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# Government Operations Recovery: A Roadmap to Hiring Reform

November 7, 2022





# Today's Agenda

- Recap the Problem Statement
- Vision for Reform
- Changes to Realize Vision

# Problem Statement Recap

- The City has a 9.4% vacancy rate.
- We have 4,800 permanent vacancies.
- It takes 255 days to hire.
- Current labor market is very competitive, with very low unemployment rates.



# Our Vision for Reform

- We strive to be able to hire the public servants we need when we need them in order to deliver critical services to San Franciscans.
- The City's current processes results in an unnecessarily long time-to-hire and complicates our ability to achieve this vision.
- There is not a single solution—we need solutions at each stage of the process.

# Core Principles in Approach

- We need **different approaches** for different types of roles
- The talent landscape has changed and we need to **be more pro-active**
- Aggressively pursue **reforms** while staying true to the merit-based system
- Move to a **post-audit approach** where appropriate
- Use **data** to inform and assess our interventions

# Three Key Stakeholders

Each stakeholder has a unique role to support or enable reforms.

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Civil Service  
Commission

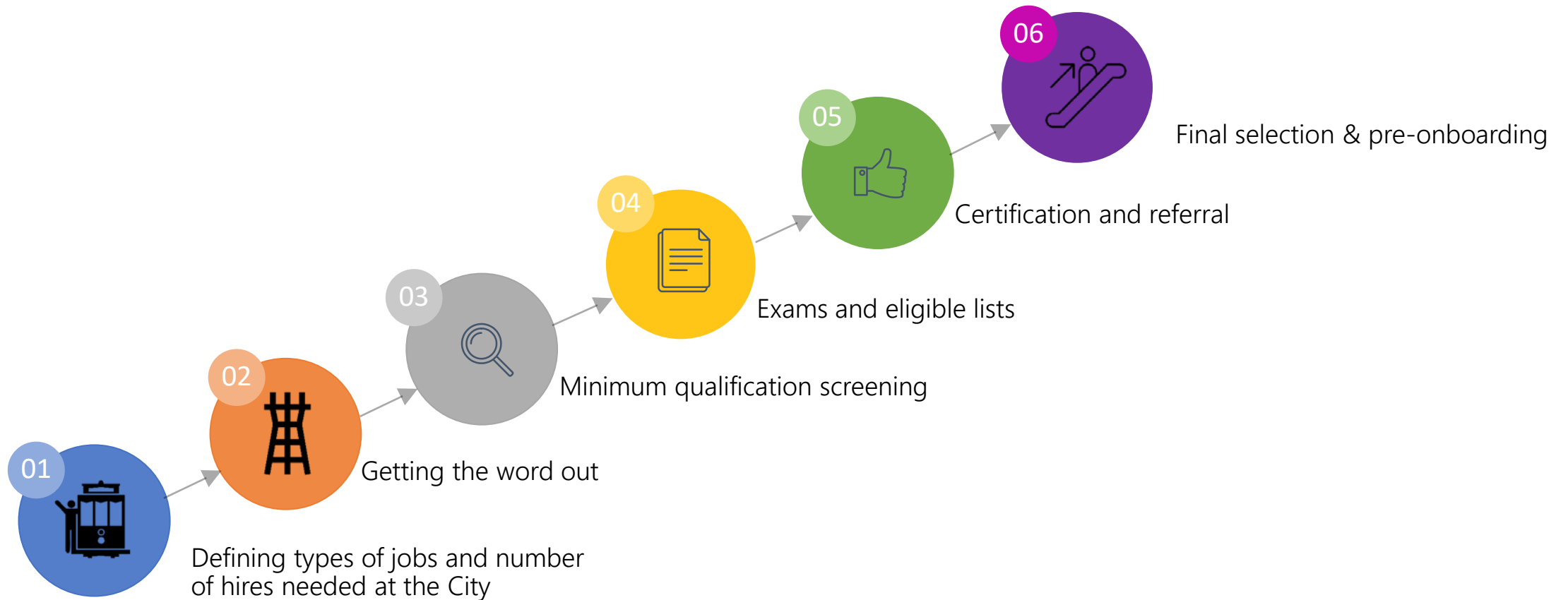
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Human Resources  
Administration

A white line-art icon of three stylized human figures, set against a green background.

Labor  
Partners







Civil Service  
Commission



Human Resources  
Administration



Labor  
Partners





Questions?