

CIVIL SERVICE COMMISSION

CITY AND COUNTY OF SAN FRANCISCO

EDWIN M. LEE
MAYOR

Date: January 30, 2013

To: Civil Service Commission

From: Jennifer Johnston
Executive Officer

Subject: **Mid-Year Status Report on Fiscal Year 2012-13 Service and Performance Goals Covering the Period Ending December 31, 2012**

KATE FAVETTI
PRESIDENT

SCOTT R. HELDFOND
VICE PRESIDENT

MARY Y. JUNG
COMMISSIONER

E. DENNIS NORMANDY
COMMISSIONER

JENNIFER C. JOHNSTON
EXECUTIVE OFFICER

The following is a summary report of the Civil Service Commission Department's ("Department") activities for the period ending December 31, 2012. Please also refer to the attached detailed chart reflecting the Department's achievements on its Fiscal Year 2012-2013 Goals and Objectives as established by the Civil Service Commission during its meeting of December 17, 2012. All of the Department's performance measures due to date have either been completed and/or are in progress. The Department is also projected to meet the remainder of its performance measures by the targeted completion dates indicated in the attached chart.

Department Administration

Staffing

The Department's small staff of six (6) employees continues to perform their important duties of carrying out the Civil Service Commission's mission. However, the Department's 1203, Personnel Technician (Appeals Coordinator) is retiring, effective February 2, 2013. The Department is working with the Department of Human Resources to update the position description and fill the vacant position as quickly as possible. We hope and expect to be able to backfill the position no later than early spring 2013.

Budget

Although the Department has six actual FTE (full-time equivalent) positions, it is funded at only 5.68 FTE. This has resulted in an automatic deficit in the Department's salary and fringes budget category at the end of each fiscal year over the past several years. The Department has made reductions in its budget for materials, supplies and professional services in the past to address its deficit. Any further reductions in these categories would affect the Department's ability to provide timely and efficient service to employees, other departments, employee organizations, and the public. Therefore, the Executive Officer is working with the Mayor's Office to strategize on additional funding sources to address its ongoing systemic budget deficit. The Executive Officer is also working with the Controller's Office and Mayor's Office to reduce the Department's dependency on its two work orders to ensure that the Department has adequate budget resources in future fiscal years.

Appeals and Requests for Hearings, Rules, Policies and Administration

Appeals and Hearings

The Civil Service Commission received a total of fifty-eight (58) new appeals and requests for hearings during the first half of this fiscal year (July 1 to December 31, 2012), in addition to the forty-six (46) pending appeals that were carried over from the previous fiscal year. We are pleased to report that Commission staff was able to resolve sixty-three (63) (or 61%) of those one hundred and four (104) appeals by December 31, 2012—well above its historic average mid-year resolution rate.

Although the Department has been unable to meet its targeted sixty-five percent (65%) appeal resolution goal (see the second performance measure under the Commission's Goal #3 in the attached chart) over the past several fiscal years, we are projected to meet and possibly exceed our target by the end of this fiscal year due in large part to our focus on expediting the resolution of outstanding appeals (including appeals by, or otherwise implicating, peace officers) and implementing specific deadlines for staff report submissions on new appeals.

Rules, Policies and Administration

The Civil Service 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.

The Executive Officer now convenes the Committee on Policy and Rules Revision ("COPAR") on a monthly basis to discuss all aspects of the Merit System and departmental procedures (see the second performance measure under the Commission's Goal #4 in the attached chart). Topics discussed during COPAR meetings during the review period have included leaves of absence (including long term leaves and administration of the Catastrophic Illness Leave Program), examinations (Rule Series 010 and 011), procedures and policies on Personal Services Contracts, procedures and deadlines for staff report submissions, needed trainings and resources for departments, policies governing post-referral selection processes, and merit system issues requiring clarification to ensure consistent and accurate application of merit system policies and the Civil Service Rules.

The Civil Service Commission also directed the Executive Officer during its meeting of January 7, 2013 to post revisions to Rule Series 010 and 020 for meet and confer (see the Commission's Goal #5 in the attached chart).

Merit System Review, Inspection Services and Audit

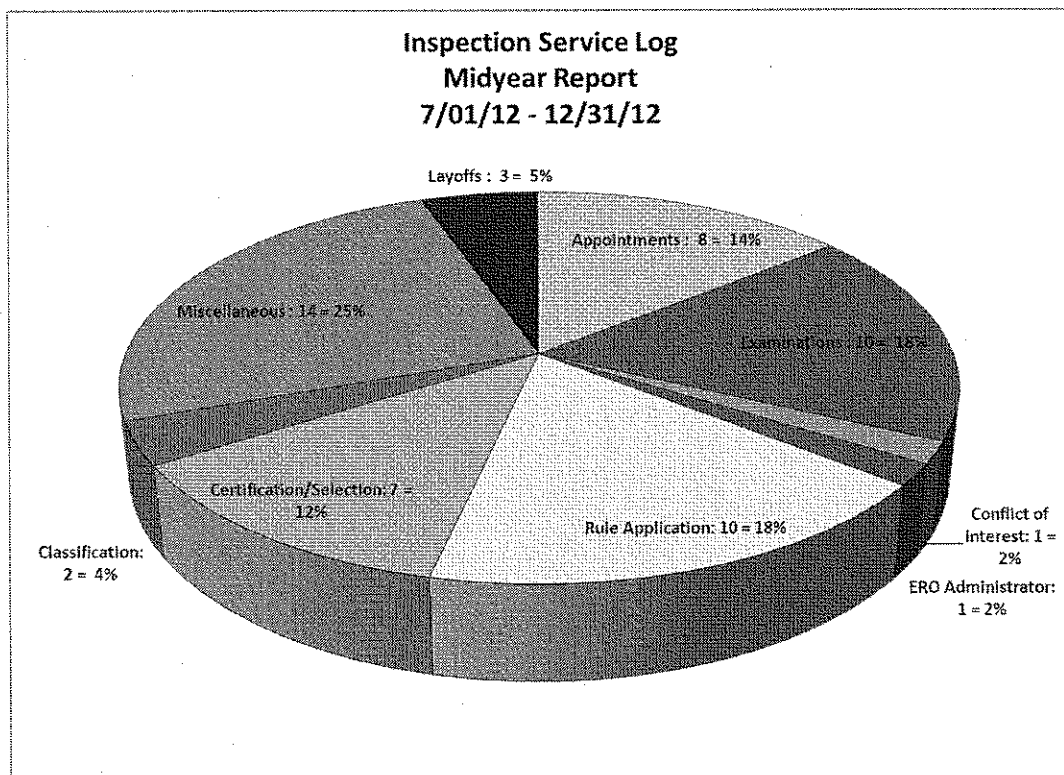
Inspection Service Requests

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, employee representatives, and job applicants and/or candidates.

The Civil Service Commission received a total of fifty-six (56) requests for Inspection Service during the review period (July 1 to December 31, 2012). Commission staff was able to respond to and resolve forty-six (46) (or 84%) of those requests within sixty (60) days. This far exceeded the

Commission's target of 75% of Inspection Service Requests in sixty (60) days (see the second performance measure under the Commission's Goal #6 in the attached chart).

The Inspection Service requests we received involved a wide array of merit system issues, including selection procedures, minimum qualifications, interpreting Rules for employees or eligibles returning from military leave, eligibility for reinstatement or reappointment, personal services contracts, acting assignments, and favoritism in exempt appointments. The chart below reflects the categories of requests. Please also refer to Attachment B for the Fiscal Year 2012-13 Inspection Log as of December 31, 2012.



Merit System Audit Service

Commission staff is scheduled to conduct seven (7) audits during the second half of this fiscal year (see the first performance measure under the Commission's Goal #6). The audits will be focused in general on ensuring that individuals are adequately and appropriately advised of their appeal rights in examinations and discrimination complaints in accordance with Commission policies.

Recommendation: Accept the Report.

Respectfully submitted,

CIVIL SERVICE COMMISSION

JENNIFER JOHNSTON
Executive Officer

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 2012-2013 Goals and Objectives as of January 29, 2013

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

Objective	Performance Measures	Status of Performance Measures
<p>Increase the availability of information about the Civil Service Commission.</p>	<p>By January 2013, ensure that all information on the Civil Service Commission's website is accurate and current.</p> <p>By spring 2013, create a Facebook page for the Civil Service Commission, including historical information about the merit system, the Civil Service Commission and past Commissioners.</p> <p>Prepare and/or update informational publications about the Civil Service Commission as needed throughout the fiscal year.</p> <p>By summer 2013, if resources are available, create a computer kiosk in the Commission's lobby area for members of the public to access information on the merit system electronically.</p>	<p>Completed in late December 2012 (this included updating the Civil Service Commission's timeline and Commissioner biographies).</p> <p>In progress. The Executive Officer is in the process of working with the Department of Technology (DT) to create a Facebook page for the Civil Service Commission consistent with the format of the City's Facebook page.</p> <p>DT is also assisting in the creation of a Twitter account for the Commission so that individuals may receive/have access to updates on important notices, meeting agendas, etc.</p> <p>We expect to complete these projects no later than spring 2013 as scheduled.</p> <p>To date, there has been no need to update or publish informational publications about the Commission. However, Commission staff is working with DT to reorganize and modernize the Civil Service Commission's website so that informational materials and resources are easier to locate. Once the website is built, we will reorganize information about the Commission on the appropriate webpages.</p> <p>In progress. The Commission has successfully secured new computers for all staff at no cost to the Commission, which will thereby enable the dedication of a computer to serve as an</p>

		<p>informational kiosk in the Commission's reception area. The computers are expected to arrive in late January 2013.</p> <p>In progress. Commission staff has been able to correct some formatting errors on the website as a result of specialized training from DT, but continues to grapple with website content. We are working with DT to update the Commission's website so that formatting inconsistencies can be more easily corrected. The Advisers have also been corrected so that they are displayed in their official versions.</p> <p>Completed in early December 2012.</p>
<p>Ensure that information on the Civil Service Commission's website is intuitive and easily accessible.</p>	<p>By February 2013, ensure that the Rules are in a format conducive to printing (e.g., consistent font and paragraph spacing; review for legibility, etc.).</p> <p>By February 2013, ensure that all content on each webpage is word-searchable to the extent possible.</p> <p>By spring 2013, begin reviewing and, as necessary, reorganizing the Commission's website so that its contents are easier to find (e.g., publications, policies and Advisers).</p>	<p>In progress. Some of the website content has been reorganized (e.g., meeting information), but the Commission is limited in how much of the content can be moved or deleted. Commission staff is working with DT to reorganize and modernize the Civil Service Commission's website, with a target completion date no later than spring 2013.</p> <p>In progress (to be completed on January 31st). No later than the Thursday preceding each meeting, the agenda and all non-confidential meeting materials will be posted on the Commission's website under "Meeting Information" (beginning with the Civil Service Commission meeting of February 4, 2013).</p> <p>In progress (to be completed January 31st). All prospective departmental scheduled reports submitted to the Civil Service Commission will be</p>
<p>Increase the availability of information on the Civil Service Commission's website.</p>	<p>Beginning in February 2013, post on the Commission's website all public materials related to an agenda item no later than the Wednesday preceding the meeting at which the item is to be heard (i.e., agenda and staff reports).</p> <p>Beginning in February 2013, create a section on the website that catalogues all prospective departmental reports regarding the status of the merit system (e.g., DHR and/or MTA reports on</p>	<p>In progress (to be completed January 31st). All prospective departmental scheduled reports submitted to the Civil Service Commission will be</p>

<p>posted on the Commission website under "Reports to the Commission" under "Forms and Publications" (beginning with those submitted for the meeting of February 4, 2013). (Note that this section will be moved to another location once the website has been reorganized).</p>	<p>exempt appointments, provisional appointments and Position-Based Tests).</p>	
<p>In progress. Commission staff has posted some additional historical documents on the website, but reorganization of the website will allow for additional informational webpages. Commission staff is working with DT to create additional informational links for the new website map.</p>	<p>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) throughout the fiscal year.</p>	
<p>Completed/In progress. The Commission was able to obtain new PCs with Word 2010 for all staff without increasing the budget request through the City's PC Refresh Program. Additionally, the Commission was able to obtain a new printer without increasing the budget request to replace its antiquated, broken printer. Delivery of the new equipment is expected to take place in late January 2013. Additionally, the Civil Service Commission's server has been virtualized, effective January 28, 2013.</p>	<p>Continue to assess the Commission's technological needs throughout the fiscal year, and obtain needed equipment (printers, laptops, PCs) and software when possible.</p>	<p>Complete and update the Commission's information and technology systems.</p>
<ul style="list-style-type: none"> • In progress. Commission staff is in the process of uploading historical Rules into DocumentMall; once those are uploaded into the system, Commission staff will focus on scanning in other historical documents. • In progress. Commission staff has already begun scanning documents into Document Mall. We expect to meet the goal of 200 scanned pages per week, beginning in February 2013. 	<p>Expand the use of the Commission's web-based document management system ("DocumentMall") as follows:</p> <ul style="list-style-type: none"> o Expand the types of documents uploaded into the system (e.g., meeting materials, policies and reports) throughout the fiscal year. 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 beginning in February 2013. 	

Goal #2: Create greater transparency and efficiencies in the Civil Service Commission's procedures and communications.

Objective	Performance Measures	Status of Performance Measures
<p>Improve communications with appellants so that they understand the Civil Service Commission's Rules, policies and meeting procedures.</p>	<p>By spring 2013, revise template letters to appellants to provide more information regarding the appeals process and meeting procedures, and refer them to the Civil Service Commission's website for additional information and resources.</p> <p>By spring 2013, revise the Commission's appeal form (CSC Form 12) to include more information, and a recommendation that the appellant submit all relevant supporting documentation with their appeal to better inform the Civil Service Commission in making its decision on the issue.</p>	<p>Completed in late January 2013. Acknowledgement letters and meeting notification letters now contain more information on appeals and meeting procedures, and include an offer to transmit the staff report electronically.</p> <p>To be completed by spring 2013.</p>
<p>Improve communications with departments so that they understand the Civil Service Commission's policies, meeting procedures and expectations with respect to staff reports.</p>	<p>By spring 2013, revise template letters to departments to provide more information regarding the appeals process and meeting procedures, and refer them to the Civil Service Commission's website for additional information and resources.</p> <p>By spring 2013, create template staff reports for departmental use, and update the Commission's instructions on staff report content. Create a new section on the Commission's website for stakeholder access to the new resources. This will ensure consistency in, and quality of staff report submissions.</p>	<p>Completed in late January 2013. Letters to departments now include more information about staff reports, meeting procedures and available resources. They also include a specific meeting date and deadline by which staff reports must be submitted to ensure that appeals are resolved in a timely manner.</p> <p>To be completed by spring 2013.</p>
<p>Increase the use of electronic communications with departments and appellants (if requested) in an effort to reduce paper consumption and</p>	<p>By November 2012, increase the use of electronic notifications to department representatives when appropriate (e.g., communications regarding personal services contracts, communications to individuals who are copied recipients, etc.).</p>	<p>Completed in November 2012. All notifications to departments are now sent electronically (unless an original hardcopy is otherwise required).</p>

Update on the Civil Service Commission's Draft Goals and Objectives
Fiscal Year 2012-2013

<p>staff resources, create efficiencies and expedite communications with Commission stakeholders.</p>	<p>By spring 2013, update the Commission's appeal form (CSC Form 12) to allow appellants the option to request that staff reports be sent to them electronically (this will reduce delays due to appellant requests for postponement, and will also allow appellants a greater opportunity to provide a more meaningful rebuttal response).</p>	<p>To be completed by spring 2013. Acknowledgement letters and meeting notification letters have also been revised and now include an offer to transmit the staff report electronically.</p>
<p>Issue all reports regarding Civil Service Commission deliverables and achievements on a timely basis.</p>	<p>In February 2013, 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 2012-2013.</p>	<p>Completed with the submission of this report on January 29, 2013.</p>
	<p>No later than June 30, 2013, schedule the Civil Service Commission Strategic Planning Session in preparation for the establishment of the Commission's new goals and objectives for Fiscal Year 2013-2014.</p>	<p>To be completed in June 2013.</p>
	<p>In June 30, 2012, begin drafting the Annual Report and Year-End Report for Fiscal Year 2012-2013 (with the goal to submit drafts for the Commission's review and approval by the end of July 31, 2013, so that the Fiscal Year 2013-2014 goals and objectives may be established at the beginning of the new fiscal year).</p>	<p>To be completed in June 2013. The target Civil Service Commission meeting date for review and approval of the final documents is August 5, 2013.</p>
<p>Ensure that Commission staff understand and are focused on supporting the Civil Service Commission's mission, goals and objectives.</p>	<p>No later than January 2013, complete all Commission staff performance evaluations for the preceding review period concluding on December 31, 2012.</p>	<p>Completed January 28, 2013.</p>
	<p>No later than January 2013, establish all Commission staff performance plans for next performance review period, and ensure that the plans include deliverables specifically tied to the Civil Service Commission's goals and objectives for Fiscal Year 2012-2013.</p>	<p>Completed/In progress. The performance plans for the next review period have been finalized. The Executive Officer and Assistant Executive Officer are meeting with Commission team members during the week of January 28th to review their performance evaluations for the preceding review period and to</p>

		<p>establish expectations for the next review period. The Executive Officer will transmit her draft performance plan for the Commission President's review on January 30, 2013.</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	Status of Performance Measures
<p>Resolve appeals in a timely manner to the extent possible.</p>	<p>Process 100% of appeals and requests for hearing within seven (7) days of receipt in Fiscal Year 2012-2013 (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).</p> <p>Resolve or forward to the Civil Service Commission for hearing, at least 65% of the pending appeals in Fiscal Year 2012-2013.</p>	<p>Completed/In progress. Commission staff met this goal during the first half of the fiscal year and is projected to meet this goal for the remainder of the fiscal year.</p> <p>In progress. The Commission received a total of fifty-eight (58) new appeals and requests for hearings during the first half of this fiscal year (July 1 to December 31, 2012), in addition to the forty-six (46) pending appeals that were carried over from the previous fiscal year. The Commission was able to resolve sixty-three (63) (or 61%) of those one hundred and four (104) appeals by December 31, 2012. Commission staff is projected to meet its goal of 65% of resolved appeals by the end of this fiscal year.</p>
<p>Monitor appeals and develop strategies to improve the</p>	<p>By May 31, 2013, evaluate the effectiveness of established appeals policies based on performance measure achievements in Fiscal</p>	<p>To be completed in May 2013.</p>

<p>efficiency by which appeals are resolved.</p>	<p>Years 2011-2012 and 2012-2013.</p> <p>By June 30, 2013, identify strategies to expedite the resolution of appeals (e.g., consider establishing specific deadlines for staff report submissions, etc.) for implementation in Fiscal Year 2013-2014 as appropriate.</p>	<p>In progress. Appeal notifications to departments have been revised to now include deadlines for staff report submissions, with a target submission date sixty days from date of receipt. The Executive Officer also meets with the Department of Human Resources' (DHR) Appeals Coordinator on a monthly basis to discuss issues and strategies for expediting old appeals. The Executive Officer also sends departments periodic reminders about appeals (particularly those that are older than six months).</p> <p>Completed on November 5, 2012.</p>
<p>Issue the Civil Service Commission's <u>Meeting Schedule and Deadlines for Calendar Year 2013*</u> in November 2012 to ensure that departments are aware of appeal submission deadlines. [<i>*Revised to clarify the report description.</i>]</p>	<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.</p>	<p>In progress/Ongoing. As indicated above, the Executive Officer regularly communicates with the DHR Appeals Coordinator and department representatives regarding pending appeals.</p>
<p>Convene monthly meetings with the Department of Human Resources on the status of departments' staff reports.</p>	<p>Completed/Ongoing. The Executive Officer meets with the DHR Appeals Coordinator on a monthly basis and regularly discusses pending appeals with her.</p>	<p>Completed/Ongoing. The Executive Officer recently submitted to the City Attorney's Office for review a comprehensive memorandum on internal protocols for meeting procedures on appeals involving peace officers to ensure that the Commission's closed session processes comply with Penal Code protections (e.g.,</p>

	<p>Appeals involving confidential Peace Officer Records (consisting of approximately 15 appeals as of November 2012, many of which are several years old):</p> <ul style="list-style-type: none"> o Beginning in November 2012, expedite and prioritize the backlog of such appeals. o Resolve (schedule and hear) at least half of those appeals by the end of Fiscal Year 2012-2013. 	<p>statements that the President should make before, during and after closed session; protocols for calling peace officer appellants into the closed session; etc.).</p> <ul style="list-style-type: none"> • In progress. Waiver letters were sent to all pending peace officer appellants (and implicated peace officers, as appropriate and necessary) in November and December 2012. The Executive Officer has sought to expedite those peace officer appeals for hearings that were not otherwise administratively resolved. • In progress. We expect to resolve the backlog that was pending as of December 2012 by the end of spring 2013.
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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	Status of Performance Measures
<p>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</p>	<p>Seek input from operating departments on the effectiveness of the merit system and areas needing improvement throughout the fiscal year.</p>	<p>Ongoing. The Executive Officer has requested to regularly speak at the DHR Human Resources Monthly Group Meetings to solicit input from the City's human resources professionals on the merit system, including Rule proposals and issues requiring clarification for the possible creation of new Advisers or policies. The Executive Officer most recently presented at the January 23, 2013 monthly group meeting.</p>

<p>changing needs as appropriate.</p>	<p>Convene monthly meetings of the Committee on Policy and Rules Revision (COPAR) to discuss and vet new Rules, policies or procedures, or needed/requested revisions thereto.</p>	<p>Completed/Ongoing. The Executive Officer convenes meetings with COPAR members each month in order to discuss and review needed Rule revisions and any other merit system matters of concern.</p>
<p>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.</p>	<p>By March 2013, meet with eMerge and Department of Human Resources staff to identify inconsistencies in existing Rules, policies and procedures resulting from the implementation of the new eMerge system.</p> <p>By May 2013, develop a work plan to propose for the Commission's consideration revisions to Commission Rules, policy and procedures as needed to conform with the new PeopleSoft system.</p> <p>Seek departmental input through COPAR throughout the fiscal year on inconsistencies between the Civil Service Rules and current departmental practices, and take action as appropriate (e.g., consider proposing a Rule change, issue an Adviser to clarify Rule requirements, etc.).</p>	<p>To be completed by March 2013. The Executive Officer is in the process of establishing regular meetings with the eMerge Team, with the first meeting scheduled for February 6, 2013.</p> <p>To be completed by May 2013.</p> <p>Completed/Ongoing. The Executive Officer convenes meetings with COPAR members each month in order to discuss and review needed Rule revisions and any other merit system matters of concern.</p>

Goal #5: Work to ensure that the Civil Service Commission's Rules, policies and procedures are easily understood and known by all stakeholders, consistent, reflective of current practices, compliant with the law, and reflective of best practices.

Objective	Performance Measures	Status of Performance Measures
<p>Review the Civil Service Rule series and recommend revisions/deletions/additions to the Rules for the Commission's consideration as necessary and</p>	<p>Review three (3) Civil Service Rule series in the second half of Fiscal Year 2012-2013, and recommend revisions/deletions/additions as appropriate.</p> <ul style="list-style-type: none"> Revisions are to be prioritized as follows: 	<p>In progress. The Executive Officer submitted two Rule revisions for the Commission's consideration during its meeting on January 7, 2013:</p> <ul style="list-style-type: none"> Rule Series 010: To establish a minimum

<p>appropriate.</p>	<p>1. Rule provisions that conflict with, or that are otherwise inconsistent with the law. 2. Rules that are confusing, inconsistent with other Rules or policies, or inconsistently applied by departments. 3. Rule provisions that would support operational needs. 4. Rule provisions that are no longer applicable. 5. Revisions that would consolidate or streamline the Rules. 6. Typos/clean-up.</p>	<p>posting requirement for entrance examinations to ensure consistency with California State Personnel Board Standards, codify existing DHR policies, and ensure that departments have an adequate pool of candidates from which to hire. Other revisions were also made to align the Rules with current practice.</p> <ul style="list-style-type: none"> • Rule Series 020: To allow access to sick leave under the Rules at three months instead of six months for employees represented by unions who have waived the Paid Sick Leave Ordinance. Revising the Rules as proposed would serve to simplify, streamline and facilitate departments' administration of the City's sick leave provisions; and would align sick leave access entitlements under the Rules with that of the Paid Sick Leave Ordinance (at three months of service, instead of six months) for employees whose labor unions have waived the provisions of the Paid Sick Leave Ordinance.
<p>Review existing Civil Service Commission policies and procedures; and recommend revisions to existing policies and procedures, or the creation of new ones, as appropriate.</p>	<p>Seek input and direction from COPAR, other departmental representatives and employee organization representatives regarding possible Rule changes.</p>	<p>The Executive Officer sought input from the City's human resources professionals during COPAR and the HR Monthly Group meeting of January 23, 2013 on additional proposed revisions to Rule series 010.</p>
	<p>Update the Civil Service Commission's policies and procedures on Personal Services Contracts by January 2013.</p>	<p>In progress. The Executive Officer is working with DHR to amend the two applicable policy and procedure memorandums, for submission to the Commission for its review in March 2013. Accomplishment of this measurable has been delayed due to the fact that the Executive Officer has not received the information required to comprise a comprehensive staff report and briefing for the Commission.</p>

	<p>By March 2013, review and update as appropriate the Civil Service Commission's policies on Exempt appointments.</p>	<p>To be completed by March 2013.</p>
<p>Conduct meet and confer negotiations and adopt new and amended Rules, policies and/or procedures.</p>	<p>As needed during the fiscal year, conduct meet and confer on any new or amended Rules or policies as required under the law.</p>	<p>In progress/Ongoing. The Executive Officer posted the proposed revisions to Rule series 010 for meet and confer on January 29, 2013 per the Commission's instruction, and is awaiting a response from labor. The Executive Officer is awaiting additional information from the MTA on the revisions to Rule 20 in Volume IV and will post the revisions to Rule 020 for meet and confer once the revisions are finalized (no later than the week of February 4, 2013).</p>
<p>Conduct best practice reviews of merit system matters in other jurisdictions.</p>	<p>Research best practices in the Bay Area and/or comparable jurisdictions (e.g., Los Angeles) as requested by the Civil Service Commission during the fiscal year.</p>	<p>The Civil Service Commission has not submitted any formal requests to research specific items of note. However, the Executive Officer asked DHR and the City Attorney's Office in early January 2013 if they had any statistics or knew of any best practice research on litigation rates for public agencies that have administrative procedures for resolving discrimination complaints as compared to those who do not.</p>
<p>Provide outreach, training and support to the Civil Service Commission's stakeholders regarding the Civil Service Rules, policies and procedures.</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>In progress/Ongoing. The Executive Officer has prepared presentations on merit system issues for various target stakeholder audiences (union representatives, seasoned HR representatives, new HR representatives and managers, DHR Client Services Representatives, and Deputy City Attorneys on the Labor Team). The first training is scheduled for the end of January 2013 (for PUC analysts), and another training session is scheduled for mid-February 2013 (for individuals graduating from the Controller's Office's Accountant Academy).</p>

	<p>Give presentations during the monthly Human Resources Managers' meeting on merit system issues (at least one a quarter beginning January 2013).</p>	<p>Completed/In progress. The Executive Officer has requested to be included on the HR Managers' meeting on a quarterly basis, and provided the first presentation during the monthly meeting of January 23, 2013.</p>
	<p>Provide a presentation on the merit system to new human resources analysts on an annual basis.</p>	<p>In progress. The Executive Officer has finalized a presentation targeted to new human resources professionals and managers with input from the City's human resources divisions and DHR. The Executive Officer has offered the training to each department, and will also schedule semi-annual trainings for new HR analysts and managers beginning in April 2013.</p>
	<p>Request that the Department of Human Resources include in the New Employee Orientation, a brief overview on the merit system for new employees.</p>	<p>Completed. The New Employee Orientation (NEO) video includes brief information about the Civil Service Commission (you may access it on the DHR website at http://www.stfhr.org/index.aspx?page=421).</p> <p>The Executive Officer has also offered to provide brief informational blurbs on the Civil Service Commission and merit system to the three largest unions for their member newsletters.</p>
	<p>Provide any new Deputy City Attorney on the Labor Team with an overview on the merit system within three months of his or her start work date.</p>	<p>In progress. The Executive Officer forwarded a draft presentation to the Chief Attorney on the City Attorney's Labor Team in mid-January 2013, and offered to provide the presentation to new and existing Deputy City Attorneys on a regular basis.</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 recurring issues as needed during the fiscal year.</p>	<p>In progress/Ongoing. Again, the Executive Officer regularly convenes COPAR meetings and solicits input from human resources representatives during DHR's monthly meetings for possible Adviser and policy topics.</p>

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	Status of Performance Measures
<p>Review the operation of the merit system in City departments.</p>	<p>Department Audits:</p> <ul style="list-style-type: none"> o Conduct seven departmental audits in Fiscal Year 2012-2013. Publish the findings within 30 days. o If the 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>In progress. The Commission's audit outline for Fiscal Year 2012-2013 was finalized on January 23, 2013. The Commission is scheduled to complete seven (7) audits during the second half of this fiscal year, which will primarily be focused on ensuring that individuals are adequately and appropriately advised of their appeal rights in examinations and discrimination complaints.</p>
<p>Increase the Civil Service Commission's access to information regarding the operation of the merit system.</p>	<p>Inspection Service: Resolve/complete within 60 days, 75% of Inspection Service Requests received in Fiscal Year 2012-2013.</p>	<p>In progress. Of the fifty-six (56) Inspection Service Requests that the Commission received during the review period (July 1 to December 31, 2012), Commission staff was able to respond to and complete forty-six (46) (or 84%) of those Inspection Requests within its sixty (60) day goal.</p> <p>Completed on December 17, 2012.</p>
<p>Increase the Civil Service Commission's access to information regarding the operation of the merit system.</p>	<p>In January 2013, submit for the Commission's review its Calendar of Reports for calendar year 2013 (this details the reports that City departments are required to submit to the Civil Service Commission each year).</p> <p>In January 2013, provide 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</p>	<p>Completed on December 17, 2012. The Commission also requested copies of reports that the City agreed to provide to Local 21 in January 2013 pursuant to recent labor contract negotiations (i.e., established schedule of examinations, and information on exempt appointments and vacant positions).</p>

	<p>services contracts, examination plans, etc.).</p> <p>In winter 2013, issue the final schedule of annual reports established for that fiscal year to departments so that departments are aware of their reporting requirements, and issue an electronic reminder one month prior to each report's due date. In accordance with Goal #1, all departmental reports issued on or after February 2013 will be posted on the website for historical reference.</p>	<p>Completed/In progress. The Commission adopted the schedule of reports during its meeting of December 17, 2013. The Executive Officer is incorporating the additional revisions as proposed by DHR and approved by the Commission, so that the final calendar may be published and distributed on February 1, 2013.</p>
<p>Ensure that departments are complying with the Civil Service Commission's request for reports and/or additional information.</p>	<p>When applicable, record any conditions, restrictions or reporting requirements that the Civil Service Commission places on a Personal Services Contract (PSC). Beginning in November 2012, establish 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.</p> <p>When applicable, record and create a "tickler system" for any additional reports that the Commission requests throughout the fiscal year.</p> <p>In fall 2012, develop a work plan and schedule for achieving Charter-mandated surveys.</p>	<p>Completed November 2012/In progress. The Executive Officer has established a tickler system, whereby reminders of reporting requirements are placed on department representatives' calendars, and representatives receive a reminder communication four weeks before their staff reports are due to the Commission. The Executive Officer has also worked with DT to include in the new PSC database automatic email reminders about future reporting requirements.</p> <p>The Commission has not yet requested additional reports other than those which are included on the Calendar of Reports.</p> <p>Completed November 2012.</p>
<p>Complete/coordinate all Charter-mandated wage/benefit surveys requiring Commission certification under the Charter.</p>	<p>By November 2012, establish a "tickler system" for departmental reports 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 salaries and benefits). <i>[*Clarification added]</i></p> <p>No later than May 2013, complete the 5-year salary-setting cycle for Elected Officials in</p>	<p>Completed November 2012. The Executive Officer has implemented a tickler system, whereby departments are reminded well in advance and again four weeks before the date that their reports are required for submission to the Commission.</p> <p>To be completed. The new rates for elected officials will be submitted for the Civil Service Commission's</p>

	<p>accordance with Charter Section A8.409-1- Employees Covered.</p> <p>Prioritize the following during Fiscal Year 2012-2013 budget negotiations:</p> <ul style="list-style-type: none"> • Maintain the Commission's budget at an adequate level to support its operations, including consideration of future unavoidable cost increases (e.g., DT virtualization services, fringe benefit costs). • Decrease the Civil Service Commission's dependency on work orders to fund its operations. 	<p>review during its meeting of April 1, 2013 to ensure timely submission.</p> <p>In progress. The Executive Officer is working with the Mayor's Office to strategize on additional funding sources to address its ongoing systemic budget deficit. The Executive Officer is also working with the Controller's Office and Mayor's Office to reduce the Department's dependency on its two work orders to ensure that the Department has adequate budget resources in future fiscal years.</p>
<p><u>Negotiate with the Mayor's Budget Office, the Office of the Controller and the Office of the Budget Analyst to ensure that the Civil Service Commission is able to maintain its budget at current levels so that it can adequately carry out its Charter obligations to oversee the merit system.*</u> [*Added per the Civil Service Commission's request during its meeting of December 17, 2012 and January 7, 2013]</p>		

ATTACHMENT B

