



**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

**LONDON N. BREED
MAYOR**

Sent via Electronic Mail

November 23, 2022

NOTICE OF CIVIL SERVICE COMMISSION MEETING

**SUBJECT: RESPONSE TO COMMISSION INQUIRY REGARDING RADIOLOGIC
TECHNOLOGIST CLASSIFICATIONS (2471-2472-2473-2474) PSC NO.
4134-08/09.**

The above matter will be considered by the Civil Service Commission at a hybrid meeting (in-person and virtual) in Room 400, City Hall, 1 Dr. Goodlett Place, San Francisco, California 94102 and through Cisco WebEx to be held on **December 5, 2022, at 2:00 p.m.** You will receive a separate email invite from a Civil Service Commission staff member to join and participate in the meeting.

This item will appear on the Regular Agenda. Please refer to the attached Notice for procedural and other information about Commission hearings. The meeting agenda and all meeting materials will be posted on the Civil Service Commission's website at www.sf.gov/civilservice under "Meetings" no later than end of day on Wednesday, November 30, 2022.

Attendance is welcome. The Commission will rule on the report previously submitted and testimony provided at its meeting.

CIVIL SERVICE COMMISSION

/s/

SANDRA ENG
Executive Officer

Attachment

Cc: Scott DeWolfe, Department of Public Health
Heather Johnson, Department of Public Health
Luenna Kim, Department of Public Health
Liesel Cruz, Department of Public Health
Kelly Hiramoto, Department of Public Health
Dave Johnson, Department of Human Resources
Anna Biasbas, Department of Human Resources
Jason Klumb SEIU Local 1021
Oumar Fall, SEIU Local 1021
Commission File
Commissioners' Binder
Chron

NOTICE OF COMMISSION HEARING POLICIES AND PROCEDURES

A. Commission Office

The Civil Service Commission office is located at, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. The telephone number is (628) 652-1100. The fax number is (628) 652-1109. The email address is civilservice@sfgov.org and the web address is www.sfgov.org/civilservice/. Office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday.

B. Policy Requiring Written Reports

It is the policy of the Civil Service Commission that except for appeals filed under Civil Service Commission Rule 111A Position-Based Testing, all items appearing on its agenda be supported by a written report prepared by Commission or departmental staff. All documents referred to in any Agenda Document are posted adjacent to the Agenda, or if more than one (1) page in length, a available for public inspection and copying at the Civil Service Commission office. Reports from City and County personnel supporting a agenda items are submitted in accordance with the procedures established by the Executive Officer. Reports not submitted according to procedures, in the format and quantity required, and by the deadline, will not be calendared.

C. Policy on Written Submissions by Appellants

All written material submitted by appellants to be considered by the Commission in support of an agenda item shall be submitted to the Commission office, no later than 5:00 p.m. on the fourth (4th) business day preceding the Commission meeting for which the item is calendared (ordinarily, on Tuesday). An original copy on 8 1/2-inch X 11 inch paper, three-hole punched on left margin, and page numbered in the bottom center margin, shall be provided. Written material submitted for the Commission's review becomes part of a public record and shall be open for public inspection.

D. Policy on Materials being Considered by the Commission

Copies of all staff reports and materials being considered by the Civil Service Commission are a available for public view 72 hours prior to the Civil Service Commission meeting on the Civil Service Commission's website at www.sfgov.org/CivilService, and in its office located at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. If any materials related to an item on this agenda have been distributed to the Civil Service Commission after distribution of the agenda packet, those materials will be a available for public inspection at the Civil Service Commission's during normal office hours (8:00 a.m. to 5:00 p.m. Monday through Friday).

E. Policy and Procedure for Hearings to be Scheduled after 5:00 p.m. and Requests for Postponement

A request to hear an item after 5:00 p.m. should be directed to the Executive Officer as soon as possible following the receipt of notification of an upcoming hearing. Requests may be made by telephone at (628) 652-1100 and confirmed in writing or by fax at (628) 652-1109.

A request for a postponement (continuance) to delay an item to another meeting may be directed to the Commission Executive Officer by telephone or in writing. Before acting, the Executive Officer may refer certain requests to another City official for recommendation. Telephone requests must be confirmed in writing prior to the meeting. Immediately following the "Announcement of Changes" portion of the agenda at the beginning of the meeting, the Commission will consider a request for a postponement that has been previously denied. Appeals filed under Civil Service Commission Rule 111A Position-Based Testing shall be considered on the date it is calendared for hearing except under extraordinary circumstances and upon mutual agreement between the appellant and the Department of Human Resources.

F. Policy and Procedure on Hearing Items Out of Order

Requests to hear items out of order are to be directed to the Commission President at the beginning of the agenda. The President will rule on each request. Such requests may be granted with mutual agreement among the affected parties.

G. Procedure for Commission Hearings

All Commission hearings on disputed matters shall conform to the following procedures: The Commission reserves the right to question each party during its presentation and, in its discretion, to modify any time allocations and requirements.

If a matter is severed from the *Consent Agenda* or the *Ratification Agenda*, presentation by the opponent will be for a maximum time limit of five (5) minutes and response by the departmental representative for a maximum time limit of five (5) minutes. Requests by the public to sever items from the [*Consent Agenda* or] *Ratification Agenda* must be provided with justification for the record.

For items on the *Regular Agenda*, presentation by the departmental representative for a maximum time of five (5) minutes and response by the opponent for a maximum time limit of five (5) minutes.

For items on the *Separations Agenda*, presentation by the department followed by the employee or employee's representative shall be for a maximum time limit of ten (10) minutes for each party unless extended by the Commission.

Each presentation shall conform to the following:

1. Opening summary of case (brief overview);
2. Discussion of evidence;
3. Corroborating witnesses, if necessary; and
4. Closing remarks.

The Commission may allocate five (5) minutes for each side to rebut evidence presented by the other side.

H. Policy on Audio Recording of Commission Meetings

As provided in the San Francisco Sunshine Ordinance, all Commission meetings are audio recorded in digital form. These audio recordings of open sessions are available starting on the day after the Commission meeting on the Civil Service Commission website at www.sfgov.org/civilservice/.

I. Speaking before the Civil Service Commission

Speaker cards are not required. The Commission will take public comment on all items appearing on the agenda at the time the item is heard. The Commission will take public comment on matters not on the Agenda, but within the jurisdiction of the Commission during the "Requests to Speak" portion of the regular meeting. Maximum time will be three (3) minutes. A subsequent comment after the three (3) minute period is limited to one (1) minute. The timer shall be in operation during public comment. Upon any specific request by a Commissioner, time may be extended.

J. Public Comment and Due Process

During general public comment, members of the public sometimes wish to address the Civil Service Commission regarding matters that may come before the Commission in its capacity as an adjudicative body. The Commission does not restrict this use of general public comment. To protect the due process rights of parties to its adjudicative proceedings, however, the Commission will not consider, in connection with any adjudicative proceeding, statements made during general public comment. If members of the public have information that they believe to be relevant to a matter that will come before the Commission in its adjudicative capacity, they may wish to address the Commission during the public comment portion of that adjudicative proceeding. The Commission will not consider public comment in connection with an adjudicative proceeding without providing the parties an opportunity to respond.

K. Policy on use of Cell Phones, Pagers and Similar Sound-Producing Electronic Devices at and During Public Meetings

The ringing and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Information on Disability Access

The Civil Service Commission normally meets in Room 400 (Fourth Floor) City Hall, 1 Dr. Carlton B. Goodlett Place. However, meetings not held in this room are conducted in the Civic Center area. City Hall is wheelchair accessible. The closest accessible BART station is the Civic Center, located 2 ½ blocks from City Hall. Accessible MUNI lines serving City Hall are 47 Van Ness Avenue, 9 San Bruno and 71 Haight/Noriega, as well as the METRO stations at Van Ness and Market and at Civic Center. For more information about MUNI accessible services, call (415) 923-6142. Accessible curbside parking has been designated at points in the vicinity of City Hall adjacent to Grove Street and Van Ness Avenue.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week. For American Sign Language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact the Commission office to make arrangements for the accommodation. Late requests will be honored, if possible.

Individuals with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities should call our ADA coordinator at (628) 652-1100 or email civilservice@sfgov.org to discuss meeting accessibility. In order to assist the City's efforts to accommodate such people, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City to accommodate these individuals.

Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: sotf@sfgov.org, or on the City's website at www.sfgov.org/bdsupvrs/sunshine.

San Francisco Lobbyist Ordinance

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code Section 2.100) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Ave., Suite 220, San Francisco, CA 94102, telephone (415) 252-3100, fax (415) 252-3112 and web site <http://www.sfgov.org/ethics/>.



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

Refer to Civil Service Commission Procedure for Staff - Submission of Written Reports for Instructions on Completing and Processing this Form

1. Civil Service Commission Register Numbers: 4134-08/09
2. For Civil Service Commission Meeting of: **December 5, 2022**
3. Check One:
Ratification Agenda
Consent Agenda
Regular Agenda
Human Resources Director's Report
4. Subject: **Response to Commission Inquiry Regarding Radiologic Technologist Classifications (2471-2472-2473-2474) PSC No. 4134-08/09**
5. Recommendation: **Adopt the report of the Department of Public Health.**
6. Report prepared by: **Heather Johnson** Telephone number: **415.554.2920**
7. Notifications: (Attach a list of the person(s) to be notified in the format described in IV. Commission Report Format-A).
8. Reviewed and approved for Civil Service Commission Agenda:

Human Resources Director:

Date: 11-9-2022
9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to:

**Executive Officer
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102**
10. Receipt-stamp this form in the CSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

Attachment

<u>CSC RECEIPT STAMP</u>

NOTIFICATIONS

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Director of Health



City and County of San Francisco
London N. Breed
Mayor

DATE: November 10, 2022

TO: The Civil Service Commission

THROUGH: Carol Isen
Human Resources Director

FROM: Heather Johnson
Principal Human Resources Analyst

RE: Response to Commission Inquiry Regarding Radiologic Technologist
Classifications (2471-2472-2473-2474) PSC No. 4134-08/09

Introduction

The Department of Public Health's [DPH] Merit Team has prepared this report in response to a request by Civil Service Commission [Commission] Vice President Kate Favetti for an update on the recruitment and retention efforts for the radiological and sonographer technologist classification series (classes 2471, 2472, 2473, and 2474). The inquiry was made following the Commission approval of DPH's modification of PSC #4134-08/09 during the August 15, 2022, Commission meeting.

Background

An investment in 2015/16 of over \$30,000,000 in new equipment to improve and expand imaging and radiological services at Zuckerberg San Francisco General created a demand for new staff.

Prior to the investment, core Radiology services existed in two locations. After the investment, Radiology expanded to six locations, embedding Interventional Radiology in the Operating Room and diagnostic services in the Emergency Department. The new equipment included four CT scanners, a PET/CT scanner, two 3T MRI scanners, new Ultrasound scanners and new equipment in Interventional Radiology and the OR all of which had to be staffed by licensed technologists. Moreover, embedding Radiology services in the Emergency Department necessitated a minimum level of x-ray and CT staff in the Emergency Department to meet the demand for services. Radiology

required more staff to operate in more locations. Additionally, the exam volume rose significantly in most Radiology modalities. DPH needed more staff to meet the high demand for Radiology services and reduce reliance on registry and overtime use.

In 2015, DPH amended the Diagnostic Imaging Technologists [DIT] classifications, updating and modernizing duties as well as moving to a Continuous Class-Based Test [CCT] to expand the pool of candidates and speed hiring. But DPH continued to have challenges recruiting enough qualified staff, especially with the addition of more than 26 FTEs in Diagnostic Imaging Services.

Intervention

Classification

The original DIT series included employees with both radiology and sonography licensure and experience - DIT I-IV (DIT I-2467, DIT II 2468, DIT III 2469, and DIT IV 2470).

This DIT series was split into Radiologic Technologist and Diagnostic Medical Sonographer classifications as indicated in the chart below.

Prior Classification	Salary Range	New Classifications	Salary Range
2467 Diagnostic Imaging Technologist I	\$96,668-\$129,584	2471 Radiologic Technologist I, II, III	\$ 93,860 - \$138,710
2468 Diagnostic Imaging Technologist II	\$101,530-\$136,058	2471 Radiologic Technologist I, II, III	\$ 93,860 - \$138,710
2469 Diagnostic Imaging Technologist III	\$106,600-\$142,870	2472 Radiologic Technologist Lead	\$108,680 - \$145,652
2470 Diagnostic Imaging Technologist IV	\$108,368-\$145,236	2473 Diagnostic Medical Sonographer I, II, III,	\$105,222 - \$155,454

*Salaries referenced above are as of the classification action on May 21, 2018.

Classes 2471/2472/2473/2474 were established in 2019 after extensive analysis conducted by the DPH, the Department of Human Resources, Subject Matter Experts and Local SEIU 1021. This review of the class structure for the Diagnostic Imaging Technologist classification series determined that DPH should split the series into two series to better define the scope of duties and specialties. The prior classification structure flattened the wage structure and dissuaded employees from pursuing certification in advanced modalities like mammography. The entry level classifications, Radiologic Technologist 2471 and Diagnostic Medical Sonographer 2473 are “deep classes” with nine salary steps, while the 2472 and 2474 are normal classes with seven salary steps. The new deep class provides employees incentive to complete training and certification to move into higher salary ranges. A “deep class” is generally a classification with more than the typical five to seven salary steps, which may include additional criteria for advancement into higher steps in the salary range.

Classification	Requirements	Salary Steps Available
2471 Radiologic Technologist Level I	Requires no modality certifications	1-7
2471 Radiologic Technologist Level II	Requires certification in one or more modalities and at least one year of experience	3-8
2471 Radiologic Technologist Level III	Requires certification in two or more modalities and at least three years of experience.	6-9
2473 Diagnostic Medical Sonographer I	Requires no modality certifications	1-7
2473 Diagnostic Medical Sonographer II	Requires certification in one or more modalities and at least one year of experience	3-8
2473 Diagnostic Medical Sonographer III	Requires certification in two or more modalities and at least three years of experience.	6-9

The changes indicated in the chart above were made to align with other public sector jurisdictions and the private sector where Radiology and Sonography are separate, but related imaging disciplines. The disciplines command different salaries due to training and availability of technicians. This gap made hiring sonographers difficult with the two disciplines being lumped into one series. The new alignment enabled DPH to recruit candidates with the necessary experience and licensure and offer competitive

salaries. Additionally, the entry level 2471 Radiologic Technologist minimum qualification was established to allow new hires six months to obtain a valid permit to use Fluoroscopy equipment, as most otherwise qualified candidates did not possess that certification.

These changes better align with other public sector jurisdictions and the private sector, enabling DPH to recruit qualified staff.

Recruitment

The recruiting team at DPH identified consistent challenges in recruiting for the DIT classifications. These challenges included a noncompetitive salary and minimum qualifications that were higher and improperly scoped compared to other public and private sector employers. The recruiting team worked closely with the classification analyst to provide contemporaneous information from candidates regarding their interest in DPH positions. Difficulty in attracting qualified candidates, including specialists in mammography, was another challenge faced by the DPH recruiting team.

Current Status

Today, radiology employees are hired into levels based on the modalities they are certified to perform (e.g., diagnostic imaging, CT/PET scans, mammography, etc.). The current entry level classifications include 2471 Radiologic Technologist levels I, II, III, and 2473 Diagnostic Medical Sonographer levels I, II, III, as described above. These levels represent increasing experience and certification requirements.

As required in the Memorandum of Understanding with SEIU Local 1021 Misc. under *Change in Assignment*, subject to the approval of the Appointing Officer and the operational needs of the department, a “Level X” employee who possesses the requisite next-level qualifications and who is assigned the next-level duties shall be assigned to the next level and appointed at the Step corresponding to the requisite years of experience. When an employee obtains a new certificate, the employee submits the certificate to their manager. The manager submits a memo to the DPH HR Analyst stating that the employee is qualified for a higher level. The employee may then be advanced in the series based on operational needs.

DPH continues to monitor the success of this classification change and deep class salary scale. There is currently a relatively small vacancy rate in the 2471-2474 classifications as indicated in the chart below.

Classification	Vacant PCS ¹	Vacant Exempt ¹	Filled PCS ¹	Filled Exempt ¹	List Status
2471 Radiologic Technologist I, II, III	5	2	68	4	Adopted August 4, 2022 - 12 eligible candidates ² valid through February 4, 2023.
2472 Radiologic Technologist Lead	1	-	7	-	Adopted June 26, 2020 - 11 eligible candidates, expired June 26 2021. ³ New PCS recruitment in progress.
2473 Diagnostic Medical Sonographer I, II, III,	1	1	11	1	Adopted 11/2/2021 - 9 eligible candidates ⁴ expired May 2, 2022.
2474 Diagnostic Medical Sonographer Lead	-	-	1	-	No Active Eligible List.

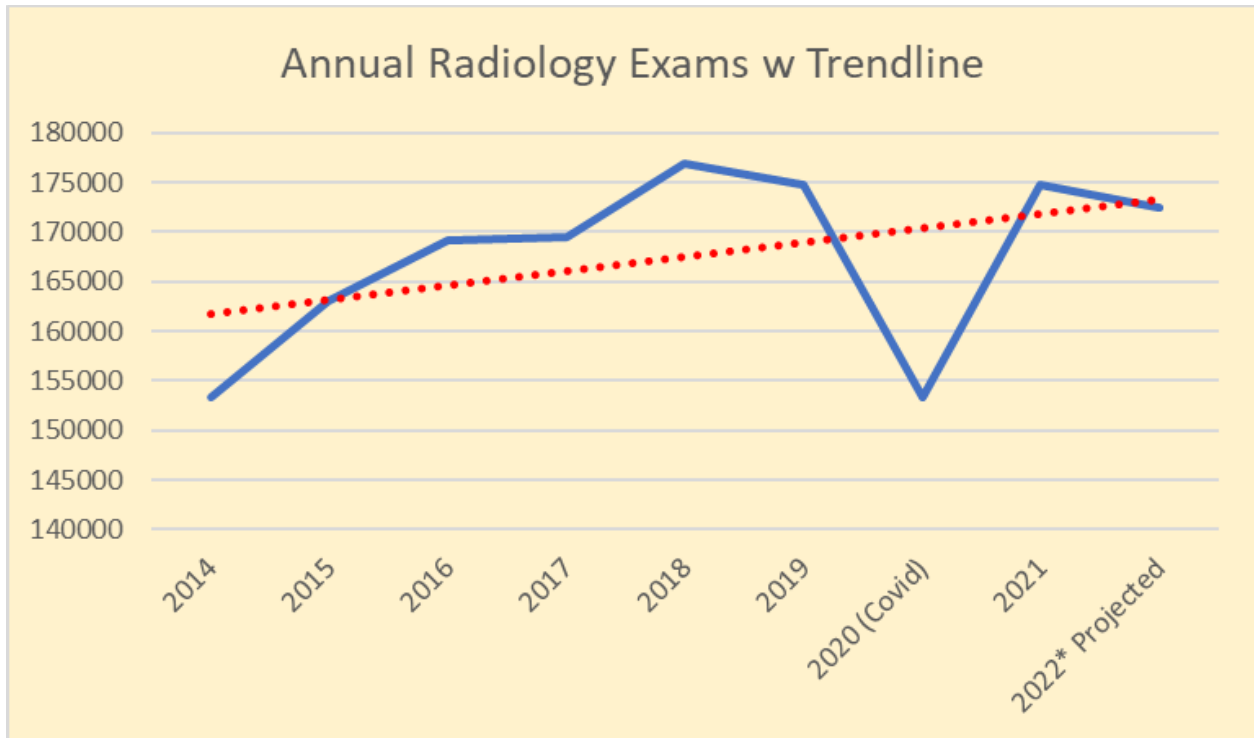
¹ Per Peoplesoft as of 10.14.2022 - Includes Full-time and Part-time positions.

² https://sfdhr.org/sites/default/files/documents/Score-Reports/2022/24711_903809%20-SR.pdf

³ <https://sfdhr.org/sites/default/files/documents/Score-Reports/2020/2472-104757%20-%20tues.pdf>

⁴ <https://sfdhr.org/sites/default/files/documents/Score-Reports/2021/2473-113541-wed.pdf>

In addition to monitoring vacancy rates, DPH HR will continue close collaboration with the Radiology department and hiring managers. One metric we are using to evaluate the health of the department's staffing is number of scans completed. As indicated in the chart below - the department has steadily increased the number of scans performed year over year.



Annual Radiology Exams	2014	2015	2016	2017	2018	2019	2020* Covid	2021	2022* Projected
		153266	162983	169145	169491	176878	174834	153360	174781

Future Plans

As discussed above, the department has relatively low vacancy rates since the classification updates. Unfortunately, we are facing new recruiting challenges. Many of the local ultrasound schools closed or went virtual during the COVID Emergency and local students have been unable to fulfill their clinical obligations. We don't know when that pipeline of new qualified applicants will return.

Another challenge is hiring permanent employees to fill less desirable night shifts. Hiring managers are receiving feedback that the flexibility and control of a registry position is preferred over positions including pension and benefits but with less flexibility.

While DPH has had challenges in attracting eligible candidates, we continue to work closely with hiring managers to identify qualified applicants.

- We are currently in discussion with the union and DHR regarding moving the 2471 classification to a CCT. This would provide additional flexibility and allow us to fill positions without the usual lag when an eligible list is exhausted.
- DPH's Merit team has a review of the job analysis of the 247x series scheduled for later this year as part of our regular job analysis process.

- Hiring Managers have expressed frustration at the time to hire and HR processes involved. Particular pain points include difficulty intervening when candidates are marked as “not qualified” by HR staff, and a student pipeline that is not competitive with the market.

We will continue to monitor vacancy rates and industry trends in radiography and sonography to attract qualified candidates.

Recommendation:

Adopt the report of the Department of Public Health.