

Notifications

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DATE: August 10, 2023

TO: Honorable Civil Service Commission

THROUGH: Carol Isen
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FROM: Stephanie Mayorga-Tipton
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SUBJECT: Report on the Position-Based Testing Program

Executive Summary

This annual report is to update the Civil Service Commission (CSC) on the Position-Based Testing (PBT) Program from July 1, 2022 through June 30, 2023 in accordance with CSC rule 111A.5.2.

Background

CSC Rule 111A on PBTs was adopted February 6, 2006. Under the PBT Program, hiring departments or agencies are permitted to conduct recruitments in consultation with the Department of Human Resources (DHR). The program was intended to streamline the hiring of permanent employees by giving departments greater control over the exam process. The stated goal of the PBT Program is to adopt eligible lists resulting from merit-based exam processes within 60 days of the posting of a Job Ad.

Analysis

Table 1 on page two shows that 355 (61%) of this past year's 579 exams were PBTs. The number of PBT exams increased 20% compared to the previous year – 355 compared to 297. DHR believes that the increase is attributed to the termination of the various Mayoral Emergency Declarations, where human resources analysts were no longer deployed as Disaster Service Workers and could redirect their focus back to City hiring.

The table also shows that the median length of time to conduct PBT recruitments decreased to from 94 days to 84 days. While this still exceeds the 60-day goal it is at least a positive trend. DHR restarted exam-related training this Spring for analysts citywide and anticipates that a better-trained workforce may further the positive trend.

Table 1

	PBT			CBT			Total Tests
	# of tests	% of all tests	Avg. # days	# of tests	% of all tests	Avg. # days	
FY 2006-2007	120	52%	99	109	48%	113	229
FY 2007-2008	180	61%	82	117	39%	111	297
FY 2008-2009	106	67%	67	52	33%	81	158
FY 2009-2010	142	56%	63	110	44%	80	252
FY 2010-2011	333	69%	42	152	31%	54	485
FY 2011-2012	268	70%	48	113	30%	90	381
FY 2012-2013	243	68%	58	113	32%	73	356
FY 2013-2014	305	65%	62	167	35%	81	472
FY 2014-2015	392	61%	58	251	39%	77	643
FY 2015-2016	418	60%	54	280	40%	88	698
FY 2016-2017	416	62%	57	254	38%	97	670
FY 2017-2018	380	60%	56	251	40%	74	631
FY 2018-2019	354	57%	61	265	43%	90	619
FY 2019-2020	316	61%	68	205	39%	96	521
FY 2020-2021	238	49%	86	244	51%	132	482
FY 2021-2022	297	61%	94	186	39%	91	483
FY 2022-2023	355	61%	84	224	39%	89	579

¹ Average # days in this table corresponds to the median time frame between the job ad closing and list adoption.

Protests/Appeals

Seven protests/appeals involving PBT examinations were received between 7/1/2022 and 6/30/2023 (see Attachment A). Six of the protest/appeals were administratively resolved by DHR and/or at the departmental level. One appeal of rejection of application received in mid-June is pending. The seven protests/appeals over 355 PBT processes yields a rate of less than 2%.

Probationary Releases

On March 3, 2015, the Civil Service Commission requested that future reports on PBTs include information about the number of employees released from probation as an indication of the “reliability” of the PBT program in predicting on-the-job success.

From July 1, 2022 through June 30, 2023, 111 employees were released from probation from the City and County of San Francisco, not including releases from CCD, CRT, MTA and USD. Of these 111 releases, 12 (11%) were originally hired from PBT lists. Eleven of these releases were non-disciplinary and one was disciplinary. Moreover, these 12 releases represent less than 2% of the 638 hires made from PBT eligible lists this fiscal year. The probationary releases were in the classes listed in Table 2 on page 3.

Table 2

Class	# Released
0923 Manager 11	1
1052 IS Business Analyst	2
1053 IS Business Analyst-Senior	1
1054 IS Business Analyst-Principal	1
1063 IS Programmer Analyst-Senior	2
1210 Benefits Analyst	1
1231 EEO Senior Specialist	1
1823 Senior Administrative Analyst	1
3232 Marina Assistant	1
5298 Planner 3-Environmental Review	1
TOTAL:	12

Conclusion

Seventeen years of data is ample evidence to conclude that the PBT Program has been successful in producing eligible lists faster for some classifications than Class-Based Testing without impacting the quality of the exam process. Appeals of PBTs occur in less than 2% of all cases and a retention rate of 98% [2% released from probation] strongly supports the reliability of the program. It is also particularly useful for those classifications wherein incumbent duties vary greatly across departments and even across divisions within departments. The PBT process enables those departments to target the specific duties that align with their vacancy.

DHR has heard from departments, however, regarding the heavy workload for independently-run PBT processes, and in line with the hiring modernization effort is shifting some of the more frequently-administered PBT processes [e.g., 124X and 182X] to a citywide CCT format. This format will establish continuous eligible lists in these classes, but departments will still be able to “filter” the candidate pool for specific candidate qualifications.

Recommendation: Adopt the report.

Attachment: PBT Appeals/Protest Log for Fiscal Year 2022/2023

Attachment A

PBT Appeals/Protests Log for Fiscal Year 2022/2023

Appeal Jurisdiction	Department Responsible for Recruitment	Agency Receiving Complaint	Agency Responding to Complaint	Appeal/Protest Date	CSC Vol	Recruitment Number & Class	Reason for Complaint	Status/Outcome/Resolution
DHR	HSA	CSC	HSA	7/26/2022	I	PBT-1822-121782, Administrative Analyst	Applicant was rejected; claimed DSW experience was qualifying	Administratively Resolved 9/6/22
DHR	HOM	CSC	DHR	9/15/2022	I	PBT-0923-123881, Shelters and Navigation Manager	Appealing STB re: format of exam	Administratively Resolved on 11/17/22
CSC	DPH	CSC	DPH	11/10/2022	I	PBT-6124-115358; Principal Inspector-Hazardous Materials Program	Appealing rejection due to inclusion of ICC Cert as an MQ	Appeal withdrawn
DHR	PUC	DHR	PUC	11.23.22	I	PBT-0931-124785; Electrical and Instrumentation Maintenance Manager	Local 6 appealing language in job description in announcement	Resolved with job ad revision
DHR	DHR	CSC	DHR	1/6/2023	I	PBT-0923-127559; Housing Placement Manager	Failed STB and claimed computer had technical glitches	Administratively Resolved on 2/27/23
DHR	HOM	CSC	DHR	3/30/2023	I	PBT-1823-01152191; Senior Admin Analyst	Candidate believed there was a mix-up when scores were sent (failed exam); wants verification of score	Administratively Resolved on 4/20
CSC	DPH	CSC	DPH	6.13.23	I	PBT-2566-096634; Rehab Coordinator	Rejection of application	Scheduled for CSC hearing on 9/18/23