships with the City's labor partners, Employee Relations formalized Joint Labor Management Committees (JLMC) with 10 unions.

DHR also negotiated contracts with three other unions this year including:

1. One-year contract (2016-2017) with SEIU RNs;
2. Three-year contract (2016-2019) with Teamsters Supervising RNs; and
3. Four-year contract (2017-2021) with Committee of Interns and Residents (CIR).

Finally, the Employee Relations Division began preparation for 2018 bargaining with the unions representing police, firefighters and physicians.

Partnering with Consultant Firms

The Public Safety Team partnered with several consultant firms to develop and administer police and fire promotional exams. These partnerships helped the City utilize best practices in public safety employee selection, to ensure the safety of future generations.

The Public Safety Team also issued a Request for Qualifications (RFQ) to update the list of consultants DHR can collaborate with on future public safety selection projects. This list will create efficiencies in the selection of consultants because DHR won't face a full request for proposals process for each contract endeavor.



Hiring Modernization Project

It's been three years since the Controller's Office Time to Hire Report revealed it takes, on average, 118 calendar days for the City to hire a new employee. In addition to being time-consuming, the hiring process is difficult for everyone involved to understand.² This presents a significant challenge, especially with the Bay Area's historically low unemployment rates.

If the City wants to hire the best people, it needs to provide a great hiring experience. In last year's annual report DHR highlighted its work with the Department of Public Health, which reduced the time it took to hire a nurse by 80 percent—from nearly seven months to about 40 days. That success set the stage for TechHire, which reduced the time to hire technologists by 78 percent.

These two programs were so successful that DHR began a project that would impact all City jobs. The looming expiration of the contract for the City's applicant tracking and exam system, JobAps, provided an opportunity for a total revamp of the City's hiring.

The Hiring Modernization Project is a collaborative effort to improve hiring citywide. Its success depends on citywide stakeholder engagement. Human resources representatives from 18 departments make up the steering committee and provide guidance on every aspect of the project. DHR hired a team of consultants to facilitate the project, and is also working with the Civil Service Commission to revisit and update rules and policies.

The end of 2017 saw the completion of the first two phases of the Hiring Modernization Project: experience mapping and process refinement. During these phases the team engaged with human resources professionals, hiring managers and candidates to define problems with the current hiring process and come up with possible solutions. The team also prototyped solutions and envisioned an ideal candidate experience, providing the context for selection of software and systems. The third stage of the project is a request for proposals (RFP). Before issuing the RFP(s) the team will publish a request for information (RFI) to begin a conversation with potential vendors about project objectives. The RFI responses will inform the subsequent RFP(s).

At the core of the Hiring Modernization Project is the understanding that change is the only constant in life. Some changes come slowly over a period of time and others are lightning fast, particularly when it comes to technology and its potential to improve processes. As technological and labor market changes are continuous, so are DHR's efforts to improve City hiring. The Hiring Modernization Project will not be over with one finite redesign of City hiring. Rather, DHR follows this mantra: "Collaborate. Modernize. Hire. Repeat."

² City and County of San Francisco Office of the Controller. "How Long Does it Take to Hire in the City and County of San Francisco." April 15, 2015.

CONCLUSION

The rich tapestry of culture, nature, and ideas we enjoy in San Francisco is sustained by our commitment to a quality way of life. Our family of 30,000 City employees comes to work every day with a sense of purpose, knowing they play a vital role in making San Francisco what it is today, and in shaping its future.

The stories of Anna Biasbas, Dante King, and Dr. Urszula Kakar illustrate how DHR employees embrace their roles, and the sense of purpose they have at work. DHR's 1249 Trainee Program, San Francisco Fellows, and ApprenticeshipSF bring in new employees who are already focused on making a difference. The stories of City technologists posted on the [Civic Tech web page](#) help technologists who could choose to work anywhere see that the City offers something better than stock options: we offer purpose.

DHR's programs and policies, such as the Conviction History Program, merit-based hiring, ACE Program, and Implicit Bias Training help level the playing field so that applicants with the right knowledge, skills, and abilities have a chance to compete for a job and be paid appropriately for it. However, implicit bias can be insidious. The training and de-biasing techniques discussed in the implicit bias section of this report are important elements of an anti-bias protocol, but they are still not enough. As a result, DHR has begun research and analysis on whether de-identifying job applicants could be another valuable component.

That research and analysis has shown that done right, in conjunction with hiring modernization, using systems to de-identify applicants at the points in the process where discrimination is most likely to occur can be our next big step forward. DHR plans to use its hiring systems to disrupt the potential for bias by limiting the opportunities for it to be expressed.

This year has truly been the year of Purpose. In understanding its value to us as human beings, and in showing how that manifests in the work of employees across the City, we've heightened our own sense of its significance. As the world seems more and more focused on keeping people out, DHR is doubling down on its efforts to let more people in ... and that's our purpose.



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