



**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: REPORT ON THE STATUS OF DE-IDENTIFICATION FOR
CLASSIFICATION-BASED TESTING RECRUITMENTS.**

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: Unions
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 Number: _____ - _____ -
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: Report on the Status of De-Identification for Classification-Based Testing Recruitments
5. Recommendation: Adopt the Report.
6. Report prepared by: Dave Johnson Telephone number: 415-557-4871
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: 11/22/22
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 ACSC 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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DATE: November 22, 2022

TO: Honorable Civil Service Commission

THROUGH: Carol Isen
Human Resources Director

FROM: Dave Johnson
Assistant Director Employment Services, Recruitment and Selection

SUBJECT: **Report on the Status of De-Identification for Classification-Based Testing Recruitments**

Executive Summary

On September 17, 2018, the Civil Service Commission adopted amendments to Volume I – Miscellaneous Classifications of its rules to provide for de-identification in the hiring process. The changes were effective October 15, 2018. This report provides information regarding the effect of de-identification (de-ID) on Classification-Based Testing (CBT) recruitments.

As indicated in this report, only a few recruitments met the criteria initially established for the first analysis of data in 2019. Given this limitation, DHR expanded the scope of the analysis to review hires in relation to the demographics of the City workforce over the previous five fiscal years. DHR also includes in this report the results of a survey of City Departments regarding methods used to select candidates to interview when not relying on application de-ID.

The overall data continues to show no significant changes to the demographics of the City workforce in the five years since the 2018 implementation of de-ID.

Background

In April of 2016, the Board of Supervisors issued a Resolution (Res. No. 145-16) requesting that the Department of Human Resources (DHR) analyze strategies and create a plan to reduce implicit bias in the hiring process for City employment. DHR and City and County of San Francisco (City) departments agreed that the Post-Referral Selection Process (PRSP) was the optimal point in the hiring process for targeted intervention, as review of the relevant research conducted at that time indicated that implicit bias comes into play most often when hiring managers decide whom to interview.

On October 15, 2018, the City implemented the de-ID process in order to remove demographic information and indicators from candidate profiles, including no longer publicly posting eligible lists with names. Instead, examination score reports are posted with aggregate counts of candidates at each score and rank. Information such as names, addresses, names of schools attended, and other identifying information is redacted from the view of hiring managers. These identifiers can suggest information about an applicant's race, ethnicity, gender, age, nationality and other demographics, which are not necessarily job-related and can trigger unconscious bias in selection and hiring processes. The intended outcome is to eliminate information that can result in conscious or unconscious bias, and instead ensure hiring managers base interview selections on job-relevant criteria, such as experience, training and educational attainment.

The focus of DHR’s reporting is the comparison of demographic outcomes across selection processes within the same classification which occurred pre- and post-de-ID. In order to assess the intended outcomes of de-ID, DHR has been tracking post-de-ID CBT recruitments with 50 or more eligibles on the list and at least five hires made from the list. These criteria were applied because assessment of larger candidate pools with more hires provides more meaningful information on any changes in the diversity of candidate pools.

In the report to the Commission on February 3, 2020, DHR identified seven (7) CBT eligible lists posted after the launch of de-ID and projected to expire by December 31, 2019. City departments were asked to indicate the method used to select candidates to interview for these seven recruitments along with the “comparison” recruitments that were conducted prior to the launch of de-ID.

DHR focused on the initial referrals for these recruitments because there are more positions citywide tied to an initial referral. This results in more reachable eligibles and often prompts a “screen-down” as it may not be feasible to interview a high number of reachable eligible. Analysis of data pre- and post-de-ID showed an increase in diversity in the pool of candidates invited to interview in two CBT recruitments.

In its report to the Commission on November 15, 2021, DHR identified twelve (12) CBT eligible lists posted after the launch of de-ID and which were expired. DHR again applied a threshold of including only the post-de-ID CBT recruitments with 50 or more eligibles on the list and five or more hires made from the list. City departments were instructed to provide DHR with data on these twelve recruitments along with comparison recruitments that were conducted prior to the launch of de-ID.

This report is intended to identify, analyze, and discuss the CBT recruitments completed since the previous report to determine whether de-ID has continued to produce more diverse and representative pools of interviewees. For this report, DHR applied the same data selection criteria used in the 2020 and 2021 reports (post-de-ID CBT recruitments that had 50 or more eligibles on the list and five or more hires). Seventy-four (74) lists across thirty-seven (37) classifications met these criteria for comparison with seventy-four (74) initial referrals analyzed.

It is important to note that in November 2021, the City migrated its Applicant Tracking System (ATS) from JobAps to SmartRecruiters, and as of November 15, 2021 only DHR has access to JobAps data. Because of this DHR extracted all available information from JobAps rather than requesting this information from departments as was the standard practice. Due to the change in Applicant Tracking Systems, this report is not as detailed as prior reports with regard to the specific job-related characteristics used when screening down applications.

Analysis

Table 1 below shows the thirty-seven (37) classes and seventy-four (74) lists mentioned above.

TABLE 1: CBT: POST-DE-ID CERTIFICATIONS WITH COMPARISON PRE-DE-ID CERTIFICATIONS

Class Number	Class Title	Recruitment ID		Adoption Date	# of Positions at Initial Referral	# of Eligibles on the List	# of hires
1202	Personnel Clerk	POST	CBT-1202-903530	11/27/2019	6	99	9
		PRE	CBT-1202-902284	11/27/2017	1	103	9

Class Number	Class Title	Recruitment ID		Adoption Date	# of Positions at Initial Referral	# of Eligibles on the List	# of hires
1404	Clerk	POST	CBT-1404-902842	3/5/2019	8	399	50
		PRE	CBT-1404-901180	8/17/2016	44	1077	115
1406	Senior Clerk	POST	CBT-1406-902843	3/5/2019	38	247	91
		PRE	CBT-1406-901181	8/17/2016	61	480	151
1408	Principal Clerk	POST	CBT-1408-902844	3/5/2019	1	101	13
		PRE	CBT-1408-901182	8/17/2016	6	166	16
1428	Unit Clerk	POST	CBT-1428-902821	12/20/2019	3	81	9
		PRE	CBT-1428-901127	9/26/2017	4	132	10
1446	Secretary II	POST	CBT-1446-902831	12/19/2018	1	67	16
		PRE	CBT-1446-901185	12/19/2016	18	91	24
1478	Utility Services Representative	POST	CBT-1478-903287	10/18/2019	7	83	7
		PRE	CBT-1478-901135	6/6/2018	5	95	15
1632	Senior Account Clerk	POST	CBT-1632-903085	10/5/2020	3	101	12
		PRE	CBT-1632-901812	4/7/2017	6	136	54
1805	Associate Performance Auditor	POST	CBT-1805-903258	6/10/2021	5	103	6
		PRE	CBT-1805-902533	6/12/2018	4	77	6
2303	Patient Care Assistant	POST	CBT-2303-107306	8/25/2021	33	68	27
		PRE	CBT-2303-901845	7/19/2017	25	115	60
2312	Licensed Vocational Nurse	POST	CBT-2312-902052	6/28/2019	6	107	22
		PRE	CBT-2312-902508	2/6/2018	3	180	29
2481	Water Quality Technician	POST	CBT-2481-901874	5/21/2019	9	86	17
		PRE	CBT-2481-901136	3/16/2016	3	74	9
2483	Biologist	POST	CBT-2483-901875	11/20/2020	6	296	10
		PRE	CBT-2483-060335	5/14/2014	9	257	16

Class Number	Class Title	Recruitment ID		Adoption Date	# of Positions at Initial Referral	# of Eligibles on the List	# of hires
2585	Health Worker I	POST	CBT-2585-064844	4/4/2019	3	56	9
		PRE	CBT-2585-901888	2/21/2018	4	69	9
2586	Health Worker 2	POST	CBT-2586-903270	6/12/2019	12	82	33
		PRE	CBT-2586-902377	10/30/2017	28	85	47
2588	Health Worker IV	POST	CBT-2588-902541	3/18/2019	5	154	15
		PRE	CBT-2588-901434	10/18/2016	9	151	12
2593	Health Program Coordinator 3	POST	CBT-2593-902544	11/9/2018	14	147	34
		PRE	CBT-2593-901419	9/7/2017	21	181	36
2604	Food Service Worker	POST	CBT-2604-903074	12/28/2018	4	52	12
		PRE	CBT-2604-902272	12/5/2017	1	85	19
2708	Custodian	POST	CBT-2708-902690	2/11/2019	55	595	135
		PRE	CBT-2708-901794	7/17/2017	32	564	108
2736	Porter	POST	CBT-2736-903541	11/30/2020	4	144	23
		PRE	CBT-2736-902488	4/2/2018	16	229	38
2903	Hospital Eligibility Worker	POST	CBT-2903-903543	12/9/2019	70	433	135
		PRE	CBT-2903-902547	6/7/2018	1	372	12
2907	Eligibility Worker Supervisor	POST	CBT-2907-903337	6/12/2019	6	77	11
		PRE	CBT-2907-902267	4/27/2018	3	96	5
2908	Senior Hospital Eligibility Worker	POST	CBT-2908-902827	5/6/2021	12	66	13
		PRE	CBT-2908-901699	5/5/2017	11	104	17
2913	Program Specialist	POST	CBT-2913-903339	12/10/2019	3	137	6
		PRE	CBT-2913-902807	10/4/2018	5	184	7
2918	HSA Social Worker	POST	CBT-2918-903092	11/15/2019	1	111	19
		PRE	CBT-2918-902571	7/30/2018	1	72	9

Class Number	Class Title	Recruitment ID		Adoption Date	# of Positions at Initial Referral	# of Eligibles on the List	# of hires
2930	Behavioral Health Clinician	POST	CBT-2930-902829	11/29/2018	23	162	46
		PRE	CBT-2930-902275	10/27/2017	31	197	40
2932	Sr Psychiatric Social Worker	POST	CBT-2932-060632	5/3/2019	12	81	15
		PRE	CBT-2932-902548	4/23/2018	12	77	13
3286	Recreation Coordinator	POST	CBT-3286-095079	2/7/2020	8	54	8
		PRE	CBT-3286-901117	10/6/2017	18	58	23
3602	Library Page	POST	CBT-3602-903278	5/20/2019	15	158	15
		PRE	CBT-3602-902374	8/17/2018	20	209	18
3630	Librarian 1	POST	CBT-3630-904386	6/7/2021	21	80	15
		PRE	CBT-3630-902764	9/24/2018	14	53	5
5277	Planner I	POST	CBT-5277-903521	12/27/2019	5	122	9
		PRE	CBT-5277-902551	12/28/2018	3	70	6
5601	Utility Analyst	POST	CBT-5601-903548	2/21/2020	7	140	63
		PRE	CBT-5601-902258	6/11/2018	6	138	7
7355	Truck Driver	POST	CBT-7355-901834	11/30/2018	5	87	24
		PRE	CBT-7355-901229	12/2/2016	6	99	25
7514	General Laborer	POST	CBT-7514-901867	11/29/2018	14	89	37
		PRE	CBT-7514-901563	11/17/2016	20	99	69
8207	Bldg. & Grounds Patrol Officer	POST	CBT-8207-903048	1/31/2020	4	68	7
		PRE	CBT-8207-902326	1/17/2018	8	94	14
9703	HSA Emp & Training Spec II	POST	CBT-9703-903516	12/20/2019	10	102	14
		PRE	CBT-9703-902277	4/17/2018	7	101	17
9704	Employment & Training Spec 3	POST	CBT-9704-903341	8/8/2019	3	64	6
		PRE	CBT-9704-902806	10/12/2018	8	60	8

Twenty-six (26) of the thirty-six (36) classifications were eliminated from this analysis for one or more reasons, such as insufficient comparison data, language special conditions were used, referral questionnaires were used, or the initial certification was cancelled. (1202, 1406, 1408, 1428, 1478, 1632, 2303, 2312, 2585, 2586, 2588, 2593, 2604, 2736, 2903, 2908, 2913, 2918, 2930, 2932, 3630, 5277, 5601, 8207, 9703, 9704)

The factors that determined that no meaningful analyses could be performed for the twenty-six (26) classifications are listed below.

CBT-1202-903530 Personnel Clerk compared to CBT-1202-902284

- Only one department was included in the initial referral for the pre-de-ID and post-de-ID recruitments. That Department used a referral questionnaire to identify interviewees for the pre-de-ID recruitment, and a review of eligibles' applications for the post-de-ID recruitment. Therefore, the pre-de-ID and post-de-ID recruitments are not comparable.

CBT-1406-902843 Senior Clerk compared to CBT-1406-901181

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-1408-902844 Principal Clerk compared to CBT-1408-901182

- Special conditions tied to the positions on the initial referrals were different for the pre- and post-de-ID recruitments negating a meaningful comparison.

CBT-1428-902821 Unit Clerk compared to CBT-1428-901127

- The Department of Public Health (DPH) had initial referrals on both recruitments. For the pre-de-ID recruitment, DPH combined all positions in one initial certification. For the post-de-ID recruitment, DPH separated the positions into different certifications based on work location. This change in referral methodology precluded a meaningful comparison.

CBT-1478-903287 Utility Services Representative compared to CBT-1478-901135

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-1632-903085 Senior Account Clerk compared to CBT-1632-901812

- The departments hiring from the initial referrals did not use the same PRSP process. Some invited all eligibles and some screened down via application review negating a meaningful comparison of the de-ID data.

CBT-2303-107306 Patient Care Assistant compared to CBT-2303-901845

- The Department of Public Health (DPH) had initial referrals on both recruitments. For the pre-de-ID recruitment, DPH combined all positions in one initial certification. For the post-de-ID recruitment, DPH separated the positions into different certifications based on work location. This change in referral methodology precluded a meaningful comparison.

CBT-2312-902052 Licensed Vocational Nurse compared to CBT-2312-902508

- Special conditions tied to the positions on the initial referrals were different for the pre- and post-de-ID recruitments negating a meaningful comparison.

CBT-2585-064844 Health Worker I compared to CBT-2585-901888

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-2586-903270 Health Worker 2 compared to CBT-2586-902377

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-2588-902541 Health Worker IV compared to CBT-2588-901434

- Special conditions tied to the positions on the initial referrals were different for the pre- and post-de-ID recruitments negating a meaningful comparison.

CBT-2593-902544 Health Program Coordinator 3 compared to CBT-2593-901419

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-2604-903074 Food Service Worker compared to CBT-2604-902272

- The pre-de-ID department invited all to interview for full-time positions whereas the post-de-ID department made no full-time hire, but interviewed for part-time positions only, negating a meaningful comparison.

CBT-2736-903541 Porter compared to CBT-2736-902488

- Special conditions tied to the positions on the initial referrals were different for the pre- and post-de-ID recruitments negating a meaningful comparison.

CBT-2903-903543 Hospital Eligibility Worker compared to CBT-2903-902547

- In comparing the post and pre-de-identification recruitments, the pre-de-identification recruitment only had one position on the initial certification, and it was cancelled, leaving nothing to compare the post-de-identification recruitment with.

CBT-2908-902827 Senior Hospital Eligibility Worker compared to CBT-2908-901699

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-2913-903339 Program Specialist compared to CBT-2913-902807

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-2918-903092 HSA Social Worker compared to CBT-2918-902571

- The pre-de-ID initial certification was cancelled leaving no basis for comparison.

CBT-2930-902829 Behavioral Health Clinician compared to CBT-2930-902275

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-2932-060632 Sr Psychiatric Social Worker compared to CBT-2932-902548

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-3630-904386 Librarian 1 compared to CBT-3630-902764

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-5277-903521 Planner I compared to CBT-5277-902551

- The 5277 Planner I recruitments are citywide classification-based examinations in which the classification is utilized by the Municipal Transportation Agency (MTA) and City Planning (CPC). In comparing the post and pre-de-identification recruitments, only CPC had a certification on the initial referral for the post-de-identification and a certification on the initial referral for the pre-de-identification recruitment.
- While review of de-identified applications was utilized for CPC's post-de-identification certification processes, instead eligibles within set ranks who replied as interested were invited to interview. As eligibles' applications were not reviewed in both the post-de-identification certification and the pre-de-identification certification, a comparison cannot be drawn.

CBT-5601-903548 Utility Analyst compared to CBT-5601-902258

- Special conditions tied to the positions on the initial referrals were different for the pre- and post-de-ID recruitments negating a meaningful comparison.

CBT-8207-903048 Bldg. & Grounds Patrol Officer compared to CBT-8207-902326

- In comparing the post and pre-de-identification recruitments, the post-de-identification recruitment only had two positions on the initial certification, and it was cancelled, leaving nothing to compare the pre-de-identification recruitment with.

CBT-9703-903516 HSA Emp & Training Spec II compared to CBT-9703-902277

- Language special conditions tied to both recruitments rendered a comparison based on de-ID meaningless.

CBT-9704-903341 Employment & Training Spec 3 recruitment compared to CBT-9704-902806

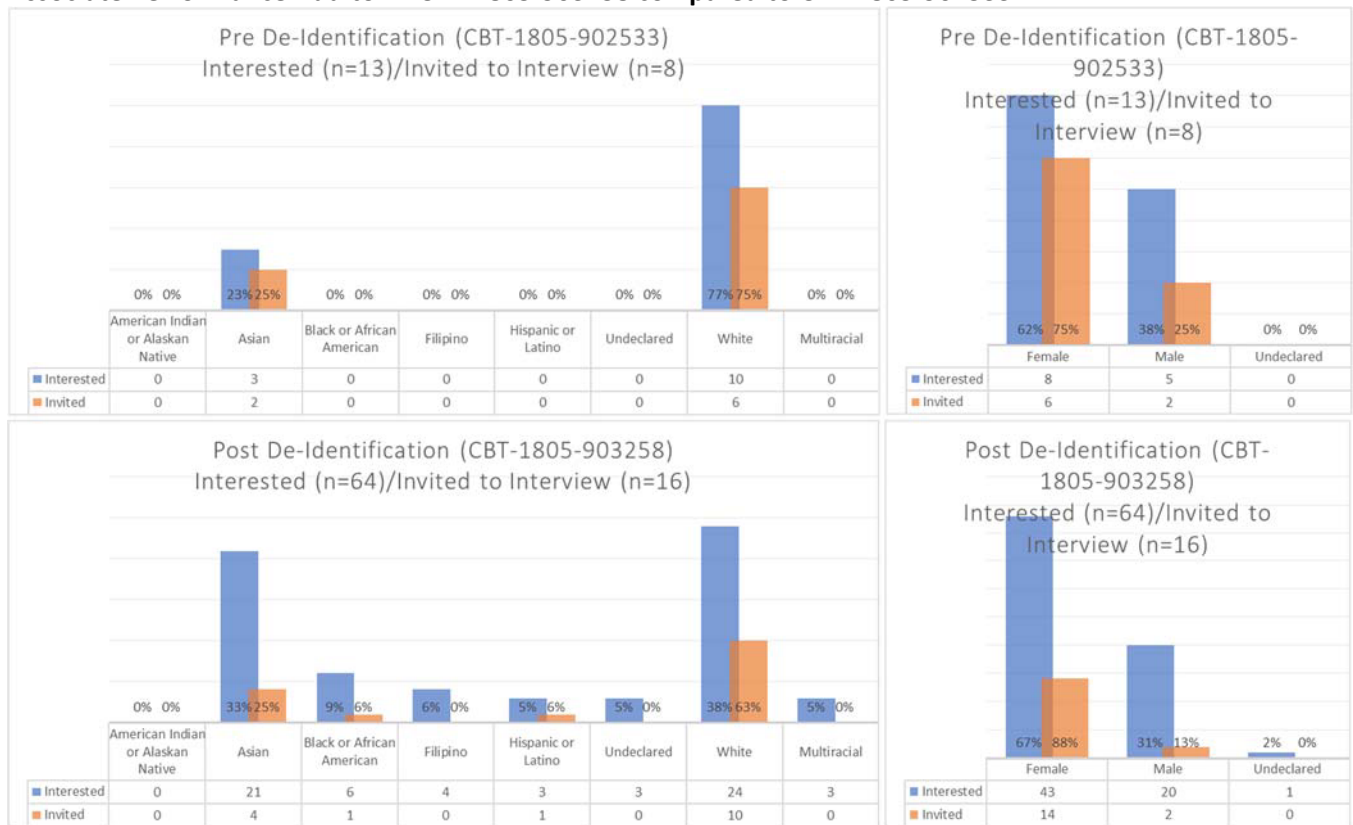
- HSA had positions certified in both the pre- and post-de-ID recruitments. HSA used a job-related screen down of applications to identify candidates to interview for the pre-de-ID recruitment. However, because all interested candidates in the post-de-ID recruitment were invited to interview there was no need for de-ID.

Eight (8) of the remaining eleven (11) classifications (1404, 1446, 2481, 2483 2708, 3286, 7355, and 7514) were eliminated from analysis because the last pre-de-ID certifications were more than five years ago, and the data is not retained in accordance with DHR's Records Retention and Destruction Schedule.

Analysis of the three remaining classifications (1805, 2907, 3602) demonstrated that application review was used as a screen-down for both pre-de-ID and post-de-ID recruitments. The pre-de-ID screen downs consisted of review of all application information. The post-de-ID screen-downs reviewed applications from which names, addresses, schools attended, and other non-job-related identifying information was redacted.

Below is DHR’s analysis of the three classifications in which that met the above-stated criteria.

Associate Performance Auditor -- CBT-1805-903258 compared to CBT-1805-902533



The Controller’s Office processed pre- and post-de-ID certifications consisting of job-related screen downs of applications to identify interviewees. The data is summarized below:

Pre-de-ID (CBT-1805-902533)

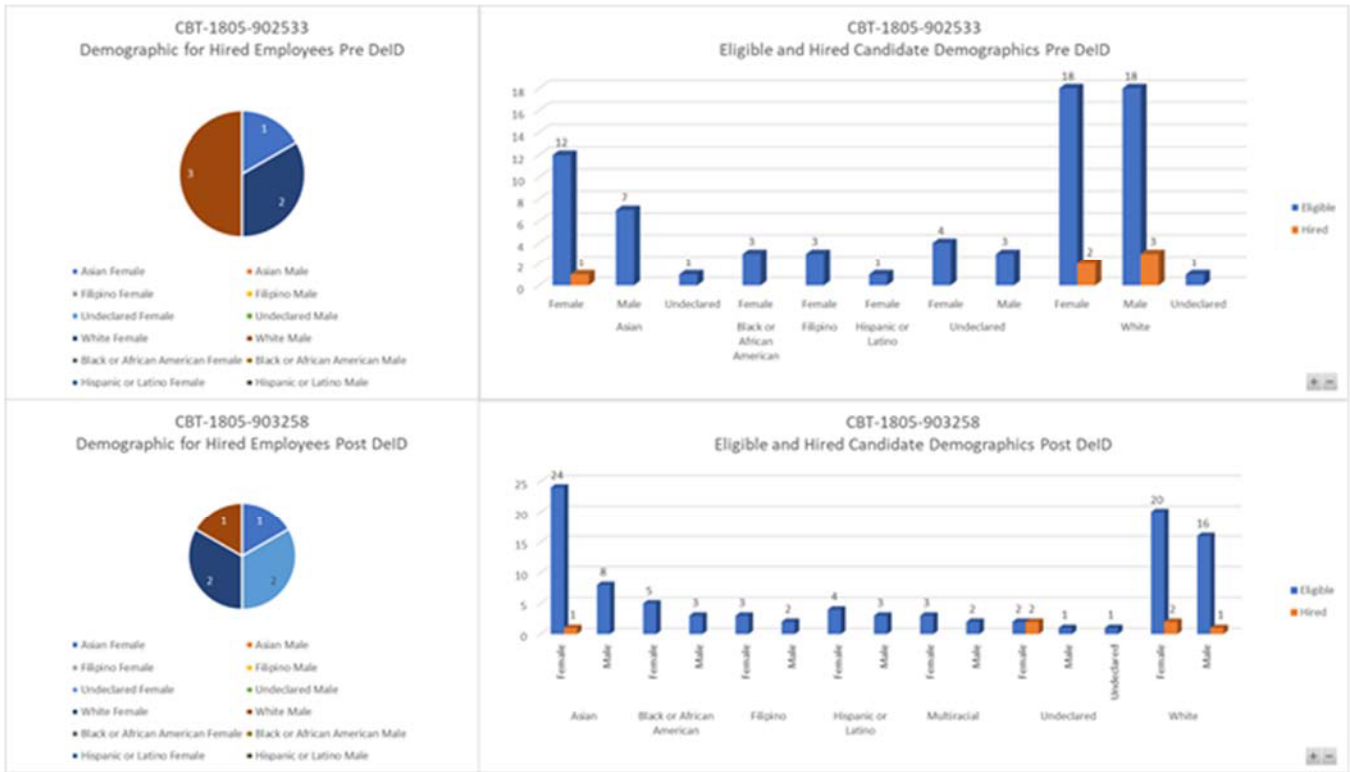
- Thirteen (13) of the reachable candidates expressed interest – 23% (3 of 13) Asian and 77% (10 of 13) White; 62% (8 of 13) female, and 38% (5 of 13) male.
- Eight (8) of the interested candidates were invited to interview – 25 % (2 of 8) Asian and 75% (6 of 8) White; 75% (6 of 8) female and 25% (2 of 8) male.

Post-de-ID (CBT-1805-903258)

- Sixty-four (64) of the reachable candidates expressed interest – 33% (21 of 64) Asian, 9% (6 of 64) Black or African American, 6% (4 of 64) Filipino, 5% (3 of 64) Hispanic or Latino, 5% (3 of 64) undeclared, 38% (24 of 64) White, and 5% (3 of 64) Multiracial; 67% (43 of 64) female, 32% (20 of 64) male, and 1% (1 of 64) undeclared.
- Sixteen (16) of the interested candidates were invited to interview -- 25% (4 of 16) Asian, 6% (1 of 16) Black or African American, 6% (1 of 16) Hispanic or Latino, and 63% (10 of 16) White; 88% (14 of 16) female and 12% (2 of 16) male.

The post-de-ID data versus the pre-de-ID data shows an increase in representation of Black or African Americans and Hispanic or Latinos invited to interview, and a decrease in representation by Whites. It shows no change in the representation by American Indian or Alaskan Native, Asian, Filipino, Undeclared, and multiracial eligibles invited to interview. The post-de-ID recruitment showed an increase in the percentage of females (17% more)

invited to interview. Given that there are only one or two eligibles in some of these categories, no meaningful conclusion can be drawn. Below are illustrations of the demographics of the number of total hires from the respective eligible list [pre- and post-de-ID] and a comparison of representation in the eligible pool versus in the “hires” pool.



Pre-de-ID 6 hires – 1 Asian, 5 White; 3 female, 3 male.

Post-de-ID 6 hires – 1 Asian, 2 undeclared, 3 White; 5 female, 1 male.

Discussion of Hires Versus Diversity of Classification:

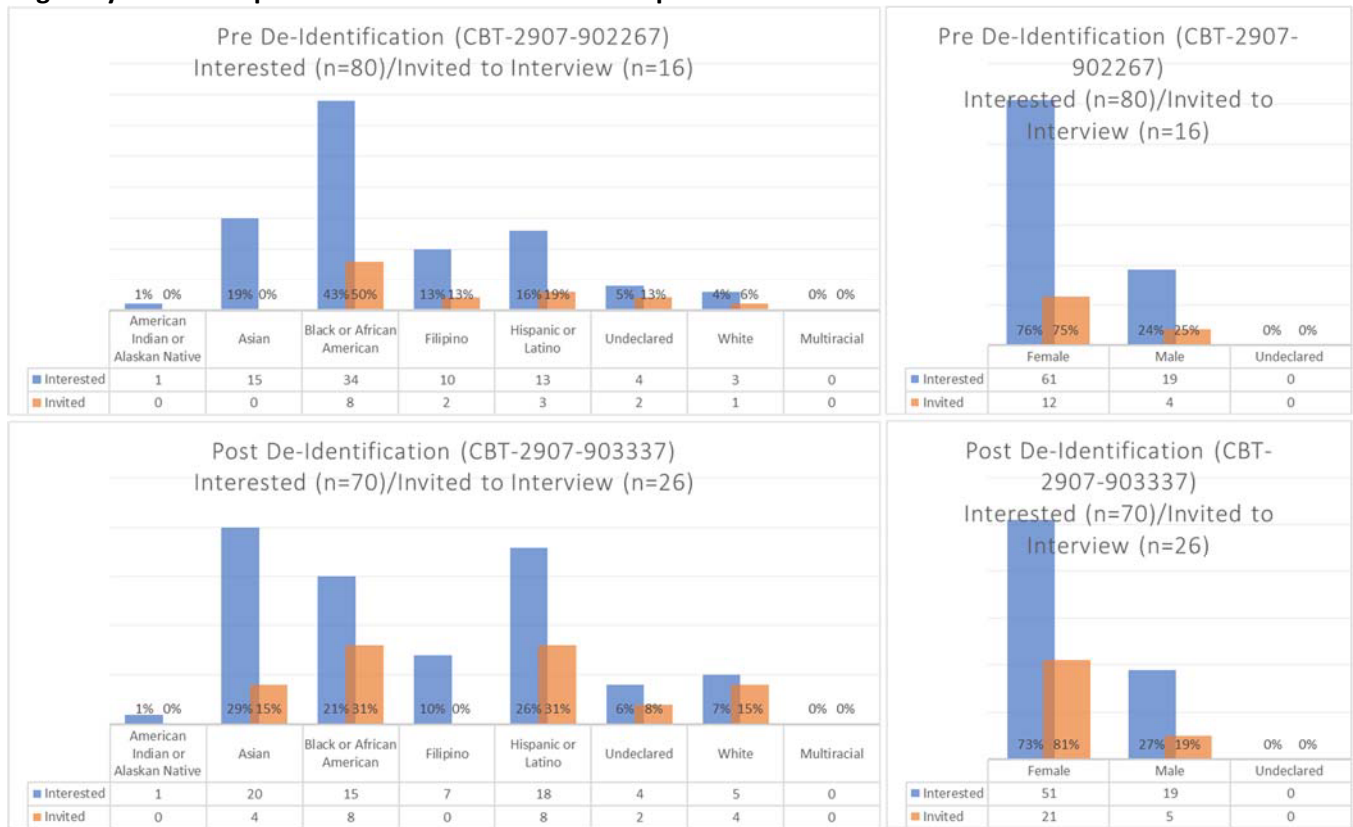
There is a significantly higher percentage of females to males in the post-de-ID data than in the pre-de-ID data – 83% to 17% versus 50% to 50%. This data indicates a more diverse Class along gender lines. To analyze the effect of this latest recruitment on the demographics of the Classification, DHR compiled statistics over the last five fiscal year. As shown in the table below, the addition of these 18 employees into this class yielded mixed results in that while the representation of females in the Class increased, the Class became less diverse regarding race/ethnicity.

1805 Performance Analyst II

	Female		Male		Total
2017-18	9	69.23%	4	30.77%	13
2018-19	9	60.00%	6	40.00%	15
2019-20	8	61.54%	5	38.46%	13
2020-21	7	58.33%	5	41.67%	12
2021-22	7	70.00%	3	30.00%	10
					63

	Asian	Filipino	Hispanic	White
	7.69%	7.69%	7.69%	76.92%
	13.33%	6.67%	6.67%	73.33%
	15.38%	7.69%	7.69%	69.23%
	16.67%	8.33%	0.00%	75.00%
	20.00%	0.00%	0.00%	80.00%

Eligibility Worker Supervisor -- CBT-2907-903337 compared to CBT-2907-902267



The Human Services Agency processed pre- and post-de-ID certifications consisting of job-related screen downs of applications to identify interviewees. The data is summarized below:

Pre-de-ID (CBT-2907-902267)

- Eighty (80) of the reachable candidates expressed interest -- 1% (1 of 80) American Indian or Alaskan Native, 19% (15 of 80) Asian, 43% (34 of 80) Black or African American, 13% (10 of 80) Filipino, 16% (13 of 80) Hispanic or Latino, 5% (4 of 80) undeclared, and 4% (3 of 80) White; 76% (61 of 80) female and 24% (19 of 80) male.
- Sixteen (16) of the interested candidates were invited to interview -- 50% (8 of 16) Black or African American, 13% (2 of 16) Filipino, 19% (3 of 16) Hispanic or Latino, 13% (2 of 16) undeclared, and 6% (1 of 16) White; 75% (12 of 16) female and 25% (4 of 16) male.

Post-de-ID (CBT-2907-903337)

- Seventy (70) of the reachable candidates expressed interest -- 1% (1 of 70) American Indian or Alaskan Native, 29% (20 of 70) Asian, 21% (15 of 70) Black or African American, 10% (7 of 70) Filipino, 26% (18 of 70) Hispanic or Latino, 6% (4 of 70) undeclared, and 7% (5 of 70) White; 73% (51 of 70) female and 27% (19 of 70) male.
- Twenty-Six (26) of the interested candidates were invited to interview -- 15% (4 of 26) Asian, 31% (8 of 26) Black or African American, 31% (8 of 26) Hispanic or Latino, 8% (2 of 26) undeclared, and 15% (4 of 26) White; 81% (21 of 26) female and 19% (5 of 26) male.

The post-de-ID data versus the pre-de-ID data shows an increase in representation of Asians, Hispanic or Latinos, and Whites invited to interview, and a decrease in representation by Black or African Americans, Filipinos. It

indicates no change in the representation by American Indian or Alaskan Native, Asian, Filipino, Undeclared, and multiracial eligibles invited to interview. The post-de-ID recruitment indicates an increase in the percentage of females (8% more) invited to interview. Given that there are only one or two eligibles in some of these categories, no meaningful conclusion can be drawn.

Below are illustrations of the demographics of the number of total hires from the respective eligible list [pre- and post-de-ID] and a comparison of representation in the eligible pool versus in the “hires” pool.



Pre-de-ID 5 hires – 3 Black, 1 Filipino, 1 Hispanic; 3 female, 2 male.

Post-de-ID 11 hires – 3 Black, 1 Filipino, 3 Hispanic, 1 undeclared, 3 White; 9 female, 2 male.

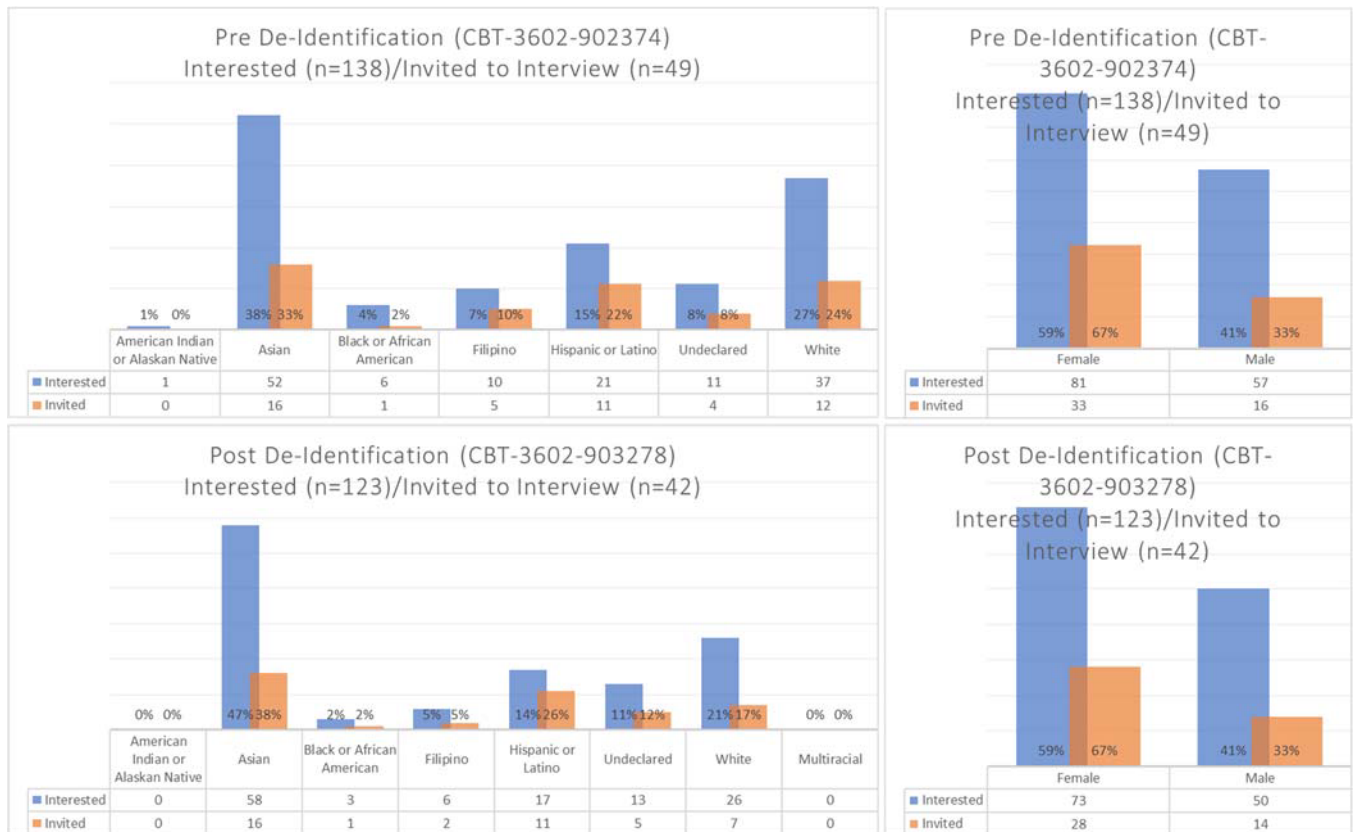
Discussion of Hires Versus Diversity of Classification:

This data indicates positive changes in the diversity of the hires by gender when comparing pre-de-ID to post-de-ID data – 82% to 18% versus 60% to 40%. The addition of these 11 employees into the Class showed mixed results given the expectation that de-ID will increase diversification. In this instance, the Class became less diverse as to race/ethnicity but more diverse regarding gender. As indicated in the table below the trend across five fiscal years shows a Class more populated by female employees, but less diverse regarding race/ethnicity. One notable factor is the increase of Black representation in the Class from 10% in 2018 to 20% in 2022 while Filipino representation decreased by nearly the same percentages.

2907 Eligibility Worker Supervisor

	Female		Male		Total	Asian	Black	Filipino	Hispanic	Multi-race	White
	Count	Percentage	Count	Percentage							
2017-18	47	66.20%	24	33.80%	71	26.76%	9.86%	19.72%	28.17%	0.00%	15.49%
2018-19	46	63.89%	26	36.11%	72	26.39%	11.11%	15.28%	27.78%	0.00%	19.44%
2019-20	51	68.00%	24	32.00%	75	25.33%	16.00%	12.00%	26.67%	0.00%	20.00%
2020-21	47	67.14%	23	32.86%	70	24.29%	15.71%	11.43%	27.14%	0.00%	21.43%
2021-22	51	72.86%	19	27.14%	70	18.57%	20.00%	11.43%	27.14%	1.43%	21.43%
					358						

Library Page -- CBT-3602-903278 compared to CBT-3602-902374



The Library processed pre- and post-de-ID certifications consisting of job-related screen downs of applications to identify interviewees. The data is summarized below:

Pre-de-ID (CBT-3602-902374)

- One-hundred-thirty-eight (138) of the reachable candidates expressed interest -- 1% (1 of 138) American Indian or Alaskan Native, 38% (52 of 138) Asian, 4% (6 of 138) Black or African American, 7% (10 of 138) Filipino, 15% (21 of 138) Hispanic or Latino, 8% (11 of 138) undeclared, and 27% (37 of 138) White; 59% (81 of 138) female and 41% (57 of 138) male.
- Forty-nine (49) of the interested candidates were invited to interview -- 33% (16 of 49) Asian, 2% (1 of 49) Black or African American, 10% (5 of 49) Filipino, 22% (11 of 49) Hispanic or Latino, 8% (4 of 49) undeclared, and 24% (12 of 49) White; 67% (33 of 49) female and 33% (16 of 49) male.

Post-de-ID (CBT-3602-903278)

- One-hundred-twenty-three (123) of the reachable candidates expressed interest -- 47% (58 of 123) Asian, 2% (3 of 123) Black or African American, 5% (6 of 123) Filipino, 14% (17 of 123) Hispanic or Latino, 11% (13 of 123) undeclared, and 21% (26 of 123) White; 59% (73 of 123) female and 41% (50 of 123) male.
- Forty-two (42) of the interested candidates were invited to interview -- 38% (16 of 42) Asian, 2% (1 of 42) Black or African American, 5% (2 of 42) Filipino, 26% (11 of 42) Hispanic or Latino, 12% (5 of 42) undeclared, and 17% (7 of 42) White; 67% (28 of 42) female and 33% (14 of 42) male.

The post-de-ID data versus the pre-de-ID data shows an increase in representation of Asians, Black or African Americans, Hispanic or Latinos invited to interview, and a decrease in representation by Filipinos and Whites. It shows no change in the representation by American Indian or Alaskan Native eligibles invited to interview. The post-de-ID recruitment showed no change in the percentage of females invited to interview as both were at 67%. Given that there are only one or two eligibles in some of these categories, no meaningful conclusion can be drawn.

Below are illustrations of the demographics of the number of total hires from the respective eligible list [pre- and post-de-ID] and a comparison of representation in the eligible pool versus in the “hires” pool.



Pre-de-ID 18 hires – 4 Asian, 1 Black, 2 Filipino, 6 Hispanic, 2 undeclared, 3 White; 11 female, 7 male.

Post-de-ID 15 hires – 9 Asian, 1 Filipino, 2 Hispanic, 3 undeclared; 10 female, 5 male.

Discussion of Hires Versus Diversity of Classification:

This data indicates positive changes in the diversity of the hires by gender [67% to 33% versus 61% to 39%] when comparing pre-de-ID to post-de-ID. The addition of these 15 employees into the Class showed consistent if statistically minor positive results toward the goal of diversification across both race/ethnicity and gender. Five-year data however shows female and race/ethnicity category representation decreasing slightly.

3602 Library Page

	Female		Male		Total
2017-18	147	58.10%	106	41.90%	253
2018-19	148	57.14%	111	42.86%	259
2019-20	138	56.33%	107	43.67%	245
2020-21	129	56.83%	98	43.17%	227
2021-22	119	55.61%	95	44.39%	214
					1198

Asian	Amer Ind	Black	Filipino	Hispanic	Multi race	White
43.87%	0.40%	8.70%	6.72%	15.02%	0.79%	24.51%
39.77%	0.39%	8.11%	6.95%	19.31%	0.77%	24.71%
42.45%	0.41%	7.35%	6.94%	18.78%	1.63%	22.45%
41.41%	0.44%	7.93%	7.05%	18.06%	1.32%	23.79%
37.85%	0.47%	8.41%	7.48%	15.89%	2.34%	27.57%

Given the mixed results above, DHR increased the sample size by aggregating the data across the three classes. The larger sample size showed an increase in representation by Asians [30% to 39%] and a decrease in representation by Blacks [17% to 9%] among those indicating interest pre-and post-de-ID, respectively. Representation by all other race/ethnicity groups declined slightly or did not change.

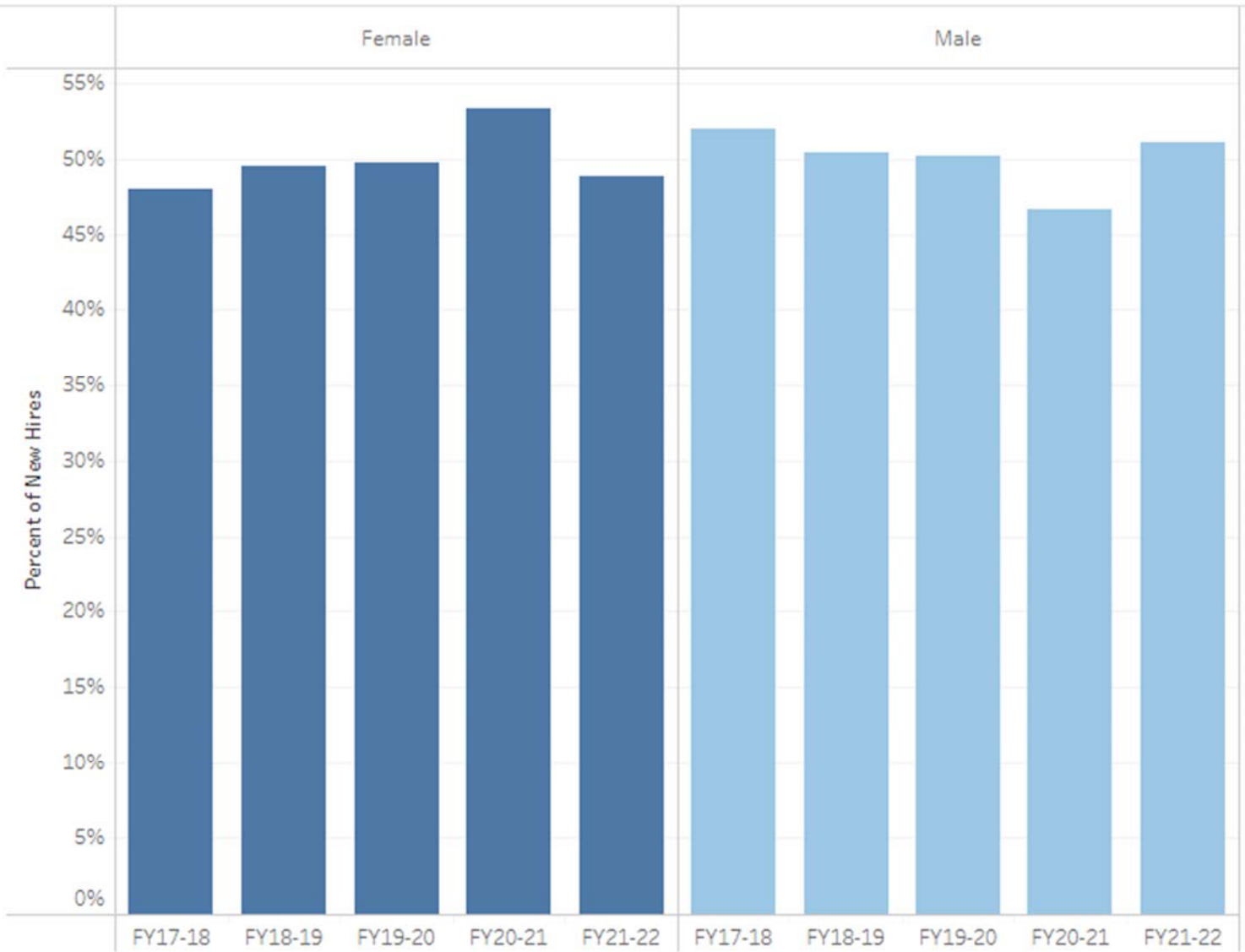
Both Asian and Hispanic representation among those invited to interview increased, 25 to 29%, and 19 to 24%, respectively. Again, representation of all other race/ethnicity groups declined or stayed the same.

Analysis of the aggregated “hire” data showed the most significant differences across pre- and post-de-ID. Representation by Asians, as in the other two selection process points, increased; this time from 17% to 31%. Representation by Blacks [14% to 9%], Filipinos [10% to 2%], Hispanics [24% to 16%], and Whites [28% to 19%] all decreased significantly. Representation by those who declined to self-identify also increased from 7% to 19%.

Representation by females versus males stayed consistent pre- and post-de-ID among those indicating interest, and increased by 5% and 6% among those invited to interview and hired, respectively.

The analysis of data across the three classes above indicate that de-ID has had no discernable effect on increasing the diversity of the City workforce. Even the larger sample size achieved by aggregating the data reflected increase in representation by only Asians. Recognizing that this analysis is a microscopic view, DHR took a wider look at all hires across the City workforce during the period from 2016-17 to 2020-21.

The table below reflects the new hires with regard to gender and shows that across the five-year period the composition of the City workforce went from just over 48% female in 2017-18 to 53.4% at the end of FY 2020-21, then declined to just under 49% in FY 2021-22.

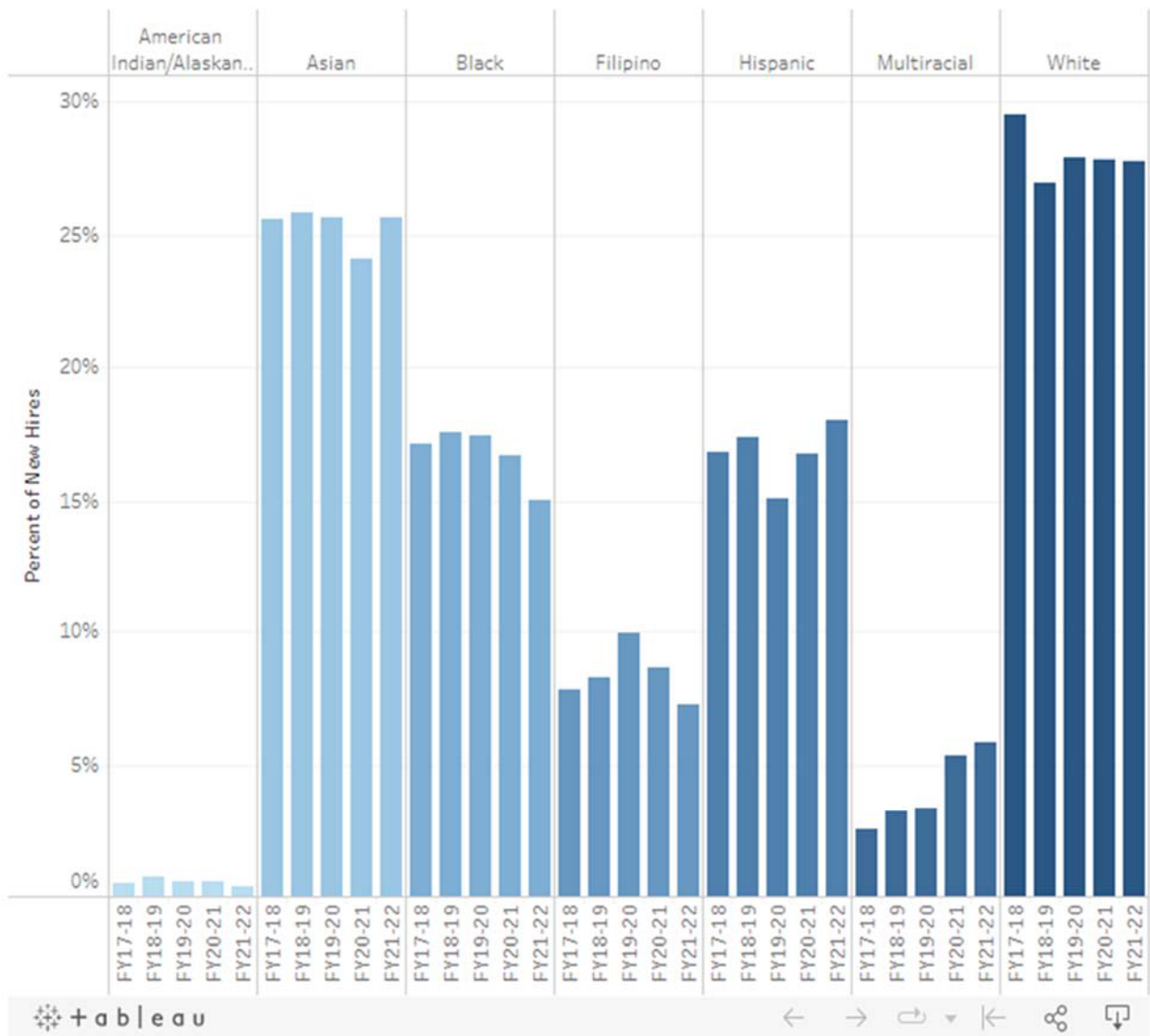


The table below shows representation by:

- American Indian/Alaskan Natives increased from 0.53% up to 0.74% then back down to 0.37%
- Asians was at a high of 25.84% in FY 18-19 and is currently at 25.66%
- Blacks declined from a high in FY 18-19 of 17.57% to 15.06% in FY 21-22
- Filipinos increased from 7.82% up to 9.92% in FY 19-20 then down to 7.26% in FY 21-22
- Hispanics decreased from 17.42% in FY 18-19 down to 15.10% in FY 19-20 then up to 18.01% in FY 21-22
- Whites decreased from 29.54% in FY 17-18 to 27.78% in FY 21-22

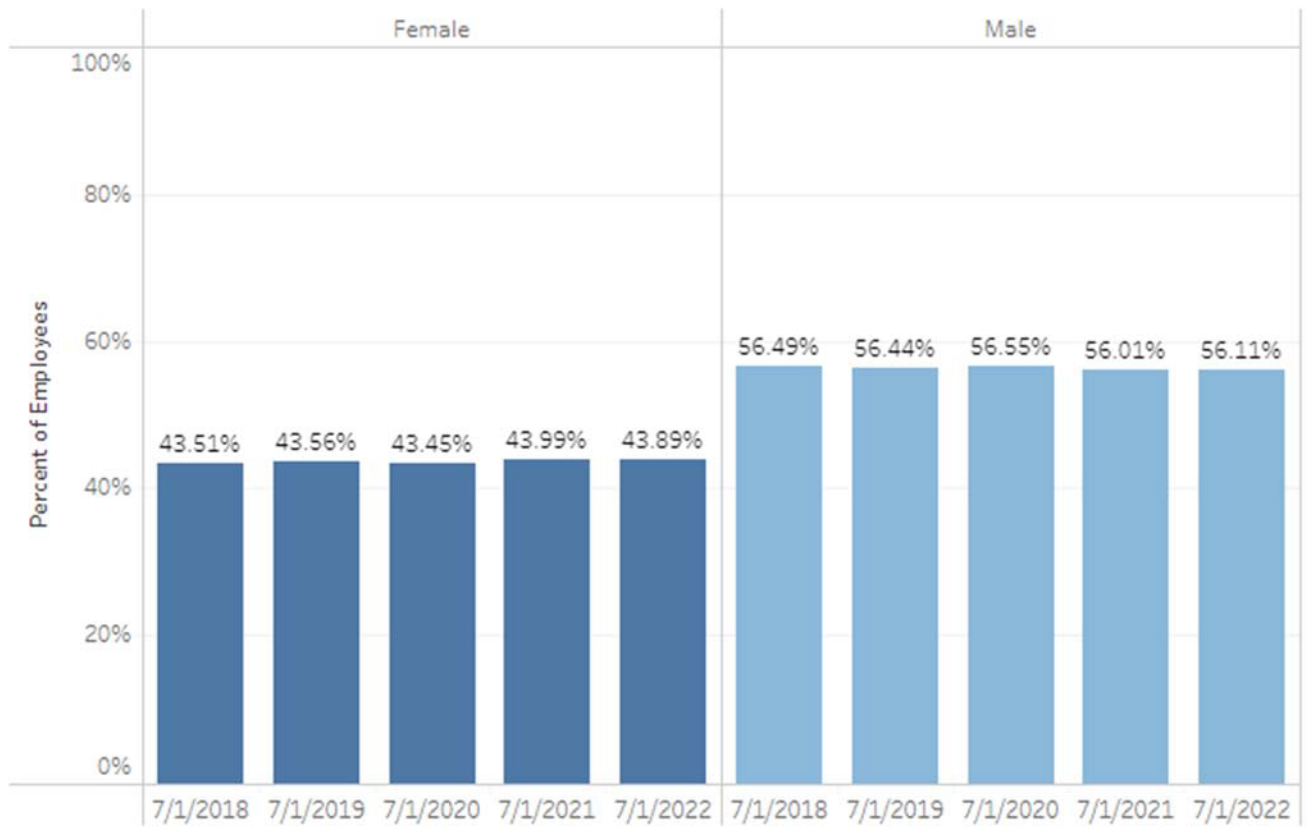
Race/Ethnicity and New Hires

Employee counts are from July 1st-June 30th of the noted fiscal years. New hires only include employees without prior City and County of San Francisco employment.

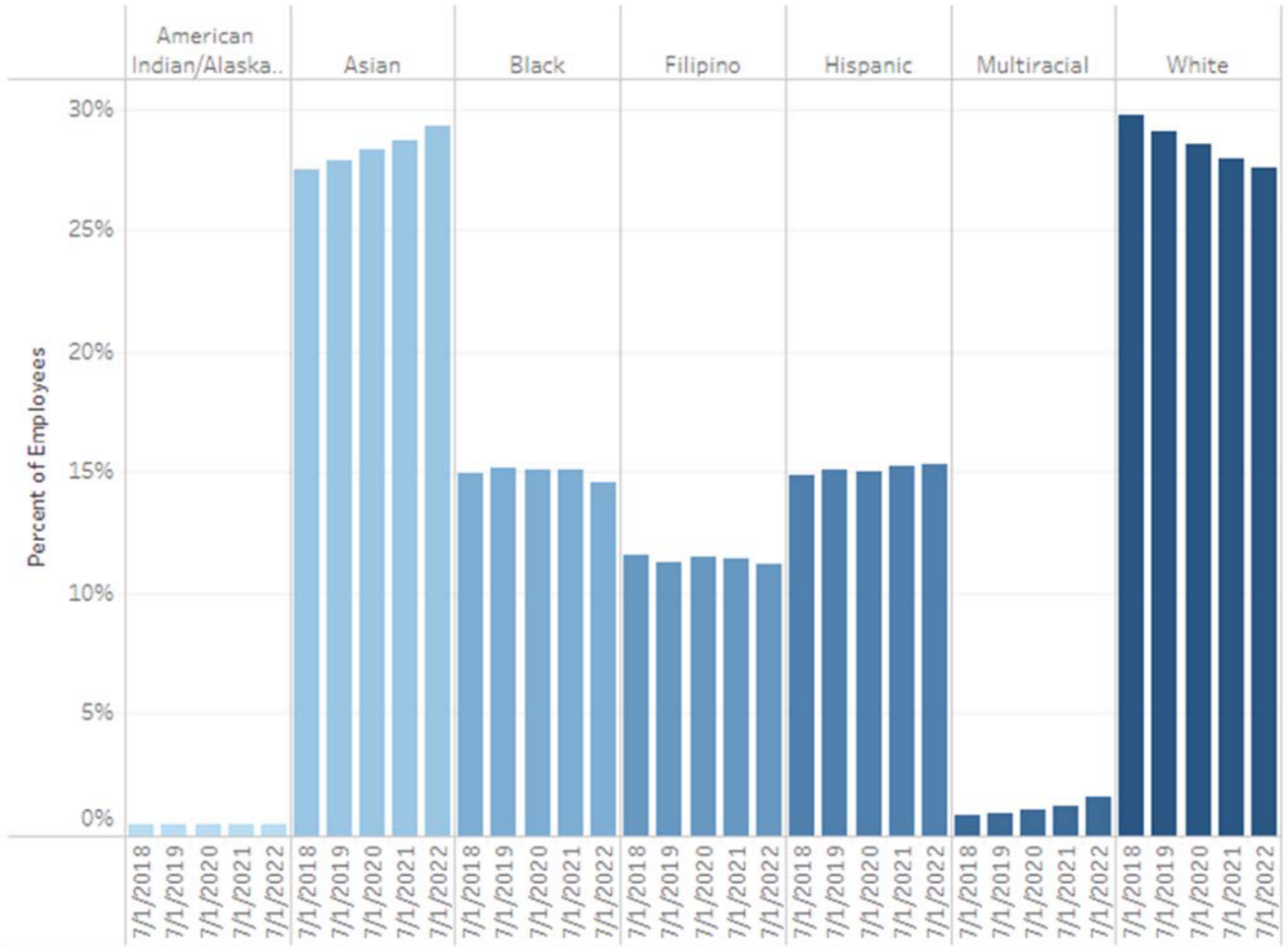


DHR conducted a final analysis looking at changes in the demographic composition throughout the City workforce across the five-year period. DHR recognizes that this data is confounded by separations from the City which are entirely unrelated to any de-ID efforts that could result in changes in workforce demographics. The following tables illustrate City-wide workforce data regarding gender and race/ethnicity, respectively, across the same five fiscal years.

Classification: All



Classification: All



The City workforce varied in numbers across the five-year period from a high count of 36,592 employees in FY 2018-19 to a low count of 34,555 employees in FY 2021-22. While DHR would expect a significant increase in diversity of the City workforce due to de-ID, a comparison of the ratio of females to males and race/ethnicity categories pre- and post-de-ID does not support this expectation. The increase in female representation in the City workforce pre- and post-de-ID [an increase of 86 out of an average population of 35,632 employees] is less than .25%.

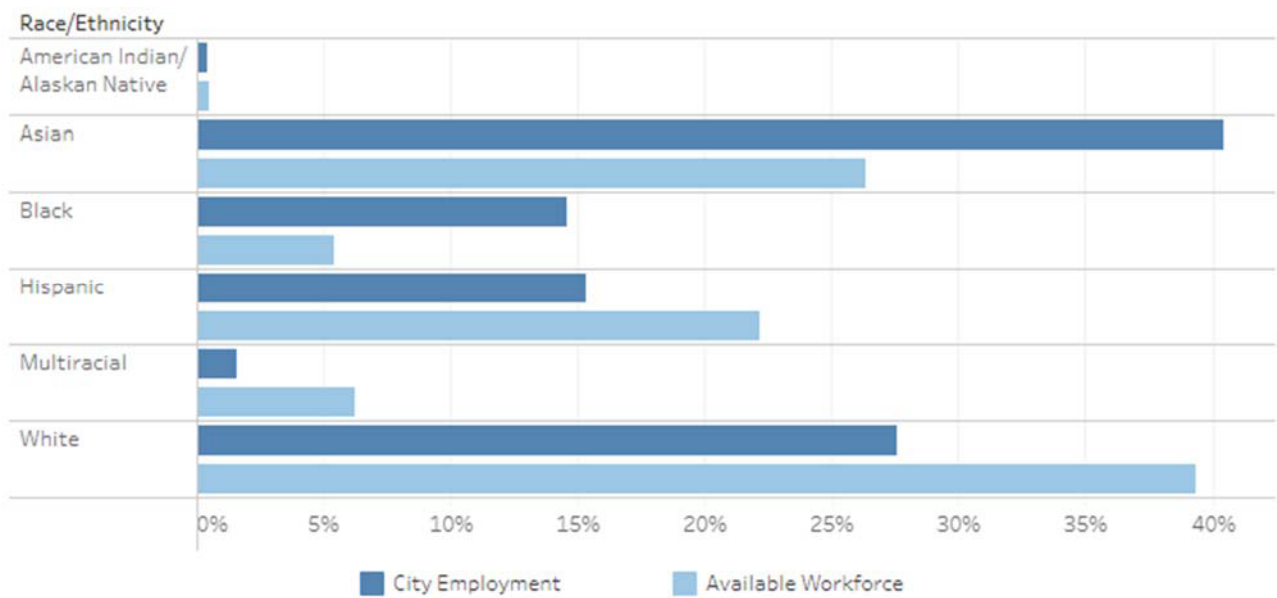
It is important to note that following the Mayor’s October 25, 2018 Executive Directive to Support People of All Gender Identities, the City expanded gender and self-identifiers on all city forms (including job applications) to include non-binary as an option. Prior to the directive, job applicants were limited to the binary gender options of female, male, and undeclared. This report does not include non-binary information because the data was not collected for pre-de-ID recruitments and therefore, cannot be used as a comparison.

With respect to race/ethnicity, we observe that the representation of Whites in the workforce has consistently declined across the five-year period, from a high of almost 30% in FY 2017-18 to a low of approximately 27.5% last year. Conversely, the representation of Asians was almost the exact opposite from a low of approximately 27.5% in FY 2017-18 to a high of approximately 29% last year. Over the course of the five-year period representation of Blacks and Filipinos declined slightly and Hispanic representation increased slightly.

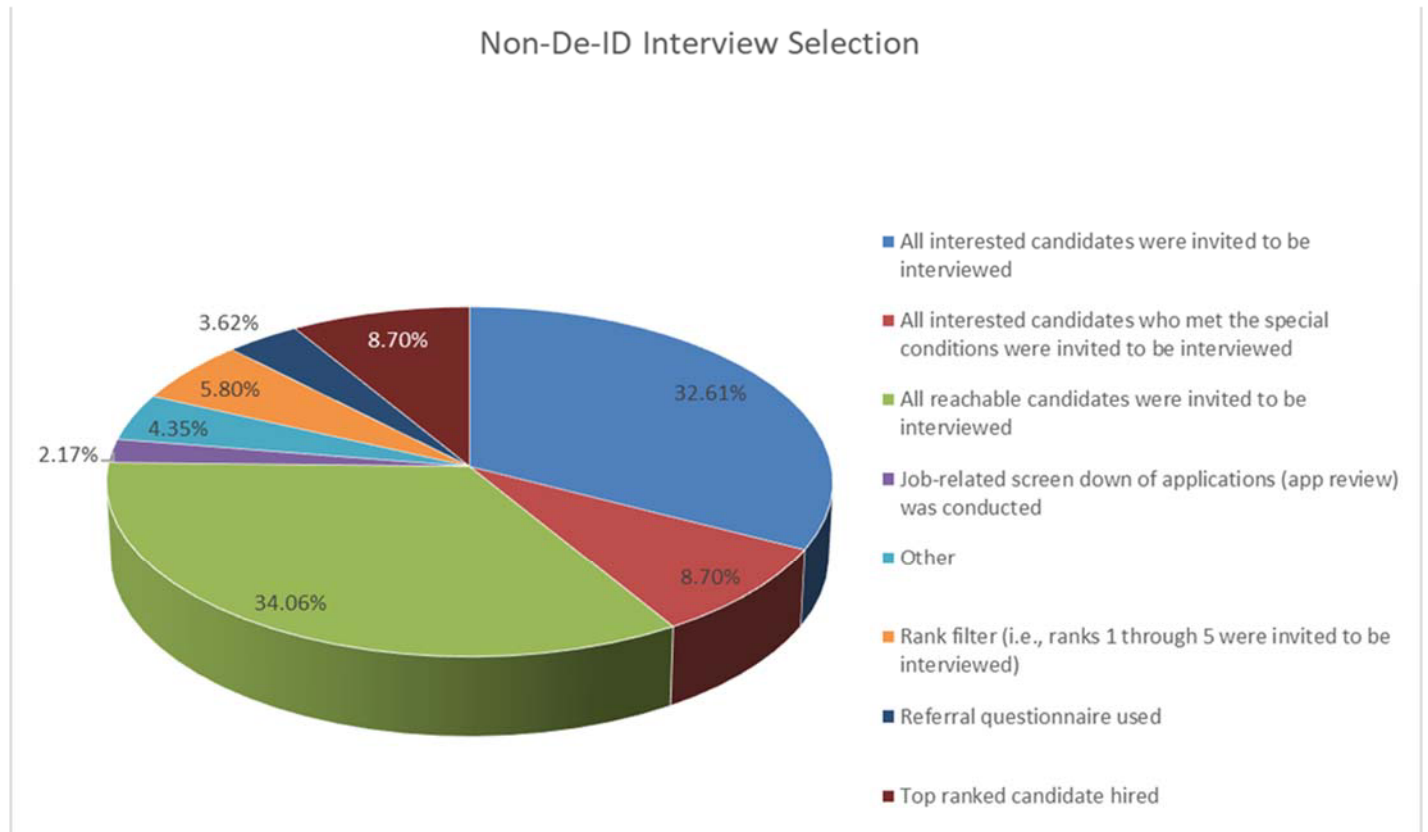
Finally, DHR looks at the current City work force composition compared to the available workforce from 2020 data. As indicated in the table below, the City work force is over-represented by Asians and Blacks and underrepresented by Hispanics and Whites. So, while de-ID does not appear to be further diversifying the workforce, the City workforce has maintained its overall diversity in relation to the available workforce.

Available Workforce vs. City Employment

Available Workforce is comprised of data for 10 Bay Area counties from the 2020 American Community Survey (ACS) 5 Year Estimate. Percentages are of total available workforce in Bay Area. ACS estimates include race/ethnicity categories not captured in City data and folds Filipino data in to the Asian category. City Employment counts are as of July 1, 2022.



The CSC expressed interest in more information regarding methods used to select candidates to interview when not relying on application de-ID. DHR surveyed Human Resources professionals and hiring managers from 44 City departments regarding the selection methods they used to make hires off CBT lists in fiscal year 2021/22. DHR received responses from fourteen (14) departments spanning nearly 200 certifications. Twenty-nine (29) departments did not respond to the survey, and one (1) department had no hires from a CBT list.



Conclusion

As described above, only three out of the thirty-seven identified classifications used de-ID process. While there were incremental positive changes in representation of classes across the three recruitments, the impact on each class was insignificant. Analysis of the gender and race/ethnicity composition of the three Classes across the five fiscal years suggests that the implementation of de-ID has had minimal to no effect on diversifying the composition of the City Workforce. Analysis of the “city-wide” data across the same five-year period similarly provides on minimal support for a positive effect due to de-ID.

City Departments, along with our DHR Employment Services team, report that de-ID in the post referral selection process places an additional barrier to expeditious hiring and contributes to the challenges that the City is facing in staffing its workforce. This study did not review or report on the relevant data that would be needed to validate these perceptions; however, DHR could provide a report on whether, and to what extent, the de-ID process contributes to time-to-hire.

Finally, subsequent reporting on de-ID will be limited to demographic changes in the City workforce from year to year, as the City’s Record Retention Policy will limit our access to historical data that this report relies on for future reports.

Recommendation

DHR respectfully recommends that the Commission adopt the report.