

**San Francisco Department of Public Health  
Human Resource Services**

**SCOPE OF SERVICE  
May 2019**

**Overview of Services:** Human Resource Services is a centralized department of San Francisco Public Health (DPH), providing services in the following functional areas: Operations, Merit and Recruitment Services, Labor Relations, Payroll, Equal Employment Opportunity & Cultural Competency (EEO), People Development Team and Occupational Safety and Health.

**Customers:** DPH Human Resource Services (HR) is responsible for serving all Public Health employees, (i.e. managers, supervisors, line staff etc.) and acts as a liaison with other City agencies such as the Civil Service Commission, the Department of Human Resources (DHR), the Mayor's Office, the Controller's Office, Health Service Systems and the Retirement System, and labor unions. HR is also responsible for responding to requests for assistance and information from the community/public, government and private agencies, as well as our labor unions.

**Hours of Operation and Locations:** Human Resource Services is open Monday through Friday from 8:00 A.M. to 5:00 P.M. The department provides services to DPH managers and employees outside these normal business hours, as needed. DPH HR serves its customers from three locations: Central Office/101 Grove Street, Laguna Honda Hospital (LHH), and Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG).

**Organizational Structure:** Human Resource Services is organized into seven main divisions by functional responsibility: (1) Operations (2) Merit and Recruitment Services (3) Labor Relations (4) Payroll (5) Equal Employment Opportunity and Cultural Competency (6) People Development Team (7) Occupational Safety and Health (OSH). OSH recently joined HR from Finance. In addition to the listed divisions, HR has staff allocated to career coaching, quality assurance and data analytics. These staff, along with the divisions, report to the Human Resources Director, who reports to the Director of Public Health.

**Standards of Practice:** The standards of practice for Human Resource Services is governed by the San Francisco City Charter, Administrative Code, Civil Service Commission Rules, Uniform Guidelines, applicable Memorandum of Understandings, and Department of Human Resources policies and procedures. Additionally, the Occupational Safety and Health Division has the Cal/OSHA regulations, codified into Title 8 of the California Code of Regulations, as a baseline for protecting staff safety and health, and makes use of guidelines from the National Institute for Occupational Safety and Health (NIOSH), the American Conference of Governmental Industrial Hygienists (ACGIH), and other subject matter experts.

**Quality Improvement:** Human Resource Services optimizes staffing resources to improve the quality and delivery of its services by: creating a career coaching program for DPH employees and a new management coaching program for new DPH managers, conducting internal audits, and standardizing HR processes. We currently have a DPH wide lean A3 on Workforce Development focusing on *Developing Our People*. In 2019 Occupational Safety will be focusing on making greater use of staff injury data to direct safety and health activities. In June 2019, HR will engage in a weeklong LEAN Value Stream Mapping to expedite and improve the hiring process.

**Service Components:** The key functions of the seven HR divisions are summarized below. The Human Resources Director and staff also collaborate on the administration of a number of additional programs, including the City's Emergency Preparedness program and various City, DPH and DHR initiatives.

## **OPERATIONS DIVISION**

Karen Hill is the HR Staffing and Lean Director at DPH HR. She directs three HR Operations teams located at ZSFG, LHH, and Central Administration/ 101 Grove. Karen also directs the Merit and Recruitment Services Team.

The Operations teams are managed by Karrie Johnson (ZSFG), Kimberlee Walden (Central Admin), and Eric Benzel (LHH)

### **Key functions:**

- Personnel transactions and HR Information Systems, including position control, job requisitions, new employee processing and onboarding (such as coordination of employment verification, oral authorizations, certifications, medicals, fingerprinting), Disaster Service Worker identification, leaves of absence, additional employment approval, pay premiums review and approval, coordination of specific health/dental benefits, maintenance of official personnel files, performance evaluation tracking, annual Statement of Economic Interest (Form 700) tracking, telecommuting requests review and approval, separations, maintenance of valid licensure and certifications, training and tuition reimbursement, and policies and procedures.
- In-service activities, such as the coordination of criminal history review, DMV pull notice program, unemployment claims, new employee orientations, and subpoenas.
- Maintains official bulletin boards, including vacancy and reassignment opportunities and other required postings.

## **MERIT & RECRUITING SERVICES DIVISION**

Andrea Caporale manages the Merit and Recruitment Services team with direction from Karen Hill.

### **Key functions:**

- Administration of DPH's classification, recruitment and examination plan under a delegation agreement with DHR.
- Conduct recruitments to fill permanent and temporary vacancies. Recruiters focus on increasing and diversifying applicant pools by partnering with hiring managers to promote and increase visibility of positions.
- Develop and administer selection procedures according to Civil Service rules, DHR policies and procedures, and terms of the delegation agreement. Key functions include conducting job analysis, posting job announcements, screening applications, developing and administering exams, and creating/adopting eligible lists.
- Classify new positions, reclassify existing positions and recommend organizational staffing patterns and wage and salary levels.
- Educate and inform managers and employees on Merit System policies and procedures.

- Serve as a consultant in the areas of recruitment, examination and classification to directors/hiring managers, union representatives and others involving matters related to staffing needs and concerns.
- Administer bi-lingual testing for DPH staff and new hires.

### **LABOR RELATIONS DIVISION**

Rhonda Simmons is the Director of Diversity, Inclusion and Employee Relations at DPH HR. Rhonda directs three teams: Labor Relations, EEO Programs, and People Development Team

Labor Relations functions as four sub-teams dedicated to four different DPH divisions. These teams are managed by Louise Brooks Houston (LHH); Richa Aldrich (ZSFG); Don Jeffries (Ambulatory Care and Transitions), and Denise Fisher (PHD and other).

#### **Key Functions:**

- Negotiates and administers Collective Bargaining Agreements (CBA).
- Meets and confers with union representatives.
- Handles the Collective bargaining agreement (CBA) grievance procedure, including arbitrations and hearings.
- Advises managers, supervisors and employees on performance management issues, including but not limited to compliance with City's Employee Handbook, Statement of Incompatible Activities, Code of Conduct, DPH policies and procedures, Harassment Prevention, etc.
- Investigates complaints of employment issues, personnel matters and performance misconduct, including Whistleblower complaints.
- Administers progressive discipline disciplinary process.
- Coordinates responses to Workplace Violence issues.
- Coordinates with managers/supervisors, EEO and Operations to administer medical separations.
- Provides trainings on CBA implementation and interpretation and performance management topics (i.e., Employee Conference Forms, Progressive Discipline, Performance Appraisals, etc.).

## **EQUAL EMPLOYMENT OPPORTUNITY AND CULTURAL COMPETENCY DIVISION**

This division constitutes of EEO Programs and Reasonable Accommodations.

Hallie Albert manages the EEO and Cultural Competency division with direction from Rhonda Simmons.

### **Key functions:**

- Ensures DPH operates in compliance with the Fair Employment and Housing Act (FEHA) – which prohibits workplace discrimination and ensures equal access to the workplace for employees with disabilities.
- Receives, reviews, investigates, and closes complaints of discrimination, harassment, and retaliation filed by DPH employees contractors, submitted or reported directly to DPH EEO (internal complaint) or through state and federal governmental agencies (external complaint).
  - Advise and counsel management
  - Work with City Attorney to address litigation filed pursuant to the FEHA.
- Administers the Reasonable Accommodation process to provide persons with disabilities effective and reasonable workplace accommodations to allow them to perform the essential functions of their position(s).
  - Facilitates the interactive process to identify and manage accommodations for all DPH employees, e.g. modified duty assignments, equipment, reduced or modified schedules, job search etc.
  - Works with Worker’s Compensation and the Leaves Teams to manage long term medical leaves.
  - Works with Labor Relations on medical separations.
- Arranges and ensures proper lactation accommodations for all DPH employees.
- Develops and conducts trainings on EEO issues and the Reasonable Accommodation process for supervisors/ managers and line staff. Consult and provide advice to supervisor/managers on departmental compliance with federal, state and local EEO laws.
- Conducts workforce utilization analysis.

## **PEOPLE DEVELOPMENT TEAM**

The People Development Team (PDT) focuses on keeping DPH workforce informed and updated about various HR policies and procedures through interactive trainings and informational products.

### **Key functions:**

- Provide learning opportunities for employees designed to create, sustain, and retain a viable and competent workforce, and encourage employee self-development and growth.
- Offer Career Coaching and Management Coaching to employees and new managers, respectively.
- Introduce, standardize and sustain workforce pathways initiatives, including internships.

- Develop and disseminate resources designed to educate managers and supervisors on various City human resources processes and procedures.
- Administer the employee engagement survey, and, analyze and disseminate DPH workforce data to division leadership for informed decision-making.

### **PEOPLE AND PAY DIVISION**

Elaine Lee is the People and Pay Administrator at DPH HR.

The People and Pay Division is composed of the Payroll team and HR management of online trainings in the City's SF Learning system.

#### **Key functions: Payroll:**

- Administers DPH's payroll by ensuring that employees' time information is submitted accurately to the Controller's Office. To fulfill this responsibility, team ensures that proper internal controls on payroll processes are established and enforced.
- Processes payroll data for employees and monitors compliance with city, state, and federal tax, wage, and hour regulations. Payroll staff review and enter time records of employees and submit the information to the Controller's Office for processing.
- Ensures relevance, accuracy and consistency of City-wide payroll procedures among department payroll/personnel staff.
- Provides a baseline and acts as a resource for departments to address prior payroll audit findings, including strengthening internal controls, mitigating risks and addressing issues.
- Facilitates timely access to relevant payroll information and procedural changes for department payroll/personnel staff.
- Responds to City and departmental personnel regarding payroll concerns such as pay premiums, overtime eligibility, and other payroll procedural and policy issues.
- Implements negotiated contract language related to pay and benefits.

#### **Key functions: Online Training Management:**

- Manage and facilitate the implementation of online trainings hosted on the City's SF Learning system.
- Assist the designated Learning and Development teams throughout DPH in troubleshooting concerns and facilitating needs that arise related to the system and the monitoring of completion rates, enrollments and other functional responsibilities.
- Create, monitor and ensure compliance for several Citywide online trainings along with online trainings required of all DPH employees.

- Liaison with the Controller's office and the Department of Technology in enhancing the current system, identify and resolve current workflow trouble spots, and plan for future needs.

### **EPIC EHR**

Arlena Winn manages the EPIC EHR project with direction from Karen Hill.  
EPIC EHR project duration: Fall 2017 – Fall 2020.

#### **Key functions:**

- Facilitate the entire hiring life-cycle under Operations and Merit with an expedited one candidate to one analyst approach. Hiring Live-Cycle Phases: Position Approval, Recruitment, Selection, Pre-Employment/ Onboarding, Post-Hire HR Support and Off-Boarding. The team leads Epic labor related efforts with consultation from the DPH Labor Team.
- Lead HR's effort to support the implementation of Epic
- Ensure Epic HR related deliverables are tracked and met.
- Hire the Epic Implementation team responsible for building the Epic system
- Conduct a gap analysis, workflow analysis and workforce readiness for the new system; evaluating the current workforce and assisting in designing the future state workforce model post Epic go-live.
- Facilitate the implementation of the future state workforce model.
- Coordinate across HR functions working with HR leaders, DPH Project Leaders, and consultants, and the City's Department of Human Resources; bridging key stakeholders.
- In collaboration with Labor, communicate with Unions to establish support and acceptance of changes necessary to implement Epic.

### **OCCUPATIONAL SAFETY AND HEALTH**

Edward Ochi manages the OSH team. Ed started in May 2019, replacing the long-time Director, Vickie Wells, who retired in July 2018.

The OSH team is a new addition to HR Services as of April 2019. The Division serves as a resource within DPH on issues related to occupational injury and illness prevention and management.

#### **Key functions:**

- Program Development to comply with Cal/OSHA regulatory mandates including those for injury and illness prevention, hazard communication, bloodborne pathogens and ergonomics.
- Training of staff regarding ergonomics and body mechanics, bloodborne pathogens, respiratory protection, chemical safety, accident investigation and the workers compensation system.

- Workers Compensation Claims Management, working with the City's Division of Workers Compensation and the City's third-party workers compensation Claims administrator, Intercare to see that employees who are injured on the job receive appropriate medical treatment and are returned to work in a timely fashion.
- Workplace Evaluations to assist DPH worksites identify and address potential hazards and unsafe working conditions and to assist with compliance with Cal/OSHA regulations.
- Under work orders and memorandums of understanding the OSH team provides health and safety support to a number of other City and County of San Francisco agencies including the Fire and Police Departments, the Library, Adult Probation, and the San Francisco Unified School District.
- Provide support and consultation to the Department of Human Resources, Division of Worker's Compensation on health and safety issues.

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