



NURSE HIRING UPDATE

APRIL 3, 2023



SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



Hiring By the Numbers

Current Efficiencies and Improvements

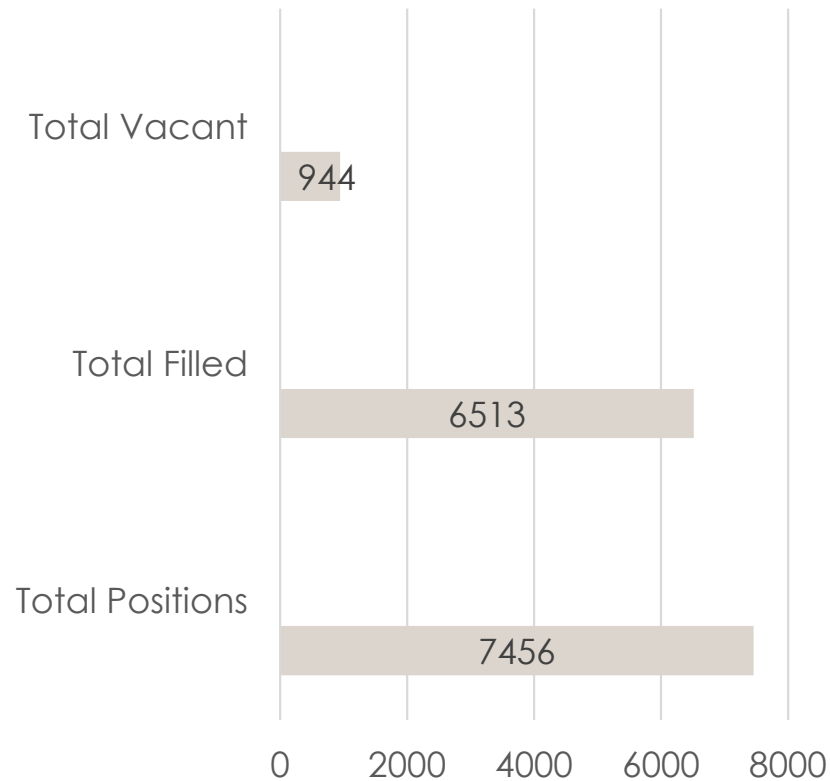
Upcoming Plan

AGENDA

HIRING BY THE NUMBERS

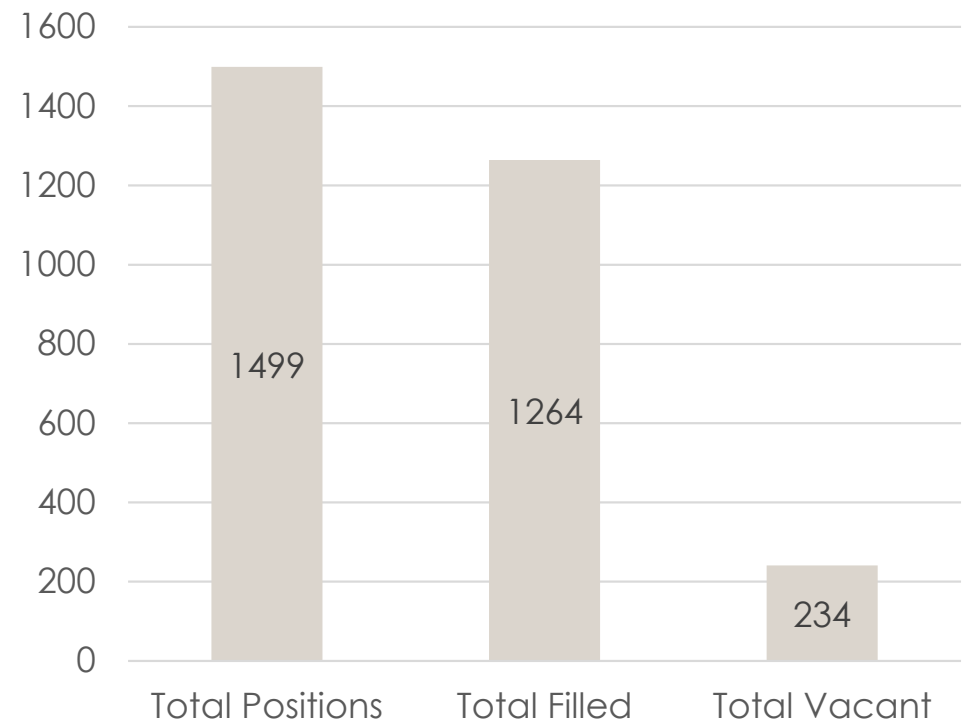
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Department of Public Health*



*These are budget authority figures that reflect 13% Vacancy Rate

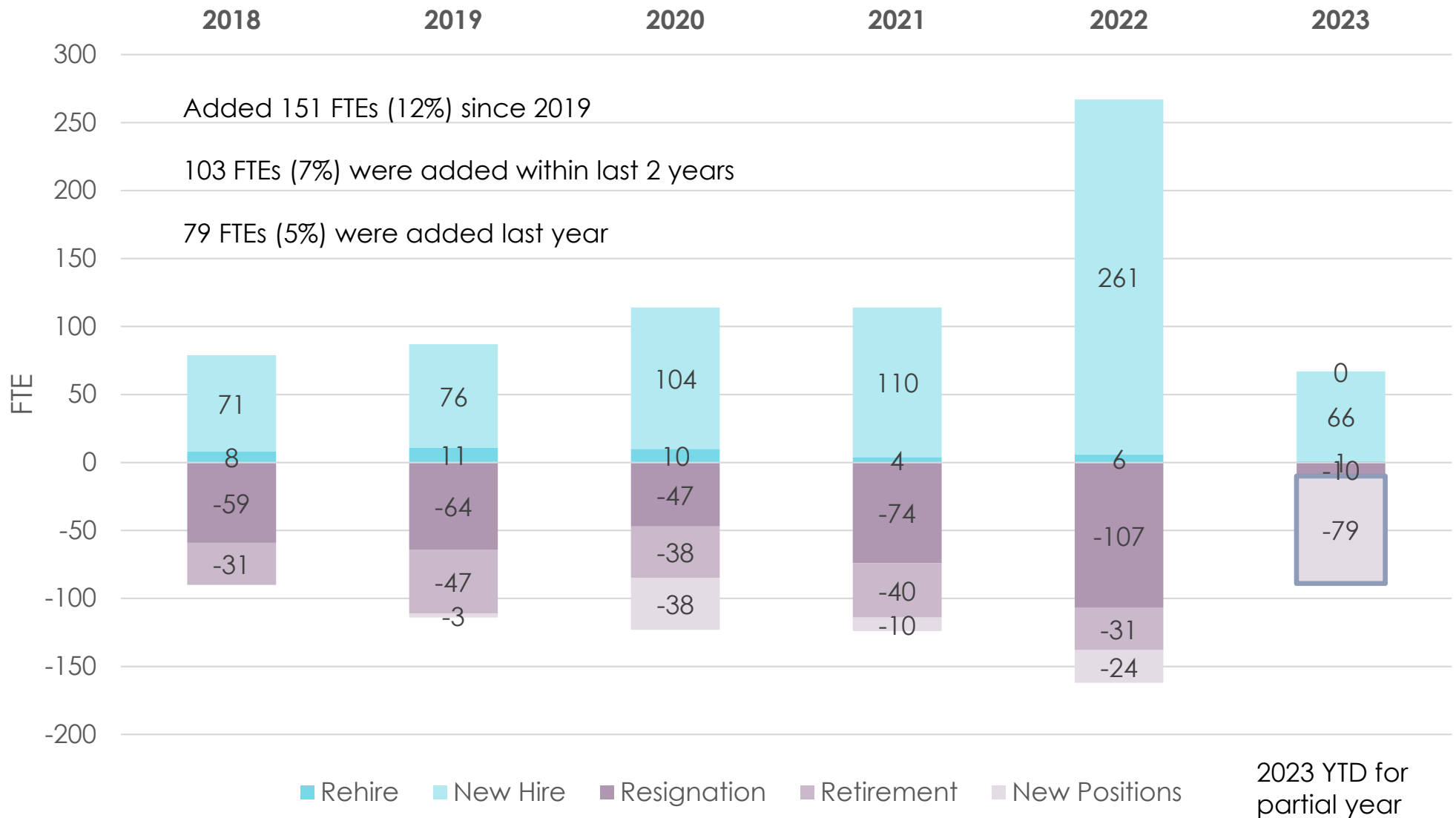
2320 Registered Nurses**



**RN figures reflects total position authority. Budget authority is lower with an average of 13% across the department

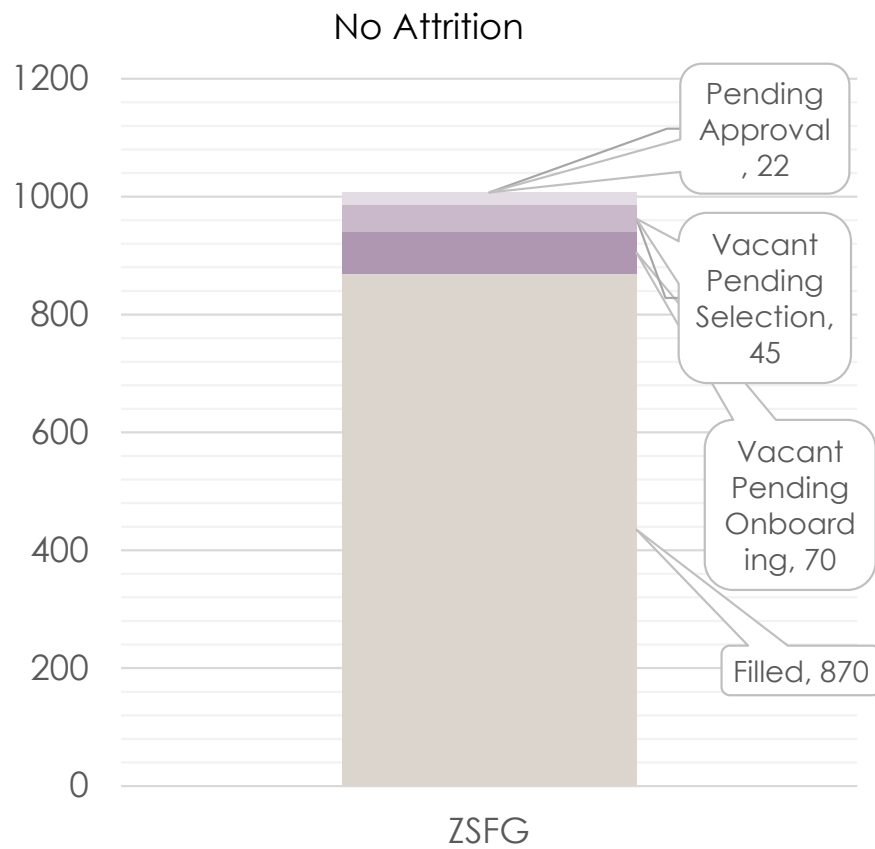
2320 Hiring and New Vacancies

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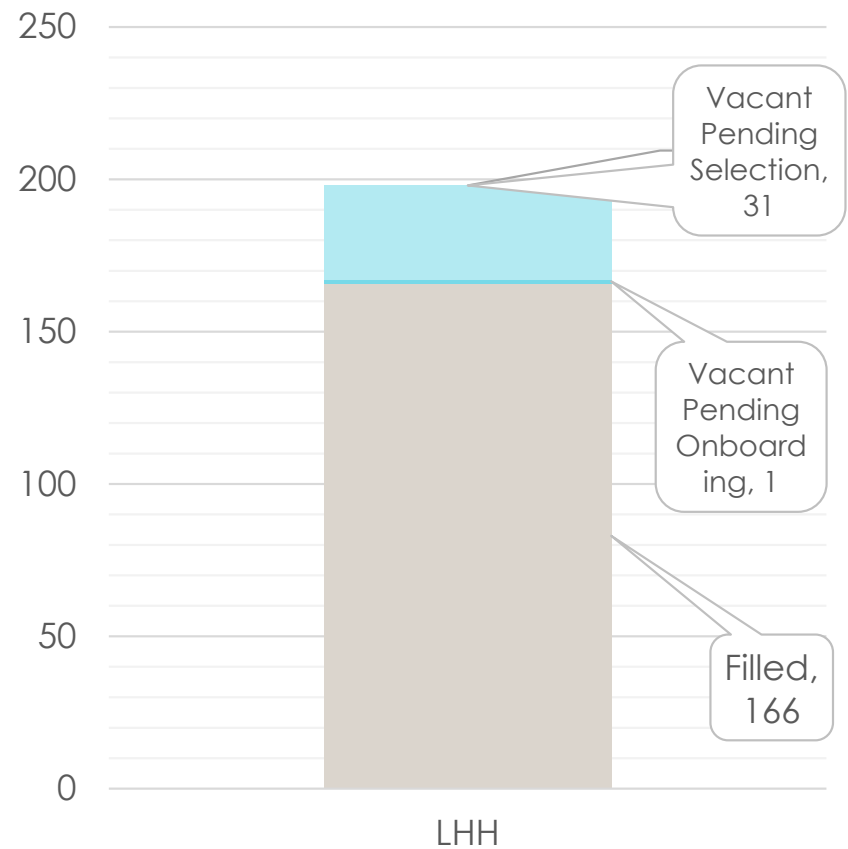
BY THE NUMBERS

ZSFG 2320 Registered Nurses



138 Vacancies In Hiring Process

LHH 2320 Registered Nurses



31 Vacancies In Hiring Process

2320 REGISTERED NURSE HIRING TIMELINE

Position Approval

- Request to Fill (Internal and People/Pay)
- Reassignment Notice

7-30 days
4

Selection

- Reassignment Selection
- Issue Referral
- Make Selection

10-30 days
20

Eligible List

- CCT
- Training/Experience Evaluation

10-30 days
10

15-90 days
26*

Onboarding

- Verification
- Medical Evaluation
- Fingerprinting
- Reference Check
- Notice to Employer
- Epic Training
- * Final Offer

Average Time from Position Approval to Start Date

Current: 140 days

Goal: 60 days

STAFFING CHALLENGES AT DPH



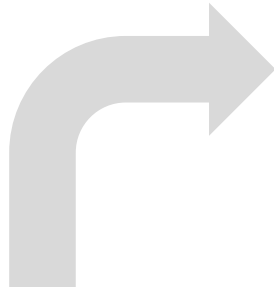
GUIDING PRINCIPLES

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- ❖ Hire faster while removing barriers for all
- ❖ Make merit based, equity focused, data driven, consistent, fair, transparent decisions
- ❖ Center the experiences of our clients
- ❖ Incorporate suggestions from various stakeholders: unions, managers, employees, equity leads, schools
- ❖ Learn from innovations in other fields

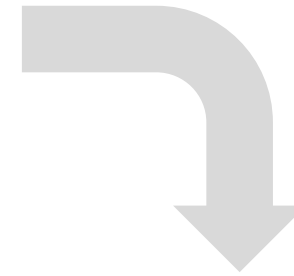
EFFICIENCIES AND IMPROVEMENTS

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Recruitment

- More staff
- Job Ads
- SmartRecruiters
- Metrics
- Recruitment Events



Classification

- New Team
- Review Qualifications
- Consolidate Classifications
- Specs Compared against Industry
- New Classifications for Expanded Services

Assessment

- Training and Experience for licensed jobs
- Remote or on demand testing
- Broad interpretation of Qualifications
- Competency and KSA Bank
- Explore other Assessment formats

RECENT HIRING EFFICIENCIES

Reduce time & remove barriers for a fair & inclusive process for **all**

Pre-selection

- Q banks
- Panel eligibility rules
- Panel roles checklist
- Uniform hiring plans

Selection

- Interviews vs. alternatives
- Questions beforehand
- Rating discussions
- Department-wide selections
- Clinical hiring team

In pilot phase:

- Lived Experience as DQ (BHS)
- Specialized training for competency based interviewing
- Project with CON to improve hiring process
- Ongoing selections (RofL)

EFFICIENCIES AND IMPROVEMENTS

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Streamline the employment vetting & onboarding processes

Employment Vetting

- No employment reference check requirement for DPH employees
- Collect verification documents during application stage.
- Develop process to easily calculate salary placements.

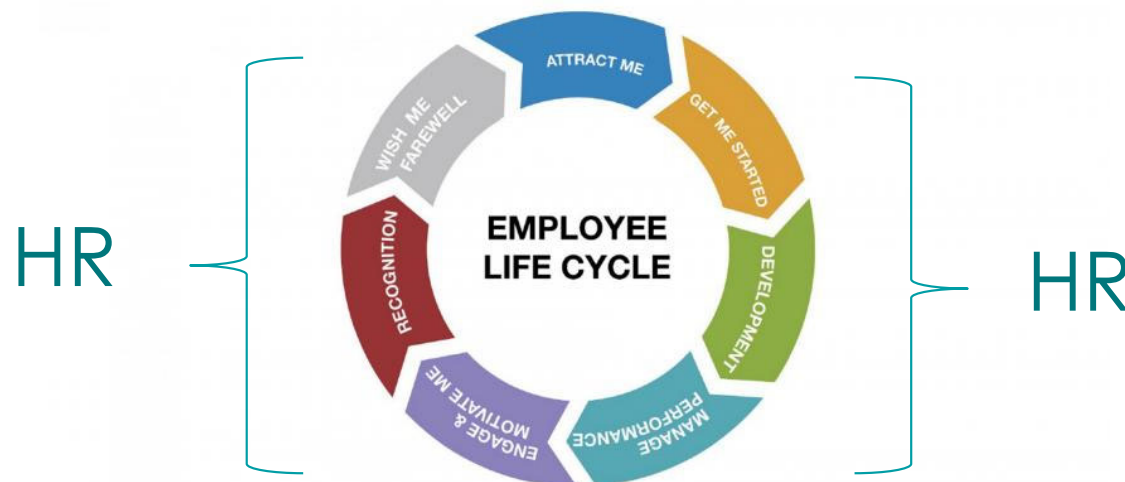
Onboarding

- Streamline medical clearance policy
- Conduct fingerprinting inhouse
- Continue mass onboarding events

OFFICE OF EXPERIENCE & CULTURE

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Guiding philosophy:
Improve Experiences Across the Employee Lifecycle



OEC PRIORITIES

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- Hire faster while removing barriers
 - ▣ 3 phase hiring efficiencies
 - ▣ HR learning, development, innovation

- Build workforce pathways to grow, retain, and engage our workforce

- Ensure respectful and productive work environment for all employees

- Improve & expand communication and feedback channels with workforce & unions



DPH HR Events



Learning & innovating as one team

NEXT SIX MONTHS

15



Connect

- DPH Human Resources
- Division Leaders
- Equity Leads and Champions
- Unions
- DHR, CSC



Learn & Collaborate

- Train and Be Trained
- Conduct Listening Sessions
- Research Better Practices



Plan & Report

- Develop Hiring Improvement Plan
- Report Progress to Commission Fall of 2023

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Thank you. Questions?