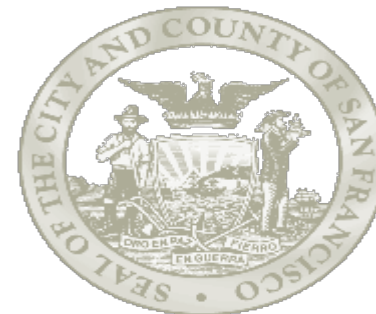


THE CCSF PERSONNEL SYSTEM

HEALTH COMMISSION PRESENTATION JANUARY 7, 2014

Ron Weigelt, Public Health Human Resources Director



San Francisco Department of Public Health

Components of the City's Personnel System

- ***Meyers-Milias-Brown Act (MMBA)*** – State law establishing the right of government employees to unionize and requiring employers to meet and confer with unions over wages, hours and working conditions. The Public Employment Relations Board (PERB) enforces MMBA. The CCSF has Memorandums of Understanding (MOU) labor agreements between the City and its labor unions.
- ***The City and County Charter and San Francisco Municipal Code*** – establishes the authority of various agencies and includes provisions on employment and benefits.
- ***Ordinances*** - including the Annual Appropriation Ordinance, Annual Salary Ordinance (position authority) and the Employee Relations Ordinance (Memorandums of Understanding with unions and other provisions of the MMBA) passed by the Board of Supervisors or voters.
- ***Other state and federal laws*** that govern personnel/employment matters including the Fair Labor Standards Act, California Family Rights Act/Family Medical Leave Act, Workers' Compensation Laws, the Americans with Disabilities Act, and dozens of other laws pertaining to personnel.

Components of the City's Personnel System

- ***The CCSF Department of Human Resources (DHR)*** - issues policies and procedures interpreting and implementing the Civil Service Rules, MOU provisions, etc. The Charter designates DHR as the central personnel department for the CCSF with responsibility for the management and administration of all personnel matters, “including, but not limited to, authority to recruit, select, certify, appoint, train, evaluate, promote career development, classify positions, administer salaries, administer employee discipline, discharge, and other personnel activities.” Essentially, DHR implements merit system provisions and Civil Service Commission Rules.
- ***City Departments and Department Heads***: The Administrative Code Section 2A.30 generally outlines a Department Head's responsibility as the “appointing officer” for hiring, disciplining and removing employees of the department as necessary to carry out the mission of the department for which he or she is responsible. Although DHR sets City-wide human resources policies and procedures, many of the City's larger departments (including Public Health) have their own decentralized human resources staff who are responsible for personnel and payroll matters of the department in accordance with DHR's established policies and procedures.

Civil Service Commission

- The Commission was established by the electorate in **1900** in response to widespread corruption. The “Merit System” was created to ensure selection and promotion of employees are conducted in a fair, impartial, competitive manner.
- Five members appointed by the Mayor for six-year terms including at least 2 women. Except for the purpose of inquiry, the Mayor shall deal with the administration of the civil service merit system solely through the Human Resources Director and the Civil Service Commission or their designees. The Mayor shall not dictate, suggest or interfere with the merit system activities of the Civil Service Commission or Human Resources Department

Civil Service Commission

Scott R. Heldfond, President

E. Dennis Normandy, Vice President

Douglas S. Chan, Commissioner

Kate Favetti, Commissioner

Gina Roccanova, Commissioner

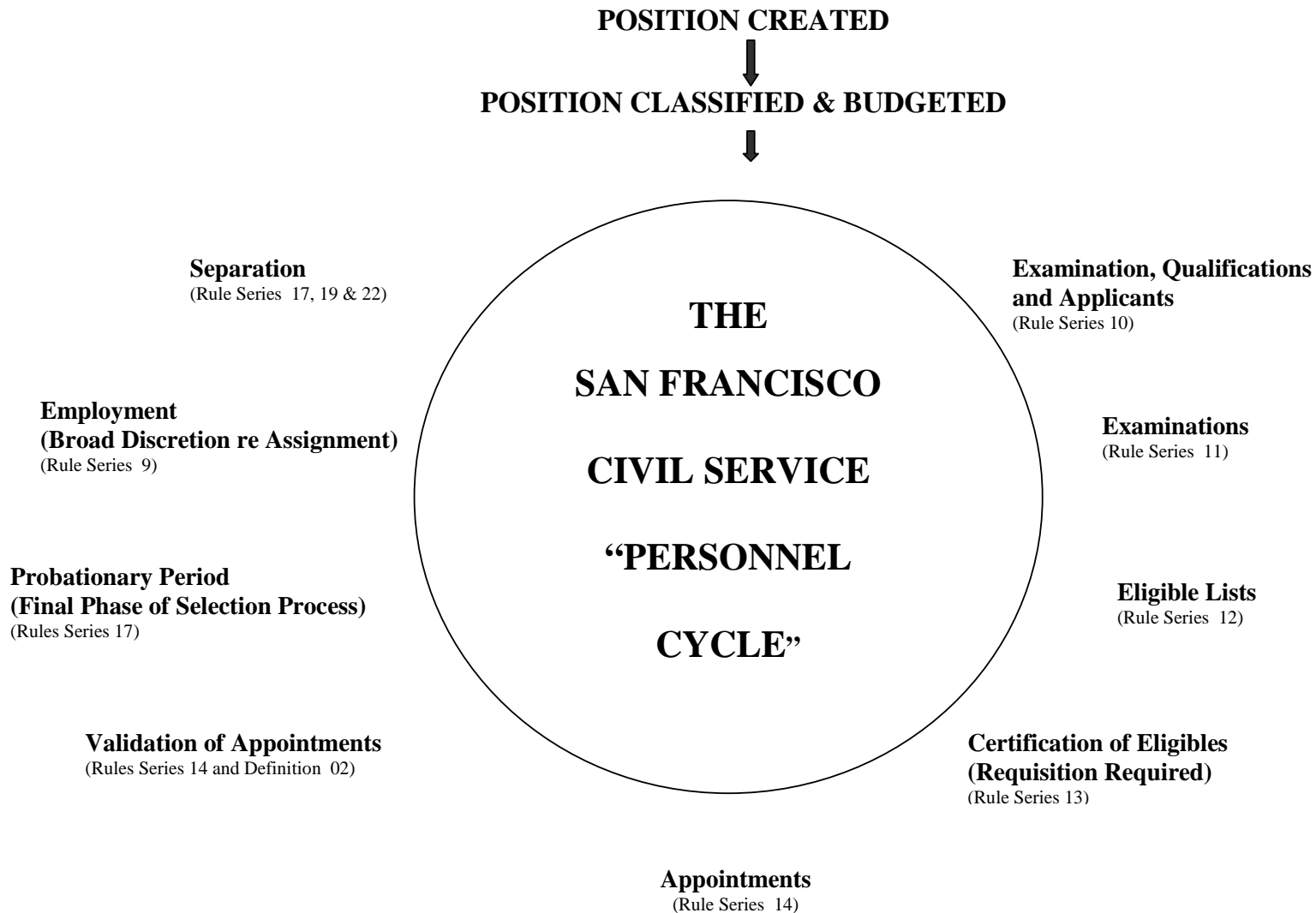
Executive Officer

Jennifer Johnston

The Civil Service Rules – 22 Series, Four Volumes

Civil Service Commission Rules 1996 Edition		Civil Service Commission - Year 2000 Edition Rules			
Rule Number and Title		Volume I Miscellaneous Classes	Volume II Uniformed Ranks of the SFPD	Volume III Uniformed Ranks of the SFFD	Volume IV MTA Service-Critical
	Rules Amendment Guide - Information on Rules changes, deletions and additions	Rule Amendment Control Sheet	Rule Amendment Control Sheet	Rule Amendment Control Sheet	Rule Amendment Control Sheet
Rule 1	Authority and Purpose	Rule 101	Rule 201	Rule 301	Rule 401
Rule 2	Definitions	Rule 102	Rule 202	Rule 302	Rule 402
Rule 3	Equal Employment Opportunity	Rule 103	Rule 203	Rule 303	Rule 403
Rule 4	Administration	Rule 104	Rule 204	Rule 304	Rule 404
Rule 5	Meetings and Hearings of the Commission	Rule 105	Rule 205	Rule 305	Rule 405
Rule 6	TWU Trust Fund	Rule 106	Blank	Blank	Rule 406
Rule 7	Rules Related to the Employee Relations Ordinance	Rule 107	Rule 207	Rule 307	Rule 407
Rule 8	Blank	Blank	Blank	Blank	Blank
Rule 9	Position Classification	Rule 109	Rule 209	Rule 309	Rule 409
Rule 10	Examination Announcements and Applicants	Rule 110	Rule 210	Rule 310	Rule 410
Rule 11	Examinations	Rule 111	Rule 211	Rule 311	Rule 411
Rule 12	Eligible Lists	Rule 112	Rule 212	Rule 312	Rule 412
Rule 13	Certification of Eligibles	Rule 113	Rule 213	Rule 313	Rule 413
Rule 14	Appointments	Rule 114	Rule 214	Rule 314	Rule 414
Rule 15	Rules Related to the Employment of Persons with Disabilities	Rule 115	Rule 215	Rule 315	Rule 415
Rule 16	Medical Examinations	Rule 116	Rule 216	Rule 316	Rule 416
Rule 17	Probationary Period	Rule 117	Rule 217	Rule 317	Rule 417
Rule 18	Conflict of Interest	Rule 118	Rule 218	Rule 318	Rule 418
Rule 19	Resignation	Rule 119	Rule 219	Rule 319	Rule 419
Rule 20	Leaves of Absence	Rule 120	Rule 220	Rule 320	Rule 420
Rule 21	Layoff	Rule 121	Rule 221	Rule 321	Rule 421
Rule 22	Employee Separation Procedures	Rule 122	Rule 222	Rule 322	Rule 422

The Personnel Cycle and the Civil Service Rules



The Personnel Cycle and the Civil Service Rules

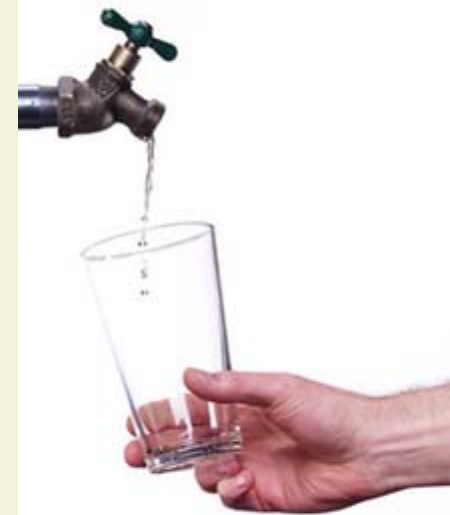
- **Civil Service Rules** – Rules adopted by the Commission governing the merit system including but not limited to detailed procedures on examinations, appointments, status and status rights, probationary periods (but not duration), appeals, classifications, certifications, leaves of absence, fitness for duty, layoffs and dismissals, allegations of discrimination or otherwise prohibited nepotism or favoritism. There are four volumes of rules covering miscellaneous employees. Under the Charter, the Commission is “charged with the duty of providing qualified persons for appointment to the service of the City and County.”
- A separate personnel requisition is required for each permanent position to be filled; group personnel requisitions may only be made for temporary positions, generally as needed or seasonal and exempt from civil service. (Rule 113.9.2) Temporary requisitions are rarely used for civil service appointments.
- The process of referring the names of persons who have standing on the eligible list to a department is called the “Certification of Eligibles” for civil service appointment. Only “reachable” eligibles will be certified (referred) to a department for consideration, as determined by the certification rule specified on the examination announcement.

The Personnel Cycle and the Civil Service Rules

- Selection from Eligible Lists must conform to merit system rules and policies– the selected individual must be an eligible who is reachable (per the Certification Rule); and the department must use uniform, non-discriminatory, merit-based selection procedures that have been documented.
- Unless the union representing the class agrees to an alternate certification rule, the default is Rule of Three Scores for most classes. This means that DHR will certify to the appointing officer the names of the eligibles within the three highest scores for consideration in filling a vacant position.
- Applicant can appeal a decision on examinations or tests, personal service contracts, classifications, etc.
- The Civil Service Commission determines whether the circumstance pertaining to the need to provide services in a particular situation(s) warrants *the use of a personal services contract or contractors in lieu of civil service employees.*



As a result of all of these influences, our process for filling positions is a complex series of steps including Civil Service rules, Union Agreements, and internal practices. Our process is hard to see but always there like the pipes behind the wall.



BY THE NUMBERS

DISTRIBUTION OF EMPLOYEES 2013

7059	Total Employees in Department
18	Unrepresented employees including Health Commission
3863	Service Employees International Union (SEIU) Local 1021 miscellaneous
1140	SEIU Local 1021 Staff – PCS RNs who also have P103 appt.
503	SEIU Local 1021 staff – Only P103 appt.
123	Municipal Executive Association
606	Local 21, International Federation of Professional and Technical Engineers
131	Supervising Nurses
272	Union of American Physicians and Dentists
66	Transport Workers Union Local 250-A
56	International Union of Operating & Stationary Engineers, Local 39
27	Carpenters; Electricians; Local 853, Laborers; Plumbers;
230	SEIU Committee of Interns and Residents
24	Teamsters Local 856

VOLUMES OF WORK

Recent 2303 PCA exam....

FISCAL YEAR 2012 - 2013

July 1, 2013 – Dec 30, 2013

**Applications
received: 728**

**Qualified for exam:
462**

Not qualified: 266

Appealed: 21

**Exam sessions
held: 9**

1,134 NEW HIRES

869 SEPARATIONS

395 RECRUITMENTS

**113 ELIGIBLE LISTS
(DPH)**

**185 EXAM
ANNOUNCEMENTS
(DPH)**

676 NEW HIRES

311 SEPARATIONS

241 RECRUITMENTS

**113 ELIGIBLE LISTS
(DPH)**

**99 EXAM
ANNOUNCEMENTS
(DPH)**



The result of all of these complex and cumbersome rules, regulations, policies, procedures, and processes result in...

MANAGER'S SAYING

Slow requisition processing, 1.5 years in some cases

Ambiguous poorly understood processes

Current status of requisitions difficult to determine

Customer service unreliable, including lack of consistent answers

Applicants not consistently top tier

MANAGER'S WANTING

Reduce wasted time, reduce complexity, standardize process

Clarify and communicate processes

Develop dashboards and metrics for easy status updates

Increase customer service focus, create standardized references

Improve screening processes and recruitment

EXPECTATIONS ARE RISING

- On an individual level, the problem is that many people aren't into the idea of continuous improvement. They've been here for 10 or 15 years – but instead of having 15 years of experience, they really only have one year of experience repeated 15 times.
- Someone who was very competent in yesterday's world may no longer be competent in today's world.
- We tend to get what we expect-both from ourselves and from others. When we expect more, we tend to get more; when we expect less, we tend to get less.
- It's hard to hold someone accountable if they aren't clear as to what the expectations are.

Our Focus going Forward

- The passion for improvement - urgency
- A passion for serving others – customer focus
- Vision and Strategy
- Communication
- Structure and process that enables flow and reduces waste - alignment
- Value stream focus on improvement
- Quality, Speed, Cost
- Measure - Quantify



Value Stream Mapping – Current State