




# CIVIL SERVICE COMMISSION

## CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE  
MAYOR

Date: February 3, 2014

To: Civil Service Commission

From: Jennifer Johnston  
Executive Officer 

Subject: **Mid-Year Status Report on Fiscal Year 2013-14 Service and Performance Goals Covering the Period Ending December 31, 2013**

SCOTT R. HELDFOND  
PRESIDENT

E. DENNIS NORMANDY  
VICE PRESIDENT

DOUGLAS S. CHAN  
COMMISSIONER

KATE FAVETTI  
COMMISSIONER

GINA M. ROCCANOVA  
COMMISSIONER

The following is a summary report of the Civil Service Commission Department's ("Department") activities for the period ending December 31, 2013. Please also refer to the attached chart (Attachment A) detailing the Department's achievements to date on its Fiscal Year 2013-2014 Goals and Objectives as established by the Civil Service Commission ("Commission") during its meeting of June 3, 2013. All of the Department's performance measures for the first half of the fiscal year have either been completed or are in progress, and we are projected to meet or exceed the remainder of our performance measures by the end of the fiscal year.

### Department Administration

The Department's small staff of six (6) employees continues to perform its important duties of carrying out the Commission's mission and Charter-mandated responsibilities. In addition, each staff member has been tasked with documenting the Department's Standard Operating Procedures to ensure transparency and consistency in the Department's operations; to facilitate cross-training; and to identify any outdated or inefficient Departmental practices or procedures that may require revision or streamlining. Department staff is also focused on document retention, management and destruction efforts in accordance with the Department's records retention policies.

Last year the Executive Officer was able to negotiate with the Mayor's Office and Board of Supervisors to not only exempt the Commission from the Mayor's Budget Office directive that all departments reduce their General Fund budgets by 3%, but also to increase to the Department's budget so that all six staff members could be fully funded. Therefore, unlike past years, the Department is no longer operating under a budget deficit. However, the Mayor's Office has again directed all City Departments to propose ongoing budget reductions of 2.5% over the next two fiscal years, with an additional contingency reduction of 1% in Fiscal Year 2015-2016 (for a total of 3.5% over the next two fiscal years). As the Department has already made reductions in its budget for materials, supplies and professional services to the extent possible in the past to address its deficit and Mayoral directives for budget reductions, any further reductions in these categories would affect the Department's ability to provide timely and efficient service to Commission stakeholders.

JENNIFER C. JOHNSTON  
EXECUTIVE OFFICER

Therefore, the Executive Officer will again be seeking to negotiate an exemption from the Mayor's budget reduction requirement, as well as another increase in the Department's budget to offset any increases in labor (salary and benefits) costs over the next two years. We will also be request additional funding to support work orders with the City Attorney's Office and Department of Human Resources for much-needed services.

### **Appeals and Requests for Hearings, Rules, Policies and Administration**

#### *Appeals and Hearings*

The Commission received a total of twenty-seven (27) new appeals and requests for hearings during the first half of this fiscal year (July 1 to December 31, 2013), in addition to the thirty (30) pending appeals that were carried over from the previous fiscal year.

Last year the Commission was able to not only meet, but far exceed its targeted sixty-five percent (65%) appeal resolution goal, due in large part to our focus on expediting the resolution of outstanding appeals and implementing specific deadlines for staff report submissions on new appeals. The Department continues in its efforts to expedite appeal resolution and expects to exceed its goal again this year. We are pleased to report that Commission staff was able to resolve thirty-one (31) (over half) of its total fifty-seven (57) pending appeals by December 31, 2013. We also expect to resolve all appeals filed prior to calendar year 2014 by the end of the fiscal year (with the exception of a few future employment restriction appeals that must be placed on hold pending resolution on the underlying separations through arbitration or litigation), again exceeding our appeal resolution goal.

#### *Rules, Policies and Administration*

The Commission is mandated by Charter to establish Rules, policies and procedures to carry out the merit system provisions of the Charter. The Commission hears merit system appeals on examination matters, personal service contracts, limited compensation matters, future employment restrictions, and actions of the Executive Officer or the Human Resources Director on other matters under their jurisdiction.

Foremost in the Commission's agenda is to modernize and streamline the Civil Service Rules, and to ensure that its policies are likewise reflective of current and best practices. In reviewing any proposed policy change or Rule revision, the Commission carefully considers in public meetings any stakeholder input and the benefits, consequences and impacts of any such proposed change or revision. As of December 31, 2013, the Commission had reviewed and amended three Civil Service Rules: Rule Series 004, Administration; Rule 211, Examinations; and Rule 311, Examinations. In addition, the Commission's updated Policy on Personal Services Contracts ("PSC") was formally issued in October 2013 with the launch of the Citywide PSC database.

The Executive Officer also seeks input from the Commission's stakeholders (including human resources representatives, City supervisors and managers, and labor unions) on possible Rule revisions, policy changes and Adviser subjects for recommendation to the Commission. The Executive Officer continues to convene monthly meetings of the Commission's Committee on Policy and Rules Revision ("COPAR") with City human resources managers to discuss all aspects of the Merit System and departmental procedures, and to identify merit system issues requiring clarification to ensure consistent and accurate application of merit system policies and the Civil Service Rules. COPAR meeting topics during the review period (July 1 to December 31, 2013) included restrictions on future employment, exempt appointments, examinations and applicants for City employment.

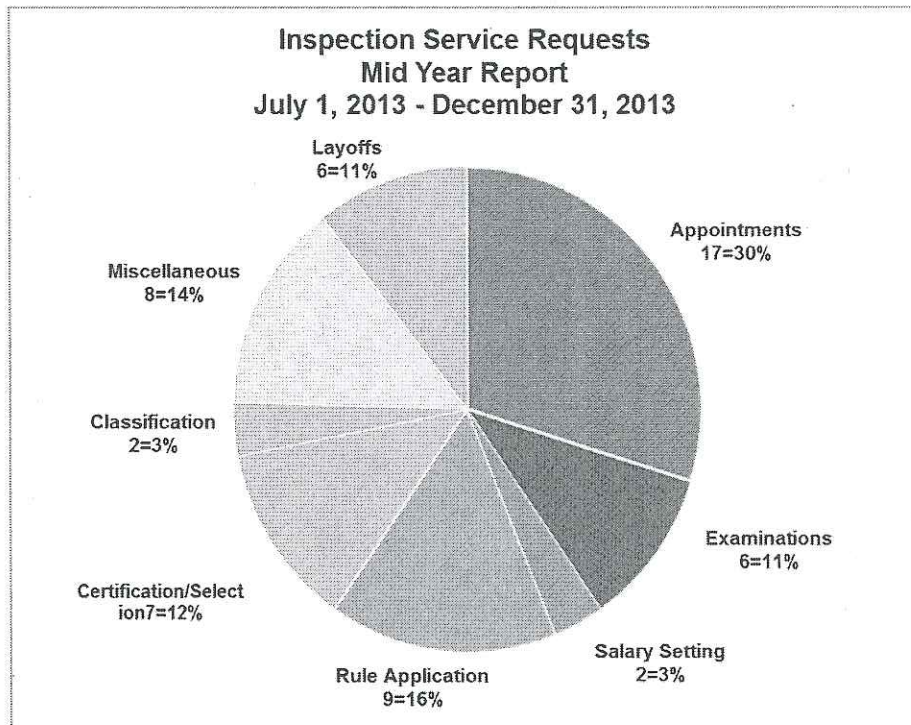
The Executive Officer intends to submit for the Commission's review two policy revisions (exempt appointments and restrictions on future employment) and a Rule amendment (Rule Series 022) this March 2014 based on input from stakeholders.

### **Merit System Review, Inspection Services and Audit**

#### *Inspection Service Requests*

Inspection Service requests generally cover those matters that are not appealable to the Commission but that otherwise involve concerns about the operation of merit system that require an investigation or review. Requests for Inspection Service may be submitted by any interested stakeholder, including employees, departmental representatives, anonymous individuals, members of the public, employee representatives, and job applicants and/or candidates.

The Civil Service Commission received a total of fifty-eight (58) requests for Inspection Service during the review period (July 1 to December 31, 2013). Those Inspection Service requests involved a wide array of merit system issues, including selection procedures, verification of minimum qualifications and employment, application of the Civil Service Rules, eligibility for reappointment, layoffs processes, favoritism in acting assignments and exempt appointments, and Personal Services Contracts. The chart below reflects the categories of requests. Please also refer to Attachment B for the Fiscal Year 2013-2014 Inspection Log as of December 31, 2013.



Commission staff was able to respond to and resolve forty-six (46) (or 79%) of those requests within sixty (60) days, exceeding the Department's target of 75% of Inspection Service Requests in sixty (60) days.

#### *Merit System Audit Service*

Commission staff is scheduled to conduct eight (8) audits during the second half of this fiscal year. The audits will be focused on assessing departments' compliance with Civil Service Rules and Commission policies on the selection and appointment of candidates in Permanent Civil Service, Provisional and Exempt appointments.

**Recommendation:** Adopt the Report.

Attachments (2)

# ATTACHMENT A



# CITY AND COUNTY OF SAN FRANCISCO CIVIL SERVICE COMMISSION

## Update on the Civil Service Commission Department's Achievement of its Fiscal Year 2013-2014 Goals and Objectives as of January 28, 2014

### Goal #1: Increase access to, and utilization of the Civil Service Commission's information and resources.

Objective	Performance Measures	Status of Performance Measures
<p><b>Increase the availability of information about the Civil Service Commission.</b></p>	<p>Continue to ensure that all information on the Civil Service Commission's website is accurate and current.</p> <p>Expand upon the information available on the Civil Service Commission's Facebook page and Twitter feed by winter 2014, and update the information as needed throughout the fiscal year.</p>	<p>Completed/Ongoing. Commission staff continues to regularly update the Commission's website after each meeting, and immediately upon any Civil Service Rule or Commission policy change.</p> <p>Completed/Ongoing. All Commission meeting agendas and minutes are also now posted on the Commission's Facebook and Twitter pages. All prospective Commission Annual Reports and Civil Service Rule changes will also be posted on the accounts.</p>
<p><b>Ensure that information on the Civil Service Commission's website is intuitive and easily accessible.</b></p>	<p>Prepare and/or update informational publications about the Civil Service Commission as needed throughout the fiscal year.</p> <p>Work with the Department of Technology to shift by December 2013 the Commission's website to a new platform that will enable a single, comprehensive word search of the Commission's entire website.</p>	<p>Completed/Ongoing. To date, there has been no need to update or publish formal informational publications about the Commission. However, the Executive Officer has developed numerous informational presentations on the Commission and the merit system for various stakeholders (including City managers and supervisors, human resources representatives, finance/budget personnel and labor organizations).</p> <p>In progress. Unfortunately, the Department of Technology (DT) experienced a number of delays in the procurement process, which has in turn delayed the implementation date of the project. However, DT believes that it will be able to migrate the Commission's website (at no cost to the Commission) to the new web platform in the second quarter of 2014. The web platform will have a</p>

	<p>number of improvements, including an advanced search function.</p>	
<p>Completed/Ongoing. In addition, Commission staff is preparing formal, official pdf versions of the Civil Service Rules for publication on the Commission's website once it is migrated to the new web platform.</p>	<p>Continued to ensure that the Civil Service Rules are in a format conducive to printing (e.g., consistent font and paragraph spacing, review for legibility, etc.).</p>	
<p>Completed/Ongoing. In addition to now posting all staff reports and meeting materials on the Commission's website, Commission staff also now posts all regular department staff reports (e.g., reports on Exempt appointments under the Charter, etc.) on the Commission's website for historical and transparency purposes.</p>	<p>Continue to increase the availability of information and documents under the Civil Service Commission's purview on the Commission's website (e.g., post established policies, publications and relevant historical documents).</p>	<p><b>Increase the availability of information on the Civil Service Commission's website.</b></p>
<p>Completed/Ongoing. Commission staff has been systematically scanning relevant historical documents into its database system, including communications, reports, Commission meeting materials, etc.</p> <p>Completed September 2013 and Ongoing. All Commission staff members been trained on the DocumentMall system—both for scanning, document management and research purposes.</p> <p>Completed/Ongoing. All Commission staff members regularly upload documents each week (a minimum of 500 a week) with the goal of resolving all storage boxes by the end of the fiscal year.</p>	<p>Continue to expand the use of the Commission's web-based document management system ("DocumentMall"):</p> <ul style="list-style-type: none"> <li>o Expand upon the types of documents uploaded into the system (e.g., meeting materials, policies, communications and reports).</li> <li>o Ensure that all Commission staff members are trained on DocumentMall no later than September 2013; and specifically require all Commission staff to use, access and/or upload documents into DocumentMall on a weekly basis beginning in October 2013.</li> <li>o Convert paper reports and other Civil Service Commission documents into digital files on DocumentMall, with the goal of uploading at least 200 pages of documents into the system on a weekly basis from July to October 2013, and 500 pages beginning in September 2013.</li> </ul>	<p><b>Ensure that Commission staff and the Civil Service Commissioners have quick, efficient and easy access to the Commission's historical documents and files for proper record retention purposes and any specific research needs.</b></p>
<p>In Progress. Achieving this goal has required a great deal of legal and historical research. The Executive Officer is working on a draft and expects to have it completed for the City Attorney's Office review by April 2014.</p>	<p>Update the Commission's records retention policy no later than December 2013.</p>	

	<p>Undertake a systematic review of all Commission hard copy documents and files—purge all duplicative/unnecessary hard copy documents (either through proper destruction procedures, or by sending them to storage at the San Francisco Public Library) and upload all relevant historical documents and files into the system.</p> <ul style="list-style-type: none"> <li>o Prior to adoption of the updated policy, Commission staff will review and resolve an average of one box of documents/files each week.</li> <li>o Once the policy is updated policy is adopted, Commission staff will review and resolve no less than two boxes of documents/files each week.</li> </ul>	<p>Completed/Ongoing. Commission staff has been systematically scanning, purging (when appropriate) and/or preparing for storage at the Library, all relevant historical documents; including communications, reports, Commission meeting materials, etc.</p>
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**Goal #2: Create greater transparency and efficiencies in the Civil Service Commission's procedures and communications.**

Objective	Performance Measures	
<p><b>Improve communications with appellants so that they understand the Civil Service Commission's Rules, policies and meeting procedures.</b></p>	<p>Update the Commission's appeal and meeting procedures in fall 2013 to reflect improvements implemented in Fiscal Year 2012-2013 and to include information on meeting procedures for peace officer appeals.</p>	<p>Completed/In Progress. The Executive Officer updated the policies on appeals of peace officers and EEO complaints, and submitted them to the City Attorney's Office for review in early December 2013. The Executive Officer expects to finalize the miscellaneous appeal and meeting procedures by March 2014.</p>
<p><b>Improve communications with departments so that they understand the Civil Service Commission's policies, meeting procedures and expectations with respect to staff reports.</b></p>	<p>By winter 2014, create template staff reports for departmental use, and update the Commission's instructions on staff report content to ensure consistency in, and quality of staff report submissions.</p>	<p>Completed/In Progress. Staff reports are posted online for departments to use as template, and the Executive Officer provides departments with templates of staff reports that the Commission has identified as exceptional, upon request. The Executive Officer has also offered presentations/trainings on how to prepare and improve upon staff reports, and regularly advises departments on staff reports when requested. The Executive Officer is also preparing to provide a</p>



Civil Service Commission's Goals and Objectives for Fiscal Year 2013-2014

<p>training/presentation to Citywide Personal Services Contract ("PSC") Coordinators in March 2014 to ensure that PSC submissions are thorough, comprehensive, accurate and complete.</p> <p>Completed/Ongoing. Notifications and Rule amendments are now also sent via email to all City representatives (unless otherwise specifically requested). We also continue to find ways to expedite and streamline our processes.</p>		
<p>Throughout the fiscal year, seek ways to further expedite and streamline the Commission's communications with its stakeholders, and reduce the Commission's paper consumption and drain on staff resources.</p>	<p>Increase the use of electronic communications with departments and appellants (if requested) in an effort to reduce paper consumption and staff resources, create efficiencies and expedite communications with Commission stakeholders.</p>	<p>Completed in September 2013 (following updates by the Commissioners).</p>
<p>No later than the first meeting in August 2013, finalize the draft Fiscal Year 2012-2013 Annual Report and Year-End Report for the Commission's review and approval.</p> <p>No later than the first meeting in February 2014, report to the Civil Service Commission on the status of the Commission's achievement of its goals and objectives for the first half of Fiscal Year 2013-2014.</p> <p>No later than the second meeting in May 2014, schedule the Civil Service Commission's Strategic Planning Session to establish the Commission's new goals and objectives for Fiscal Year 2014-2015.</p>	<p>Issue all reports regarding Civil Service Commission deliverables and achievements on a timely basis.</p>	<p>Completed (scheduled for review at the Civil Service Commission meeting of February 3, 2014).</p> <p>To be completed in May 2014.</p>
<p>No later than August 2013, complete all Commission staff performance evaluations for the preceding review period concluding on June 30, 2013.</p> <p>No later than August 2013, establish all Commission staff performance plans for the next performance review period (Fiscal Year 2013-2014), and ensure that the plans include deliverables specifically tied to the Civil Service Commission's goals and objectives for Fiscal Year 2013-2014.</p>	<p>Ensure that Commission staff understand and are focused on supporting the Civil Service Commission's mission, goals and objectives.</p>	<p>Completed.</p> <p>Completed. Additionally, Commission staff recently completed their mid-year progress reviews in January 2014.</p>
<p>No later than June 2014, update and document all Commission internal policies and standard operating</p>	<p>Ensure that the Commission's internal</p>	<p>In Progress. This has also been included as a performance measure on each Commission staff</p>

<p>policies and administrative procedures are documented for Commission staff.</p>	<p>procedures to ensure consistency and facilitate cross training.</p>	<p>member's performance plan.</p>
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**Goal #3: Ensure the timely resolution of appeals so that merit system issues are addressed efficiently, effectively and fairly.**

Objective	Performance Measures	
<p><b>Resolve appeals in a timely manner to the extent possible.</b></p>	<p>Process 100% of appeals and requests for hearing within seven (7) days of receipt in Fiscal Year 2013-2014 (i.e., review for jurisdiction and timeliness, record the appeal into the Commission's Pending Appeal Log (PAL) and communication log, send appellants acknowledgement of receipt letters, and notify departments of the appeal and targeted hearing dates). By June 30, 2014, resolve and/or forward to the Civil Service Commission for hearing, at least 70% of the appeals received in Fiscal Year 2013-2014.</p>	<p>Achieved/Ongoing. All appeals and requests for hearing to date have been processed within seven days of receipt.  In Progress. The Commission is not only projected to achieve this goal, but the Department expects to be able to resolve by the end of the fiscal year all appeals filed prior to calendar year 2014 (with the exception of those few future employment restrictions which are pending due to litigation or arbitration on the underlying separations).</p>
<p><b>Monitor appeals and develop strategies to improve the efficiency by which appeals are resolved.</b></p>	<p>By May 2014, evaluate the effectiveness of the new appeals policies procedures established in Fiscal Year 2012-2013 (e.g., staff report deadlines, revised communications to departments, etc.) based on performance measure achievements over the past three fiscal years. By June 30, 2014, implement new, or adjust existing policies and procedures as appropriate for Fiscal Year 2014-2015. Issue the Civil Service Commission's Meeting Schedule and Deadlines for Calendar Year 2014 no later than November 2013 to ensure that departments are aware of staff report submission deadlines.</p>	<p>In Progress. However, as noted above, the Commission continues to exceed its goal to expedite appeals within a reasonable period of time in the interest of efficiency, and fairness to the appellant.  Completed on November 4, 2013.</p>

	Regularly update and monitor the Pending Appeals Log on a biweekly basis, and communicate with departments as appropriate, to ensure that staff reports on appeals are submitted within a reasonable period of time.	Completed/Ongoing.
	Convene monthly meetings with the Department of Human Resources on the status of departments' staff reports.	Completed/Ongoing.
	Obtain advice and guidelines from the City Attorney's Office as needed on legal issues concerning appeals in as far advance as possible to avoid delays and backlogs (e.g., closed session matters, privacy protections, Brown Act requirements, etc.).	Ongoing. The Executive Officer recently submitted to the City Attorney's Office a draft updated policy on peace officer and EEO appeals. The Executive Officer will also soon submit for the City Attorney's Office's review, the Department's updated records retention policy and the Commission's Citywide policy on personnel files.

**Goal #4: Seek ways to address City departments' need for flexibility in personnel management issues while at the same time maintaining the integrity of the City's merit system.**

Objective	Performance Measures	
Work collaboratively with departmental representatives, the Department of Human Resources and City Attorney's staff to establish new or amend current Rules, policies and procedures to address changing needs as appropriate.	Throughout the fiscal year, seek input from operating departments on the effectiveness of the merit system and areas needing improvement.  Convene regular meetings of the Commission's Committee on Policy and Rules Revision (COPAR) throughout the fiscal year to: 1) discuss and vet with departmental human resources representatives any new Rules, policies or procedures, or needed/requested revisions thereto; and 2) seek departmental input on inconsistencies between the Civil Service Rules and current departmental practices, to recommend appropriate action to the Commission (e.g., consider proposing a Rule change, issue an Adviser to clarify Rule requirements, etc.).	Completed/Ongoing. The Department regularly solicits input from departments on merit system issues of concern, including through presentations and trainings and at monthly human resource representatives' meetings.  Completed/Ongoing. COPAR monthly meeting topics during the review period (July 1 to December 31, 2013) included restrictions on future employment, exempt appointments, applicants for City employment.

<p><b>Ensure that the Civil Service Rules, policies and procedures are consistent with current departmental practices and system requirements/capabilities/limitations under the new eMerge PeopleSoft system.</b></p>	<p>Meet with eMerge representatives on a monthly basis with the goal of identifying inconsistencies in existing Rules, policies and procedures resulting from the implementation of the new eMerge system.</p> <p>By no later than June 2014, propose for the Commission's consideration revisions to Commission Rules, policy and procedures as needed to conform to the new eMerge system.</p>	<p>Completed. In fall 2013 eMerge and Commission staff completed their review of the Civil Service Rules and determined that, since the City's terminology and practices remain the same following the implementation of phase one of the new PeopleSoft system, there is no need at this time to update any of the Civil Service Rules.</p> <p>This goal is no longer necessary, as indicated above. The City/Department of Human Resources has not implemented any substantive changes that would require any policy or Rule revisions in this phase of eMerge implementation.</p>
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**Goal #5: Work to ensure that the Civil Service Commission's Rules, policies and procedures are easily understood and known by all stakeholders, consistent with the law, and reflective of current and best practices.**

Objective	Performance Measures
<p><b>Review the Civil Service Rule series and recommend revisions/deletions/additions to the Rules for the Commission's consideration as necessary and appropriate.</b></p>	<p>Review one Civil Service Rule series every other month on average beginning in fall 2013 and recommend revisions/deletions/additions for the Commission's consideration. Revisions will be prioritized as follows:</p> <ol style="list-style-type: none"> <li>1. Rule provisions that conflict with, or that are otherwise inconsistent with the law.</li> <li>2. Rules that are confusing, inconsistent with other departments.</li> <li>3. Rule provisions that would support operational needs.</li> <li>4. Rule provisions that are no longer applicable.</li> <li>5. Revisions that would consolidate or streamline the Rules.</li> <li>6. Typos/clean-up.</li> </ol>
	<p>Ongoing. As of December 31, 2013, the Commission had reviewed and adopted amendments to three Civil Service Rules: Rule Series 004, Administration; Rule 211, Examinations; and Rule 311, Examinations. The Executive Officer intends to submit revisions to streamline and update Rule Series 022, Separations in March 2014.</p>

Civil Service Commission's Goals and Objectives for Fiscal Year 2013-2014

<p><b>Review existing Civil Service Commission policies and recommend revisions to existing policies and procedures, or the creation of new ones, as appropriate.</b></p>	<p>Review at least one existing Civil Service Commission policy every quarter on average beginning in November 2013 and recommend revisions as appropriate for the Commission's consideration. The Executive Officer will also recommend for the Commission's consideration the creation of policies as needed and appropriate on merit system issues for which Civil Service Commission stakeholders require more guidance.</p> <p>The Executive Officer's policy review will be prioritized based on directives from the Civil Service Commission, requests from Commission stakeholders, and the frequency of Inspection Service complaints received on a particular issue.</p>	<p>Ongoing. The Executive Officer intends to submit for the Civil Service Commission's consideration in March 2014, two policy revisions (one on exempt appointments and one on future employment restrictions).</p>
<p><b>Conduct meet and confer negotiations and adopt new and amended Rules, policies and/or procedures.</b></p>	<p>As needed during the fiscal year, conduct meet and confer sessions with the City's labor unions on any new or amended Rules or policies as required under state law.</p>	<p>Completed/Ongoing. The Executive Officer convened meet and confer/informational sessions with the City's labor unions on the three proposed Rule changes indicated above.</p>
<p><b>Conduct best practice reviews of merit system matters in other jurisdictions.</b></p>	<p>Research best practices in the Bay Area and/or comparable jurisdictions (e.g., Los Angeles) upon request of the Civil Service Commission during the fiscal year.</p>	<p>Not applicable, as there have been no such formal requests to date.</p>
<p><b>Provide outreach, training and support to the Civil Service Commission's stakeholders regarding the Civil Service Rules, policies and procedures.</b></p>	<p>Upon request/as needed during the fiscal year, develop and conduct seminars and trainings on the merit system; the Civil Service Rules, policies and procedures; and other matters under the jurisdiction of the Civil Service Commission.</p>	<p>Completed/Ongoing. The Executive Officer has provided presentations/trainings to over 100 people to date (including Citywide supervisors, managers and human resources analysts), and is scheduled to provide provided presentations/trainings on various components of the merit system and common Rule/policy violations, to supervisors/managers at DPH and the Controller's Office, as well as members of MEA. The Executive Officer is also scheduled to provide a training on Personal Services Contract (PSC) submissions to City PSC Coordinators.</p>
	<p>Give regular presentations and updates on merit system issues during the Department of Human Resources' HR</p>	<p>Completed/Ongoing. The Executive Officer provides regular presentations on merit system</p>

<p>Managers' meetings.</p>	<p>reminders at DHR's HR analysts' and managers' meetings.</p>
<p>Provide a presentation on the merit system to new human resources analysts on an annual basis.</p>	<p>Completed/Ongoing. The last presentation was on December 17, 2013; and the Executive Officer intends to provide the presentation every six months, with the next presentation in June 2014.</p>
<p>Offer to provide other Commission stakeholders with an overview of the merit system upon request (e.g., union representatives, operational managers, Deputy City Attorneys, etc.).</p>	<p>Completed/Ongoing. The Executive Officer has offered to provide presentations to employees, unions and department representatives (analysts, supervisors and managers) alike.</p>
<p>Seek input from the Commission's stakeholders on common merit system areas of confusion and issue publications on Frequently Asked Questions and develop new Advisers on reoccurring issues as needed during the fiscal year.</p>	<p>Completed/Ongoing. The Executive Officer frequently and regularly asks unions and department representatives (analysts, supervisors and managers) for recommendations on Adviser or policy memoranda topics.</p>
<p>Offer to provide labor representatives with informational articles on the Civil Service Commission for their member newsletters upon request.</p>	<p>Completed/Ongoing. Local 21 and SEIU expressed interest; the Executive Officer expects to have articles prepared with union input by April 2014.</p>

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**Goal #6: Strengthen the Civil Service Commission's ability to meet its Charter mandates and oversee the operation of the merit system.**

Objective	Performance Measures
<p>Review the operation of the merit system in City departments.</p>	<p>Conduct eight departmental audits in Fiscal Year 2013-2014. In the event that Commission staff determines that some department practices conflict with established Rules or policies, issue formal clarifying statements and/or trainings within 60 days so that all departments are aware of and understand applicable merit system requirements.</p>
<p>Resolve/complete within 60 days, 80% of Inspection Service Requests received in Fiscal Year 2013-2014.</p>	<p>In Progress. The audit plan has been completed. This fiscal year's audits will assess compliance of Civil Service Rules and Commission policies applicable to candidate selection and appointment.</p>
	<p>In Progress. As of December 31, 2013, Commission staff completed 79% of Inspection Service reviews within 60 days and expects to exceed its 80% goal by</p>

	<p>the end of the fiscal year. Completed at the Commission meeting of November 18, 2013.</p>
<p><b>Increase the Civil Service Commission's access to information regarding the operation of the merit system.</b></p>	<p>By November 2013, submit for the Commission's review its Calendar of Reports for calendar year 2014 (this details the reports that City departments are required to submit to the Civil Service Commission each year). Include for the Commission's review a list of available canned queries, reports and available information related to merit system matters in the event that the Civil Service Commission wishes to expand upon the information it currently receives from Commission staff and/or City departments (e.g., exempt appointment justifications, personal services contracts, examination plans, etc.). By the end of December 2013, issue the final 2014 Calendar of Reports to departments so that departments are aware of their reporting requirements in advance; and issue an electronic reminder one month prior to each report's due date.</p>
<p><b>Ensure that departments are complying with the Civil Service Commission's request for reports and/or additional information.</b></p>	<p>When applicable, record any conditions, restrictions or reporting requirements that the Civil Service Commission places on a Personal Services Contract (PSC). Utilize a tickler system so that the Commission is able to ensure that departments comply with the Commission's conditions, restrictions or reporting requirements for PSC approvals. When applicable, record and create a "tickler system" for any additional reports that the Commission requests throughout the fiscal year.</p>
<p><b>Complete/coordinate all Charter-mandated wage/benefit surveys requiring Commission certification under the Charter.</b></p>	<p>By November 2013, develop a work plan and schedule for achieving Charter-mandated surveys for the fiscal year. Utilize the "tickler system" for departmental reports established in Fiscal Year 2012-2013 to ensure that Charter-mandated surveys are timely submitted (e.g., Office of Labor Standards and Enforcement prevailing wage survey, and Department of Human Resources survey of nurse</p>
	<p>Completed/Ongoing. The Executive Officer sends reminders out to departments regarding the terms of any conditional approval within one week of a Commission meeting. Commission staff also tracks conditional approvals in the Citywide PSC database, and documents when the conditions have been satisfied. Completed/Ongoing. If applicable, within one week of each Commission meeting, the Executive Officer sends out meeting invitations to ensure any future reporting requirements are on the department representatives' calendars. Completed in November 2013. Completed/Ongoing.</p>

Civil Service Commission's Goals and Objectives for Fiscal Year 2013-2014

<p><b>Ensure that the Civil Service Commission's budget in Fiscal Year 2014-2015 is sufficient so that it can adequately carry out its Charter obligations to oversee the merit system.</b></p>	<p>salaries and benefits).                  No later than May 2014, complete the annual salary adjustments for Elected Officials in accordance with Charter Section A8.409-1-Employees Covered.                  Benefit certification for Elected Officials and Board of Supervisors will also be proposed.                  No later than April 2014, complete the salary survey for the Board of Supervisors in accordance with Charter Section 2.100 Compensation and Salary.                  Negotiate with the Mayor's Office, Controller's Office and Board of Supervisors to maintain the Commission's budget in Fiscal Year 2014-2015 at an adequate level to support its operations.</p>	<p>In Progress/To Be Completed. The Department expects to complete its proposal for the Commission's review and adoption by the Commission meeting of May 19, 2014.                  In Progress/To Be Completed. The Department expects to complete its survey for the Commission's review and adoption by the Commission meeting of May 19, 2014.                  In Progress/To Be Completed. The Executive Officer will submit the Commission's budget to the Mayor's Office for review by the end of February 2014, which will include requests to: 1) exempt the Department from the 3.5% budget reduction amount required by the Mayor's Office; 2) increase the Department's budget to support future projected increases in fringe and salary costs for current staff; and 3) increase the Department's budget to support work orders for much-needed services.</p>
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# ATTACHMENT B

FY 2013-14 Inspection Log

Total of 2013-14 58

Letter or Email 34  
 Phone - Walk In 24  
 Resolved in 60 days 46  
 78%

Code	Received Date	Letter or Email	Phone Walk In	Issue	Job Class	Dept.	Resolution/Remedy	Date Resolved	Days
6	7/3/2013	1	1	Unfairly termed by dept., separated with future employment restrictions; what are his rights?	1406	DPH	Reviewed his documents; explained separation process; He can appeal future employment restrictions with CSC but not termination. SE	7/8/2013	Y
10	7/3/2013	1	1	Lost accreditation; how is his civil service position protected? He is an ADA employee.	1406	CCD	If he is laid off, he would displace the 1406 with the least seniority citywide; must be able to perform the essential functions of the job with or without reasonable accommodations SE	7/8/2013	Y
10	7/3/2013	1	1	Does she have bumping rights if she is laid off?		CCD	If she is in a PCS position, she would bump the employee within the same classification with least seniority citywide; if she does not have higher seniority, she will be placed on holdover roster. SE	7/8/2013	Y
10	7/5/2013	1	1	What is her civil service status?		CCD	SE She is in a PEX position; no civil service status; will not be able to displace or be put on holdover roster; no previous PCS position SE	7/9/2013	Y
10	7/5/2013	1	1	Instead of waiting for layoff, can he transfer?		CCD	He can always apply for a transfer, but he would have to contact departments and apply for the position; it is not a guarantee; City did not indicate there are any layoffs yet. SE	7/8/2013	Y
5	7/8/2013	1	1	Released from PB period but cannot return to SFUSD because he must complete background check again; will he be separated?		DPH	He can reinstate back to previous PCS position; he is not termed but can use vacation pay to receive paycheck. SE	7/10/2013	Y
6	7/11/2013	1	1	How can dept. hire eligible in rank 5 if it is the Rule of Three Scores?	6270		7 vacancies in the dept.; 7 vacancies + Rule of 3 minus 1 means 6 ranks were reachable; 25 eligibles were reachable; dept. required only to notify reachable eligibles and can hire anyone in ranks 1-9. SE	7/12/2013	Y
2	7/11/2013	1	1	Certain applicants were coached and informed of what questions would be on the examination.	7345	SFIA	Multiple Choice question using scantron; no protests received during or after exam; complainant overheard a question being discussed that is common on these exams SE	7/17/2013	Y
9	7/16/2013	1	1	The dept. has approved requisitions and there is an eligible list, but the dept. is selecting favorites not from the eligible list to be put into acting assignments.	9140	MTA	Dept. is not required to select from the eligible list for acting assignments. Acting assignments do not place employees in a new classification; they remain in their old class and dependent on MOU, may receive 5% pay increase. SE	7/16/2013	Y
9	7/16/2013	1	1	Applicant stated that he has submitted a large number of applications and only recently was he interviewed for one vacancy. He wanted to know why he has not been hired for a position.			Lengthy meeting was held with individual and I explained to him that if he was rejected it was because the dept. determined he did not meet the qualifications or submit all required documents. He finally acknowledged that he received communications from dept. informing him of this. - LM	7/16/2013	Y

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10	7/19/2013	1	1	May be laid off; can she transfer to another department?	CCD		She will bump the employee with the least seniority in that class; she can transfer to another department but there must be a vacant position and she would still need to apply for the position; not a guarantee position. SE	7/19/2013	Y
1	8/2/2013	1	1	Employee appointed did not qualify for TEX 1241 position; eligibles not notified; favoritism in hiring for 9706	H.S.A.	9706	Employee met the MQs for the TEX 1241 position; employee met the MQs for the 9706 position - extensive inspection review conducted. SE/LM	12/20/2013	N
1	8/2/2013	1	1	Employee that was appointed to the PCS 1408 class did not meet special condition qualifications.	H.S.A.	1408	Did not meet special condition - corrective action taken. Extensive inspection review conducted. -SE/LM	12/20/2013	N
1	8/12/2013	1	1	TEX 1241 did not meet MQ	H.S.A.	1241	Employee had a baccalaureate degree from accredited college or university and met MQ. SE	8/13/2013	Y
6	8/14/2013	1	1	Why do part time employees need approval for additional employment outside CCSF?	SFPL		Rule 11B.2 requires all employees to complete and obtain approval for additional employment outside of CCSF; explained conflict of interest; transparency SE	8/14/2013	Y
1	8/20/2013	1	1	Alleges that employee appointed to 9704 and 9705 did not meet minimum qualifications.	H.S.A.	9704	Employee met qualifications. Extensive inspection service review conducted. - SE/LM	12/20/2013	N
1	8/20/2013	1	1	Alleges that employee appointed to 9916 and 1402 did not meet minimum qualifications.	H.S.A.	9916	Employee met qualifications. Extensive inspection service review conducted. - SE/LM	12/20/2013	N
1	8/20/2013	1	1	Review of selection procedures for class 9705	H.S.A.	9705	Employees appointed met the qualifications. Extensive inspection service review conducted. - SE/LM	12/20/2013	N
1	8/20/2013	1	1	Alleges that employee appointed to 9705 did not meet minimum qualifications.	H.S.A.	9705	Employee met qualifications. Extensive inspection service review conducted. - SE/LM	12/20/2013	N
1	8/20/2013	1	1	Review of selection procedures for temporary exempt 9702.	H.S.A.	9702	all nine candidates appointed met the qualifications. Extensive inspection service review conducted. - SE/LM	12/20/2013	N
9	8/20/2013	1	1	Received performance appraisal that met expectations so why would dept. release him from his probationary period? Can he appeal?	MTA	7381	Non-disciplinary release from probationary period is not appealable; direct supervisor thought he met expectations; issues regarding trainers communication and training style should be reported to MTA EEO - SE	8/20/2013	Y
6	8/21/2013	1	1	What is the Rule of 3? If an eligible ranked 25 was hired, then an eligible ranked 18 should have been notified.			The 3 highest ranks on the eligible list are reachable; if there is more than 1 vacancy, the number of reachable ranks is equal to the number of vacancies plus 2; if eligibles have refused, waived or been hired, alternate ranks are notified. SE	8/21/2013	Y
7	8/22/2013	1	1	Why they not interview all eligibles ranked 3 who met the desirable qualifications of being bilingual? Eligibles who were not bilingual were hired.	MTA	9132	Depts. are only required to notify all reachable eligibles of the vacancies; not all reachable eligibles are required to be interviewed.; if job required eligibles to be bilingual, it would have been listed as MQ or special condition SE	8/22/2013	Y
1	8/22/2013	1	1	Inquiry regarding the appointment of a Child Support Services employee from a class 1844 to a class 8159 position who does not meet the minimum qualifications required for the 8159.	CSS	8159	Inspection Review conducted. Employee did not meet minimum qualifications, however this was not discovered until after the appointment. The dept. then took corrective action and released the employee. - LM	9/5/2013	Y
1	8/22/2013	1	1	Inquiry regarding the appointment of a Child Support Services employee from a class 1844 to a class 8159 position who does not meet the minimum qualifications required for the 8159.	CSS	8159	Inspection Review conducted. Employee did not meet minimum qualifications, however this was not discovered until after the appointment. The dept. then took corrective action and released the employee. - LM	9/5/2013	Y
6	8/23/2013	1	1	If an officer is separated but rehired within 2 years (reappointed), do they have a new seniority date? Are they at the bottom of the schedule for shift bidding?	SFPD		New seniority date; Rule 214.16.5 When reappointed, the resignee shall enter the service as a new appointee with no rights based on prior service...; new appointment and certification date because the employee was separated, then rehired. Check with department procedures and MOU for shift bidding. SE	8/23/2013	Y
5	8/26/2013	1	1	Are the allegations in the Matier and Ross article about an Airport employee true? What are the Commission's options to address potential merit system violations?	AIR		I investigated the matter with Airport Human Resources and confirmed that the individual is not reachable and will therefore not be selected for the position. - JJ	9/9/2013	Y

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6	8/26/2013	1		Various questions regarding provisional appointments and whether she has bumping rights.	1458	Rent	I researched her employment history and verified that she has been in a Permanent Exempt status and does not have any permanent civil service status rights and therefore, bumping does not apply if she were to be laid off or displaced. Also clarified many other rules and discussed the employment application and selection process. - LM	9/24/2013	Y
6	8/27/2013	1		When was Rule 214.16.5 created? When was rule on Reappointment created?		SFPD	Rule 214.16.5 was created in April 2000 when Vol. II was created; Reappointment Rule 13.03 first adopted in Jan. 1977; Rule regarding reappointment as a new appointee found in 1959 CSC Rules SE	8/27/2013	Y
2	8/30/2013	1		TEX employees performed poorly on 1st exam (PUC) but recently scored unusually high on 2nd exam (AIR); heard them talking about questions on exam before the exam	7345	SFIA	Waiting for complainant to provide additional information; complainant could not provide additional information to support his claim SE	9/30/2013	Y
2	9/16/2013	1		Inquired about closed promotional examinations and the process for requesting them pursuant to Commission policy.	2615	USD	I provided them with the applicable Commission policies and directed them to DHR to request approval. - JJ	9/19/2013	Y
9	9/16/2013	1		Inquired about a PSC previously approved by the Commission and the circumstances of its approval. Also inquired about Commission policies on modifications to existing PSCs.		H.S.A.	I provided them with the requested information and advised them on discussing the matter further with the department.	9/19/2013	Y
1	9/19/2013	1		Electrical Engineer did not meet the MQs for the 5241 position	5241	MTA	Applicant provided education and employment verification and current license; Reachable eligible and competed in selection process SE	11/6/2013	Y
7	9/20/2013	1		can depts. force mgrs. to hire provisionals before reachable eligibles?	1708	DPH	Mgrs. May hire provisionals who are reachable eligibles before interviewing other reachable eligibles on the list. SE	9/20/2013	Y
7	9/23/2013	1		Given different information by HR staff, told he was alternate ranked 9 but the hiring manager told him that he ranked 8	1934	PUC	After the exam, he was ranked 9; after post referral process, he was ranked 8; he is still an alternate. SE	9/23/2013	Y
7	9/23/2013	1		Ranked # 1 on eligible list, interviewed but was not selected/appointed.	4213	ASR	Inspection Review conducted - ASR was compliant in following Commission Rules and DHR's procedures in the appointment and selection process. The candidates appointed were within the applicable certification rule. - LM	10/25/2013	Y
7	9/24/2013	1		Request for inspection service review regarding the selection process for class 1708. Complainant is ranked #3 and questions why someone ranked #5 was appointed.	1708	DPH	Inspection service Findings: 1. Eligible list posted 6/21/2013; 2. Cert rule: Rule of Three Scores ;3. DPH has not started the departmental selection process for its three PCS class 1708 vacancies; 4. Nine eligibles responded to the notice of referral. The complainant has been notified of the findings which are that the department has not made any appointments. This information was satisfactory to the complainant. (as of 11/13/13 the claimant has been appointed to PCS 1708 at DPH) - LM	10/10/2013	Y
7	10/15/2013	1		Meeting held with complainant regarding his application for Class 8226 Museum Guard at FAM. He ranked 3 on the eligible list yet he states candidates were appointed with lower rankings.	8226	FAM	Lengthy meeting was held explaining certification rule and how the number of applicants are certified. The cert rule for this list is Rule of Ten Scores and ranks go to 9. Under this circumstance, all eligibles are certified for consideration. - LM	10/15/2013	Y
6	10/22/2013	1		Her department has not yet requested that the Civil Service Commission grant her PCS status from her TCS appointment of a Redevelopment-Only Priority Eligible List. Although not documented, she believes that she has performed in the position satisfactorily.	1480		Responded explaining that the department is in the performance evaluation process and that there must be documented satisfactory performance prior to requesting a status grant. However, I offered to reach out to the department if she provided me with more information. - JJ	10/23/2013	Y
9	10/21/2013	1		Commissioner Favetti requested that Commission staff conduct an Inspection Service review into the PUC's policies and protocols on accepting and processing resignations. The Inspection Service review is also to include any training provided to managers on that process.		PUC	Review conducted - report submitted to Commissioners - LM	12/20/2013	Y
9	10/21/2013	1		Commissioner Normandy requested that Commission staff conduct an Inspection Service review into the controls and protections on the PUC's timekeeping systems.		PUC	Review conducted - report submitted to Commissioners - LM	12/20/2013	Y
11	10/25/2013	1		Reappointment with four years of separation in accordance with Rule 114.		AIR/ DHR	Explained application of the Rule as it pertains to individuals requesting reappointment in accordance with the Rules. -JJ	10/25/2013	Y

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1	10/25/2013	1	Inquiring as to any limitations that may exist for previous employees with whom the City wishes to contract personal services.	MTA	Explained applicable limitations. -JJ	10/25/2013	Y
6	10/25/2013	1	Requested information regarding the various work rules, policies, etc. that govern safety-sensitive positions/classifications		Provided the requested information and explained the application of the Rules and collective bargaining agreements. -JJ	10/25/2013	Y
2	10/24/2013	1	Concerned about the department's decision to no longer automatically extend the 3630 Librarian Eligible List and her eligibility thereon. Also inquired about the applicable certification rule.	LIB	Responded to her concerns and informed her of her protest and appeal rights. Also, the department extended her eligibility on the list for one more year. JJ	11/13/2013	Y
1	10/29/2013	1	Dept. was conducting selection process for 2 exempt appointments; ex-employee who was rehired did not go through selection process	ASR	Depts. are not required to use civil service selection procedures for exempt appts.; ex-employee resigned from the same position in July and was rehired after interviewing with dept. head in Oct. SE	10/30/2013	Y
2	11/4/2013	1	He is asserting an untimely and unappealable matter regarding the raters for the PCS 2978 examination, and is also asking that the Commission interpret Sunshine Ordinance disclosure requirements.	GSA	Directed him to the Sunshine Ordinance Task Force complaint procedures, explained that the matter is not appealable but that the Commission would undertake an inspection service into the test administration to ensure that it was based on fair, merit-based procedures and criteria. Assigned to SE for review. JJ		
9	11/8/2013	1	Complaint regarding possible physical abuse by a downtown business against a disabled employee.		Referred the matter to the Mayor's Office on Disability and the OLSE, as the issues are outside the Commission's jurisdiction. - JJ	11/12/2013	Y
9	11/19/2013	1	Dept. has not responded to her request to remove disciplinary documentation from many years ago from her employee personnel file; MOU says she must submit request to CSC to have the documents removed; no action or suspension occurred	MTA	MTA responded on 10-28-13 stating they are complying with MOU and removing old disciplinary documents from many years ago. SE	11/19/2013	Y
10	11/19/2013	1	Requested guidance on how to obtain information regarding the reason an individual was rejected during the backgrounding process, and how to file a discrimination complaint based on veteran status.	SFPD	Responded with requested information on the Rules and appeal processes, and provided the requisite forms for complaints. JJ	11/19/2013	Y
7	11/21/2013	1	Appointee was not on the eligible list and not all reachable eligibles were notified	REC	Confirmed that Dept contacted all reachable and alternate ranks up to rank 30; appointee became reachable after no response from reachable ranks, refusals or no show SE		
8	11/22/2013	1	Requested guidance and information regarding the City's classification plan.		Responded with requested information on the Civil Service Rules regarding the classification plan and examination announcements. JJ	11/25/2013	Y
2	11/25/2013	1	Inquired about the examination process and appeal rights regarding background reflections. Also inquired about the background review process at the DEM and other departments.	DEM	Responded with the requested information. -JJ	11/26/2013	Y
1	11/22/2013	1	Inquired as to the rights of TCS employees, and particularly those appointed from Redevelopment Agency-Only Priority Eligible Lists.		Responded with the requested information. -JJ	11/26/2013	Y
1	12/4/2013	1	Appointee was hired off an expired PBT Eligible List from another dept.; others were not informed that the dept. was hiring for this promotional position	MTA	MTA used PBT Eligible List with approval from DHR; Certified Eligible List was extended; all reachable eligibles and alternates up to rank 30 were contacted SE		
8	12/15/2013	1	Current PCS 0923 position mirrors the newly created PEX 0931 position; dept. hired 10 new PEX positions to bypass merit system hiring process	HSS	JJ/SE		
1	12/18/2013	1	He has been referred to several departments from the eligible list but has not been selected; he is seeking information regarding certification rules and the post-referral selection process.		Responded with the requested information. -JJ	12/19/2013	Y
1	12/26/2013	1	On 9139 Transit Supervisor Eligible List but was informed by a mgr that they did not qualify for the position	MTA	SE		