



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

**LONDON N. BREED  
MAYOR**

***Sent via Electronic Mail***

January 18, 2024

**NOTICE OF CIVIL SERVICE COMMISSION MEETING**

Andrea Pelous  
Sr. Labor Relations Representative  
SFMEA  
[andrea@sfmea.com](mailto:andrea@sfmea.com)

**SUBJECT:        REQUEST FOR A HEARING BY ANDREA PELOUS ON BEHALF OF ERIK DUBON THE  
EXAMINATION ADMINISTRATION FOR 0933 MANAGER V BEHAVIORAL HEALTH SERVICES  
DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CARE.**

Dear Andrea Pelous:

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 **January 30, 2024, at 1:00 p.m.** You will receive a separate email invite from a Civil Service Commission staff member to join and participate in the meeting.

The agenda will be posted for your review on the Civil Service Commission's website at [www.sf.gov/CivilService](http://www.sf.gov/CivilService) under "Meetings" no later than end of day on Wednesday, January 24, 2024. Please refer to the attached Notice for procedural and other information about Commission hearings. A copy of the department's staff report on your appeal is attached to this email.

In the event that you wish to submit any additional documents in support of your appeal, please submit **one hardcopy 3-hole punch, double-sided and numbered at the bottom of each page to the CSC Office at 25 Van Ness Ave., Suite 720 and email a PDF version to the Civil Service Commission's email at [civilservice@sfgov.org](mailto:civilservice@sfgov.org) by 5:00 p.m. on Wednesday, January 24, 2024**, please be sure to redact your submission for any confidential or sensitive information that is not relevant to your appeal (e.g., home addresses, home or cellular phone numbers, social security numbers, dates of birth, etc.), as it will be considered a public document.

Attendance by you or an authorized representative is recommended. Should you or a representative not attend, the Commission will rule on the information previously submitted and any testimony provided at its meeting. Where applicable, the Commission has the authority to uphold, increase, reduce, or modify any restrictions recommended by the department. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

You may contact me at (628) 652-1100 or at [Sandra.Eng@sfgov.org](mailto:Sandra.Eng@sfgov.org) if you have any questions.

CIVIL SERVICE COMMISSION

/s/

SANDRA ENG  
Executive Officer

Attachment

cc: Jeanne Buick, Department of Human Resources  
Kate Howard, Department of Human Resources  
Anna Biasbas, Department of Human Resources  
Dave Johnson, Department of Human Resources  
Luenna Kim, Department of Public Health  
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](mailto:civilservice@sfgov.org) and the web address is [www.sfgov.org/civilservice/](http://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, available for public inspection and copying at the Civil Service Commission office. Reports from City and County personnel supporting 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 (4<sup>th</sup>) 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 available for public view 72 hours prior to the Civil Service Commission meeting on the Civil Service Commission's website at <https://sf.gov/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 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/](http://www.sfgov.org/civilservice/).

#### **I. Speaking before the Civil Service Commission**

Speaker cards are not required. The Commission will take in-person 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. People who have received an accommodation due to a disability (as described below) may provide their public comments remotely. The Commission will also allow public comment from members of the public who choose to participate remotely. It is possible that the Commission may experience technical challenges that interfere with the ability of members of the public to participate in the meeting remotely. If that happens, the Commission will attempt to correct the problem, but may continue the hearing so long as people attending in-person are able to observe and offer public comment.

#### **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](mailto: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: [soft@sfgov.org](mailto:soft@sfgov.org), or on the City's website at [www.sfgov.org/bdsupvrs/sunshine](http://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 <https://sfethics.org/>.



# 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: **January 30, 2024**
3. Check One:  
Ratification Agenda   
Consent Agenda   
Regular Agenda   
Human Resources Director's Report
4. Subject: **Register No. 0203-23-4: Appealing on behalf of Erik Dubon the Examination Administration for 0933 Manager V Behavioral Health Services Director of Substance use Disorder System of Care**
5. Recommendation: **Deny the appeal and adopt the report of the Department of Public Health**
6. Report prepared by: Catherine Chafey Telephone number: **628.271.6831**
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:

A handwritten signature in blue ink, appearing to read "Cael H.", written over a horizontal line.

Date: 01.17.24

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

**CSC RECEIPT STAMP**

## NOTIFICATIONS

Erik Dubon

[REDACTED]  
[REDACTED]  
[REDACTED]

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## San Francisco Department of Public Health

Grant Colfax, MD  
Director of Health

City and County of San Francisco  
London N. Breed  
Mayor

DATE: January 17, 2024

TO: The Civil Service Commission

THROUGH: Carol Isen, Human Resources Director  
Anna Biasbas, Employment Services Director, DHR

FROM: Catherine Chafey, Senior Human Resources Analyst, DPH Merit  
Scott DeWolfe, Manager, DPH Merit  
Dave Johnson, Employment Services Assistant Director, DHR

RE: Erik Dubon appeal of 0933 Manager V Behavioral Health Services Director of Substance Use Disorder System of Care (**PBT-0933-136559**)

### **Background:**

The Department of Public Health [DPH] published the job ad for 0933 Manager V Behavioral Health Services Director of Substance Use Disorder System of Care (PBT-0933-136559) from Friday, June 16, 2023, to Tuesday, July 25, 2023, in accordance with Civil Service Rule 111A.7.1.

The job ad [Attachment A] described a selection procedure consisting of the Management Test Battery (MTB) and a Supplemental Questionnaire Exam (SQ), along with a note stating that the SQ would be administered only to candidates who pass the MTB.

Erik Dubon, the appellant, applied to this recruitment on June 20, 2023, and met the minimum qualifications to move forward in the selection process. Mr. Dubon took the test on September 6, 2023 and did not achieve a passing score. After correspondence with the Department of Human Resources [DHR] and DPH. Mr. Dubon sent an email to DHR on September 16, 2023 [Attachment B] explaining that the process was unfair based on the short notice to take the exam. DHR responded to that email on September 20, 2023, with a letter documenting events that occurred during the selection process, denying the protest, and including appeal rights to the Civil Service Commission [CSC] of the Human Resources Director's decision [Attachment C].

Mr. Dubon filed an appeal of the Human Resources Director's decision with the CSC, on Monday, September 25, 2023 [Attachment D].

Mr. Dubon also filed an “EEO complaint” with the CSC related to the same matter on Tuesday, September 26, 2023. [Attachment E].

DHR will address the appeal of its decision followed by addressing the issues raised in the “EEO” complaint.

**Issues:**

1. Was the process unfair and should Erik Dubon be allowed to retake the MTB prior to one year from the date of his September 6, 2023, examination?
2. Is there any basis to support what Mr. Dubon refers to as an “EEO” complaint?

**Authority/Standards:**

**CIVIL SERVICE COMMISSION RULES**

*111A.6.2 The Human Resources Director shall administer and rule on all matters concerning the Position-Based Testing Program. The decision of the Human Resources Director related to Position-Based Testing Program matters under this Rule is final, unless this Rule expressly provides for appeal to the Civil Service Commission.*

*111A.7.1 The examination announcement shall be the official notice of an examination and shall provide the qualifications, dates and other particulars regarding the selection procedure. Applicants must be guided solely by the terms of the examination announcement.*

*111A.31.1 An action by the Department of Human Resources under Rule 111A may be appealed by a party alleging injury by that action as provided in this Article VIII. For each appeal the appellant must state the specific grounds upon which the appeal is based, cite the specific Civil Service Commission Rule or Department of Human Resources Policy that the appellant contends was violated by the action which is the subject of the appeal, provide facts including available documents to support the appeal, and demonstrate a rational relationship between the alleged injury suffered by the appellant as a result of the action being appealed and the alleged violation of Rule or Policy. Failure to meet all of the above requirements to support the appeal may be sufficient grounds for denial of the appeal by the Civil Service Commission.*

*111A.34.1 Civil Service Commission Appeals to the Civil Service Commission may occur at three (3) points in the examination process: (1) after the examination announcement has been issued, (2) after the examination has been administered and prior to the posting of the Tentative Eligible List Score Report and (3) after the merging of eligible lists in different classes. Appeals of the examination announcement may be based only on challenges to the position description*

*and/or the minimum qualifications. Appeals after the examination administration may be based only on claims of inconsistency in examination administration, bias of raters and/or failure of raters to apply uniform standards. Appeals of merging of eligible lists in different classes may be based only on claims of substantial differences in the knowledge, skills and abilities required to perform the essential functions of the positions. Decisions of the Civil Service Commission on these examination matters will be final.*

**Findings – Appeal of DHR Decision:**

The job ad for the Manager V 0933 included the following information regarding the MTB:

*“ . . . A passing score must be achieved on the Management Test Battery in order to continue in the selection process . . . Re-testing is permitted no sooner than one year from the date of the examination and only in association with your eligibility for another announcement for which the Management Test Battery is used.”*

The job ad also included the following information regarding email communication:

*“Our e-mail communications may come from more than one department so please make sure your email is set to accept messages from all of us at this link. Applicants may be contacted by email about this recruitment therefore, it is their responsibility to contact the Analyst if they update their email address.”*

Mr. Dubon did not appeal the terms of the job ad particularly regarding the retest policy. And any such appeal would have to be filed within five days of Friday, June 16, 2023, the posting date of the job ad.

Exam Analyst Catherine Chafey requested on August 14, 2023, that the DHR administer the MTB to 11 qualified candidates [Attachment F]. DHR invited all qualified candidates, including Mr. Dubon, on August 16, 2023, to attend the MTB on Tuesday, August 29, 2023 [Attachment G]. Mr. Dubon did not respond to that invitation. The attached roster [Attachment H] reflects candidates who attended the August 29, 2023, MTB indicated by a check mark; there is no check mark for Mr. Dubon as he did not attend.

The DPH hiring manager for the Manager V 0933 position reached out to Ms. Chafey on September 5, 2023, regarding Mr. Dubon claiming to have not received the test invitation. [Attachment I]. Ms. Chafey confirmed that DHR emailed all candidates, including Mr. Dubon on August 16, 2023 an invitation to take the MTB on Tuesday, August 29, 2023.

Ms. Chafey consulted her supervisor Heather Johnson on Tuesday, September 5, 2023, regarding Mr. Dubon’s request to attend the makeup MTB on September 6, 2023 despite not having an approved absence. Ms. Johnson, being aware of the hiring manager’s communications with the candidate, approved Mr. Dubon’s request to attend the makeup exam, as it would not delay the resulting eligible list.



Ms. Chafey coordinated with DHR analyst Lilimae Santander to add Mr. Dubon to the list of examinees for September 6, 2023 [Attachment J]. Ms. Chafey also informed the hiring manager that there was a makeup exam for another candidate on September 6, 2023, and that Mr. Dubon would be invited to participate in that test administration.

Mr. Dubon emailed Ms. Chafey at 10:14am, Tuesday, September 5, 2023, from the email address listed in his application, requesting information about the MTB scheduled the following day, September 6, 2023. Mr. Dubon stated that he had heard from his supervisor that the MTB was scheduled the next day 09.06.23 [Attachment K].

Ms. Chafey asked Mr. Dubon if he would be able to take the exam on September 6, 2023, and gave Mr. Dubon the opportunity to propose another date to attend the MTB [Attachment L]. Mr. Dubon confirmed that, "The time works for me, I will be taking the test tomorrow" [Attachment M].

Mr. Dubon took the makeup MTB on Wednesday, September 6, 2023. Mr. Dubon did not achieve a passing score on the MTB.

On September 12, 2023, Mr. Dubon emailed Ms. Chafey regarding the next steps in the hiring process. Mr. Dubon reported to Ms. Chafey that a proctor told him he failed and that he could retake the MTB [Attachment N]. DPH and DHR investigated the proctor's conversation with Mr. Dubon and concluded that the candidate would still be guided by the terms of the announcement, which described a one-year waiting period to retake the MTB. Ms. Chafey confirmed with DHR that Mr. Dubon did not achieve a passing score on the MTB and would not be moving forward in the selection process [Attachment O].

On September 15, 2023, Ms. Chafey sent Mr. Dubon the official notice that he failed the MTB and would not be moving forward in the selection process. The notice showed that Mr. Dubon scored 47.8, and the passing score is 53.3 [Attachment P].

On September 15, 2023, Mr. Dubon emailed Ms. Chafey regarding the MTB retest policy and appeal rights. Mr. Dubon was informed that, as stated in the job ad, "Re-testing is permitted no sooner than one year from the date of the examination and only in association with your eligibility for another announcement for which the Management Test Battery is used." Mr. Dubon's request to re-take the MTB was denied.

#### **Analysis – Appeal of DHR Decision:**

Mr. Dubon and all other candidates received 13 days' advance notice regarding the MTB administration, which is consistent with best practice and consistent across all candidates for this recruitment.

Mr. Dubon did not attend the August 29, 2023, administration of the MTB. Mr. Dubon did not reach out in advance to reschedule. Although Mr. Dubon alleges that he did not receive the

August 16, 2023, email from DHR inviting him to take the MTB, he responded to numerous other messages sent to the same email address listed in his application. In addition, as shown in Attachment C, the invitation to participate in the MTB was sent to Mr. Dubon at the email address of record in Smart Recruiters.

Mr. Dubon specifically requested an invitation to the September 6, 2023, makeup MTB. DPH approved Mr. Dubon's attendance at the makeup MTB.

Mr. Dubon indicated on September 5, 2023, that 8:30 AM worked, and he would take the test as scheduled on September 6, 2023. Mr. Dubon expressed no concern at that time about limited time to prepare for the test but did express concern only after he learned that he did not pass the test.

### **Findings – EEO Complaint:**

Although Mr. Dubon titles this as an "EEO Complaint", DHR's Equal Employment Opportunity (EEO) Director reviewed the content and concluded that Mr. Dubon does not allege that he was discriminated against due to a protected category or activity. And, based on the information provided, his claim does not support an allegation of an EEO policy violation. Consequently, the "EEO" complaint will hereafter be referred to as the "complaint". Finally, Mr. Dubon's complaint is based on bias of the City's process. However, CSC rules limit appeals specifically to "bias of raters" in accordance with 111A.34.4.1 above.

### **Analysis – Complaint:**

Mr. Dubon raised many points in his complaint. Mr. Dubon argues that there is no clear MTB policy on the proper channels of communication with Human Resources Department staff including Smart Recruiters, personal email, work email, phone calls, and texts. However, both DHR and DPH staff communicated with Mr. Dubon consistently using the email address associated with his application in Smart Recruiters – [erikrdubon@yahoo.com](mailto:erikrdubon@yahoo.com). Mr. Dubon complains that there are multiple people involved in the hiring process resulting in mixed information about roles and responsibilities. The involvement of numerous City employees in a recruitment process is a reality. Upon reading Mr. Dubon's complaint, it appears that he is clear about the process but is perhaps frustrated with the roles and responsibilities of the various staff that were involved. Mr. Dubon stated that Recruiter Joyce Nagel indicated that she was only in charge of managing a survey portion of the process. There is no mention as to whether Ms. Nagel referred Mr. Dubon to a person that could answer his questions or whether Mr. Dubon asked for contact information. As Mr. Dubon cites that Catherine Chafey is the analyst to contact for the recruitment, it appears that he already knew who to contact for additional information.

While Mr. Dubon indicates that he was informed by his supervisor Maximilian Rocha that the filing period was extended twice due to lack of applicants, it is unclear how this information is relevant to his complaint. Mr. Dubon states that he informed Mr. Rocha that he had not received

any notification from HR, yet he also indicates that he received an email from Ms. Chafey even though it contained inaccurate information. He then points out that he knew that Lilimae Santander coordinated the MTB scheduling based on a September 5, 2023, email from her, which was incidentally sent via Smart Recruiters. It is important to note that it appears that Mr. Dubon has created two accounts in Smart Recruiters [see screen shot in Attachment Q]. The first is associated with an application for 0923 Manager II positions, and the second is associated with the application for this recruitment [see screen shots in Attachment R]. While there are inconsistencies in the work title and work history across the two accounts, the telephone number is the same on both accounts supporting that both belong to Mr. Dubon. DHR suspects, even though Mr. Dubon responded to some emails in the account associated with this recruitment, that perhaps he was not actively monitoring the correct account during this recruitment process.

Mr. Dubon cites several instances of not having a choice regarding when to take the test including a message from Mr. Rocha instructing him to take the test on 09.06.23, and allegedly being informed by Lilimae Santander that he had no options. While DHR cannot address the message from Mr. Rocha, the template message from Ms. Santander clearly shows that the text “you must take the exam by the scheduled date above” refers to “out-of-area” candidates who are unable to travel to San Francisco. This did not apply to Mr. Dubon. Further, the admonition regarding not being rescheduled specifically applied only to candidates who failed to arrive in a timely manner for their test appointment. Again, in her 09.06.23 email [see Attachment L], Catherine Chafey proffered to Mr. Dubon an opportunity to propose another date to take the MTB.

Mr. Dubon states that DHR is unable to produce emails sent to him via Smart Recruiters. Copies of many such notices were provided in DHR’s September 20, 2023, response to his initial appeal [Attachment C]. Mr. Dubon also may view all 17 notices associated with his application for the 0933 Manager V Behavioral Health Services Director of Substance Use Disorder System of Care recruitment by logging into his Smart Recruiters account associated with that recruitment. Mr. Dubon indicates that his supervisor Mr. Rocha also requested copies of these same notices. However, DHR does not provide such documents to a third party absent a release from the respective applicant.

Mr. Dubon cites an August 4, 2023, email from Ms. Chafey inviting him to complete a questionnaire in Survey Monkey [see screen shots of email via Smart Recruiters in Attachment S] and then states that according to Ms. Nagel “only she’s in charge of Survey Monkey.” DHR does not dispute this claim but finds no indication among the references provided by Mr. Dubon that Ms. Nagel claims that only she’s in charge of Survey Monkey.

Mr. Dubon alleges that the notices in Smart Recruiters are “edited copies from the email conversation trail with HR staff”. In response, this is simply not true because emails generated through Smart Recruiters whether from the applicant or the analyst reflect “[notifications@careers.sf.gov](mailto:notifications@careers.sf.gov)” and are a static record of what was sent that cannot be edited or otherwise changed.

Mr. Dubon goes on to state that not all emails from Ms. Santander, Ms. Chafey, and Ms. Nagel are copied to the notification careers email. DHR agrees with Mr. Dubon that any emails sent from personal work accounts [i.e., joyce.nagel@sfdph.org] would not appear in Smart Recruiters as they are not sent through that portal.

Mr. Dubon alleges that Mr. Rocha “was tailoring the position in order for me to meet the minimum qualifications” but provides no documentation to substantiate this claim.

Finally, Mr. Dubon cites six issues that he believes need to be addressed:

- The City process is biased and requires correction. *Mr. Dubon provides no evidence of bias. The recruitment process for the 0933 Manager V Behavioral Health Services Director of Substance Use Disorder System of Care was conducted in a consistent and fair manner. The fact that Mr. Dubon did not see the initial invitation is not something that DPH or DHR can control.*
- The City process does not offer “true promotion” of internal staff; there’s no standardized system for actual promotive opportunities, but rather a prolonged application process open to anyone to apply, regardless of actual qualification and/or the current position of an interested internal candidate. *This recruitment process was conducted in line with CSC rules and the intent and purpose of the Merit System in being open and competitive.*
- The method of communication with HR, and its process, can be punitive from a job seeker’s perspective, with HR not responding helpfully or in a timely manner to the very challenges they present before a candidate. *DPH and DHR disagree with Mr. Dubon’s comment and believe that had he actively monitored the correct account in Smart Recruiters he would have had no issues with the method of communication. Also, HR staff went to extraordinary measures [e.g., contacting Mr. Dubon by phone and allowing him to participate in a make-up exam] in an effort to address the challenges claimed by Mr. Dubon.*
- Limiting recruitment / Smart Recruiters to an exam-only process for classifications where staff is qualified already in multiple classifications results in the loss of employees within the City seeking job growth. *DPH and DHR are unclear as to Mr. Dubon’s intent in this statement, but again conducted an open competitive process in accordance with CSC rules.*
- The system itself creates barriers that impede hiring bi-racial and people-of-color staff, starting with the application process, which is not approachable for those unaccustomed to aggressive advocating for themselves. *While Mr. Dubon provides no evidence to support this allegation, DHR records show just the opposite. As shown in the table below, applications received by the City in calendar year 2023 were generally more diverse than the Citywide labor force population. The two exceptions are for Whites wherein the proportion of applications received (20.3%) is significantly lower than their representation in the labor force (38.3%) and Hispanics 16.4% versus 22.5%, respectively.*

Race/Ethnicity	Labor Force*	Applicant Pool**
White	39.0%	20.3%
Asian	26.0%	37.1%
Hispanic/Latino	22.5%	16.4%
Two or more races	6.24%	8.4%
Black or African American	5.30%	16.0%
American Indian and Alaska Native	0.47%	0.6%

\* Five-year estimate for the City population labor force, American Community Survey, 2018-22.

\*\* Demographics of all applications received between 1/1/2023 and 12/31/2024 where race/ethnicity information was disclosed.

- HR and the City should focus on an equitable system that both attracts and ensures a healthy pool of applicants that represent the very groups of people we aim to serve, i.e., Black, Asian, Latin and LGBTQ+. *DPH and DHR are proud of their efforts on advancing those very issues and fully support development and administration of fair and non-biased selection processes. And DHR appreciates the related materials that Mr. Dubon provided as attachments to his EEO complaint. DPH and DHR are proud of their efforts on advancing those very issues and fully support development and administration of fair and non-biased selection processes. The City has recently engaged in a variety of efforts to get the word out about job opportunities including:*
- ***New Career Site***—The City launched a new career website—[careers.sf.gov](https://careers.sf.gov)—that clearly details how the City’s hiring process works, benefits available to employees, various career pathways, and job classes. Through the website, candidates can sign up for job notifications to learn about when new opportunities become available.
- ***Dedicated pages for key job families***--The website also includes several pages that provide an overview of certain common roles, such as [administrative analysts](#). Here candidates can learn about what those roles do and see a list of specific job opportunities for which the City is actively recruiting individuals.
- ***Improved job ad distribution***—Through the City’s new applicant tracking system, SmartRecruiters, job postings are now easily shared across several third-party job aggregators, such as LinkedIn. As a result, prospective candidates may learn about roles without even having to click on the City’s careers website.
- ***Ongoing work with Community Based Organizations***—The City actively works with dozens of community-based organizations to notify them of job opportunities and to explain how to join City employment. Many of these groups focus on members who are People of Color.
- ***In-person outreach***—The City continues to hold career fairs where departments publicize their various job opportunities. Participants may engage in face-to-face conversations with prospective employers to get firsthand information about joining the City’s workforce.

**Conclusion – Appeal of DHR Decision:**

DPH and DHR communicated consistently with all applicants, including Mr. Dubon, for the Manager V 0933 position. DHR scheduled Mr. Dubon to participate in the exam process and even allowed him to participate in a makeup exam when he did not show on the original test date. DHR administered the MTB consistently and Mr. Dubon was given a fair opportunity. Unfortunately, Mr. Dubon did not pass the test and should be required to wait a year before being allowed to retest in accordance with the terms of the job ad. Mr. Dubon’s allegation of bias in the City’s processes is not supported. Staff at DHR and DPH all acted appropriately in guiding Mr. Dubon through the complexities of the selection process.

**Recommendation – Appeal of DHR Decision:**

Deny Mr. Dubon’s appeal and complaint and adopt the report.

**Attachments:**

- Attachment A: Behavioral Health Services – Director of Substance Use Disorder System of Care (0933 Manager V) Job Ad
- Attachment B: Initial protest from Appellant
- Attachment C: DHR Response to Initial Appellant Request
- Attachment D: Appeal to CSC
- Attachment E: “EEO” Complaint
- Attachment F: Request to schedule MTB
- Attachment G: Invitation to attend MTB on August 29, 2023
- Attachment H: MTB participation roster
- Attachment I: Email from Hiring Manager
- Attachment J: Invitation to attend MTB on September 6, 2023
- Attachment K: Email from appellant
- Attachment L: Email from DPH to appellant (exam time)
- Attachment M: Email from appellant to DPH (confirming exam time)
- Attachment N: Email re: retest
- Attachment O: Email from DPH to appellant (initial not pass)
- Attachment P: Official MTB Score Notice
- Attachment Q: Two Accounts in Smart Recruiters
- Attachment R: Apportionment of Two Accounts
- Attachment S: Invitation to Complete Questionnaire

- C: Luenna Kim, Department of Public Health
- Heather Johnson, Department of Public Health



# ATTACHMENT A

## SF | Careers

[SF.GOV](#)[SF | DHR](#)

### Career Opportunity

## BEHAVIORAL HEALTH SERVICES - DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CARE (0933 Manager V)

Recruitment: RTF0136558-01089638

*Published: July 24, 2023*

### Contact:

Catherine Chafey - [catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org)

Sorry, this opening is closed

Apply using SmartRecruiters, the City and County of San Francisco's application portal [Learn More](#)

Share

 Share

**Department:** Public Health

**Job class:** [0933-Manager V](#)

**Starting salary range:** \$167,908.00 - \$214,344.00 (Range A)

**Role type:** Permanent Civil Service [What does this mean?](#)

**Hours:** Full-time

**Exam type:** Position Based Test

**Rule:** Rule of the List [What does this mean?](#)

**List type:** Combined Promotive and Entrance

## About:

The Department of Public Health prioritizes equitable and inclusive access to quality healthcare for its community and values the importance of diversity in its workforce. All employees at the Department of Public Health work to advance equity, inclusion, and diversity with a specific lens and focus on race, ethnicity, gender, sex, sexuality, disability, and immigration status.

- **Application Opening – 6/16/2023**
- **Application Deadline – 7/24/2023 (Please note no need to reapply if you already submitted your application 6/16/2023 or later.)**
- **Salary:** [\\$163,800 - \\$209,118 Annually \(Range A\)](#)
- **Appointment Type:** [Permanent Civil Service](#)
- **Recruitment ID: PBT-0933-136559**

The **Mission of the San Francisco Department of Public Health (SFDPH)** is to protect and promote the health of all San Franciscans. Its Behavioral Health Services/Mental Health SF (BHS/MHSF) is growing and transforming county behavioral health services, making significant new investments designed to improve access, quality, efficiency, and coordination of care. BHS/MHSF is directing significant resources to improve services for individuals and families experiencing homelessness, as well as those who have been marginalized by historic and institutional racism. As part of this MHSF legislation, BHS is expanding behavioral health treatment programs by adding approximately 400 new beds in the next few years.

## Role description

Under the direction of the Director of Systems of Care, the Substance Use Disorder System of Care Director (0933 Manager V) is responsible



for managing approximately \$70 million annually and will perform the following essential functions:

1. Provides administrative oversight and clinical leadership for all SUD clinical programs and services. Determines, designs, implements, and modifies as needed on types of SUD services to be provided along with a continuum of modalities, levels of care, and matching populations' needs.
2. Manages, motivates, and develops managers and staff. Monitors performance and coaches staff to achieve optimum professional development.
3. Develops and evaluates policies/procedures to comply with federal, state, and local laws and regulations pertaining to substance abuse services for targeted populations. Translates regulatory requirements into clinical practice. Informs policy development by cultivating best practices and lessons learned from providers.
4. Collaborates actively with other San Francisco Department of Public Health (SFDPH), San Francisco Health Network (SFHN), Ambulatory Care, and internal SFDPH-Behavioral Health Services (BHS) leaders. Establishes effective working relationships with members of the community, local, state, and federal agencies.
5. Oversees and manages contracts development, monitoring process, and setting standards of work with providers. Leads and facilitates provider relations, including addressing network adequacy needs.
6. Develops and guides practice improvement approaches within SUD system of care to promulgate best practices. Oversees quality improvement and evaluation activities as well as collaboration on program effectiveness to meet health equity outcomes.
7. Ensures that BHS clients receive timely, equitable, and respectful care that is provided in a manner compatible with their cultural health beliefs, practices, and preferred language.
8. Works in collaboration with the DPH Business Office and DPH Facilities teams to address the operational needs of civil service

programs, including facility, equipment, materials, and supplies.

9. Assesses and responds to community needs as well as provides consultation.
10. Directs the preparation of monthly and annual reports and audits; writes and submits reports.

The Director, Substance Use Disorder System of Care (0933 Manager V) may perform other duties as assigned or required.

## How to qualify

**EDUCATION:** Possession of a bachelor's degree from an accredited college or university;

AND,

**EXPERIENCE:** Five (5) years of verifiable professional experience managing programs and service delivery for people with substance use disorders which must include three (3) years of experience in behavioral health/mental health services and programming and three (3) years of experience supervising professionals.

**EDUCATION SUBSTITUTION:** Additional qualifying experience as described above may substitute for the required degree on a year-for-year basis up to a maximum of two (2) years. One year is equivalent to thirty (30) semester or forty-five (45) quarter units.

**Note:** One year of full-time employment is equivalent to 2,000 hours of qualifying work experience (one year if performed full-time at 40 hours per week). Any overtime hours that were worked above 40 hours per week are not included in the calculation to determine qualifying hours worked.

*Applicants must meet the minimum qualification requirements by the final filing date unless otherwise noted.*

### **DESIRED QUALIFICATIONS**

The stated desired qualifications listed below may be used to identify job finalists at the end of the selection process after candidates are referred for selection:

- Three (3) years of providers relations management experience;
- Three (3) years of policy or legislative experience related to substance use and/or behavioral health;
- Possession of one (1) of the following current, valid, unrestricted licensure/certification in the State of California:

Licensed Clinical Social Worker (LCSW), **OR**

Licensed Marriage and Family Therapist (LMFT), **OR**

Licensed Professional Clinical Counselor (LPCC), **OR**

Licensed Psychologist issued by the California Board of Psychology, **OR**

Certification as a CADC-III or higher designation issued by the California Consortium of Addiction Programs and Professionals (CCAPP), **OR**

Doctor of Medicine license issued by the Medical Board of California and a valid Drug Enforcement Administration registration with the United States Department of Justice, **OR**

Doctor of Osteopathy license issued by the Osteopathic Medical Board of California and a valid Drug Enforcement Administration registration with the United States Department of Justice

**Selection Procedures:**

After application submission, candidates deemed qualified must complete all subsequent steps to advance in this selection process, which includes the following.

**Minimum Qualification Supplemental Questionnaire (MQSQ Weight: Qualifying):** Applicants will be required to complete an MQSQ *by email after you submit your application*. This MQSQ is designed to obtain specific information regarding an applicant's experience in relation to the Minimum Qualifications (MQ) for this position. The MQSQ will be used to evaluate if the applicant possesses the required minimum qualifications.

**Management Test Battery (Weight: 40%):**

Candidates will be invited to participate in a computer-based examination designed to measure competencies in job-related areas which may include but are not limited to: Problem Solving; Leadership; Decision Making; Interpersonal skill; Human Resources Management; Team Building; Communication & Conflict Management. For more information about this Management Test (and a suggested reading list) please visit: [SFDHR.org](https://www.sfdhr.org). Please note: this examination is only held in San Francisco. A passing score must be achieved on the Management Test Battery in order to continue in the selection process. This is a standardized examination, and, therefore, test questions and answers are not available for public inspection or review. Scores attained on the Management Test Battery will be valid and 'banked' for three years, starting from the date of the examination. This means that, during this three-year time period, you will not be required to take the Management Test Battery. The Management Test Battery may be used for many other classes; therefore, your test score may be applied to one or more of these classes if you choose to apply to future recruitments. If the selection process for the future announcement is held within one year of the date of this examination and it includes the Management Test Battery, your score will be automatically applied to that announcement. However, after one year, you have the option to either (a) apply your test score to the other announcement or (b) re-take the Management Test Battery. Re-testing is permitted no sooner than one year from the date of the examination and only in association with your eligibility for another announcement for which the Management Test Battery is used. Please note that, should you re-test,

your retest score would become your official score since it is the most recent.

### **Supplemental Questionnaire (SQ) Exam (Weight:**

**60%):** Candidates who achieve a passing score on the Management Test Battery (MTB) will be emailed a Supplemental Questionnaire (SQ) that is designed to measure the knowledge, skills, and abilities in job related areas which may include but not be limited to: knowledge of and skills in public health administration, operations management, covering a wide variety of areas such as communicable disease control and prevention, environmental health services and sanitation, clinic administration, public health law and policy, emergency medical services, disaster preparedness and response, epidemiology and statistics, finance and accounting, and workforce development; ability to develop both long- and short-term strategic plans and to develop and implement project plans; ability to manage a large, complex budget and allocate resources in view of competing priorities; and knowledge of project management and Lean management systems/principles. The SQ will be emailed to the address listed on the candidate's online application. Candidates will be required to respond to the SQ in the time frame indicated and must submit the completed questionnaire as directed in order to have it evaluated. Responses cannot be changed once submitted. Candidates will be evaluated based on their SQ responses. Candidates must achieve a passing score on the SQ in order to continue in the selection process and will be placed on the confidential eligible list in rank order according to their final score.

Candidates must achieve a passing score on the Management Test Battery (MTB) and Supplemental Questionnaire (SQ) exam in order to continue in the selection process and will be placed on the confidential eligible list in rank order according to their final score.

Additional selection processes may be conducted by the hiring department prior to making final hiring decisions.

### **Certification**

The certification rule for the eligible list resulting from this examination will be the **Rule of the List**.

### **Eligible List/Score Report:**

Once you pass the exam, you will be placed onto an eligible list and

given a score and a rank. For more information, visit <https://careers.sf.gov/knowledge/process/>

The duration of the eligible list resulting from this examination process will be 6 months and may be extended with the approval of the Human Resources Director.

To find Departments which use this classification, please refer to: <https://sfdhr.org/sites/default/files/documents/Forms-Documents/Position-Counts-by-Job-Codes-and-Department-FY-2022-23.pdf>

## What else should I know?

### How to apply:

Applications for City and County of San Francisco jobs are only accepted through an online process. Visit [careers.sf.gov](https://careers.sf.gov) and begin the application process.

Our e-mail communications may come from more than one department so please make sure your email is set to accept messages from all of us at [this link](#).

Applicants may be contacted by email about this recruitment therefore, it is their responsibility to contact the Analyst if they update their email address.

Applicants will receive a confirmation email that their online application has been received in response to every announcement for which they file. Applicants should retain this confirmation email for their records. Failure to receive this email means that the online application was not submitted or received.

### Terms of Announcement and Appeal Rights:

This is a Position Based Test (PBT) administered in accordance with Civil Service Rule 111A.

Applicants must be guided solely by the provisions of this announcement, including requirements, time periods and other particulars, except when superseded by federal, state or local laws, rules or regulations. Clerical errors may be corrected by the posting the correction on the Department of Human Resources website

at <https://careers.sf.gov/>. The terms of this announcement may be appealed under Civil Service Rule 111A.35.1. The standard for the review of such appeals is 'abuse of discretion' or 'no rational basis' for establishing the position description, the minimum qualifications and/or the certification rule. Appeals must include a written statement of the item(s) being contested and the specific reason(s) why the cited item(s) constitute(s) abuse of discretion by the Human Resources Director. Appeals must be submitted directly to the Executive Officer of the Civil Service Commission within five business days of the announcement issuance date.

[DPH Health Critical Requirements and Information](#): Please review the following policies regarding DPH employment requirements that safeguard yourself and others.

- [COVID-19 Policies](#)
- [Personal Protective Equipment \(PPE\)](#)
- [Medical Examination Prior to Hiring](#)
- [Electronic Health Record \(EHR\)](#)
- [Licensure/Certification/Registration](#)
- [Note on ICARE](#)

Additional information regarding Employment with the City and County of San Francisco:

- [Information about the Hiring Process](#)
- [Conviction History](#)
- [Employee Benefits Overview](#)

- [Equal Employment Opportunity](#)
- [Disaster Service Workers](#)
- [Reasonable Accommodation](#)
- [Right to Work](#)
- [Copies of Application Documents](#)
- [Diversity Statement](#)
- [Veterans Preference](#)
- [Seniority Credit in Promotional Exams](#)

If you have any questions regarding this recruitment or application process, please contact the analyst, Catherine Chafey at: **[catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org) or (628)271-6831.**

*We may use text messaging to communicate with you on the phone number provided in your application. The first message will ask you to opt in to text messaging.*

**CONDITION OF EMPLOYMENT:** All City and County of San Francisco employees are required to be fully vaccinated against COVID-19 as a condition of employment. Someone is fully vaccinated when 14 days have passed since they received the final dose of a two-shot vaccine or a dose of a one-shot vaccine. Any new hire must present proof of full vaccination status to be appointed. Any new hire who will be routinely assigned or occasionally enter High-Risk Settings, must provide proof of having received a COVID-19 booster vaccine by March 1, 2022, or once eligible.

The City and County of San Francisco encourages women, minorities and persons with disabilities to apply. Applicants will be considered regardless of their sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition



(associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

**Sorry, this opening is closed**

**Johnson, Dave (HRD)**

---

**From:** Biasbas, Anna (HRD)  
**Sent:** Monday, September 18, 2023 07:54  
**To:** DHR-EEO; Isen, Carol (HRD); Johnson, Dave (HRD)  
**Cc:** Martinez, Amalia (HRD); Tugbenyoh, Mawuli (HRD); Buick, Jeanne (HRD)  
**Subject:** RE: SFDPH-HRD equally unfair practice

...removing the appellant and adding Dave to respond.

Please let me know if you have any questions.

Thanks!



Connecting People with Purpose

**Anna Biasbas, Director**  
**Employment Services**  
 Department of Human Resources  
 One South Van Ness Ave., 4<sup>th</sup> Floor  
 San Francisco, CA 94103  
 Phone: (415) 557-4806  
 Website: [www.sfdhr.org](http://www.sfdhr.org)

---

**From:** Dubon, Erik (DPH) <erik.dubon@sfdph.org>  
**Sent:** Saturday, September 16, 2023 10:32 AM  
**To:** DHR-EEO <DHR-EEO@sfgov.org>; Isen, Carol (HRD) <carol.isen@sfgov.org>  
**Cc:** Biasbas, Anna (HRD) <anna.biasbas@sfgov.org>; Martinez, Amalia (HRD) <amalia.martinez1@sfgov.org>; Tugbenyoh, Mawuli (HRD) <mawuli.tugbenyoh@sfgov.org>  
**Subject:** SFDPH-HRD equally unfair practice

Good morning,

I hope this email finds you well. My name is Erik Dubon (DSW40963), working at DPH-BHS-SUD project manager (manager I).

The reason that I'm reaching out is because recently I applied for the SUD-SoC Director position (0933) which some of the responsibilities have been assigned to me, by my supervisor Maximilian Rocha.

This (0933) position requires passing the Management Test Battery (MTB) exam. I was informed by my supervisor on 09/05/23 that the exam would be taking place the next day on 09/06/23.

I reached out to Catherine Chafey Senior Human Resources Analyst to confirm the date, location address, and time of the exam. She confirmed via email the exam date of 09/06/23 at 12:45 pm.

Catherine referred me to Lilimae Santander Human Resources Analyst who was coordinating the MTB exam for this position. In Lilimae's email I received conflicted information about the time of the test. After a number of emails and phone calls with Catherine I was able to confirm with the two of them that the MTB exam was scheduled for 09/06/23 at 8:30 am. This gave me less than 24 hours to prepare and change my schedule to be able to take the exam.

On 9/12/23 was informed by Ms. Chafey from HR that "Unfortunately, since you did not pass the Management Test Battery (MTB) exam, your application is not moving forward with this position recruitment. You should receive an official email soon with your score for the exam."

I feel that this process was unfair, based on the short notice that I received to take the exam. I would like to be informed about what the policy is on how much time in advance the applicant should receive to take the exam. According to my conversation with them, applicants received an exam notification email on 08/16/23, which I never received. Therefore, I was not allowed the proper time to study and prepare for the exam. Nevertheless, I scored 47.8 out of 53.3 required to pass the test. In addition, I have been fulfilling the duties and responsibilities of the position for the past 10 months without the commensurate pay.

Happy to meet with you in person or virtual anytime.

Thank you,

---

Erik Dubon, MBA  
Project Manager  
City and County of San Francisco  
(415) 255-3780  
[Erik.Dubon@sfdph.org](mailto:Erik.Dubon@sfdph.org)

Substance Use Disorder Services  
CBHS, Department of Public Health  
1380 Howard Street, 4th. Floor  
San Francisco, CA 94103

City and County of San Francisco

London Breed  
Mayor



Department of Human Resources

Carol Isen  
Human Resources Director

September 20, 2023

## **ATTACHMENT K**

Erik Dubon  
[Erik.dubon@sfdph.org](mailto:Erik.dubon@sfdph.org)

Dear Erik Dubon,

Your appeal to the Department of Human Resources of inconsistency in the administration of the Management Test Battery for the DPH 0933 Behavioral Health Services Director of Substance Use Disorder System of Care selection process has been forwarded to me for response.

You cite several issues in your appeal:

- You were informed by your supervisor on 09.05.23 that you were scheduled to take the MTB on 09.06.23.
- You contacted Senior Human Resources Analyst Catherine Chafey who indicated that your test was scheduled at 12:45 PM.
- You received confirmation from Human Resources Analyst Lilimae Santander that the correct test time was 8:30 AM, rather than 12:45 PM.
- You had less than 24 hours to prepare and change your schedule to be able to take the test.
- You were informed on 09.12.23 that you did not pass the MTB and your application is not moving forward.
- You feel that the process was unfair because you received short notice regarding the test administration.
- You claim to have never received the notice sent via email through Smart Recruiters on 08.16.23.
- Your score of 47.8 was below the cut score of 53.3.
- You have been fulfilling the duties and responsibilities of the position for the last ten months without commensurate pay.

In light of the issues raised in your appeal, I reviewed your application record in Smart Recruiters and I see 17 notifications either from you or sent to you at [erikrdubon@yahoo.com](mailto:erikrdubon@yahoo.com) [see notices in the Attachment]. The following is a summary of nine of those notices that I believe are relevant to your appeal.

The first communication on 08.04.23 directed you to complete and submit the minimum qualification supplemental questionnaire, which you did submit on 08.11.23. The second communication on 08.16.23 invited you to participate in the MTB scheduled for 08.29.23 at 12:45 PM and directed you to contact Human Resources Analyst Lilimae Santander regarding any request to reschedule. In the third communication sent on 09.05.23 you were extended a second opportunity to participate in the MTB this time scheduled for 09.06.23 at 8:30 AM.

The fourth and fifth communications resolved a conflict concerning the test time and established that it was 8:30 AM. In the sixth communication, you responded to Catherine Chafey thanking her for the clarification, and stating “the time works for me. I will be taking the test tomorrow.”

The seventh and eighth communications on 09.12.23 and 09.15.23 informed you that you did not pass the MTB and would not be moving forward in the recruitment. The ninth communication on 09.15.23 is essentially a summary of your appeal.

Based on the above, I note that you and all other candidates were initially given 13 days advance notice regarding taking the test, which is consistent with best practice. More importantly, I note that once the confusion about the test time on 09.06.23 was resolved, you indicated that 8:30 AM worked for you and you would be taking the test on 09.06.23 as scheduled. You expressed no concern about limited time to prepare for the test. Rather, you waited until after you had been informed that you did not pass the test to raise this concern. Unfortunately, it was too late at this point for us to effectively address your concern as you had already been exposed to the test content. Because retests on the MTB are not allowed until one year after taking the test, your appeal to retest now is denied.

For your information, as indicated in Civil Service Commission [CSC] rule 111A.34.1 [see below], there are only three points during a PBT process at which an appeal is under the jurisdiction of the CSC and there are specific aspects of the appeal that must be met for it to pass to the CSC for final adjudication.

#### *111A.34.1 Civil Service Commission*

*Appeals to the Civil Service Commission may occur at three (3) points in the examination process: (1) after the examination announcement has been issued, (2) after the examination has been administered and prior to the posting of the Tentative Eligible List Score Report and (3) after the merging of eligible lists in different classes. Appeals of the examination announcement may be based only on challenges to the position description and/or the minimum qualifications. Appeals after the examination administration may be based only on claims of inconsistency in examination administration, bias of raters and/or failure of raters to apply uniform standards. Appeals of merging of eligible lists in different classes may be based only on claims of substantial differences in the knowledge, skills and abilities required to perform the essential functions of the positions. Decisions of the Civil Service Commission on these examination matters will be final.*

As indicated in CSC rule 111A.34.2 [see below], all other PBT-related appeals, including an appeal of rejection of application for a PBT process, fall under the jurisdiction of the Human Resources Director, rather than the Civil Service Commission [CSC].

#### *111A.34.2 Human Resources Director*

*All other appeals may be made to the Human Resources Director whose decision will be final.*

Your appeal of inconsistency in exam administration was submitted after exam administration and before the tentative eligible list score report was posted. Therefore, in

accordance with CSC rule 111A.34.2, you have the right to appeal this decision to the CSC. Guidance on submitting an appeal to the CSC is located at:

Note that if you choose to appeal to the CSC, such appeal must be received in their office within five (5) business days of this notice which would be 5:00 PM on September 28, 2023. More information on submitting an appeal to the CSC is available at <https://sf.gov/file-appeal-civil-service-commission>.

Sincerely,

Dave Johnson

Department of Human Resources, Employment Services Assistant Director

Cc: Jeanne Buick, Department of Human Resources  
Anna Biasbas, Department of Human Resources



CIVIL SERVICE COMMISSION  
CITY AND COUNTY OF SAN FRANCISCO

LONDON N. BREED  
MAYOR

000026

**NOTICE OF RECEIPT OF APPEAL**

DATE: September 29, 2023

REGISTER NO.: 0203-23-4

APPELLANT: ERIK DUBON

Carol Isen  
Human Resources Director  
Department of Human Resources  
1 South Van Ness Avenue, 4<sup>th</sup> Floor  
San Francisco, CA 94103

Dear Carol Isen:

The Civil Service Commission has received the attached letter from Andrea Pelous, Sr. Labor Relations Representative, Municipal Executives Association (MEA) on behalf of Erik Dubon appealing the examination administration for 0933 Manager V Behavioral Health Services Director of Substance use Disorder System of Care. Your review and action are required.

If this matter is not timely or appropriate, please submit CSC Form 13 “Action Request on Pending Appeal/Request,” with supporting information and documentation to my attention by email to [civilservice@sfgov.org](mailto:civilservice@sfgov.org). CSC Form 13 is available on the Civil Service Commission’s website at [www.sf.gov/CivilService](http://www.sf.gov/CivilService) on the “File an action request for a Civil Service Commission hearing” page.

In the event Erik Dubon’s appeal is timely and appropriate, the department is required to submit a staff report in response to the appeal within sixty (60) days so that the matter may be resolved in a timely manner. Accordingly, **the staff report is due no later than 11 a.m. on December 7, 2023**, so that it may be heard by the Civil Service Commission at its meeting on December 18, 2023. If you will be unable to transmit the staff report by the December 7<sup>th</sup> deadline, or if required departmental representatives will not be available to attend the December 18<sup>th</sup> meeting, please notify me by use of CSC Form 13 as soon as possible, with information regarding the reason for the postponement and a proposed alternate submission and/or hearing date.

Appellant: Erik Dubon  
September 29, 2023  
Page 2 of 2

You may contact me at [Sandra.Eng@sfgov.org](mailto:Sandra.Eng@sfgov.org) or (628) 652-1100 if you have any questions. For more information regarding staff report requirements, meeting procedures or future meeting dates, please visit the Commission's website at [www.sfgov.org/CivilService](http://www.sfgov.org/CivilService).

Sincerely,

CIVIL SERVICE COMMISSION

/s/

SANDRA ENG  
Executive Officer

Attachment

Cc: Jeanne Buick, Department of Human Resources  
Kate Howard, Department of Human Resources  
Anna Biasbas, Department of Human Resources  
Dave Johnson, Department of Human Resources  
Stephanie Mayorga-Tipton, Department of Human Resources  
Luenna Kim, Department of Public Health





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

LONDON N. BREED  
MAYOR

*Amended*

*Sent via Email*

September 29, 2023

Andrea Pelous  
Sr. Labor Relations Representative  
SFMEA  
[andrea@sfmea.com](mailto:andrea@sfmea.com)

**Subject: Register No. 0203-23-4: Appealing on behalf of Erik Dubon the Examination Administration for 0933 Manager V Behavioral Health Services Director of Substance use Disorder System of Care.**

Dear Andrea Pelous:

This is in response to your appeal submitted to the Civil Service Commission on September 25, 2023, on behalf of Erik Dubon appealing the examination administration for 0933 Manager V Behavioral Health Services Director of Substance use Disorder System of Care. Your appeal has been forwarded to the Department of Human Resources for investigation and response to the Civil Service Commission.

If your appeal is timely and appropriate, the department will submit its staff report on this matter to the Civil Service Commission in the near future to request that it be scheduled for hearing. The Civil Service Commission generally meets on the 1st and 3rd Mondays of each month. You will receive notice of the meeting and the department's staff report on your appeal two Fridays before the hearing date via email, as you have requested on your appeal form.

In the meantime, you may wish to compile any additional information you would like to submit to the Commission in support of your position. The deadline for receipt in the Commission office of any additional information you may wish to submit is 5:00 p.m. on the Tuesday preceding the meeting date by email to [civilservice@sfgov.org](mailto:civilservice@sfgov.org). Please be sure to redact your submission for any confidential or sensitive information (e.g., home addresses, home or cellular phone numbers, social security numbers, dates of birth, etc.), as it will be considered a public document.

You may contact me by email [Sandra.Eng@sfgov.org](mailto:Sandra.Eng@sfgov.org) or by phone at (628) 652-1100 if you have any questions. You may also access the Civil Service Commission's meeting calendar, and information regarding staff reports and meeting procedures, on the Commission's website at [www.sf.gov/CivilService](http://www.sf.gov/CivilService).

Sincerely,

CIVIL SERVICE COMMISSION

/s/

SANDRA ENG  
Executive Officer

Cc: Erik Dubon, [REDACTED], [erik.dubon@sfdph.org](mailto:erik.dubon@sfdph.org)

## Appeal Submission

Andrea Pelous <andrea@sfmea.com>

Mon 9/25/2023 10:42 AM

To: CivilService, Civil (CSC) <civilservice@sfgov.org>

Cc: Erik Dubon <[REDACTED]>

 1 attachments (125 KB)

E. Dubon Civil-Service-Commission-Appeal-Form-CSC-12 (1).docx;

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello,

Please find attached an appeal from MEA member Erik Dubon regarding the testing process. I trust everything is in order ,but please do not hesitate to let me know if there is anything else from us that you may need.

Best regards,  
Andrea Pelous

--

Andrea Pelous  
Sr. Labor Relations Representative



870 Market Street, Suite 490 ~ San Francisco, CA 94102

**415.971.4466 cell** | 415.989.7077 fax

[andrea@sfmea.com](mailto:andrea@sfmea.com)



**CIVIL SERVICE COMMISSION**  
**City and County of San Francisco**  
 25 Van Ness Avenue, Suite 720  
 San Francisco, California 94102-6033  
 Executive Officer  
 (628) 652-1100

000030  
 CSC Register No.  
 \_\_\_\_\_  
 To: \_\_\_\_\_  
 CC: \_\_\_\_\_

**APPEAL TO THE CIVIL SERVICE COMMISSION**

<p><b>INSTRUCTIONS:</b>          Submit an original copy of this form to the Executive Officer of the Civil Service Commission at the address above <b>within the designated number of days</b> following the postmarked mailing date or email date (whichever is applicable) of the Department of Human Resources' or Municipal Transportation Agency's notification to the appellant. The appellant's/authorized representative's original signature is required. <b>(E-mail is not accepted.)</b> It is recommended that you include all relevant information and documentation in support of your appeal.</p>	<p><b>TYPE OF APPEAL:</b> (Check One)  <input checked="" type="checkbox"/> Examination Matters <b>(by close of business on 5<sup>th</sup> working day)</b>  <input type="checkbox"/> Employee Compensation Matters <b>(by close of business on 7<sup>th</sup> working day) - Limited application</b>  <input type="checkbox"/> Personal Service Contracts <b>(Posting Period)</b>  <input type="checkbox"/> Other Matters (i.e., Human Resources Director/Executive Officer Action) <b>(30 Calendar days)</b>  <input type="checkbox"/> Future Employability Recommendations (See Notice to Employee)</p>
---	---

**“During the Shelter Order dated March 17, 2020, we are accepting appeals by email at [civilservice@sfgov.org](mailto:civilservice@sfgov.org)”**

Full Name of Appellant Erik Dubon		Work Address 1380 Howard St, #409 SF. CA, 94103	Work Telephone 415-255-3780
Job Code 0922	Title Manager I	Department DPH	
Residence Address [REDACTED]	City [REDACTED]	State [REDACTED]	Zip [REDACTED]
Full Name of Authorized Representative: Andrea Pelous		Telephone Number of Representative: 415-971-4466	

**NOTE:** If this is deemed to be a timely and appealable matter, the department will submit a staff report to the Civil Service Commission to request that it be scheduled for hearing. You will be notified approximately one week in advance of the hearing date, at which time you will be able to pick up a copy of the department's staff report at the Commission's offices. If you would instead prefer Commission staff to email you a copy of the meeting notice and staff report, please provide your email address below.

**Email:** \_\_\_\_\_

**COMPLETE THE BASIS OF THIS APPEAL ON THE REVERSE SIDE.** (Use additional page(s) if necessary)

<p>Does the basis of this appeal include <b>new</b> information not previously presented in the appeal to the Human Resources Director? If so, please specify.</p>	<p>Check One:  <input type="checkbox"/> Yes      <input checked="" type="checkbox"/> No</p>
--	---

Original Signature of Appellant or Authorized Representative \_\_\_\_\_

Date \_\_\_\_\_

**State the basis of this appeal in detail.** For more information about appeal rights and deadlines, please review the Civil Service Rules located on the Civil Service Commission's website at [www.sfgov.org/CivilService](http://www.sfgov.org/CivilService).

On June 2023; I applied for the Behavioral Health Services Director of Substance Use Disorder System of Care (0933-Manager V) which some of the responsibilities have been assigned to me, by my supervisor Maximilian Rocha. This (0933) position requires passing the Management Test Battery (MTB) exam. I was informed by my supervisor on 09/05/23 that the exam would be taking place the next day on 09/06/23.

I reached out to Catherine Chafey Senior Human Resources Analyst to confirm the date, location address, and time of the exam. She confirmed via email the exam date of 09/06/23 at 12:45 pm.

Catherine referred me to Lilimae Santander Human Resources Analyst who was coordinating the MTB exam for this position. In Lilimae's email I received conflicting information about the time of the test. After several emails and phone calls with Catherine I was able to confirm with the two of them that the MTB exam was scheduled for 09/06/23 at 8:30 am. This gave me less than 24 hours to prepare and change my schedule to be able to take the exam.

On 9/12/23 was informed by Ms. Chafey from HR that "Unfortunately, since you did not pass the Management Test Battery (MTB) exam, your application is not moving forward with this position recruitment. You should receive an official email soon with your score for the exam."

I feel that this process was unfair, based on the short notice that I received to take the exam. I would like to be informed about what the policy is on how much time in advance the applicant should receive to take the exam. According to my conversation with them, applicants received an exam notification email on 08/16/23, which I never received. Therefore, I was not allowed the proper time to study and prepare for the exam. Nevertheless, I scored 47.8 out of 53.3 required to pass the test. In addition, I have been fulfilling the duties and responsibilities of the position for the past 10 months without the commensurate pay.

In addition, I would like to mention that this is the second time that I'm not been consider for a promotion, even though I'm the more qualified and experienced candidate.

On January of 2022, I applied for the Community Substance Use Programs Manager (0923), I was not offered an interview for the position. I filed Grievance on 9/11/22 with Behavioral Health Services Office of Justice, Equity, Diversity, & Inclusion (JEDI) against the hiring Manager, Behavioral Health Director Dr. Hillary Kunins.

On June 2023, I applied for the Behavioral Health Services Director of Substance Use Disorder System of Care (0933-Manager V) which is the basis of this complain.

Also, this is not the first time That I'm aware of that Mr. Rocha engage in this unlawful labor practices, the most recent happened in the summer of 2022 with an African American co-worker, he was reported to HR and others City divisions. Four months after the incident he turns around and does the same thing with me.

Available to meet with you anytime in person or virtual to provide more detailed information related.



**CIVIL SERVICE COMMISSION**  
**City and County of San Francisco**  
 25 Van Ness Avenue, Suite 720  
 San Francisco, California 94102-6033  
 Executive Officer  
 (628) 652-1100

000032  
 CSC Register No.  
 \_\_\_\_\_  
 To:  
 \_\_\_\_\_  
 CC:  
 \_\_\_\_\_

**APPEAL TO THE CIVIL SERVICE COMMISSION**

**INSTRUCTIONS:**

Submit an original copy of this form to the Executive Officer of the Civil Service Commission at the address above **within the designated number of days** following the postmarked mailing date or email date (whichever is applicable) of the Department of Human Resources' or Municipal Transportation Agency's notification to the appellant. The appellant's/authorized representative's original signature is required. **(E-mail is not accepted.)** It is recommended that you include all relevant information and documentation in support of your appeal.

**TYPE OF APPEAL:** (Check One)

- Examination Matters **(by close of business on 5<sup>th</sup> working day)**
- Employee Compensation Matters **(by close of business on 7<sup>th</sup> working day) - Limited application**
- Personal Service Contracts **(Posting Period)**
- Other Matters (i.e., Human Resources Director/Executive Officer Action) **(30 Calendar days)**
- Future Employability Recommendations (See Notice to Employee)

**"During the Shelter Order dated March 17, 2020, we are accepting appeals by email at [civilservice@sfgov.org](mailto:civilservice@sfgov.org)"**

Full Name of Appellant		Work Address		Work Telephone	
Erik Dubon		1380 Howard St, #409 SF. CA, 94103		415-255-3780	
Job Code	Title	Department			
0922	Manager I	DPH			
Residence Address		City	State	Zip	Home Telephone
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Full Name of Authorized Representative:			Telephone Number of Representative:		

**NOTE:** If this is deemed to be a timely and appealable matter, the department will submit a staff report to the Civil Service Commission to request that it be scheduled for hearing. You will be notified approximately one week in advance of the hearing date, at which time you will be able to pick up a copy of the department's staff report at the Commission's offices. If you would instead prefer Commission staff to email you a copy of the meeting notice and staff report, please provide your email address below.

**Email:** [Erik.Dubon@sfdph.org](mailto:Erik.Dubon@sfdph.org) and [erikrdubon@yahoo.com](mailto:erikrdubon@yahoo.com)

**COMPLETE THE BASIS OF THIS APPEAL ON THE REVERSE SIDE.** (Use additional page(s) if necessary)

<p>Does the basis of this appeal include <b>new</b> information not previously presented in the appeal to the Human Resources Director? If so, please specify. Communication Emails with HR staff, voicemail transcripts from HR staff, Texts communication pictures with hiring manager Maximilian Rocha, BHS presentations on hiring practices and lack of people of color in management position.</p>	<p>Check One:</p> <p style="text-align: center;"><input checked="" type="checkbox"/> Yes                      <input type="checkbox"/> No</p>
--	---

09-26-2023

Original Signature of Appellant or Authorized Representative

Date

CSC-12 (5/2021)

**Date Received by Civil Service Commission:** \_\_\_\_\_ **State the basis of this appeal in detail.**

For more information about appeal rights and deadlines, please review the Civil Service Rules located on the Civil Service Commission's website at [www.sfgov.org/CivilService](http://www.sfgov.org/CivilService).

EEO Complaint, HR Case Number: HRC0004426:

In response to the letter from Dave Johnson Department of Human Resources, Employment Services Assistant Director, dated September 22, 2023, related to the Management Test Battery (MTB), I would like to point out some inconsistencies:

There is no clear MTB policy of the proper channels of communication with the Human Resources Department staff, including Smart recruiters, personal email, work email, phone calls, texts. Multiple people involved in the hiring process send mixed information about their roles and responsibilities.

Joyce Nagel, Recruiter, sent an email and followed up with a phone call on 8/11/22 regarding Survey Monkey. During the phone conversation, I asked specifically about the next steps. She replied that she did not know; she was only in charge of managing the survey monkey portion.

Catherine Chafey is listed as the contact analyst for this position. The application to fill the position was extended twice due to lack of applicants, according to Maximilian Rocha, Hiring Manager, during SUD SoC Leadership meetings and my one-on-one supervision meetings with him, during which I notified him that I had not received any notification from HR. I also received an email on 9/5/23 from Ms. Chafey with the wrong information about the MTB exam. It is my understanding that the MTB exam scheduling was coordinated by Lilimae Santander.

Lilimae Santander, Human Resources Analyst, sent me an email on 9/5/23 that states she was only in charge of MTB. She made it clear that the applicant must take the test on the scheduled date, and no rescheduling will be allowed. A text message from my direct supervisor, Maximilian Rocha, instructed me to take the test on 9/6/23. I was left with no choice but to take the test on very short notice. Again, I requested information regarding the policy on how much advance notice an applicant should receive before the testing date. The information is copied below from Ms. Santander's e-mail

"You must take the exam by the scheduled date above.

Please be prompt; allow time for traffic conditions. Registration will begin at the time listed above. If you arrive more than 15 minutes after your appointment, you will not be tested, and you will not be rescheduled."

Note above that rescheduling is clearly *not* an option, according to Ms. Santander.

In addition, HR continues to cite e-mails sent on 8/4/23 and 8/16/23 as proof of timely notification of MTB, but are unable to date to show the actual emails that they claim were sent out. I have repeatedly stated that I never received said emails, of which I've requested copies, to no avail. I was also informed during my supervision on 9/21/23 with Mr. Rocha that he likewise requested copy of the emails from HR and they did not provide these to him, either.

On 8/4/23, an entry on the Smart Recruiters invitation sent by Ms. Chafey states to take the Survey Monkey on 8/29/23, yet according to e-mails from Ms. Nagel, only she's in charge of Survey Monkey.

Likewise, the information on the Smart Recruiter notification page managed by HR are edited copies from the email conversation trail with HR staff, and do not reflect the entirety of communications that went between us. For example, not all e-mails from Ms. Santander, Ms. Chafey and Ms. Nagel are copied to the notification careers e-mail: [notifications@careers.sf.gov](mailto:notifications@careers.sf.gov). I'm attaching all email conversations with them for your reference.

I wish to emphasize that this is the second time I've been disqualified or not taken into consideration for a promotion, even though my 23 years in the City, as well my previous and current positions, prove that I am both a qualified and experienced candidate who meets stated qualifications. Please see below.

In January, 2022, I applied for the Community Substance Use Programs Manager (0923). I was not offered an interview for the position.

In June, 2023, I applied for the Behavioral Health Services Director of Substance Use Disorder System of Care (0933-Manager V). I have been fulfilling the duties and responsibilities of this position for the past 10 months without commensurate pay or title, and participated in the restructuring of the SUD System of Care required to open the position. I was instrumental in ensuring the position would reflect the current needs of the department, as well my role in it, and was invited to do so by the Leadership SUD System of Care, of which I am one of four members. Mr. Rocha is one of the members and informed that he was tailoring the position in order for me to meet the minimum qualifications, implying he wished for me to be hired for the position.

Based on my experiences, all applicants receive different information through a process that makes it extremely challenging for an applicant to receive timely information that can result in a promotion, due to HR's lack of clarity and conflicting methods of communication.

The following needs to be addressed:

- The City process is biased and requires correction
- The City process does not offer "true promotion" of internal staff; there's no standardized system for actual promotive opportunities, but rather a prolonged application process open to anyone to apply, regardless of actual qualifications and/or the current position of an interested internal candidate
- The method of communication with HR, and its process, can be punitive from a job seeker's perspective, with HR not responding helpfully or in a timely manner to the very challenges they present before a candidate
- Limiting recruitment / Smart Recruiters to an exam-only process for classifications where staff is qualified already in multiple classifications results in the loss of employees within the City seeking job growth
- The system itself creates barriers that impede hiring bi-racial and people-of-color staff, starting with the application process, which is not approachable for those unaccustomed to aggressive advocating for themselves
- HR and the City should focus on an equitable system that both attracts and ensures a healthy pool of applicants that represent the very groups of people we aim to serve, i.e., Black, Asian, Latin and LGBTQ+

Please find attached the relevant information and documentation in support of this appeal:

- [8-25-22 BHS REAC New Hire Data and Equity Interventions.pptx](#)
- [8-25-22 BHS REAC Discussion and Evaluation](#)
- [8-23-22 BHS Equity Exec New Hire Data and Equity Interventions.pptx](#)
- [8-23-22 BHS Equity Exec Discussion and Evaluation](#)
- [4-27-22 BHS Equity Interventions for Hiring](#)
- [02-09-22 HR Pre-Approved BHS Recruitment and Hiring Equity Interventions](#)
- [2021-2023 SF DPH Racial Equity Action Plan](#)
- [2021 SF Mayor's Office Independent Investigation EEO Gould Report](#)
- [2019 SF Human Rights Commission Office of Racial Equity Mandate](#)

Fwd: San Francisco Department of Public Health

From: erik dubon ([REDACTED])

To: andrea@sfmea.com

Date: Monday, September 18, 2023 at 11:41 AM PDT

**From:** "Nagel, Joyce (DPH)" <joyce.nagel@sfdph.org>

**Date:** August 11, 2023 at 3:12:03 PM PDT

**To:** [REDACTED]

**Subject:** San Francisco Department of Public Health

Dear Erik,

Hope this finds you well. You have applied to express your interest, regarding the position of Director of Substance Use Disorder System of Care. To complete the application, we would like a moment of your time to complete the required questionnaire. To be considered we are needing this completed by Wednesday 08-16 (the information states 08-14 as the date, please disregard).

- <https://www.surveymonkey.com/r/GGD8QTW>

Please let me know if there is anything I can do to assist.

Kind regards,

**Joyce Nagel**

Recruiter

Human Resources -- Merit and Recruiting Services

San Francisco Department of Public Health

Phone: 628-271-6716

Cell: 415-298-4454

Email: [Joyce.Nagel@sfdph.org](mailto:Joyce.Nagel@sfdph.org)

**[Click here for current openings at SFDPH](#)**

**SFDP** Human  
Resources  
merit systems team



**Re: San Francisco Department of Public Health**

From: erik dubon ([REDACTED])  
To: joyce.nagel@sfdph.org  
Date: Tuesday, September 5, 2023 at 09:37 AM PDT

Good morning, Joyce,

I heard from my supervisor Maximilian Rocha that the battery test is taking place tomorrow September 6, 2023. Could you please provide me with any updates?

Thank you  
Erik Dubon  
[REDACTED]

Sent from my iPhone

On Aug 11, 2023, at 3:12 PM, Nagel, Joyce (DPH) <joyce.nagel@sfdph.org> wrote:

Dear Erik,

Hope this finds you well. You have applied to express your interest, regarding the position of Director of Substance Use Disorder System of Care. To complete the application, we would like a moment of your time to complete the required questionnaire. To be considered we are needing this completed by Wednesday 08-16 (the information states 08-14 as the date, please disregard).

- <https://www.surveymonkey.com/r/GGD8QTW>

Please let me know if there is anything I can do to assist.

Kind regards,

**Joyce Nagel**

Recruiter

Human Resources -- Merit and Recruiting Services

San Francisco Department of Public Health

Phone: 628-271-6716

Cell: [REDACTED]

Fwd: San Francisco Department of Public Health

From: erik dubon [REDACTED]  
To: erik.dubon@sfdph.org  
Date: Friday, August 11, 2023 at 04:22 PM PDT

Sent from my iPhone

Begin forwarded message:

**From:** "Nagel, Joyce (DPH)" <joyce.nagel@sfdph.org>  
**Date:** August 11, 2023 at 3:12:03 PM PDT  
**To:** erikrdubon@yahoo.com  
**Subject:** San Francisco Department of Public Health

Dear Erik,

Hope this finds you well. You have applied to express your interest, regarding the position of Director of Substance Use Disorder System of Care. To complete the application, we would like a moment of your time to complete the required questionnaire. To be considered we are needing this completed by Wednesday 08-16 (the information states 08-14 as the date, please disregard).

- <https://www.surveymonkey.com/r/GGD8QTW>

Please let me know if there is anything I can do to assist.

Kind regards,

**Joyce Nagel**

Recruiter

Human Resources -- Merit and Recruiting Services

San Francisco Department of Public Health

Phone: 628-271-6716

Cell: 415-298-4454

Email: [Joyce.Nagel@sfdph.org](mailto:Joyce.Nagel@sfdph.org)

**[Click here for current openings at SFDPH](#)**

**SFDP** Human  
Resources  
merit systems team



Joyce Nagel

phone

August 11, 2023 at 3:11 PM





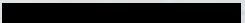



0:00

-1:09



### Transcription

"Hello this message is for Eric Eric this is Joyce at San Francisco Department of public health I'm calling in regards to your interest for the Director substance use disorder system of care need you did apply and if you are still interested we have one small pieces still needs to be done and that the him qualifying questionnaire takes maybe 2 to 5 minutes to complete in this is needed to be submitted back to the office by Wednesday, August 16 in the a.m.

- 
8/8/23 00:32

- 
8/2/23 01:09

- 
7/31/23 00:07




10:49 📶 🔋

Greeting Edit

# Voicemail

small pieces still needs to be done and that the him qualifying questionnaire takes maybe 2 to 5 minutes to complete in this is needed to be submitted back to the office by Wednesday, August 16 in the a.m. internal email it's going to say August 14 but please know we did extend that so we could allow a qualified candidate like you to complete that if you have any questions please let me know again my name is Joyce I am with the San Francisco Department of public health and my phone number is 62827167166282716716 and I'll be sending you a follow up email with that link to the Eric R Devon @yahoo to look for later and hopefully you are still interested if you have any questions please feel free to ask look forward to helping you out bye-bye have a great weekend..."

Was this transcription [useful](#) or [not useful](#)?

[Redacted]	8/8/23 00:32	<a href="#">i</a>
[Redacted]	8/2/23 01:09	<a href="#">i</a>
[Redacted] mobile	7/31/23 00:07	<a href="#">i</a>

[Favorites](#) [Recents](#) [Contacts](#) [Keypad](#) [Voicemail](#)

Joyce Nager

phone



000040



August 11, 2023 at 3:11 PM

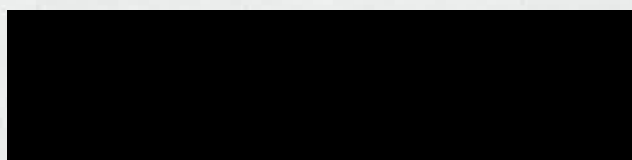
0:00

-1:09



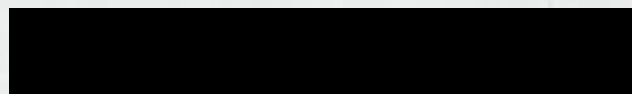
### Transcription

"Hello this message is for Eric Eric this is Joyce at San Francisco Department of public health I'm calling in regards to your interest for the Director substance use disorder system of care need you did apply and if you are still interested we have one small pieces still needs to be done and that the him qualifying questionnaire takes maybe 2 to 5 minutes to complete in this is needed to be submitted back to the office by Wednesday, August 16 in the a.m.



8/8/23

00:32



8/2/23



the him qualifying questionnaire takes 000041  
maybe 2 to 5 minutes to complete in this is  
needed to be submitted back to the office  
by Wednesday, August 16 in the a.m.  
internal email it's going to say August 14  
but please know we did extend that so we  
could allow a qualified candidate like you to  
complete that if you have any questions  
please let me know again my name is Joyce  
I am with the San Francisco Department of  
public health and my phone number is  
62827167166282716716 and I'll be sending  
you a follow up email with that link to the  
[REDACTED] to look for later and  
hopefully you are still interested if you have  
any questions please feel free to ask look  
forward to helping you out bye-bye have a  
great weekend..."

Was this transcription [useful](#) or [not useful](#)?

[REDACTED]

8/8/23

00:32



[REDACTED]

8/2/23



Fwd: retesting for Management Test Battery (MTB) exam

From: erik dubon ([REDACTED])

To: andrea@sfmea.com

Date: Monday, September 18, 2023 at 11:47 AM PDT

**From:** erik dubon <[REDACTED]>

**Date:** September 13, 2023 at 9:14:27 AM PDT

**To:** d5eb77dd-7cab-48a5-83f7-1f1cf3d5c2d1@replies.careers.sf.gov

**Cc:** erik.dubon@sfdph.org

**Subject:** Re: retesting for Management Test Battery (MTB) exam

Thank you Catherine.

Erik Dubón  
[REDACTED]

On Sep 12, 2023, at 4:06 PM, Catherine Chafey from City and County of San Francisco <notifications@careers.sf.gov> wrote:

Hi Erik,

Unfortunately, since you did not pass the Management Test Battery (MTB) exam, your application is not moving forward with this position recruitment. You should receive an official email soon with your score for the exam.

Thank you and I hope you keep applying for other positions with Behavioral Health Services. As you may know, we also have the 0923 management positions that require a different exam called the Supervisory Test Battery (STB).

Best regards,

**Catherine Chafey**, M.A. [She, Her, Hers]  
Senior Human Resources Analyst  
HR Classification, Merit & Recruiting Division  
Department of Public Health (DPH)  
City and County of San Francisco

---

**From:** Erik Dubón ([REDACTED]) <notifications@smartrecruiters.com>

**Sent:** Tuesday, September 12, 2023 12:05 PM

**To:** Chafey, Catherine (DPH) <catherine.chafey@sfdph.org>

**Subject:** Re: retesting for Management Test Battery (MTB) exam

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Catherine,

I'm not sure if you received my emails below. Thank you, Erik

On Sep 12, 2023, at 10:34 AM, erik dubon <erikrdubon@yahoo.com> wrote:

Good morning, Catherine,

Thank you for following up with Lilimae regarding the MBT exam.

Can you please give me an update for the next steps in the hiring process for this position.

Best regards  
Erik Dubon  
[REDACTED]

On Sep 11, 2023, at 7:03 PM, Catherine Chafey from City and County of San Francisco <notifications@careers.sf.gov> wrote:

Hi Erik,

I checked with Lilimae Santander regarding your question per your phone call to see when you can retake the Management Test Battery (MTB) exam. Per Lilimae, "Retesting is only permitted after one year. Erik will be able to retake the exam after 09/06/2024."

Sincerely,

Catherine Chafey

Human Resources, Department of Public Health

City and County of San Francisco



RE: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

From: Lilimae Marie Santander from City and County of San Francisco (notifications@careers.sf.gov)

To: [REDACTED]

Date: Tuesday, September 5, 2023 at 03:04 PM PDT

Hi Erik,

I am only in charge of the MTB exam administration and it is at 8:30am. You may follow up with Catherine Chafey regarding the supplemental questionnaire.

Sincerely,

Lilimae Santander, Human Resources Analyst  
Miscellaneous Exams Team  
Department of Human Resources  
One South Van Ness Ave., 4<sup>th</sup> Floor  
San Francisco, CA 94103  
Website: [www.sfdhr.org](http://www.sfdhr.org)  
(415) 557-4863

Connecting People with Purpose

*I telecommute Tuesdays and Fridays.*

From: Erik Dubón [REDACTED] <notifications@smartrecruiters.com>

Sent: Tuesday, September 5, 2023 12:32 PM

To: Santander, Lilimae (HRD) <Lilimae.Santander@sfgov.org>

Subject: Re: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

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Good afternoon,

I received conflicted information from the two of you. Please confirm the test time is 8:30 am or 12:45 pm?

Also, forward the supplemental questions if they are available yet.

Thank you  
[REDACTED]

On Sep 5, 2023, at 11:47 AM, Lilimae Marie Santander from City and County of San Francisco <notifications@careers.sf.gov> wrote:

Dear Erik Dubón,

You are invited to participate in the in-person examination process for the BEHAVIORAL HEALTH SERVICES - DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CARE (0933 Manager V) recruitment.

**Management Test Battery (required):**

- Date/Time: **Wednesday, September 6, 2023 at 8:30 AM (Registration begins at 8:30 AM)**
- Location: City and County of San Francisco Testing Center, 1740 Cesar Chavez St., San Francisco, CA 94124

The test site is accessible by Muni on the 19 Polk bus line or the Muni Metro T-Line (walk west about 1/2 mile). There is no parking available to candidates at the testing facility. Parking is restricted to building tenants only. There is limited street parking available on Indiana Street, approximately two blocks from the facility. We strongly encourage you to have someone drop you off at the site or use Muni. The site is located between Highway 101 and 280 on Cesar Chavez Street.

Please be prompt; allow time for traffic conditions. Registration will begin at the time listed above. If you arrive more than 15 minutes after your appointment, you will not be tested, and you will not be rescheduled.

**EXAM INFORMATION**

The MTB is taken entirely on a computer, using the mouse to select answers. You will receive your test results immediately after completing the MTB. Information about this examination is found on our website at: <https://sfdhr.org/exam-information>

**You must bring:**

- Your own writing instruments
- Photo ID (Acceptable photo ID is limited to the following: Driver License; Identification Card issued by the State Department of Motor Vehicles; passport; Military Identification Card; or Alien Registration Card)
- One (1) clear ziploc-type plastic bag to store your cell phone and/or electronic devices
- You will also need your email address: [erikrdubon@yahoo.com](mailto:erikrdubon@yahoo.com) to log into the exam at the test site.

Do not bring additional materials. All other materials and supplies for your use during the test will be provided. Other than bottled water, food and beverages will not be allowed into the exam room. We strongly recommend candidates do not bring electronics (including cell phones and smart watches) to the test. Candidates found accessing such devices during the test will be disqualified.

You should expect to be at the test site for approximately 3.5 hours. Comfortable clothing is recommended. There will be no scheduled breaks during the exam.

Facial coverings are strongly encouraged to be worn by all individuals when they enter the facility, and within the facility.

The exam will be presented in a multiple-choice format on a computer. If you have a disability requiring reasonable accommodation, you must contact me via email at [Lilimae.santander@sfgov.org](mailto:Lilimae.santander@sfgov.org) ASAP. Please specify recruitment RTF0136558-01089638 in your correspondence.

**OUT OF AREA CANDIDATE**

If you are unable to travel to San Francisco, there is a possibility to take the exam at a test center near you. We utilize the National College Testing Association Proctor Network. The following link will allow you to search if there is a test center near you. <https://www.ncta-testing.org/narrow-your-proctor-search/>

Fwd: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

From: erik dubon ( [REDACTED] )

To: andrea@sfmea.com

Date: Monday, September 18, 2023 at 11:45 AM PDT

**From:** erik dubon < [REDACTED] >

**Date:** September 5, 2023 at 4:25:51 PM PDT

**To:** 17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov

**Subject:** Re: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

Thank you

Sent from my iPhone

On Sep 5, 2023, at 3:04 PM, Lilimae Marie Santander from City and County of San Francisco <notifications@careers.sf.gov> wrote:

Hi Erik,

I am only in charge of the MTB exam administration and it is at 8:30am. You may follow up with Catherine Chafey regarding the supplemental questionnaire.

Sincerely,

**Lilimae Santander, Human Resources Analyst**  
**Miscellaneous Exams Team**  
**Department of Human Resources**  
**One South Van Ness Ave., 4<sup>th</sup> Floor**  
**San Francisco, CA 94103**  
**Website: [www.sfdhr.org](http://www.sfdhr.org)**  
**(415) 557-4863**

Connecting People with Purpose

*I telecommute Tuesdays and Fridays.*

**From:** Erik Dubón [REDACTED] <notifications@smartrecruiters.com>

**Sent:** Tuesday, September 5, 2023 12:32 PM

**To:** Santander, Lilimae (HRD) <Lilimae.Santander@sfgov.org>

**Subject:** Re: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

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Also, forward the supplemental questions if they are available yet.

Thank you  
[REDACTED]

On Sep 5, 2023, at 11:47 AM, Lilimae Marie Santander from City and County of San Francisco <notifications@careers.sf.gov> wrote:

Dear Erik Dubón,

You are invited to participate in the in-person examination process for the BEHAVIORAL HEALTH SERVICES - DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CARE (0933 Manager V) recruitment.

**Management Test Battery (required):**

- Date/Time: **Wednesday, September 6, 2023 at 8:30 AM (Registration begins at 8:30 AM)**
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**You must bring:**

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- Photo ID (Acceptable photo ID is limited to the following: Driver License; Identification Card issued by the State Department of Motor Vehicles; passport; Military Identification Card; or Alien Registration Card)
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#### **OUT OF AREA CANDIDATE**

If you are unable to travel to San Francisco, there is a possibility to take the exam at a test center near you. We utilize the National College Testing Association Proctor Network. The following link will allow you to search if there is a test center near you. <https://www.ncta-testing.org/narrow-your-proctor-search#/> Please be advised that not all test centers that are listed on the NCTA site are available. Candidates are responsible for the cost of the remote proctoring. Once you have confirmed a test center and date/time, please send me an email so the Department of Human Resources can coordinate exam information with your selected test center. **You must take the exam by the scheduled date above.**

We look forward to seeing you at the exam.

Sincerely,  
Lilimae Santander  
Human Resources Analyst  
Department of Human Resources  
City and County of San Francisco

  
<image001.png>  
<~WRD0002.jpg>

Re: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

From: Chafey, Catherine (DPH) (catherine.chafey@sfdph.org)

To: [REDACTED] 17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov

Cc: lilimae.santander@sfgov.org; maximilian.rocha@sfdph.org; erik.dubon@sfdph.org

Date: Tuesday, September 5, 2023 at 01:44 PM PDT

Hi Erik,

Lilimae's email below is correct that your MTB exam tomorrow will be in the morning at 8:30am instead as you were scheduled for make-up exam. I hope this still works for you. Otherwise, please let us know so Lilimae can try to see when you can be rescheduled. It may be a different day.

Sincerely,  
Catherine

**Catherine Chafey**, M.A. [She, Her, Hers]  
Senior Human Resources Analyst  
HR Classification, Merit & Recruiting Division  
Department of Public Health (DPH)  
City and County of San Francisco  
Phone: (628) 271-6831

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From: erik dubon <[REDACTED]>

Sent: Tuesday, September 5, 2023 12:32 PM

To: 17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov <17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov>

Cc: Chafey, Catherine (DPH) <catherine.chafey@sfdph.org>; Santander, Lilimae (HRD) <Lilimae.Santander@sfgov.org>; Rocha, Maximilian (DPH) <maximilian.rocha@sfdph.org>; Dubon, Erik (DPH) <erik.dubon@sfdph.org>

Subject: Re: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

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10:14



Max &gt;



iMessage

Fri, Jul 14 at 8:47 AM

Hi Erik. SUD Dir 0933 posting extended to 07/24 due to low applicants.

Thank you for letting me know.

Thu, Jul 20 at 10:05 AM

Hi , can you join CCE?



Hi Max. I will miss the CCE meeting today. I'm attending the outpatient EPIC session. Here are the agenda items for the 1-1 meeting for this afternoon. SUD SoC vacant positions updates  
SAPT audit



CAP addit  
Risk Management meeting  
Ferguson & BSLIP RFPs  
BAY Area counties meeting  
Provers meeting 7/24/23  
Time off 8/17/ and 8/18  
Performance Objectives  
CAPs CalOMS findings.



iMessage



10:15



Max &gt;



Wed, Jul 26 at 3:49 PM

Moving along for 0933 position:  
posting closed and will go to  
supplemental questionnaire  
phase.

Thank you for the updated.

Tue, Aug 1 at 4:00 PM

Running late

Thu, Aug 24 at 2:26 PM

Under DMC-ODS OTP, for those  
who serve Perinatal clients, do  
the programs have to be  
"certified" as Perinatal programs  
in order to claim Perinatal rates?

Correct

Thanks. So in our current portfolio, we don't have any Perinatal OTP programs.

We have NTP FACET out of BAART Turk. Also, the residential



10:15



Max



Dr. [Name] Park, also, the residential perinatal programs offer individual and group counseling services

Oh... can epiphany bill for perinatal outpatient OTP rates?

Oh... can epiphany bill for perinatal OTP counseling rates?

They can bill for residential 3.1 services only. They are not DHCS certified to provide/bill for outpatient services.

Tue, Aug 29 at 2:05 PM

Can you please provide feedback to the draft email for NTP providers? Thanks

The one I signed ?

I've read that one (the one with my initials on them).

Correct

Ok to send



iMessage



10:15



Max &gt;



Thanks

Thu, Aug 31 at 9:19 AM

From Lisa:

We have a situation with an SUD program going into Epic. can you make it to a 2 pm meeting today?

Thu, Aug 31 at 4:50 PM

Ok to call Tony.

Looks like Palms is ready to talk clients.

Thanks Max. I will call Tony tomorrow. I'm planning to be out but I will work on this.

Ok man - sorry

Un man... sorry.

000058



No worries. I need to take time off. I reached out the vacation time. I will join the 2:00 pm meeting tomorrow. Thank you



iMessage



10:16



Max



Pls take time to take the MTB tomorrow.

Will do. Thank you Max.

Tue, Sep 5 at 2:53 PM

Hi Erik, what happened to the MTB? Were you contacted?

Yes, I'm scheduled to take the test tomorrow Wednesday 9/6 at 8:30 am. Thank you Max

So sorry about this. I'm glad that we fixed it.

No worries

Thu, Sep 7 at 3:06 PM



Hi all. Pls join Epic mtg when you can

Sure, I'm leaving the UM meeting soon

R u ok with SUD's episodes ?



iMessage 



10:17



Max &gt;



R u ok with SUD's episodes ?

Yes

Thu, Sep 14 at 5:47 PM

Hello. I just saw your email. Can you meet tomorrow @ 8:30 ? Or 4:30 ?

Sure, we can meet tomorrow at 8:30 am. Thank you, Max

I'm sorry Erik.

Yes, talk to you tomow.

Wednesday 12:07 PM

You have a minute to talk?

Sure, call me when you are available

Hi. Will ping you later this p.m.  
See if EQRO can end earlier.

Sounds good



iMessage 



10:18



Max &gt;



4:30 ?

Sure, we can meet tomorrow at 8:30 am. Thank you, Max

I'm sorry Erik.

Yes, talk to you tomow.

Wednesday 12:07 PM

You have a minute to talk?

Sure, call me when you are available

Hi. Will ping you later this p.m.  
See if EQRO can end earlier.

Sounds good

Delivered

Sent from my iPhone

Yesterday 4:15 PM

Can you talk 1:1 in private ?

About 09?

Use my office



iMessage 





000065

# BHS Equity Action Plan: Recruitment & Hiring Equity Interventions



San Francisco Health Network  
Behavioral Health Services

Office of Justice, Equity, Diversity,  
& Inclusion (JEDI)

*Includes Equity, Training, MHSA, & TIS*

In response to the 2021 [Gould Independent Reviewer Report for Mayor London Breed](#)

In coordination with the 2021 [DPH Racial Equity Action Plan](#)

As mandated by the 2019 [SF Office of Racial Equity Ordinance](#)

Following the 2018 [SF Mayoral Directive Ensuring a Diverse, Fair, and Inclusive City Workplace](#)

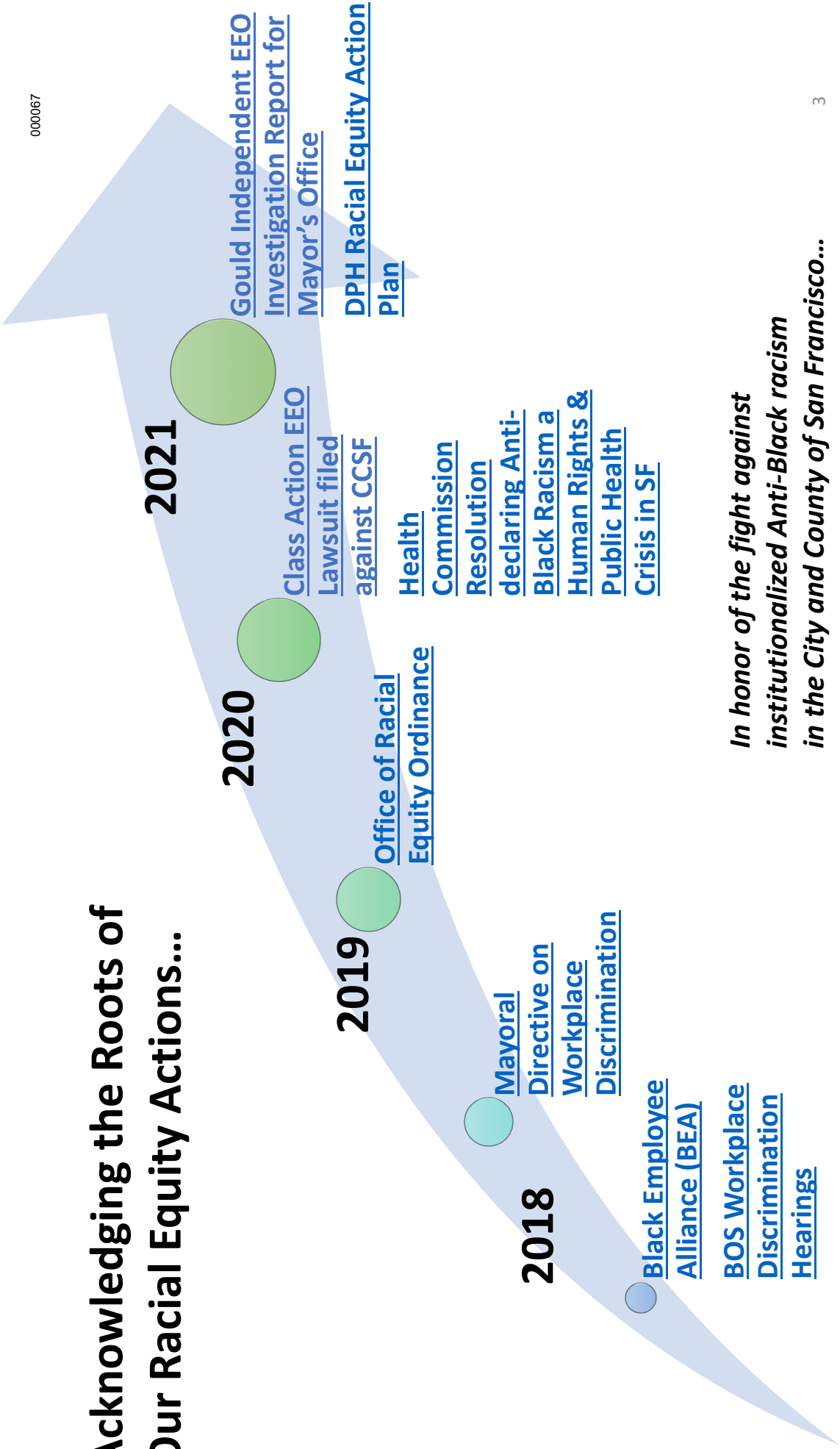
## Mission Statement



Leading with race and prioritizing [intersectionality](#), including ethnicity, gender, sex, sexual orientation, age, class, nationality, language, physical and mental ability, we strive to move forward on the [continuum of becoming an anti-racist multicultural institution](#), through [dismantling racism](#), interrogating [white supremacy culture](#), building [solidarity among and between racial groups](#), and working towards becoming a [trauma informed healing organization](#), in partnership with staff, clients, and communities.

**Because Racial Equity is Everyone’s Job.**

# Acknowledging the Roots of Our Racial Equity Actions...



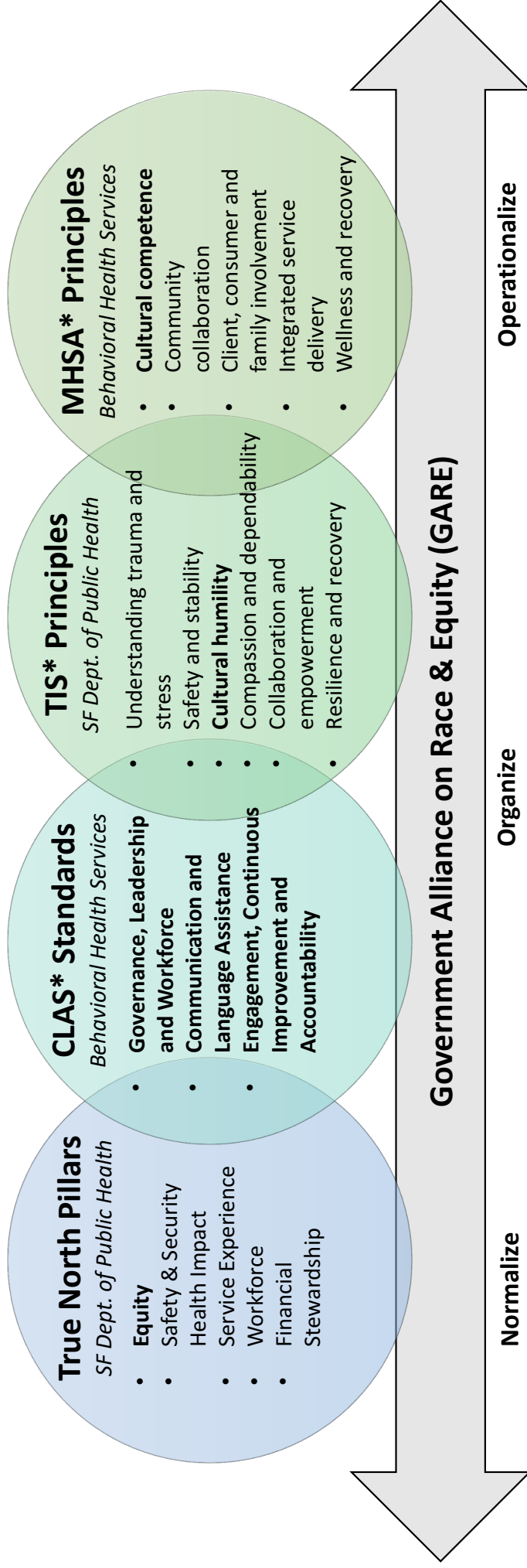
000067

*In honor of the fight against institutionalized Anti-Black racism in the City and County of San Francisco...*





# BHS Equity Guiding Frameworks



### True North Pillars

*SF Dept. of Public Health*

- **Equity**
- Safety & Security Health Impact
- Service Experience
- Workforce
- Financial Stewardship

### CLAS\* Standards

*Behavioral Health Services*

- **Governance, Leadership and Workforce**
- **Communication and Language Assistance**
- **Engagement, Continuous Improvement and Accountability**

### TIS\* Principles

*SF Dept. of Public Health*

- Understanding trauma and stress
- Safety and stability
- **Cultural humility**
- Compassion and dependability
- Collaboration and empowerment
- Resilience and recovery

### MHSA\* Principles

*Behavioral Health Services*

- **Cultural competence**
- Community collaboration
- Client, consumer and family involvement
- Integrated service delivery
- Wellness and recovery

## Government Alliance on Race & Equity (GARE)

### Normalize

Shared definitions and analysis; Urgency and prioritize

### Organize

Internal infrastructure; Partnerships

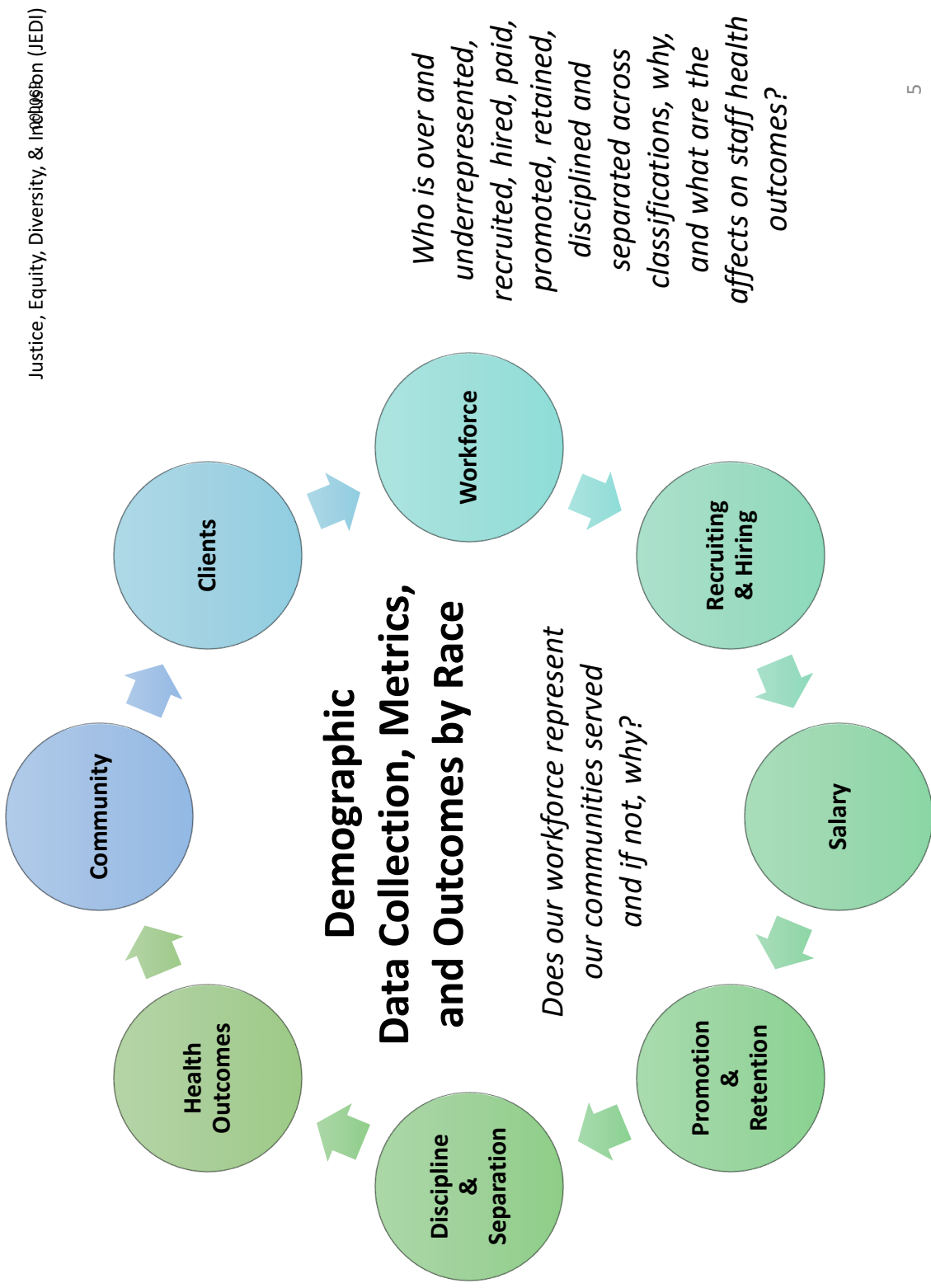
### Operationalize

Racial equity tools; Data to develop strategies and drive results

\*CLAS: Culturally and Linguistically Appropriate Services

\*TIS: Trauma-Informed Systems

\*MHSA: Mental Health Services Act



# BHS Recruitment & Hiring Equity Interventions<sup>000070</sup>

## Sources

- [DPH Guidance for Equitable and Inclusive Hiring](#)
- [BHS Hiring Manager Process and Procedures](#)
- [BHS Equity Interventions for Recruitment & Hiring](#)

## Background

- Lack of diverse representation in leadership and certain classifications.
- Hiring siloes that have led to largely homogenous employee populations.
- Diminished employee morale resulting from biases and discriminatory practices and outcomes.

## Purpose

- Address and disrupt personal and organizational cultural biases.
- Disrupt processes that lead to potentially discriminatory outcomes.
- Institute a system of accountability.

# BHS Recruitment & Hiring Equity Interventions

000071

*Because racial equity is everyone's job & our workforce needs to reflect our populations served.*

Top 5 Priority  
Classifications for  
Equity Interventions

Desired Qualifications  
& Special Conditions

Job Postings

Recruitment Sources  
and Screening

Interview Panelist  
Recruitment

Batch Hiring &  
Foregoing Interviews &  
Direct Hiring  
*Emergency Hiring Order Only*

Interview Preparation,  
Introductions, Opening  
& Closing Statements

Interview Questions &  
Response Guidelines

Final Selections &  
Appointment Above  
Entrance

Onboarding

Promotion & Retention



## Top Classifications for Racial Equity Recruitment & Hiring Interventions

Based on lowest representation of and highest need for Black/African American and Latina/o/e/x staff (*source: HR Operations*)

Additional priority populations include Transgender Non-Binary clients and Cantonese, Mandarin, and Vietnamese mono-lingual speaking clients

1. Behavioral Health Clinicians
2. MDs/Physician Specialists
3. Pharmacists
4. Health Program Coordinator III
5. Directors/Managers

## Desired Qualifications



San Francisco Health Network  
Behavioral Health Services

**All BHS job announcements, applicant review forms, interview questions, selection criteria, and related materials need to include the following \*lived experience desired qualification (DQ).** For additional HR pre-approved DQs please see [BHS Recruitment and Hiring Process and Procedures](#).

\*Lived experience with the diverse communities served at DPH, including Black/African American, Native American, Asians/Pacific Islander, Latina/o/e/x, LGBTQI+, recent immigrants, individuals with various socioeconomic status, sexual orientation, gender identity, and physical and mental health needs *[or add/replace with one or more specific community to be served by the position (if PBT)]*.

\*Lived experience is defined as personal knowledge about the world, traits, and/or skills gained through direct, first-hand involvement in everyday events, and may include experienced gained through interactions with family, friends, neighbors, schools, programs, congregations, community activities, paid or unpaid work with specific communities. At DPH, we value the lived experience of our employees that serve diverse communities, including Black/African American, Native American, Asians/Pacific Islander, Latina/o/e/x, LGBTQI+, recent immigrants, individuals with various socioeconomic status, sexual orientation, gender identity, and physical and mental health needs.

## Job Announcements: DPH HR Standard DEI Statement

000074

The Department of Public Health prioritizes equitable and inclusive access to quality healthcare for its community and values the diversity of its workforce. All employees are required to participate in the Department of Public Health's work to advance equity, inclusion, and diversity through:

- Commitment to providing exceptional care and services to all residents of the City and County of San Francisco service population, with heightened awareness of responsiveness to racially, ethnically, and culturally diverse members of the service population and the DPH workforce.
- Desire and commitment to lead and participate in anti-racism, racial justice, and equity work that improves quality of patient care and employee experiences; along with the commitment and fortitude to drive change in these areas.
- Desire to work with, relate to, serve, and support a diverse service population and workforce.
- Commitment to health equity with a specific lens and focus on race, ethnicity, gender, sex, sexuality, disability, and immigration status.

The City and County of San Francisco is an equal opportunity employer. Applicants will be considered regardless of their sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

### **Shorter DEI statement for inclusion in DPH job descriptions and in job publicity:**

DPH is committed to providing exceptional care and service to all residents of the San Francisco community from an equity lens, with heightened awareness of and responsiveness to the experiences and needs of the racially, ethnically, and culturally diverse members of the service population and the DPH workforce.

## HR Approved DPH Behavioral Health Services equity statement for inclusion in post-<sup>000075</sup> selection NOI process when canvassing for candidates with desirable qualifications

We seek mission-driven, passionate candidates with behavioral health expertise and \*lived experience **with** Black/African American, Latina/o/e/x, *Asian American and Pacific Islander, undocumented individuals*, LGBTQIA+ and other diverse and intersecting communities. We seek candidates committed to anti-racism, racial justice, and equity centered practices and policies that impact and improve client and staff experiences.

\*City Attorney asked that lived experience be replaced with “personal or professional experiences”

### **BHS original proposed language (for reference)**

The San Francisco Department of Public Health Division of Behavioral Health Services is seeking executive-level leaders, clinicians, and front-line staff to join an unprecedented opportunity to grow and transform mental health and substance use care via new [Mental Health SF](#) legislation and significant resources for our public safety net system. We seek candidates who will champion accessible, coordinated, and high quality culturally responsive person-centered care that prioritizes individuals and families experiencing homelessness, racial trauma, substance use, and criminal-legal involvement. We seek mission-driven, passionate candidates with behavioral health expertise and lived experience with Black/African American, Latina/o/e/x, LGBTQIA+ and other diverse and intersecting communities. We seek candidates committed to anti-racism, racial justice, and equity centered practices and policies that impact and improve client and staff experiences. BHS is committed to internal staff retention and promotion and encourage all interested BHS staff to apply.



# Recruitment Procedures in development



San Francisco Health Network  
Behavioral Health

## Prioritize top 5 classifications including language capacity and lived experience based on populations served

- Cantonese, Mandarin, Vietnamese, and Spanish
- Black/African American and Transgender Non-Binary

### Recruitment sources

- HR approved vendors for national promotion by HR Merit recruiters
  - Linked In, Zip Recruiters, national professional organizations, academic institutions, and career fairs
  - Limited HR funding available via HR P-card
- Local and niche membership-based groups
- BHS responsible for promotion and related costs

### Recruitment postings

- HR Merit and Digital Services assist with developing flyers appropriate for social media
- HR promotes general classification
- BHS promotes specific jobs

### Recruitment Pipelines

- Align job postings and hiring dates with internships, pipeline programs, and graduation/certification dates

### Applicant Screening for Minimum Qualifications

- In discussion with HR Merit and Ops re: equity interventions and accountability

### Candidate Demographic Data Review

- Review data for diversity before closing a position

### Incentives (*needs further exploration*)

- Sign on bonus
- Increased language capacity pay
- Lived experience pay

For assistance with application process please contact BHS recruiter at [Randy.Shine@sfdph.org](mailto:Randy.Shine@sfdph.org) or (628) 217-7125 and/or see [San Francisco Department of Public Health Employment Opportunities](#).



## Interview Panelist Recruitment

BHS interview panels for the **top 5 priority classifications for equity interventions** should include a minimum of one BHS JEDI appointed representative (e.g. racial equity champion, fellow, and/or partner) who has completed the BHS Unlearning Racism training and/or other extensive equity training and coaching.

For more information contact Alicia St. Andrews, BHS JEDI ([alicia.st-andrews@sfdph.org](mailto:alicia.st-andrews@sfdph.org)).



## Batch Hiring

- OEWD staff and Equity Champions are panel members for batch hiring.
- Panel members interview candidates using equity scripts, equity interview questions and OEWD approved scoring criteria (response guidelines).
- Candidates rank preferred sites (i.e. 1-3) and provide additional information via request for qualifications survey (including lived experience).
- Hiring Manager reviews audio interviews of the candidates who selected their preferred site(s.)
- Hiring Manager selects or declines candidate(s).
- Batch hiring coordinator works with hiring managers and HR to match appropriately (i.e. candidates may be chosen by multiple hiring managers, so the candidate makes the final choice).
- Reference check conducted by hiring manager for selected candidate.

## Forgoing Interviews and Direct Hiring

*Applicable only to BHS positions included in the Mayor's Emergency Hiring Order*

### **Hiring managers can forgo interviews via redacted application review and final selection via the following steps:**

- Send HR 3-5 Selection Criteria (special conditions and/or desired qualifications, including the BHS lived experience DQ) that will be used to select the candidate, based on a review of redacted applications.
- HR will send redacted applications from HR's approved list of positions with an Application Review Form.
- Hiring managers select rank #1 candidate by viewing redacted applications against the chosen selection criteria.



## Equity & Trauma Informed Interview Preparation

### **Equity** *(implementation in process)*

Prior to interviews, BHS interview panelists meet to review and discuss equity interventions and interview questions and response guidelines.

### **Trauma Informed** *(implementation in development)*

Five to ten minutes prior to each interview, panelists should meet on the online interview platform prior to review application, determine flow, and do **3 BREATH PRACTICE**. This practice allows the mind and body to relax and find calm and presence amid stressors. It allows us to go from reactive to reflective. It also allows panelists to be fully present during the interview and sets the tone for it.

For more information on TIS training and support on contact: Lisa Reyes, TIS Director, BHS JEDI ([lisa.reyes@sfdph.org](mailto:lisa.reyes@sfdph.org))



## Equity & Trauma Informed Interview Introductions

### Integration into Interview Rating Form (*in progress*)

- All members introduce themselves, their gender pronouns, where they work, and length of time there to demonstrate commitment to gender equity, as well as retention/promotion).
- Acknowledge that times are hard and stressful.
- Ideally interview would be in person.
- Acknowledge the awkwardness of it.
- Invite a deep communal breath to ease tension for all, and particularly for the applicant.

# Interview Opening Statement



**To be included in Interview Rating Form, read out loud, and SCREENSHARED with all candidates prior to asking interview questions:**

“Welcome to the interview for X position (include brief job description here).

At the San Francisco Department of Public Health, we prioritize health equity and workforce equity. We define equity as an outcome where everyone has fair and just opportunities. That means that those with needs and least resources require more, not equal, effort and resources to equalize opportunities. It is our goal to have racial equity reflected in what we do, and in the work of every employee. Please keep this in mind as you answer questions about the ways that you have approached and would approach your work here at the DPH if you were to be offered employment.

Please answer the following questions to the best of your ability. We will read each question out loud, repeat questions as needed, and screen share each question. Per the oath you signed, please do not share any content from the interview, and please discard any notes you’ve taken from this interview.

Our total interview time is X. There will be X total interview questions. Total approximate time for each interview question is X. After the interview questions there will be approximately X minutes for us to provide next steps and answer your questions. Do you have any questions about the process?”



## Interview Closing Statement

**To be included in Interview Rating Form and read out loud with all interview candidates after completing the interview questions:**

“Thank you for participating in this interview process. We value and appreciate your experiences and expertise. If you are the chosen candidate, your references will be contacted, and a hiring manager will follow up with a job offer. If you’re not chosen, you will receive an email encouraging you to apply to other positions in our system. Our timeline may range from X to X. Do you have any questions for us?”

## Equity Interview Questions and Response Guidelines: NON-MANAGEMENT CANDIDATES



**Q1:** At DPH, we value lived experience in providing racially and culturally congruent services to our diverse clients and communities. Lived experience is defined as knowledge and experience gained through personal or professional experience gained directly with a community. Do you have lived experience with XYZ communities [customize to highlight specific communities the position will be serving. Example: *Black/African American, Native American, Indigenous, Arab, Middle Eastern, Asian, Pacific Islander, African, Filipino, Latina/o/e/x, LGBTQI+, and/or other diverse people who are represented in our community*] and if so, how does your lived experience relate or add value to your work?

### **Q1 Response Guidelines:**

- Answer should align with the question and job role/responsibilities.
- Includes specific community-based paid or unpaid work with the communities identified above including interactions with friends, family, and/or other acquaintances.
- Ability to name cultural nuances of a given community.
- Ability to name racial groups and communicate with confidence using those terms.
- Ability to identify how their lived experience helps them with client care.
- Recommend valuing breadth or length of time interacting with prioritized communities
- Ability to answer the question without responding inaccurately or inappropriately (e.g., conflating low-income people, unhoused people, etc. with people of color).



# Equity Interview Questions and Response Guidelines: NON-MANAGEMENT CANDIDATES

000084



San Francisco Health Network  
Behavioral Health Services

**Q2:** Can you talk about a time when you experienced challenging racial dynamics (or other identity related dynamics) at work? Please include what you think caused those dynamics, what made it challenging, and share 1 or 2 lessons learned.

## **Q2 Response Guidelines for Non-Management Candidates:**

- Clearly expresses that racial equity and social justice are important and is comfortable talking about race, gender, and other identities in plain (non-euphemistic) and specific terms.
- Flexible and able to adapt, learn, and grow.
- Ability to reflect on challenging racial dynamics and lessons learned.

# Equity Interview Questions and Response Guidelines: MANAGEMENT CANDIDATES



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**Q1:** We define lived experience as paid or unpaid work or interactions with colleagues, friends, family, or community members. In what ways has your lived experience and/or awareness of race, ethnicity, sexual orientation, gender, and other identities influenced how you have approached, handled, and/or resolved conflicts between and among employees? Please include details about the incident as well as core challenges and/or lessons learned.

## **Q1 Response Guidelines for Manager Candidates:**

- Clearly expresses understanding and awareness of managing direct reports of various backgrounds and can resolve conflict with this awareness.
- Comfortable with discussing race, ethnicity, sexual orientation, gender, and other identities in plain (non-euphemistic) and specific terms.
- Ability to reflect on challenging racial dynamics and lessons learned.
- Flexible and able to adapt, learn, and grow from core challenges.
- Clear about management role in resolving conflict in a proactive and respectful manner.

# Equity Interview Questions and Response Guidelines: MANAGEMENT CANDIDATES



**Q2:** How have you prioritized and accounted for racial equity and inclusion in setting recruitment, hiring, and retention goals for your team? Please include your level of involvement, preferred approaches, core challenges, outcomes, and/or lessons learned.

## **Q2 Response Guidelines:**

- Demonstrates the importance, impacts, and outcomes of a racially diverse workforce.
- Answer aligns with the job role/responsibilities.
- Clearly expresses that racial equity and social justice are important and is comfortable talking about race, ethnicity, sexual orientation, gender, and other identities in plain (non-euphemistic) and specific terms.
- Flexible and able to adapt, learn, and grow.
- Ability to reflect on challenging racial dynamics and lessons learned.
- Ability to respond accurately and appropriately (e.g. not conflate low-income people, unhoused people, etc. with people of color).

## Equity Interview Questions and Response Guidelines: CLINICAL VIGNETTE

000087

We serve racially and culturally diverse populations including X percent X (Black/African American, Latina/o/e/x, Asian, Pacific Islander, Middle Eastern, African, etc.). You are working with a X-year-old female/male/transgender/non-binary Black/African American/Latina/o/e/x, etc. She/he/they are involved with X system (foster care, justice, substance use, people experiencing homelessness, etc.), has been in multiple placements and has an assigned social worker. They have been very depressed lately and has a history of cutting and has been 5150'd two times. They recently had an argument with their only friend, who told them she didn't want to talk to them anymore. You are ending a session with them. When you say goodbye and that you will see them next week for their scheduled session, they respond, and "I probably won't be here." When you ask them what they mean they don't respond and begin to leave. 1) How would you respond to this? 2) What would your risk assessment include? 3) Who would you report this to? 4) What interventions would you try? 5) How would you approach this situation if conducting the session via telehealth?

### Response Guidelines:

- Ability to diagnose, assess, identify risk factors and address those risks appropriately throughout treatment
- Development of client -driven goals/objectives
- Clinical Formulation and Differential Diagnosis
- Inclusion of cultural factors across assessment, plan and interventions
- Identify family strengths and use of self in engagement process
- Exploration regarding experiences with substance use/experimentation.

## Final Selection and Appointment Above Entrance



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*Additional development and advocacy needed*

### **Final Selection**

Applicant Review Form includes special conditions and lived experience desired qualification (additional weight/rating needed for lived experience impact e.g. 5–10-year increments).

Final selections should include (but not be limited to): a. The consideration of specific classification and salary gaps by race/sex and/or previous hires and the underrepresentation and/or lack of diversity on the team. b. comprehensive review of the team’s composition and previous hiring decisions.

### **Appointment Above Entrance**

Must be weighed in cases where there is a need to be competitive and to attract and retain diverse talent into classifications where there is no representation or underrepresentation.

## NEXT STEPS

## BHS Recruitment & Hiring Equity Interventions

000089

### Top 5 Priority Classifications

- Updated demographic data for classifications, salary, and discipline at section, system, and team levels

### Desired Qualifications & Special Conditions

- Lived experience applicant review rating guidelines

### Recruitment

- Advanced BIPOC and TGNB recruitment sources and pipelines
- Improved Minimum Qualifications screening practices
- Demographics data review/guidelines before closing job postings

### Final Selections & Appointment Above Entrance

- Demographics assessments for teams and last 3 hires

### Onboarding

- Spreading warm welcome
- Probation, discipline, and PPAR equity

### Promotion & Retention

- Outreach and coaching for TEX to PCS pathways
- 360-degree anti-racist leadership reviews



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Behavioral Health Services

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## Office of Justice, Equity, Diversity, and Inclusion (JEDI)



### For all JEDI requests please contact:

Alicia St. Andrews, Kristalia Williams, Michael Rojas, and Sharon Lu, BHS Office of Justice, Equity, Diversity, and Inclusion (JEDI) Team

[Alicia.st-andrews@sfdph.org](mailto:Alicia.st-andrews@sfdph.org)

[kristalia.williams@sfdph.org](mailto:kristalia.williams@sfdph.org)

[michael.rojas@sfdph.org](mailto:michael.rojas@sfdph.org)

[sharon.lu@sfdph.org](mailto:sharon.lu@sfdph.org)

# BHS Exec Check In 8/23/22

- David Nish [REDACTED]
- Marlo, [REDACTED]
- Judy Martin, [REDACTED]
- Diane Prentiss, [REDACTED]
- Ritchie Rubio, [REDACTED]
- Lisa Inman, [REDACTED]
- Krista Gaeta, [REDACTED]
- Michael R; [REDACTED]
- Hillary, [REDACTED]
- Alex Jackson, [REDACTED]
- Max, [REDACTED]
- Ashley, [REDACTED]
- Craig [REDACTED]
- Jeffrey Hom, [REDACTED]
- Robin Candler [REDACTED]



# BHS Exec Becoming Anti-Racist Poll

[8-23-22 BHS Equity Exec New Hire Data and Equity Interventions.pptx](#)

## 21 responses

Fear zone: 0% (0)

In between fear zone and learning zone: 9% (2)

Learning zone: 19% (4)

In between learning zone and growth zone: 57% (12)

Growth zone: 14% (3)

# BHS Exec Reflection & Discussion

What came up for you when reviewing this data?	As leaders, what are your proposed next steps?
<p><b>Feelings</b></p> <ul style="list-style-type: none"> <li>● Stunning</li> <li>● Terrible.</li> <li>● Feel frustrated and angry</li> <li>● Lack of Latinx folks at DPH leadership level is astonishing/disappointing</li> <li>● The overall DPH leadership lack of representation is awful</li> <li>● Sad, disappointing, frustrating, especially after the hiring extravaganza</li> <li>● Frustrating and disappointing that interventions to date haven't had an impact in this area</li> <li>● I don't feel like I have any control over recruitment and just have to trust that that is</li> </ul>	<p><b>HR</b></p> <ul style="list-style-type: none"> <li>● The city process is bias and needs to be challenged</li> <li>● Multiple choice testing is bias</li> <li>● Get rid of lists, especially for licensed positions.</li> <li>● The City's process does not offer "true promotion" of internal staff; how can we create a process for real promotive opportunities, rather than an application process that is opened for anyone to apply.</li> <li>● We need more support from HR for recruitment and hiring, it's frustrating not being able to have lived experience as mandatory</li> </ul>

000094

August 23, 2022

000095

## **Agenda**

**Intro and poll: 1-1:10pm**

**Hiring data: 1:10-1:15 pm**

**Reflection and discussion: 1:15-1:30pm**

**Themes and next steps: 1:30-1:40pm**

**Evaluation: 1:40-1:45pm**



# اسماء الأعراق

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## Name, Pronouns, and Race



# Racial Equity Ordinances & Requirements

000097

## 2021

[Gould Ind  
Investigat  
Mayor's C](#)

[DPH Racia](#)

[Class Action EEO  
Lawsuit filed against  
CCSF on behalf of all  
Black employees](#)

## 2020

[SF Health Commission  
Declaring Anti-Black  
Racism a Human Rights  
and Public Health Crisis](#)

## 2019

[Office of Racial Equity  
Ordinance](#)

[Mayoral Directive on  
Workplace Discrimination](#)

[Black Employee Alliance \(BEA\)](#)

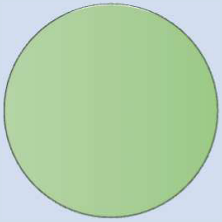
[Workplace Discrimination](#)



# Racial Equity Ordinances & Requirements

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## 2021

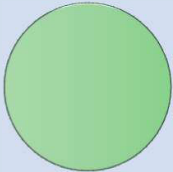


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Mayor's C](#)

[DPH Racia](#)

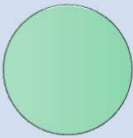
[Class Action EEO  
Lawsuit filed against  
CCSF on behalf of all  
Black employees](#)

## 2020



[SF Health Commission  
Declaring Anti-Black  
Racism a Human Rights  
and Public Health Crisis](#)

## 2019



[Office of Racial Equity  
Ordinance](#)

[Mayoral Directive on  
Workplace Discrimination](#)



[Black Employee Alliance \(BEA\)](#)

[Workplace Discrimination](#)





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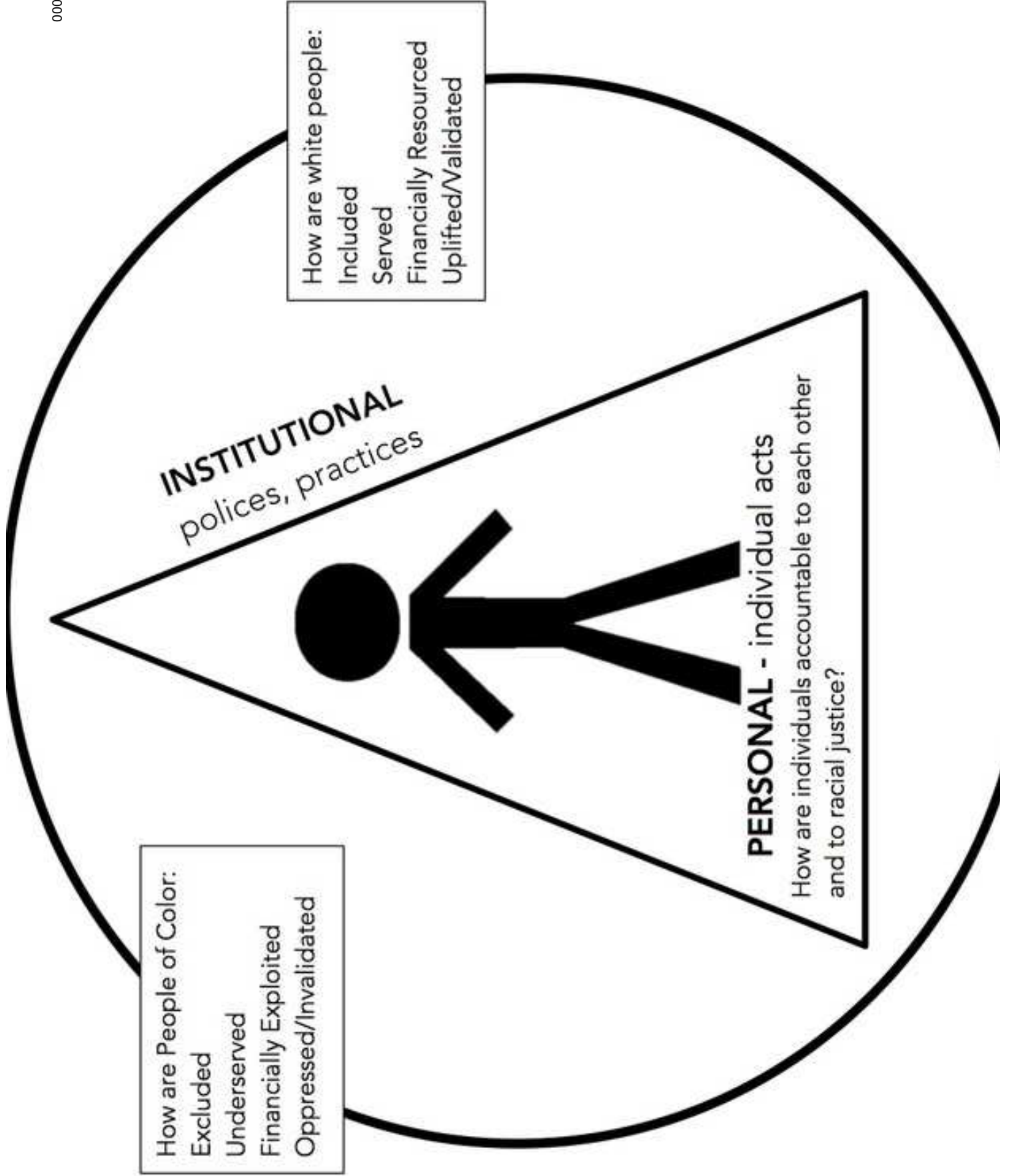
# Office of Justice, Equity, Diversity, & Inclusion (JEDI)

BHS Director and is overseen by the Office of Health Equity per CCSF Office of Diversity Ordinance

to [white-supremacy culture](#) and [anti-Black racism](#) and monitor [accountability](#) for workforce development and diversity health metrics  
award on the [continuum of](#) [an anti-racist multicultural](#) [n](#)

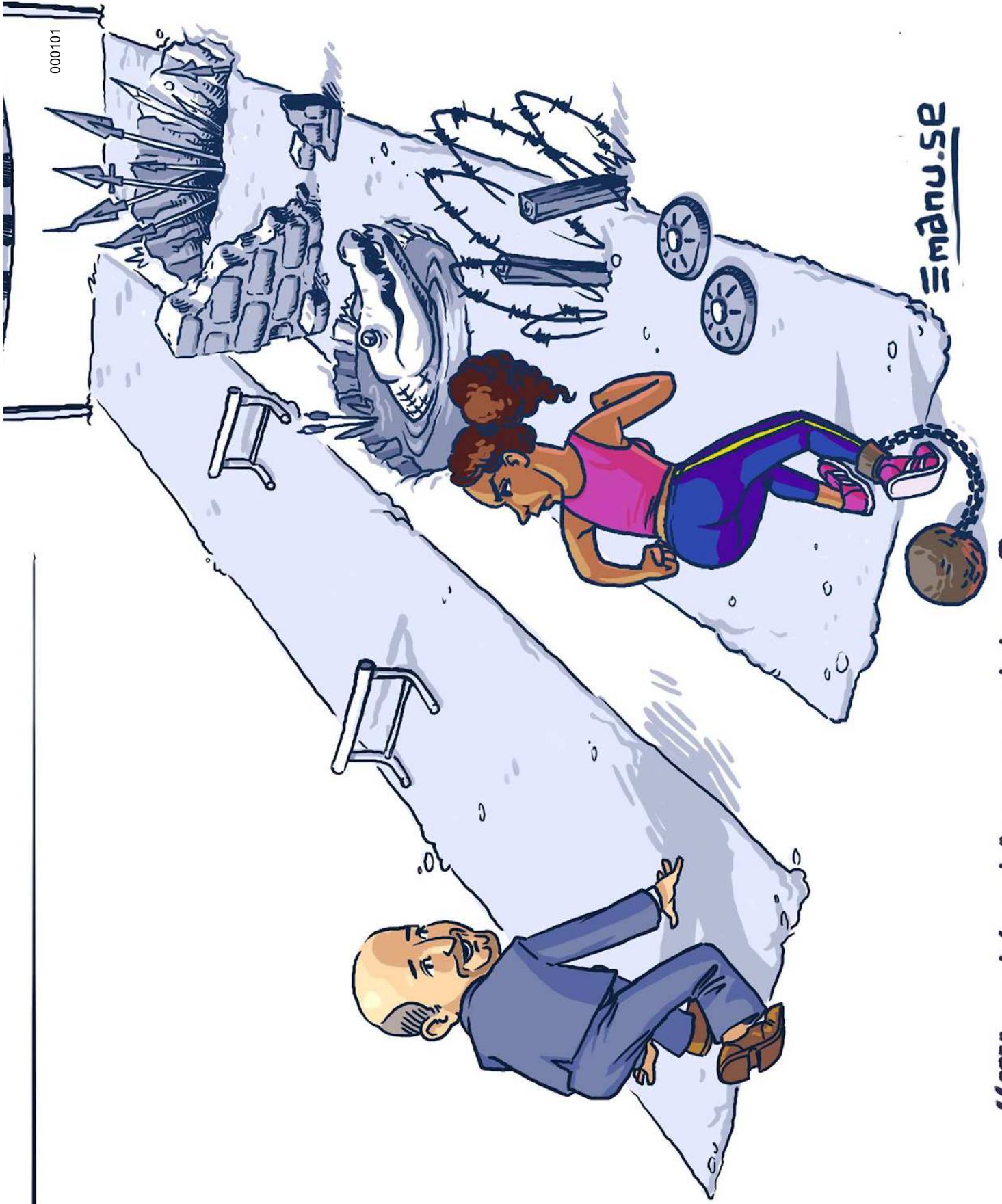






How are People of Color:  
Excluded  
Underserved  
Financially Exploited  
Oppressed/Invalidated

How are white people:  
Included  
Served  
Financially Resourced  
Uplifted/Validated



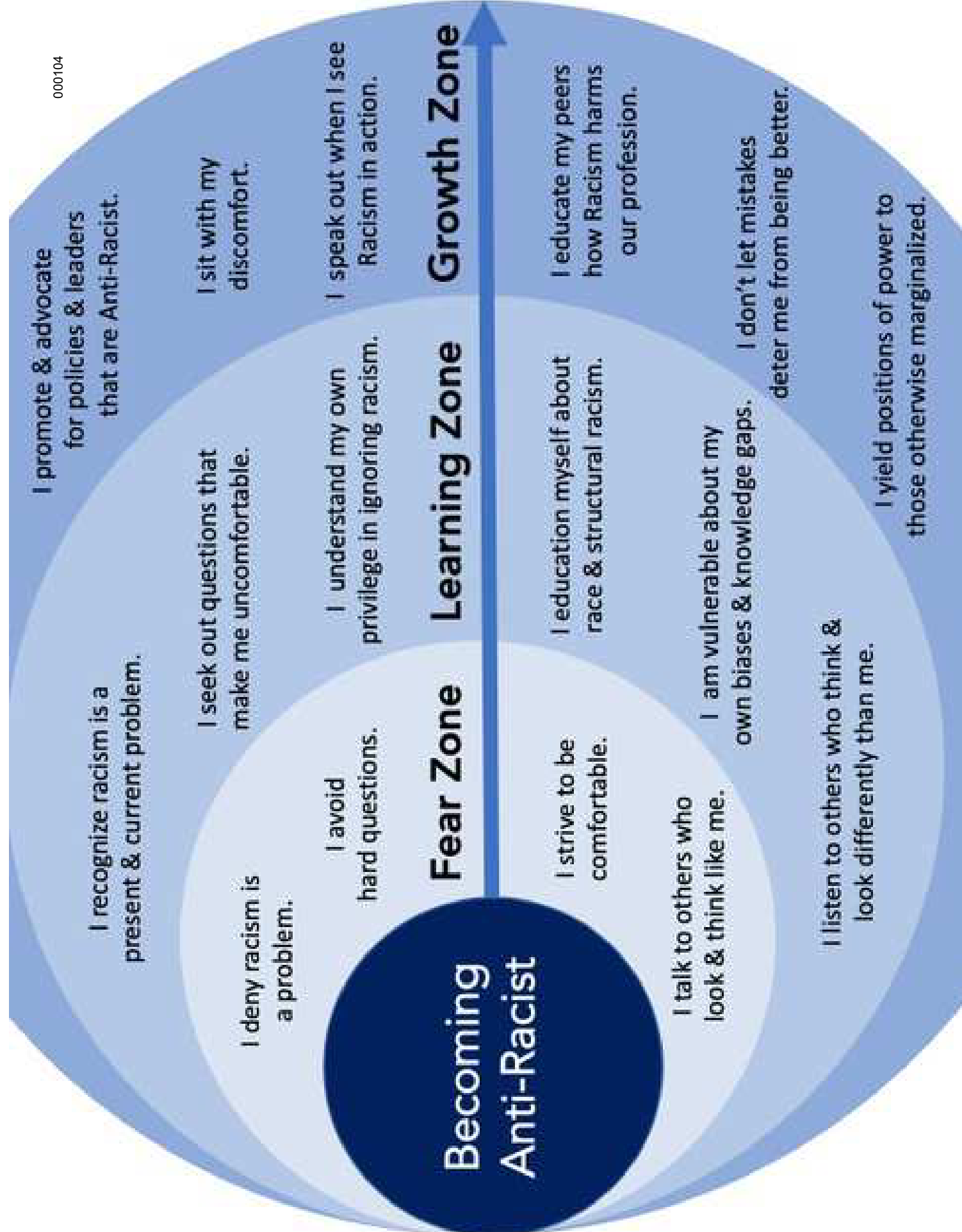
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Emnu.se

“What’s the matter?”



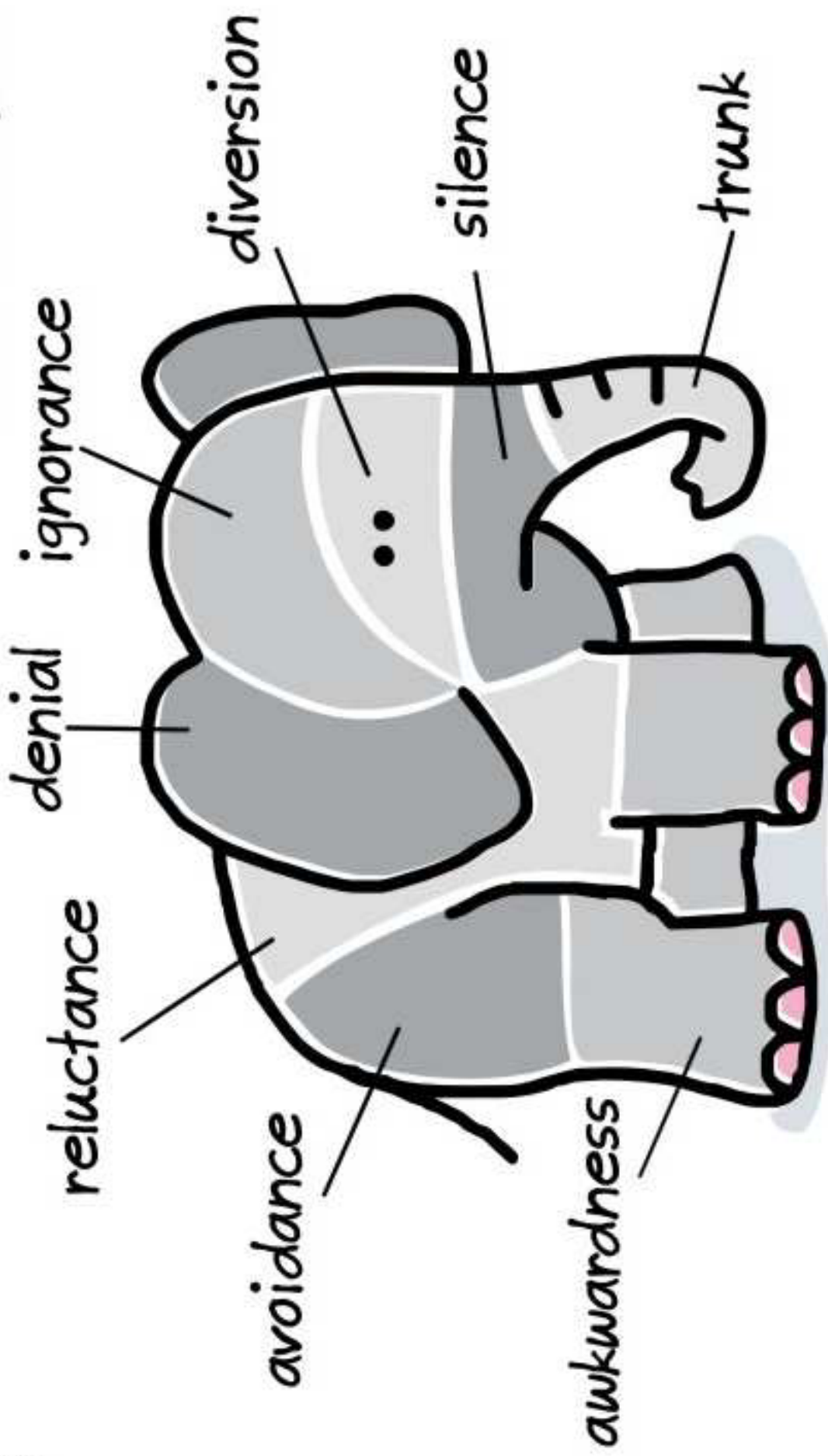
Primary Institution	A "Club" Institution	A Compliance Organization	An Affirming Institution	A Transforming Institution	Anti-Racist Multicultural Organization Transformed
<ul style="list-style-type: none"> <li>• and</li> <li>• des or</li> <li>• ican</li> <li>• ative</li> <li>• tinos, and</li> <li>• ans</li> <li>• and</li> <li>• ces the</li> <li>• ao</li> <li>• titution</li> <li>• ation of</li> <li>• s formal</li> <li>• ractices,</li> <li>• decision</li> <li>• levels</li> <li>• milar</li> <li>• icies and</li> <li>• rd other</li> <li>• ssed</li> <li>• s women,</li> <li>• ans, Third</li> <li>• s, etc.</li> <li>• ains the</li> <li>• p's power</li> </ul>	<ul style="list-style-type: none"> <li>• Tolerant of a limited number of "token" People of Color and members from other social identity groups allowed in with "proper" perspective and credentials.</li> <li>• May still secretly limit or exclude People of Color in contradiction to public policies</li> <li>• Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life</li> <li>• Often declares, "We don't have a problem."</li> <li>• Monocultural norms, policies and procedures of dominant culture viewed as the "right way" business as usual"</li> <li>• Engages issues of diversity and social justice only on club member's terms and within their comfort zone.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes official policy pronouncements regarding multicultural diversity</li> <li>• Sees itself as "non-racist" institution with open doors to People of Color</li> <li>• Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff</li> <li>• Expanding view of diversity includes other socially oppressed groups</li> <li>• <i>But...</i></li> <li>• "Not those who make waves"</li> <li>• Little or no contextual change in culture, policies, and decision making</li> <li>• Is still relatively unaware of continuing patterns of privilege, paternalism and control</li> <li>• Token placements in staff positions: must</li> </ul>	<ul style="list-style-type: none"> <li>• Growing understanding of racism as barrier to effective diversity</li> <li>• Develops analysis of systemic racism</li> <li>• Sponsors programs of anti-racism training</li> <li>• New consciousness of institutionalized white power and privilege</li> <li>• Develops intentional identity as an "anti-racist" institution</li> <li>• Begins to develop accountability to racially oppressed communities</li> <li>• Increasing commitment to dismantle racism and eliminate inherent white advantage</li> <li>• Actively recruits and promotes members of groups have been historically denied access and opportunity</li> <li>• <i>But...</i></li> <li>• Institutional structures and culture that maintain white power and privilege still intact and relatively untouched</li> </ul>	<ul style="list-style-type: none"> <li>• Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity</li> <li>• Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles</li> <li>• Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work</li> <li>• Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities</li> <li>• Anti-racist multicultural diversity becomes an institutionalized asset</li> <li>• Redefines and rebuilds all relationships and activities in society, based on anti-racist</li> </ul>	<ul style="list-style-type: none"> <li>• Future vision institution and community through overcome systems racism and all forms of oppression</li> <li>• Institution's life full participation shared power diverse racial, and economic determining its structure, composition and policies and Members across identity groups participants in that shape the and inclusion cultures, lifestyles interest</li> <li>• A sense of respect community and caring</li> <li>• Allies with other combating all social oppressions</li> <li>• Actively work communities national, global eliminate all forms of oppression and multicultural</li> </ul>



# PARTS OF THE ELEPHANT IN THE ROOM

000105

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**I have been gravely  
disappointed with  
the white moderate.**

**The Negro's great stumbling block  
in his stride toward freedom is not... the  
Ku Klux Klanner, but the white moderate,**

**who is more devoted  
to "order" than justice.**

**Shallow understanding from people of good will is more  
frustrating than absolute misunderstanding from people of ill will.**

# BHS Racial Equity Action Plan Priorities

*Equal equity is everyone's job. Racially and culturally congruent workforces and services improve health.*

Health Equity Action Council

Aff Wellness

Training and Workforce Development

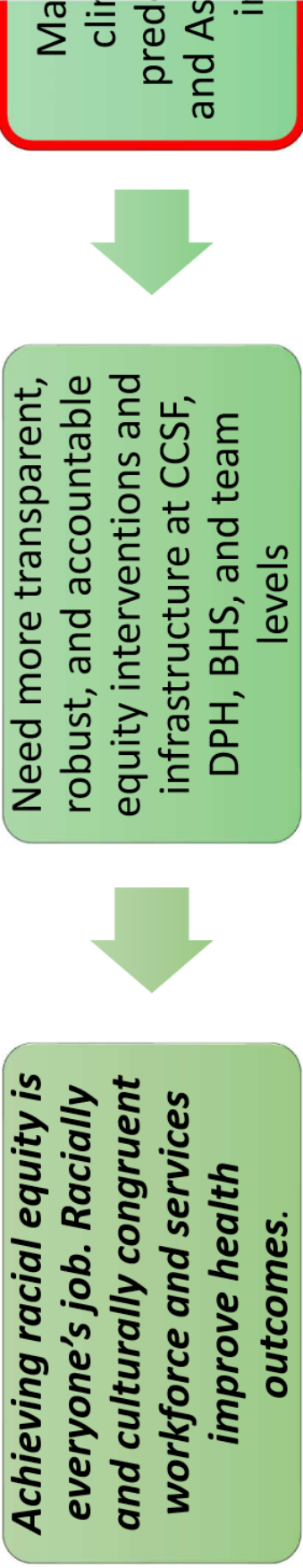
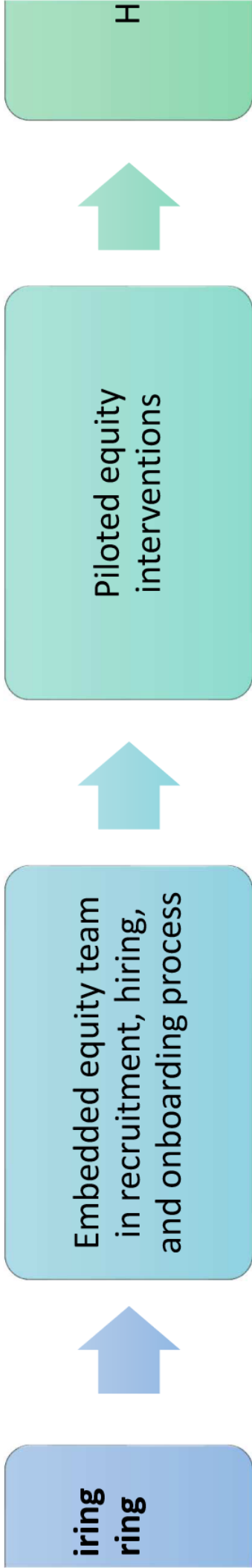
**Recruitment, Hiring, Retention, and Advancement**

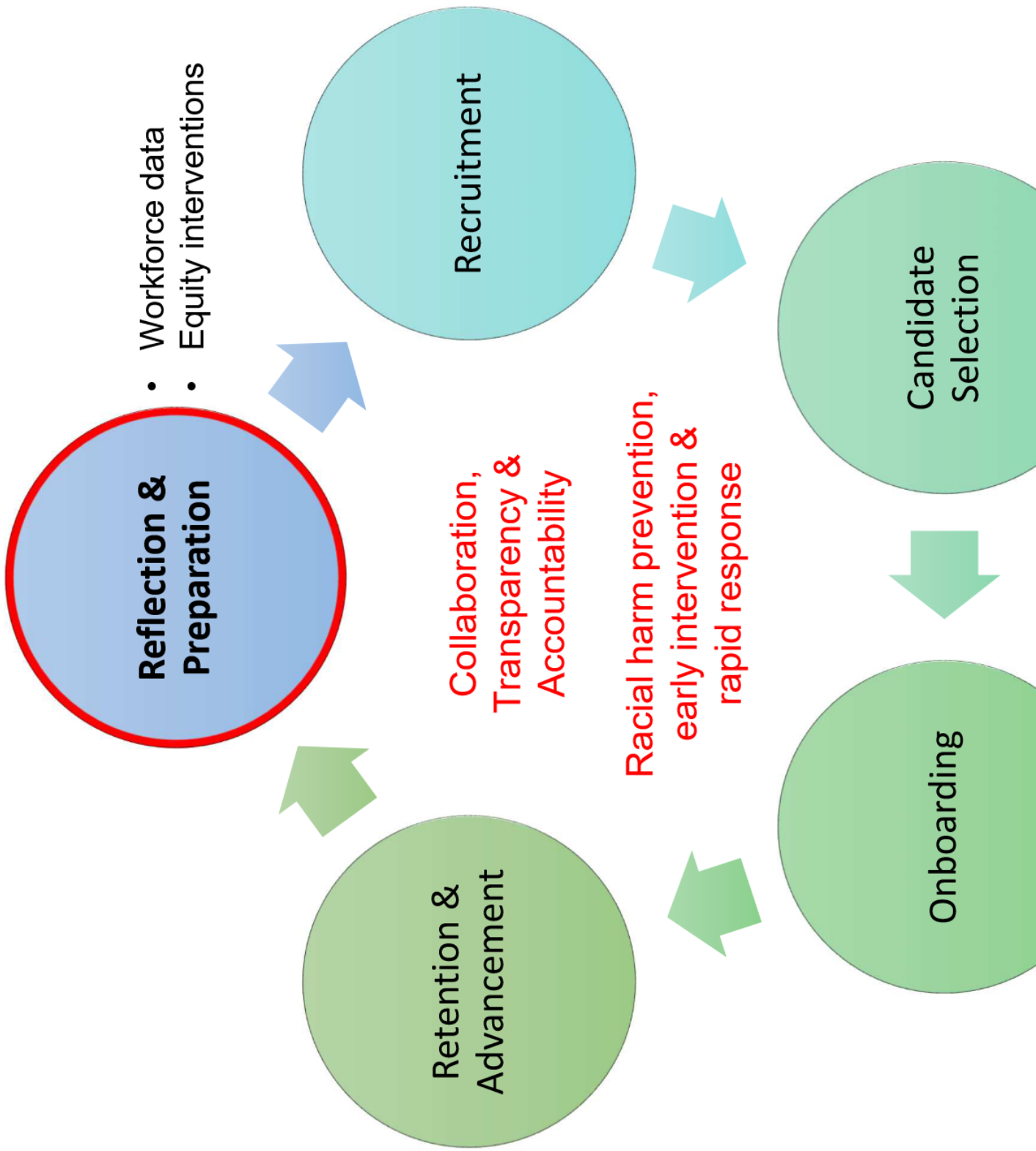
Culturally Congruent Behavioral Health Services



# 2022 Challenges & Needs

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**Almost 10% in hiring Black/American staff to previous**

**4% decrease in Asian staff compared to previous year**





black  
Filipino  
Hispanic  
Multira  
White

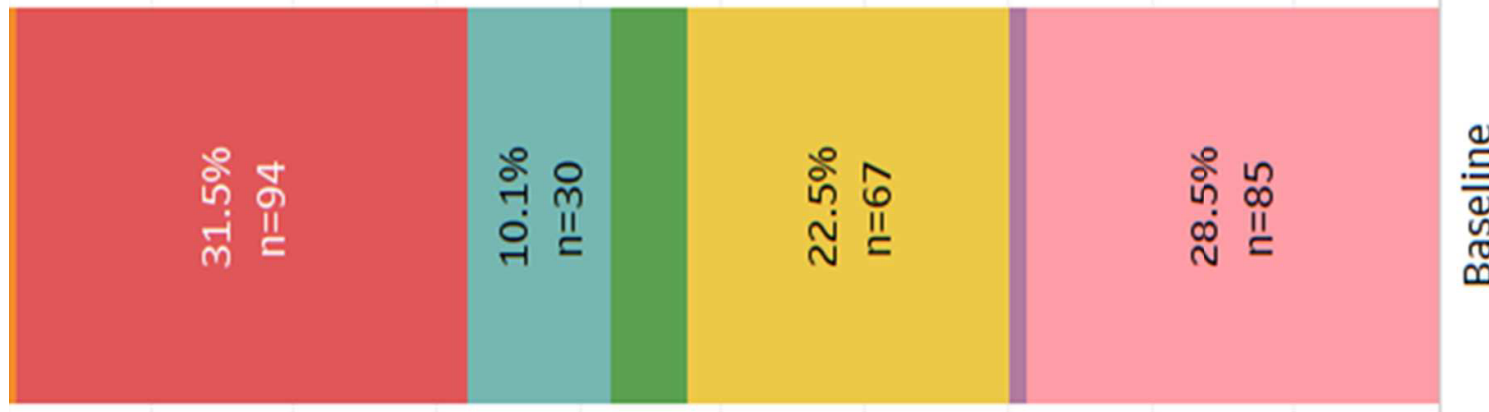
000112



**12% in As**

**2% ir Black Amer**

**Alm incr Latin nev**



New Hires

Baseline

New Hires

Baseline

- Black
- Filipino
- Hispanic
- Multiracial
- White



**48% decrease**  
**Asian new hire**

**100% increase**  
**Black/American**

**100% increase**  
**Latina/o/x/e**



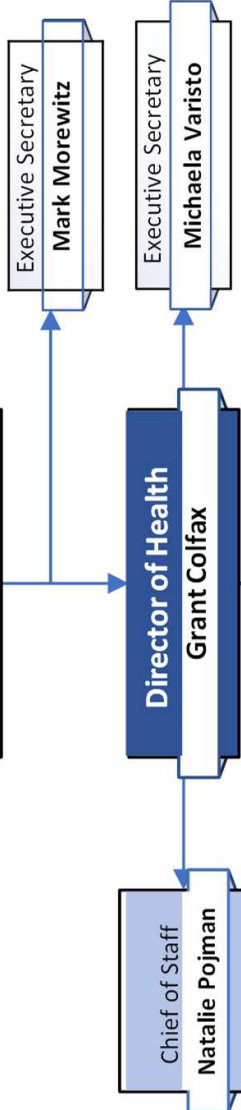
Hispanic  
000114  
White



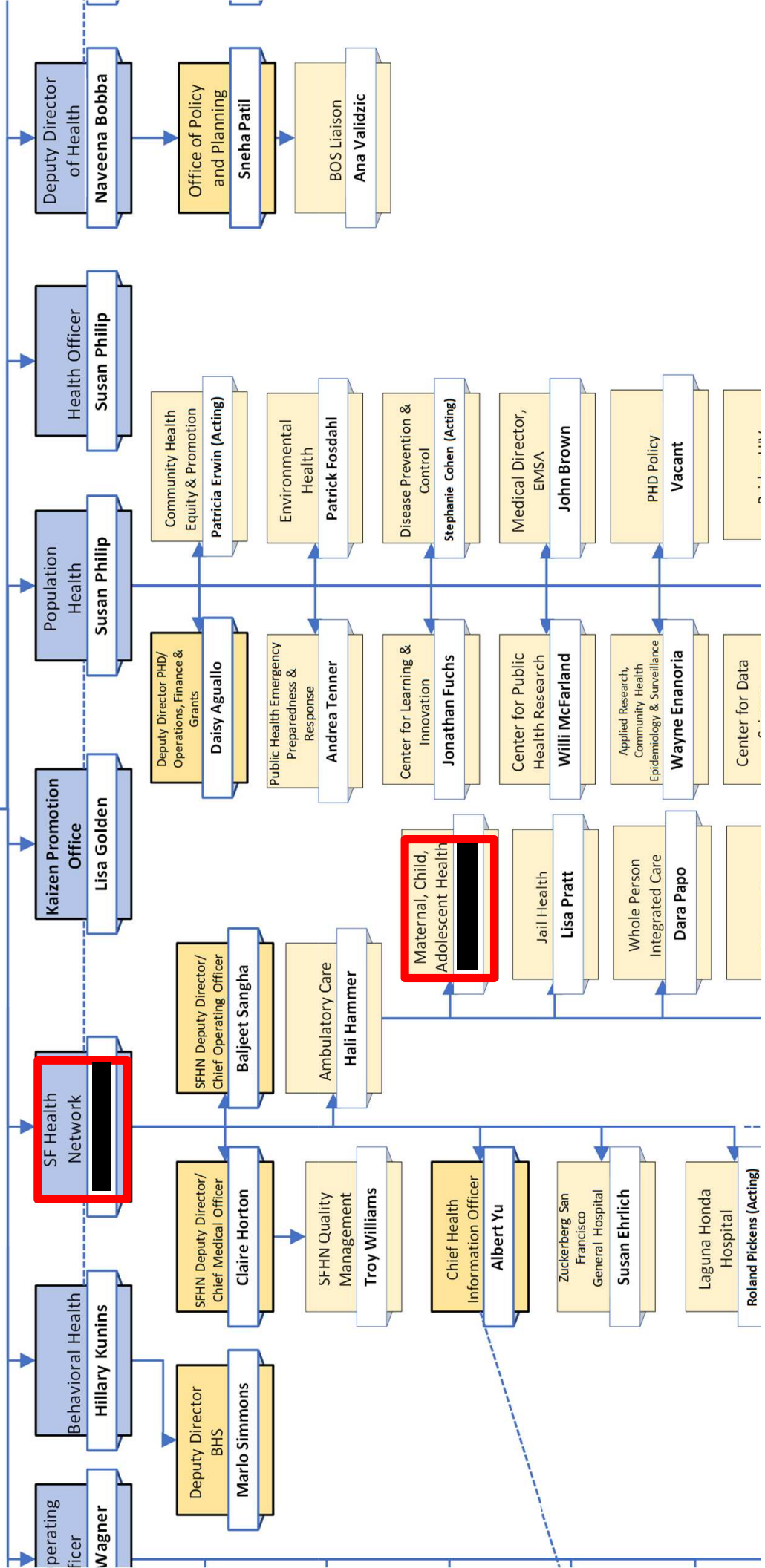




# Health Commission



SCO

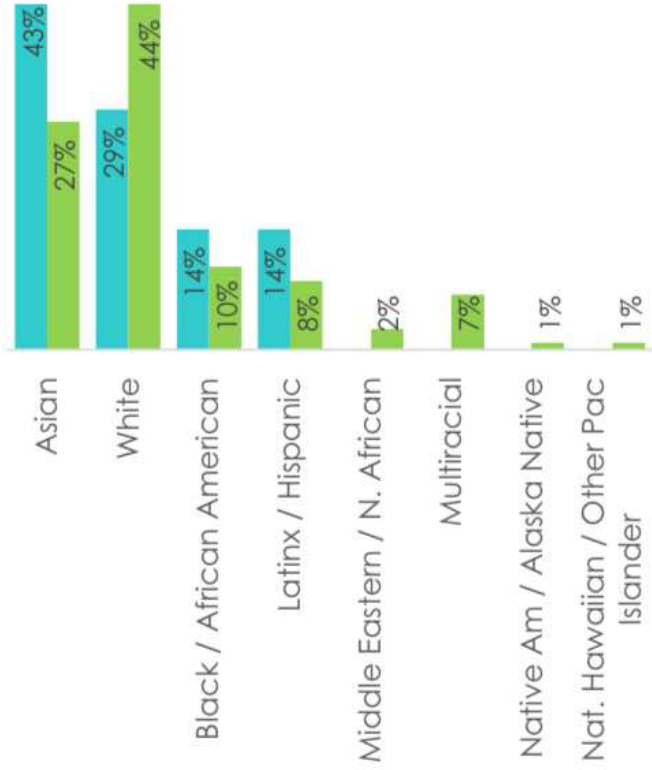


annually and included in the SFDPH Annual Report. These data are also required to be collected for every CCSF policy body every two years.

■ Senior Leadership (n=122)

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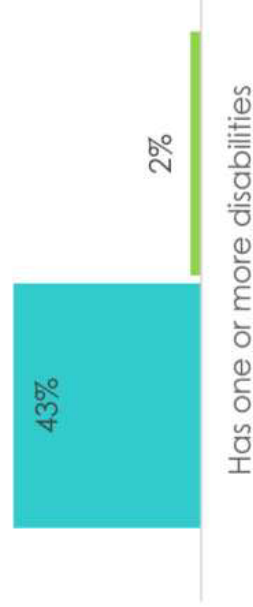
## RACE & ETHNICITY



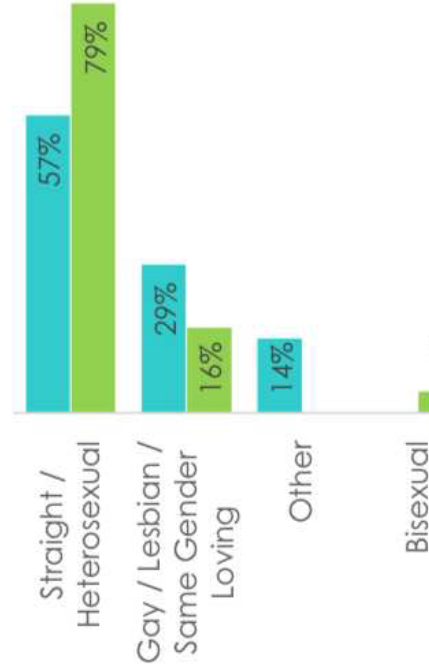
## GENDER IDENTITY



## DISABILITY STATUS



## SEXUAL ORIENTATION



## VETERAN STATUS



# ction & Group Discussion

000118

ow take a moment to honestly and  
usly reflect and record your thoughts to  
ing questions here in our shared  
[lides.](#)

came up for you when reviewing  
[iring data?](#)

ders, what are your proposed  
teps?



## tion, Early Intervention, and Response

harm.

harm is done,  
ledge, apologize,  
tiate racial reckoning  
idual, interpersonal,  
ganizational levels.

rt transparent and  
table measures for  
arm prevention,  
tervention, and  
ecnnnce

Racism is a public  
health crisis.

What if we responded to it like  
we have to COVID19?

## ion & Reflection

ly assess **staff and new hires** at **SOC**, and **program** levels by **ation**, race/ethnicity, language, **Gl**.

ly assess **SF populations** and **ents** by race/ethnicity, **SOGI**, **e**, and **health disparities**.

p workforce and community **etrics** based on workforce and **nity/client** data.

ate in **anti-racist 360-degree** **hin reviews** including training



# JEDI Proposed Next Steps

000121

## Recruitment and Hiring for **all** BHS Positions

### Review Pre-Approved Recruitment and Process and Procedures

Provide introductory information for all job

requirements

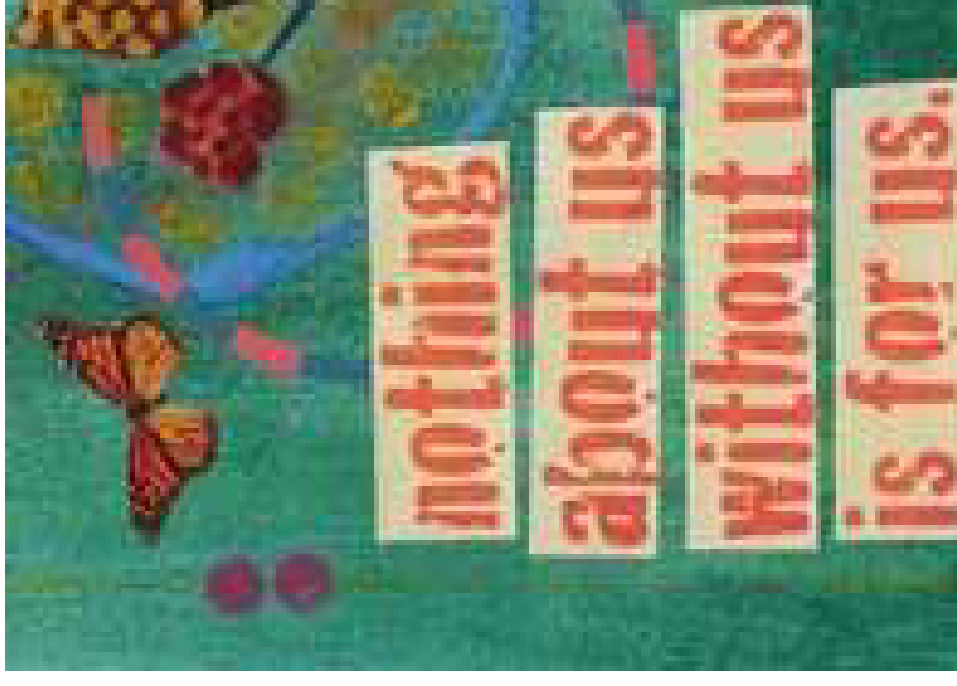
Establish a qualifications bank

Review questions bank with

establish guidelines, opening, and

closing statements

Ensure a warm and welcoming environment



## t and Hiring for Director/Manager, Higher Admin, and Clinical Position

University Director and/or designated equity lead in **every stage of hiring process** from advertisement to recruitment to final offer.

University introduction and **lived experience desired qualification** in all job announcements.

**Recruitment plans** that prioritize Black/African American, Latina-o-e-x, and other marginalized groups.

**Applicant racial/ethnic and SOGI demographics** and related work experience data included in all job announcements and conduct additional prioritized recruitment strategies.

**Weighted rating of lived experience** in application review form and notification questionnaire rating.

**Weighted experience interview question** and response guidelines in all interview questions.

**Weighted assessment** of application, application review, notice of inquiry, and offer letter.

# JEDI Proposed Next Steps

000123

ment and Hiring for Director/Manager, Higher Admin, and Clinical  
s (continued)

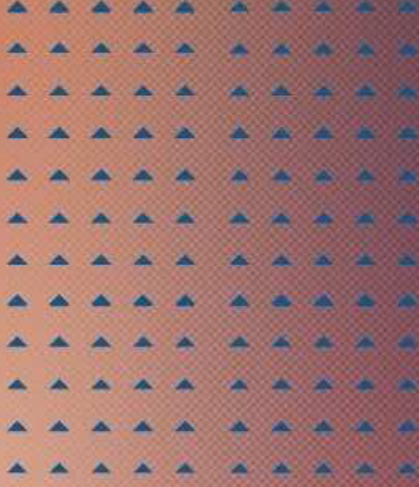
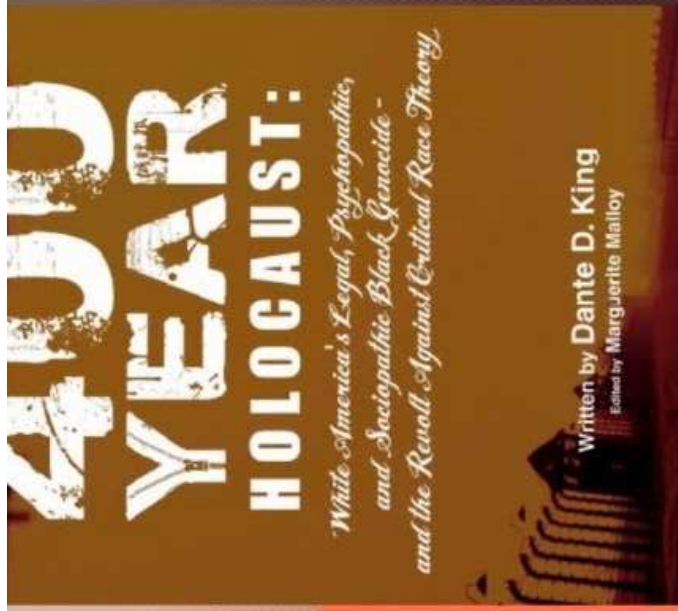
e **onboarding warm welcome** with additional **culturally relevant support**  
ing DPH Working While Black group and BHS racial/ethnic  
y/accountability groups.

ase racialized salary gaps for Black/African American and Latina-o-e-x  
ing **acting assignments** and **acting pay** advancements, conversion of  
**ons to PCS**, and **appointment above entrance** salary step requests.

e racialized disciplinary outcomes, including **probation**, for Black/Afr  
ican and Latina-o-e-x staff.

se transparent **accountability measures** for white and Asian  
ors/managers, higher admin, and clinical staff.





000124

Life  
Learn

Itural  
mility

**ROBIN DIANGELO**

AUTHOR OF THE #1 NEW YORK TIMES BESTSELLER  
*WHITE FRAGILITY*



**Nice  
Racism**

LEAVE NO TRACE



return to our [Google slides](#) to provide anonymous feedback on meeting.



**For all JEDI requests  
please contact our team:**

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Michael Rojas, and Sharon Lu  
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[kristalia.williams@sfdph.org](mailto:kristalia.williams@sfdph.org)  
[michael.rojas@sfdph.org](mailto:michael.rojas@sfdph.org)  
[sharon.lu@sfdph.org](mailto:sharon.lu@sfdph.org)

*Note: Director Jessica Brown  
returns October 2022*

# 8-25-22 REAC Check In

000126

## Name, pronouns, race, and title

- Kristalia, [REDACTED], JEDI project manager
- Jennie Hua, [REDACTED], Older Adult Services Director
- Kali, [REDACTED], and Director, TAY SOC
- Michael Barack [REDACTED] - Director FCMH
- Danyelle Marshall, [REDACTED], BHS Internship Coordinator
- Ryan Fuimaono, [REDACTED], Director of Special Programs SJIBHS
- Theresa Ick, [REDACTED], Training Project Manager, JEDI team
- Ali Jones-Bey, [REDACTED], Practice Manager, Gender Health SF
- Allyse Gray, [REDACTED], Quality Improvement Coordinator, QM
- Liliana De La Rosa, [REDACTED], co-chief medical officer
- Annie Gonzalez, [REDACTED], Gender Health SF Program Director
- Jenna Rapues ([REDACTED]), MHSA Program Manager
- Teresa Yu [REDACTED], BAAHI Coordinator of Equity Learning
- Gavin Morrow-Hall, [REDACTED], Community Health Equity Coordinator
- Vincent Fuqua, [REDACTED], Community Health Equity Coordinator

## 8-25-22 REAC Becoming Anti-Racist Poll

000127

[8-25-22 BHS REAC New Hire Data and Equity Interventions.pptx](#)

### 27 responses

Fear Zone: 0% (0)

In between Fear Zone and Learning Zone: 0% (0)

Learning Zone: 7% (2)

In between Learning Zone and Growth Zone: 59% (16)

Growth Zone: 33% (9)

# 8-25-22 REAC Reflection & Discussion

000128

## What came up for you when reviewing the BHS employee and new hire data?

### Feelings

- What comes up on a feelings level is anger and frustration
  - I just want to second this comment.
- Troubling that we continue to lack African American representation in Director/Manager and limited representation below
- Disappointed that there isn't Latino representation in higher leadership. Feel like there's a lot talk about equity but it doesn't reflect.
- Given the demographics of SF, the lack of Latino ececs is glaring lds)
- The Latin American population is highly represented in our service communities and it is highly upsetting that we are not reflected in leadership... Curious about the challenge in hiring more Black and Latino/a/x/e clinical staff.
- Seeing people with melanin-deficit (White) hiring significant % increase &/or minimally be impacted, while Asian %'s decreased & Latinx % experienced more severe negative changes, is problematic for me.
- Super appreciate this presentation. It is so important to zoom out and look at our

# 8-25-22 REAC Reflection & Discussion

000129

**As BHS REAC members, what equity recruitment, hiring, and retention interventions and advocacy efforts do you want to prioritize and/or actively participate in?**

## **Internal Advancement**

- Access to information is limited e.g. HR HW to HPC coaching in response to Local 21 and SEIU proposal
- Can HR allow open recruitment for internal and external candidates who are or interested in health workers, 2930s/2932s and health program coordinators to be able to apply for various classifications in order to be more inclusive and easier to apply and be considered on respective lists beyond, e.g., only exams? We lose a lot of good internal people rejected across classifications due to old processes that deny strong relevant experiences
- Is there a way to develop career pathways for employees to pursue clinical education and licensure, particularly with those underrepresented?
- Agree with the need for career pathways. We have an amazing BIPOC Health worker who is doing higher level work who can't seem to break into the Health Coordinator series. And would be wonderful to have support for BIPOC folks to get support/schedule flexibility around clinical education. Keep and retain and develop the BIPOC folks we do

# 8-25-22 REAC Meeting Evaluation (at close of meeting)

000130

## +PLUS

- Really appreciate the use of google slides. More people were able to engage in this way, especially with the emotions that came up for folks.
- The data from hiring slides were very difficult to see but greatly appreciate the transparency. Just hope that some real action and effort will be made as a result of it. Implicit bias is real whether we like to admit it or not

## ▲ DELTA

- It's too bad that more people weren't here to see this.
- Mostly Black members spoke up today and other ethnicities did not, which didn't reflect the poll for most reporting being in learning and growth zone.
- I think that there needs to be a reminder or reminders about how to continue making this a safe space for everyone, so people can feel empowered to speak up. Some of the comments here do not feel safe. I know they're anonymous, but it doesn't encourage people to speak up/out.

# BHS Racial Equity Action Council (REAC)

August 25, 2022

## BHS New Hire Data and Equity Interventions Next Steps

Intro and poll: 3:30-3:40pm

Hiring data: 3:40-3:45 pm

Reflection and discussion: 3:45-4:05pm

Themes and next steps: 4:05-4:15pm

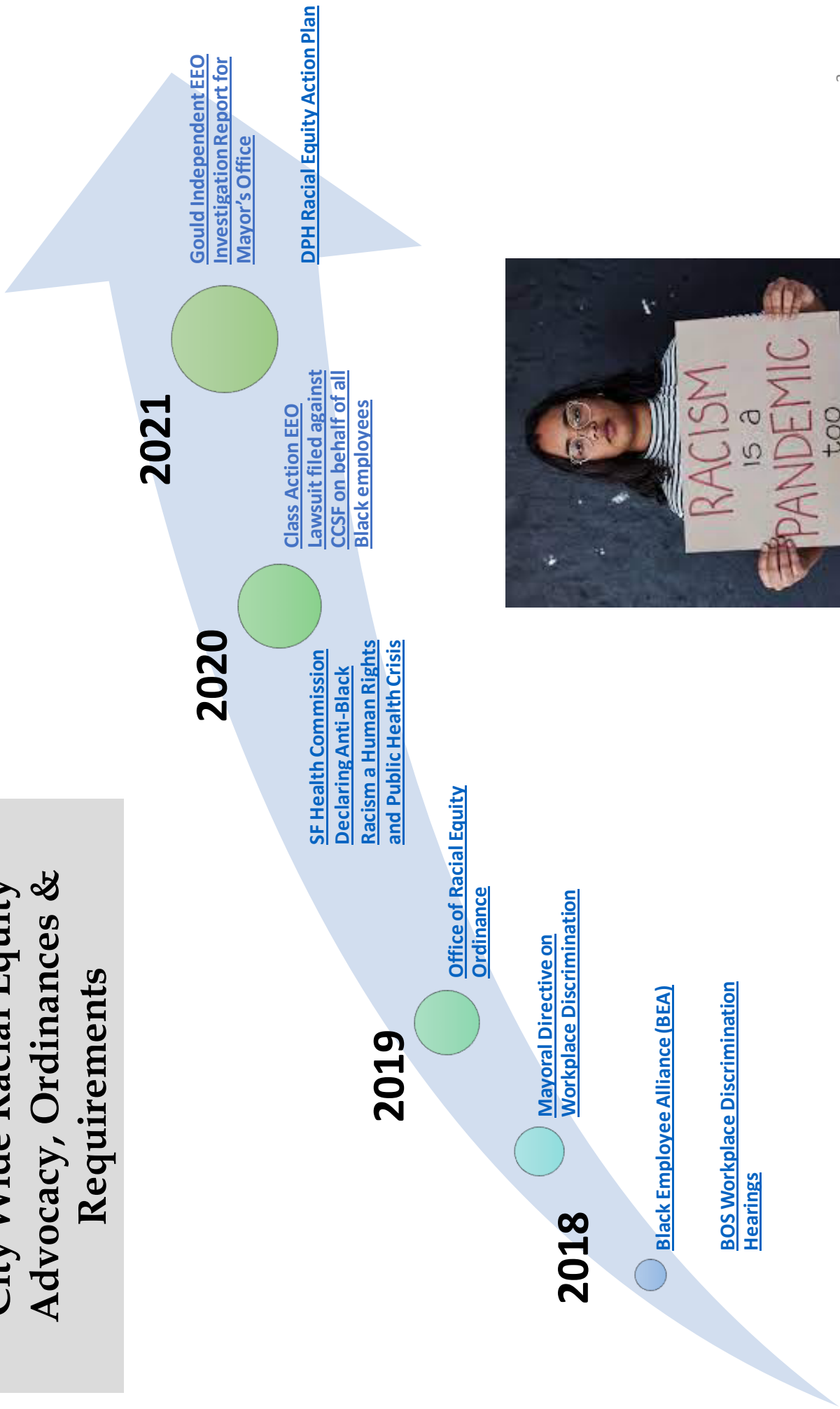
Evaluation: 4:15-4:20pm







# City Wide Racial Equity Advocacy, Ordinances & Requirements





San Francisco Health Network  
Behavioral Health Services

000134

## BHS Office of Justice, Equity, Diversity, & Inclusion (JEDI)

Reports to BHS Director and is overseen by DPH Office of Health Equity per CCSF Office of Racial Equity Ordinance

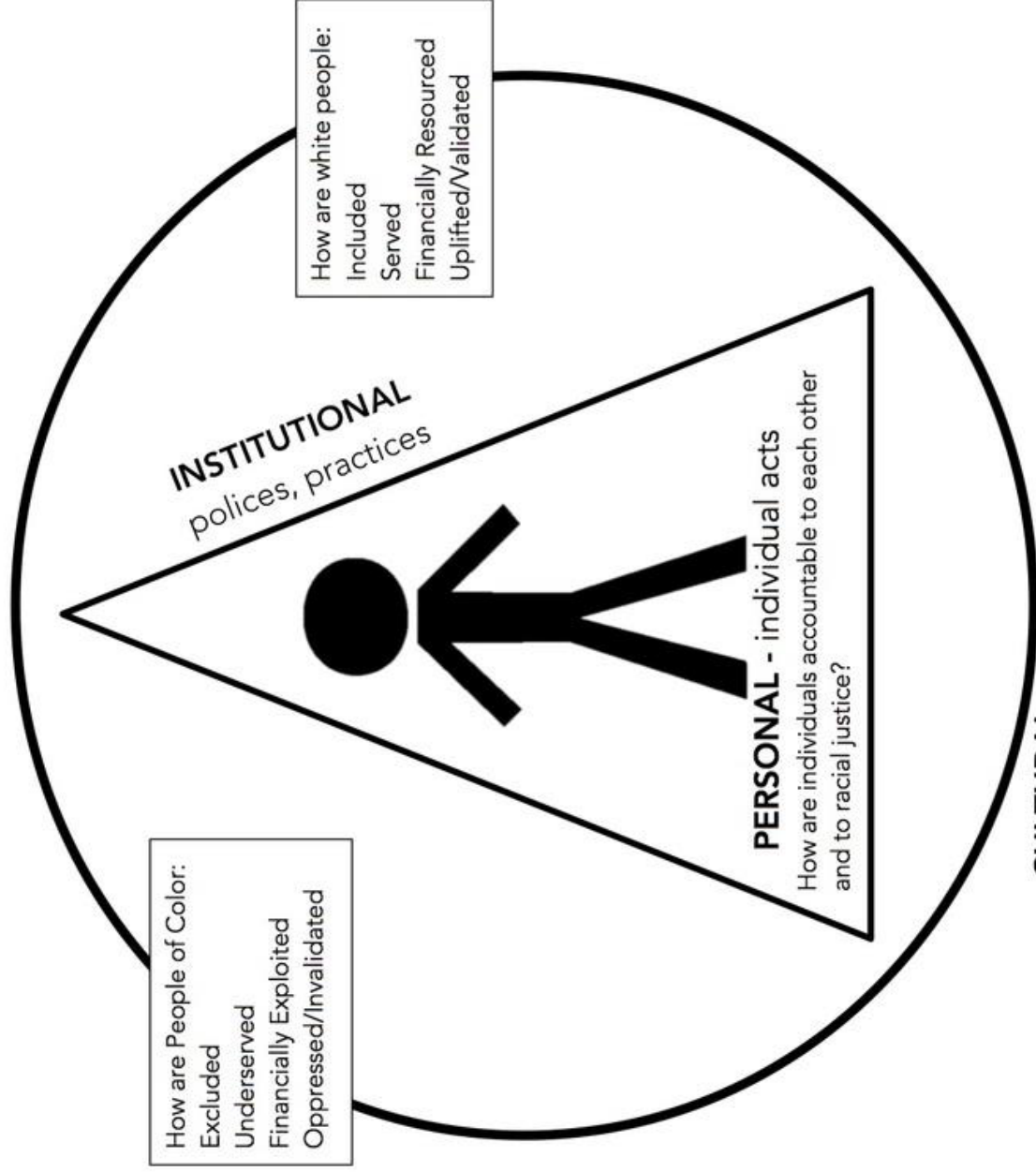
### **Mission**

- Interrogate [white-supremacy culture](#)
- Dismantle [anti-Black racism](#)
- Develop and monitor [accountability measures](#) for workforce development and community health metrics
- Move forward on the [continuum of becoming an anti-racist multicultural institution](#)



*Because racial equity is everyone's job.*

# Three Expressions of Racism



How are People of Color:  
Excluded  
Underserved  
Financially Exploited  
Oppressed/Invalidated

How are white people:  
Included  
Served  
Financially Resourced  
Uplifted/Validated

**INSTITUTIONAL**  
polices, practices

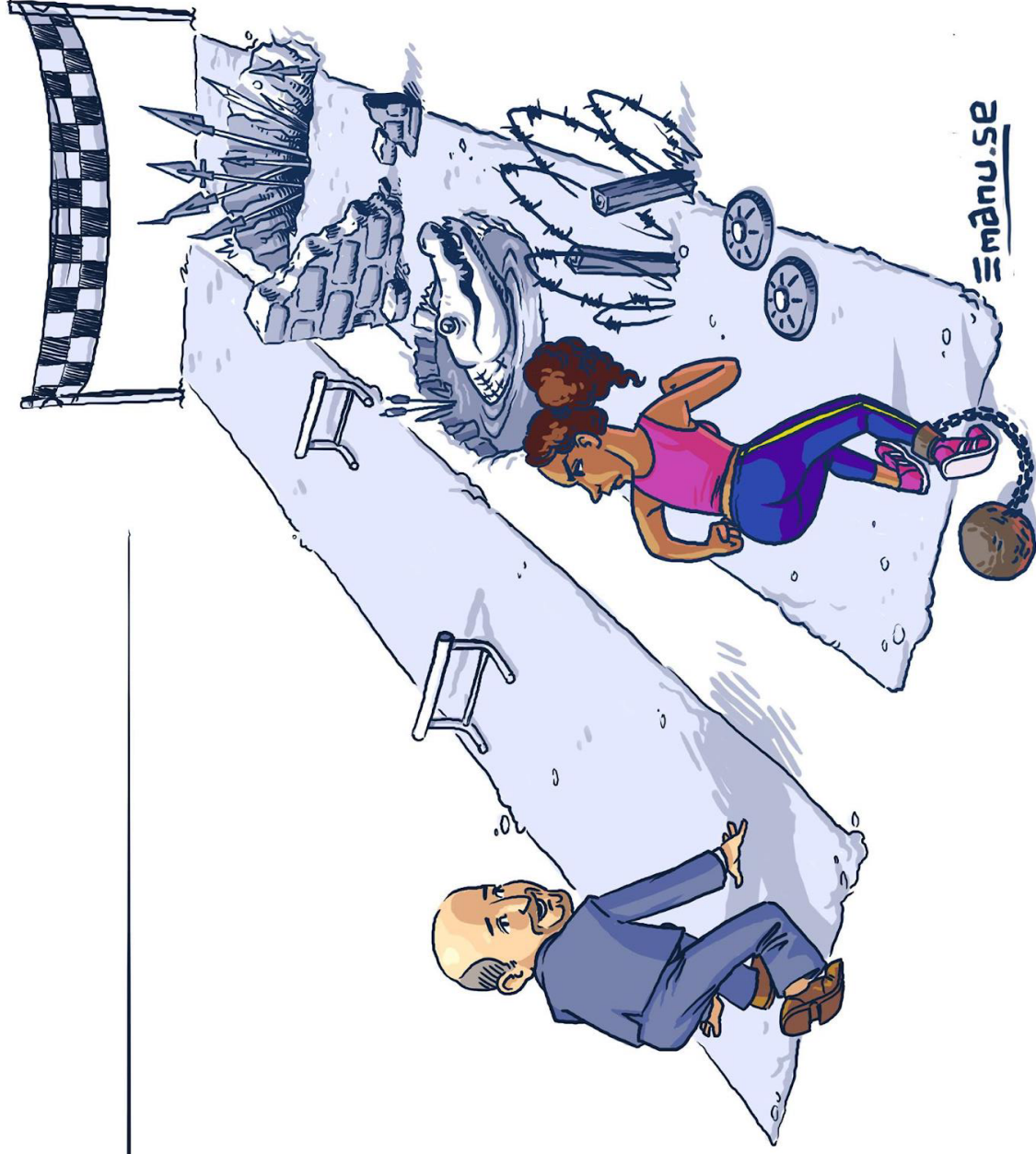
**PERSONAL - individual acts**

How are individuals accountable to each other  
and to racial justice?

**CULTURAL**

beliefs, values, norms

How do community beliefs, values, norms validate whiteness and  
invalidate People and Communities of Color?



**“What’s the matter?  
It’s the same distance!”**

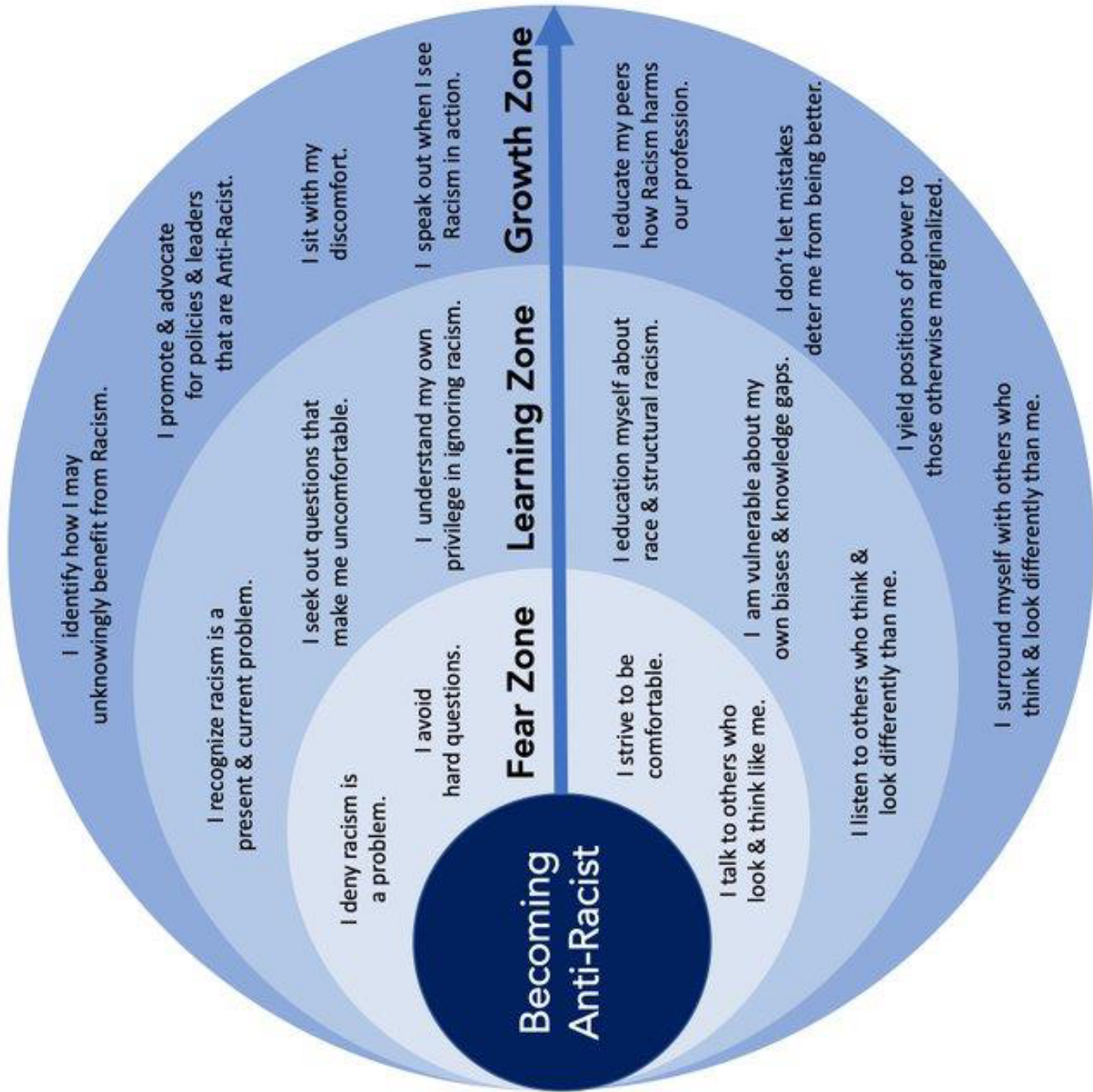


# Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL

*Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets*

<b>Exclusive</b> <b>An Exclusionary Institution</b>	<b>2. Passive</b> <b>A "Club" Institution</b>	<b>3. Symbolic Change</b> <b>A Compliance Organization</b>	<b>4. Identity Change</b> <b>An Affirming Institution</b>	<b>5. Structural Change</b> <b>A Transforming Institution</b>	<b>6. Fully Inclusive</b> <b>Anti-Racist Multicultural Organization in a Transformed Society</b>
<ul style="list-style-type: none"> <li>Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans</li> <li>Intentionally and publicly enforces the racist status quo throughout institution</li> <li>Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels</li> <li>Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc.</li> <li>Openly maintains the dominant group's power and privilege</li> </ul>	<ul style="list-style-type: none"> <li>Tolerant of a limited number of "token" People of Color and members from other social identity groups allowed in with "proper" credentials.</li> <li>May still secretly limit or exclude People of Color in contradiction to public policies</li> <li>Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life</li> <li>Often declares, "We don't have a problem."</li> <li>Monocultural norms, policies and procedures of dominant culture viewed as the "right way" business as usual"</li> <li>Engages issues of diversity and social justice only on club member's terms and within their comfort zone.</li> </ul>	<ul style="list-style-type: none"> <li>Makes official policy pronouncements regarding multicultural diversity</li> <li>Sees itself as "non-racist" institution with open doors to People of Color</li> <li>Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff</li> <li>Expanding view of diversity includes other socially oppressed groups</li> <li><i>But...</i></li> <li>"Not those who make waves"</li> <li>Little or no contextual change in culture, policies, and decision making</li> <li>Is still relatively unaware of continuing patterns of privilege, paternalism and control</li> <li>Token placements in staff positions: must assimilate into organizational culture</li> </ul>	<ul style="list-style-type: none"> <li>Growing understanding of racism as barrier to effective diversity</li> <li>Develops analysis of systemic racism</li> <li>Sponsors programs of anti-racism training</li> <li>New consciousness of institutionalized white power and privilege</li> <li>Develops intentional identity as an "anti-racist" institution</li> <li>Begins to develop accountability to racially oppressed communities</li> <li>Increasing commitment to dismantle racism and eliminate inherent white advantage</li> <li>Actively recruits and promotes members of groups have been historically denied access and opportunity</li> <li><i>But...</i></li> <li>Institutional structures and culture that maintain white power and privilege still intact and relatively untouched</li> </ul>	<ul style="list-style-type: none"> <li>Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity</li> <li>Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles</li> <li>Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work</li> <li>Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities</li> <li>Anti-racist multicultural diversity becomes an institutionalized asset</li> <li>Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments</li> </ul>	<ul style="list-style-type: none"> <li>Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression.</li> <li>Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices</li> <li>Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest</li> <li>A sense of restored community and mutual caring</li> <li>Allies with others in combating all forms of social oppression</li> <li>Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.</li> </ul>

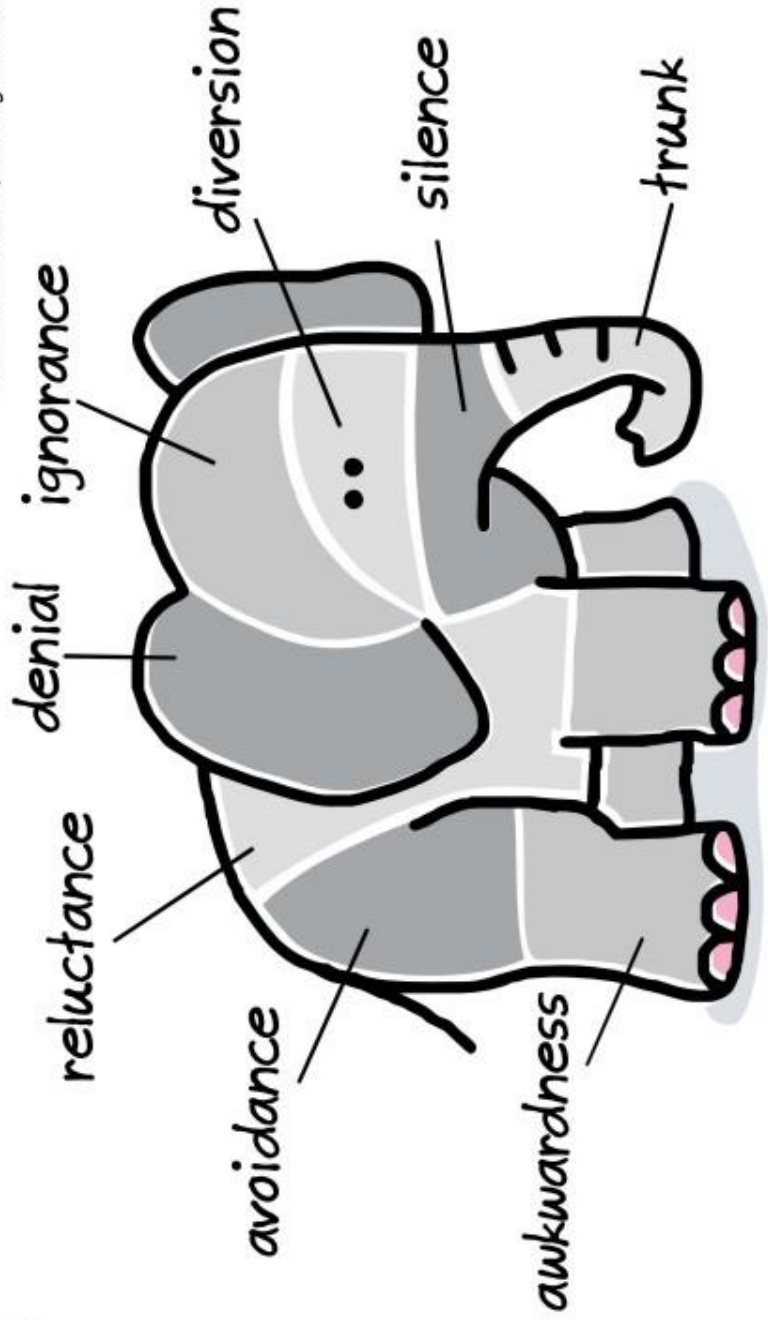





# PARTS OF THE ELEPHANT IN THE ROOM

Dist. by Universal Uclick

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***I have been gravely  
disappointed with  
the white moderate.***

***The Negro's great stumbling block  
in his stride toward freedom is not... the  
Ku Klux Klanner, but the white moderate,***

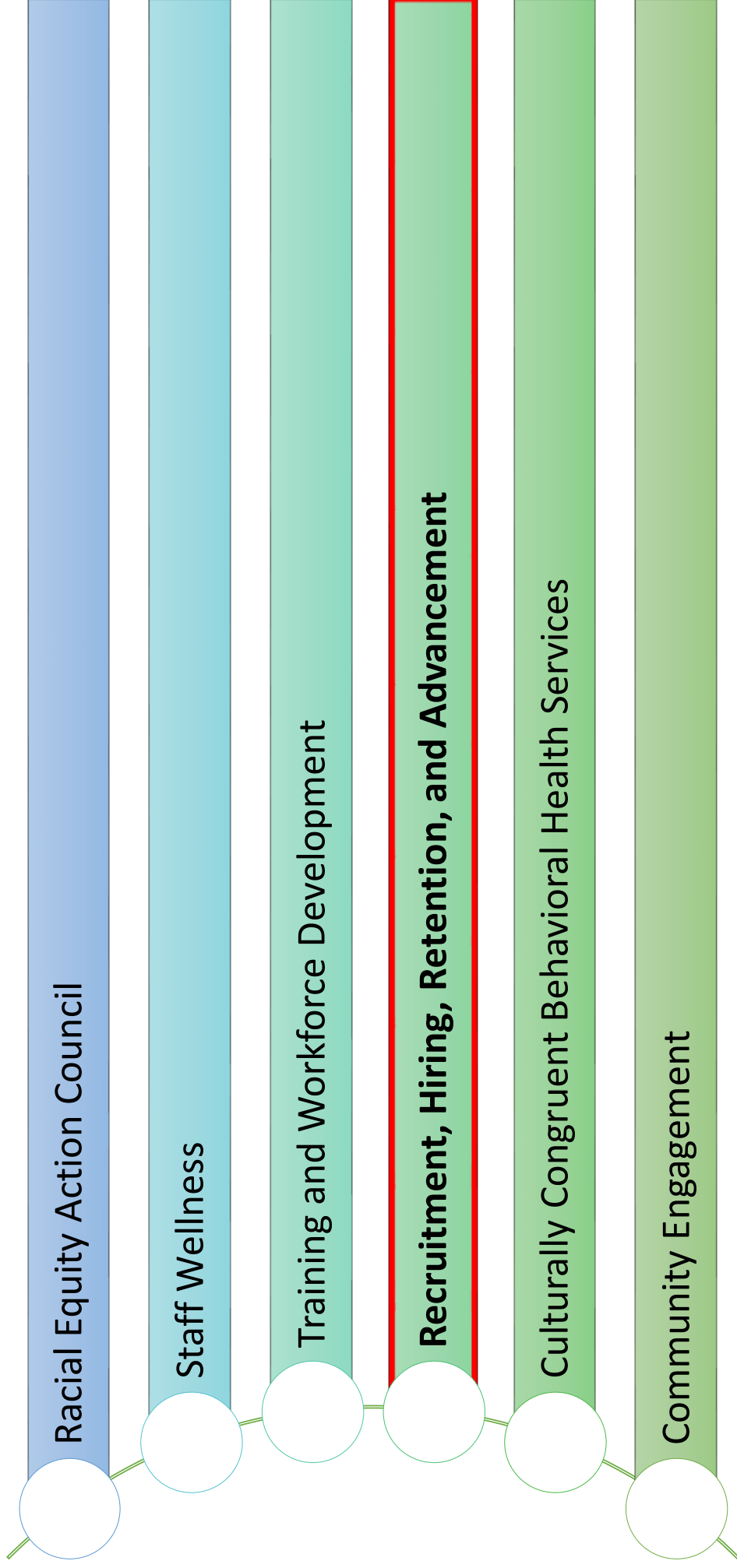
***who is more devoted  
to "order" than justice.***

***Shallow understanding from people of good will is more  
frustrating than absolute misunderstanding from people of ill will.***

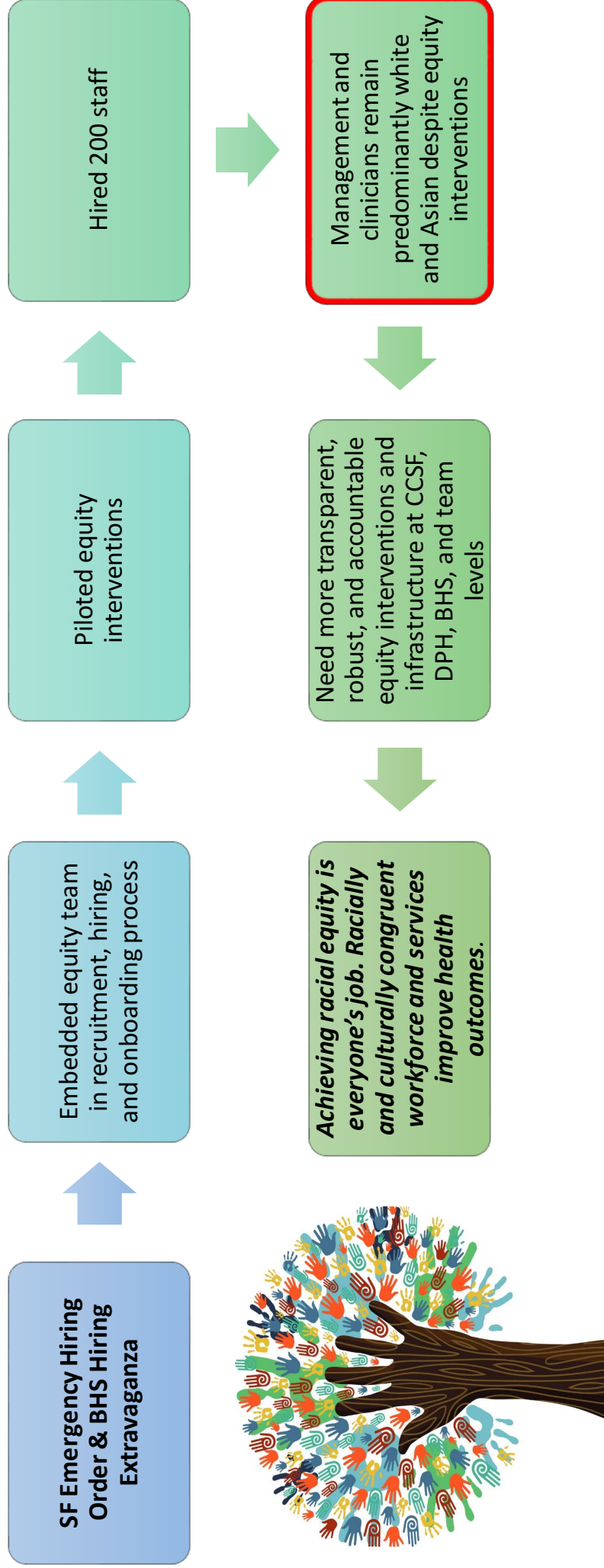
***Martin Luther King Jr. | Letter from a Birmingham Jail, 1963***

# 2021-2022 BHS Racial Equity Action Plan Priorities

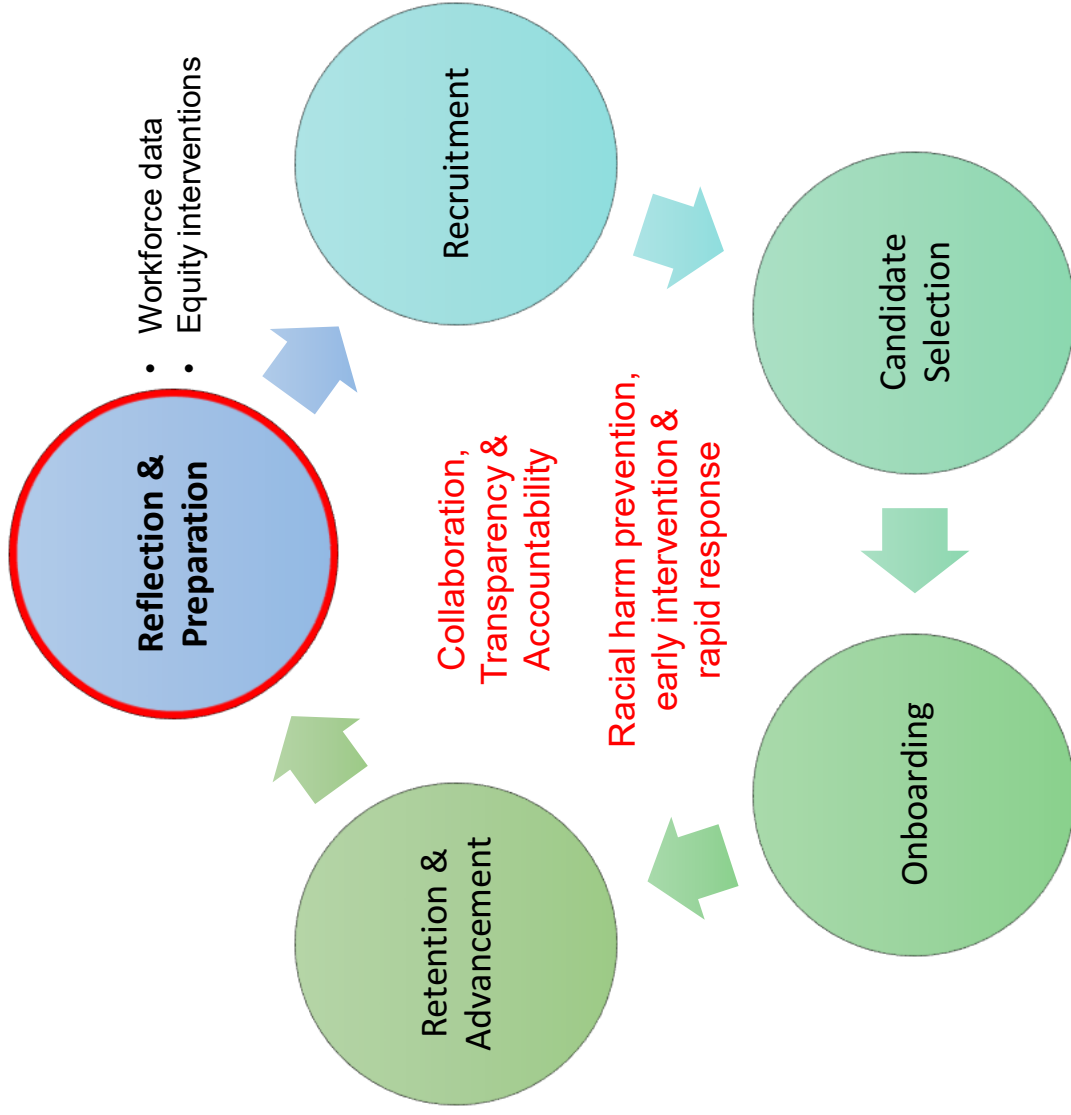
*Achieving racial equity is everyone's job. Racially and culturally congruent workforces and services improve health outcomes.*



# 2022 Challenges & Needs

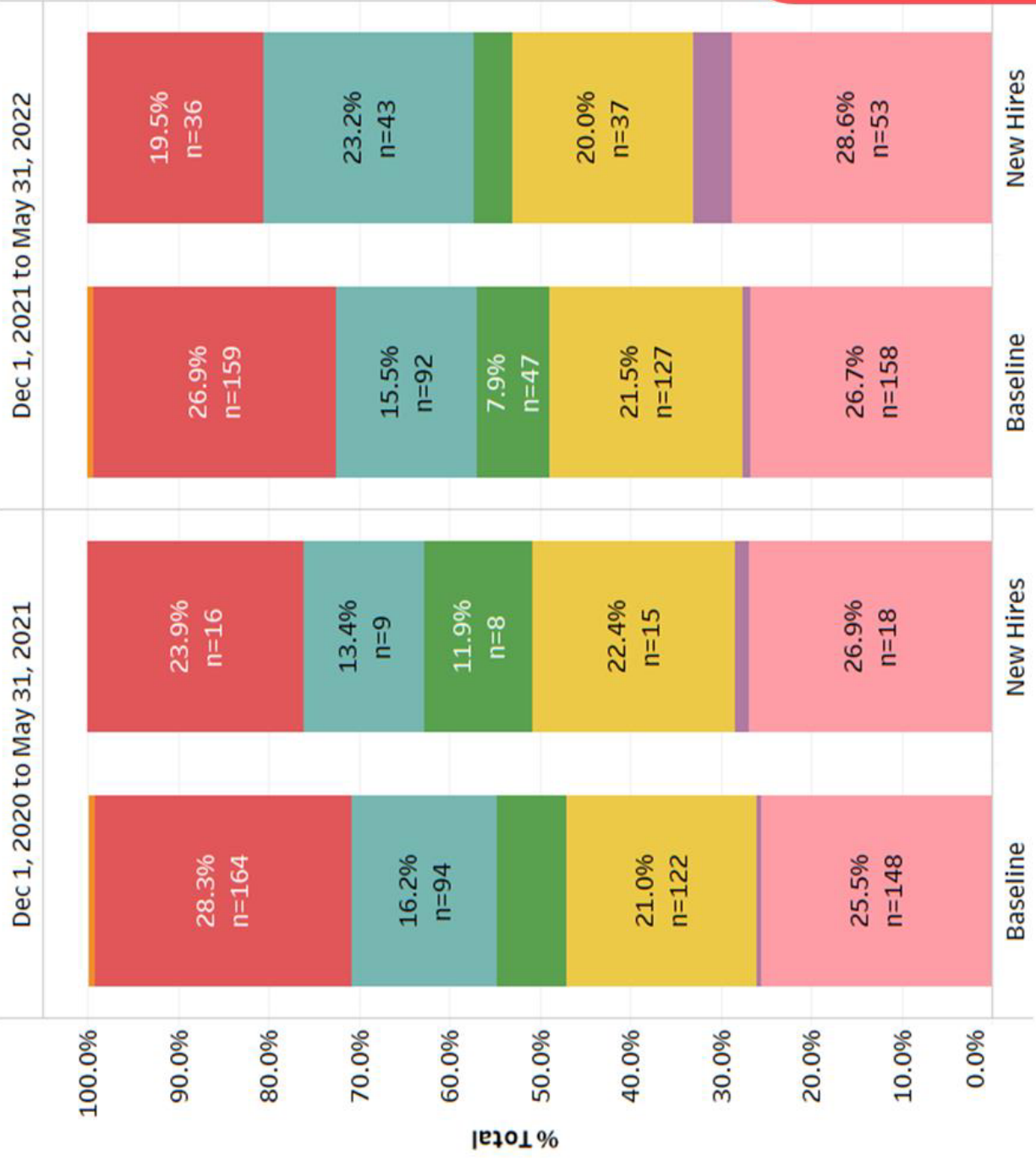


# The Hiring Cycle



# BHS New Hires by Race/Ethnicity

000145



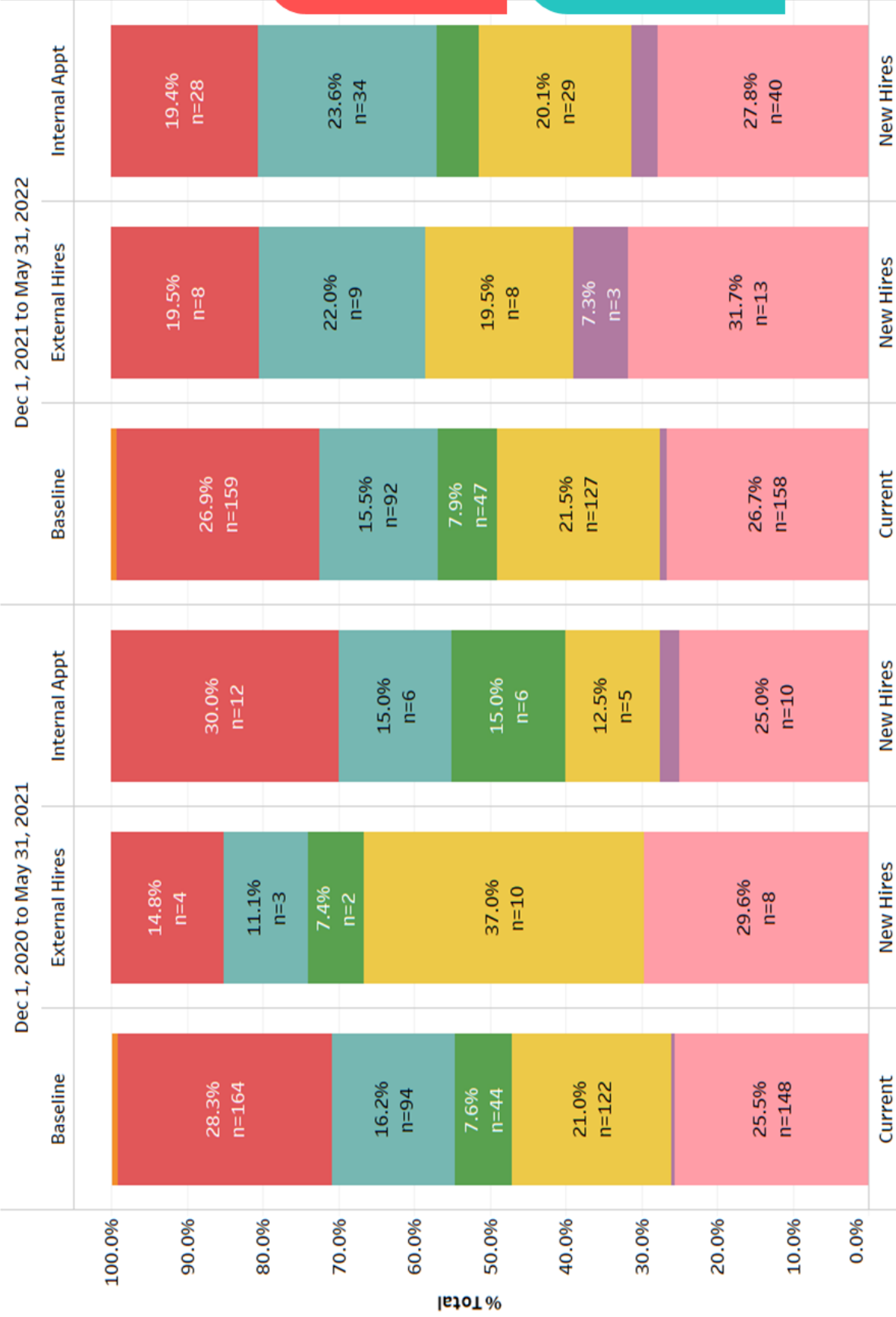
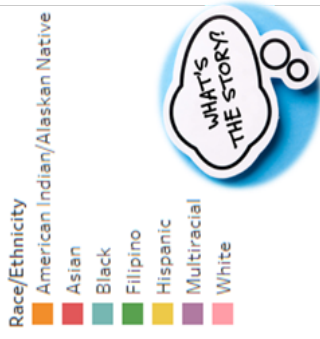
Almost **10% increase** in hiring **Black/African American** staff compared to previous year

**4% decrease** in hiring **Asian** staff compared to previous year

Behavioral Health Services (BHS) current staff (12/1/2020 vs 12/1/2021) and new hires (12/1/2020 through 5/31/2021 vs 12/1/2021 through 5/31/2022) by race/ethnicity based on data accessed in HRIMS on 11/30/2020 and 12/6/2021 and PeopleSoft on 11/1/2020, 2/1/2021, 3/8/2021, 4/5/2021, 6/2/2021, 11/1/2021, 12/6/2021, 1/3/2022, 3/7/2022, 4/6/2022, 5/20/2022, and 5/31/2022. BHS Emergency Hiring Order.

# BHS New Hires: External Recruitments and Internal Appointments

000146



**Almost 5% increase in Asian external hires, and 11% decrease in internal appts**

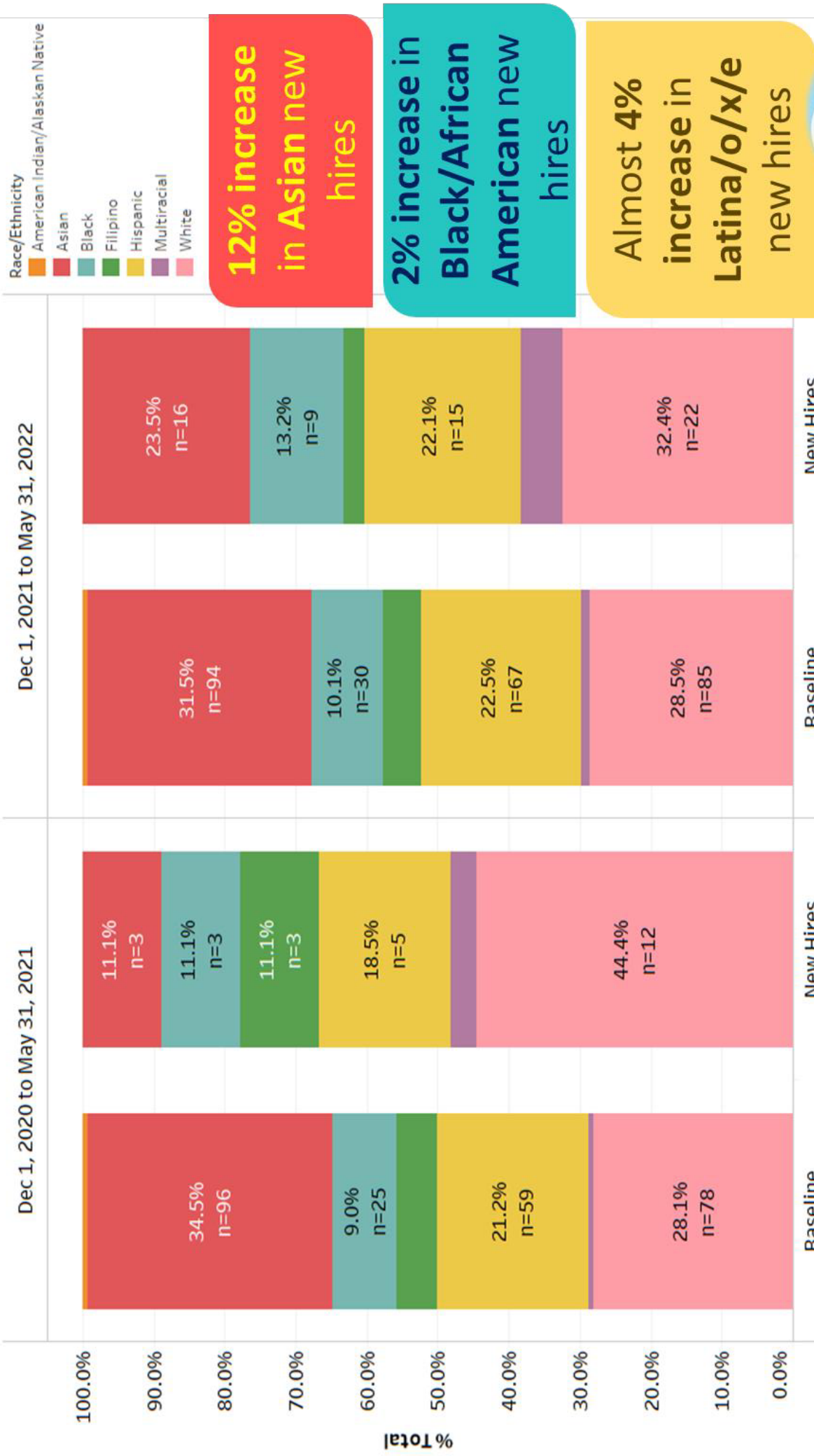
**Almost 11% increase in Black/African American external hires, and 9% increase in internal appts**

**Almost 18% decrease in Latina/o/x/e external hires, and 8% increase in internal appts**

Behavioral Health Services (BHS) new hires versus external hires and internal appointments between 12/1/2020 and 5/31/2021 as well as 12/1/2021 by race/ethnicity based on data accessed in HRIMS on 11/30/2020 and 12/6/2021 and Peoplesoft on 11/1/2020, 2/1/2021, 3/8/2021, 4/5/2021, 6/2/2021, 11/1/2021, 12/6/2021, 1/3/2022, 3/7/2022, 4/6/2022, 5/20/2022, and 5/31/2022. New internal appointments include any history of City and County of San Francisco Employment.

# BHS New Hires by Race/Ethnicity: Clinicians

000147



Behavioral Health Services (BHS) clinicians current staff (12/1/2020 vs 12/1/2021) and new hires (12/1/2020 through 5/31/2021 vs 12/1/2021 through 5/31/2022) by race/ethnicity based on data accessed in HRIMS on 11/30/2020 and 12/6/2021 and Peoplesoft on 11/1/2020, 2/1/2021, 3/8/2021, 4/5/2021, 6/2/2021, 11/1/2021, 12/6/2021, 1/3/2022, 3/7/2022, 4/6/2022, 5/20/2022, and 5/31/2022. Behavioral Health Clinicians (2930, 2932), Medical Doctors (2230, 2232, 2233, 2242, 2243), Pharmacists (2450, 2453, 2454), Psychiatric and Pharmacist Technicians (2305, 2409), and Nursing (2305, 2320, 2322, 2323, 2328, 2830).



# BHS New Hires by Race/Ethnicity: Administrators

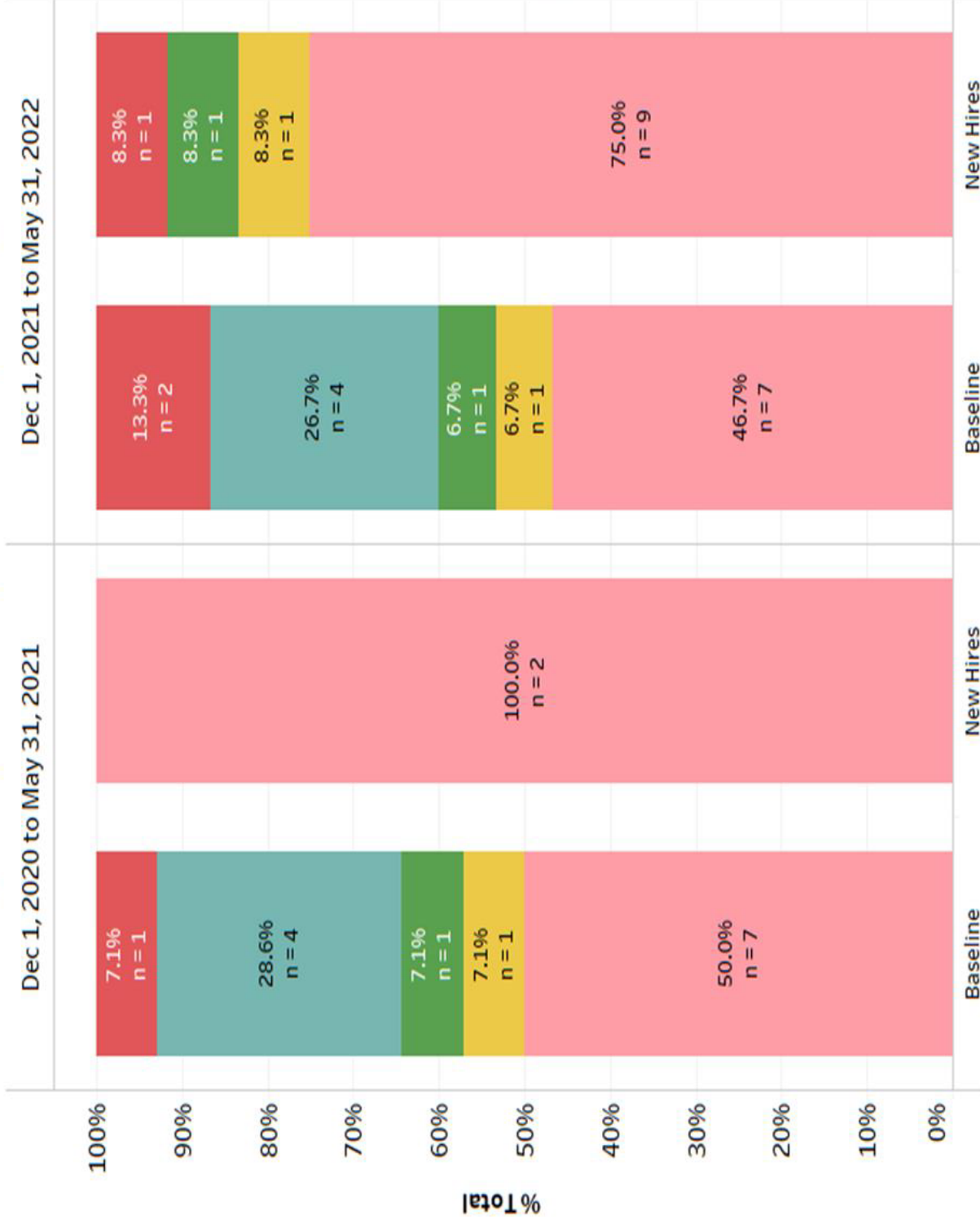
000148



Behavioral Health Services (BHS) administrators current staff (12/1/2020 vs 12/1/2021) and new hires (12/1/2020 through 5/31/2021 vs 12/1/2021 through 5/31/2022) by race/ethnicity based on data accessed in HRIMS on 11/30/2020 and 12/6/2021 and PeopleSoft on 11/1/2020, 2/1/2021, 3/8/2021, 4/5/2021, 6/2/2021, 11/1/2021, 12/6/2021, 1/3/2022, 3/7/2022, 4/6/2022, 5/20/2022, and 5/31/2022. Administrators include Health Program Coordinators (2589, 2591, 2593), Analysts and Epidemiologists (2119, 2802, 2803, 1820, 1822, 1823, 1824).

# BHS New Hires by Race/Ethnicity: Directors/Managers

000149



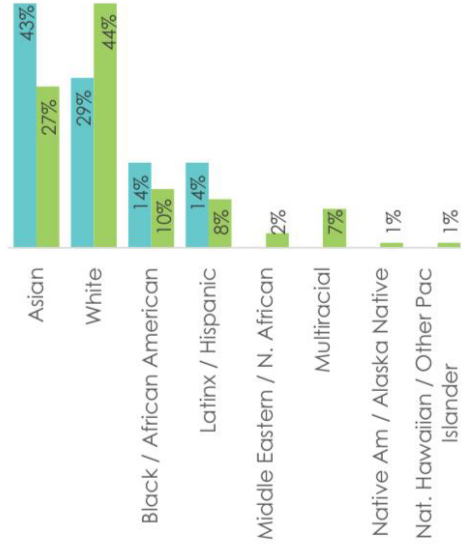
Behavioral Health Services (BHS) directors current staff (12/1/2020 vs 12/1/2021) and new hires (12/1/2020 through 5/31/2021 vs 12/1/2021 through 5/31/2022) by race/ethnicity based on data accessed in HRIMS on 11/30/2020 and 12/6/2021 and PeopleSoft on 11/1/2020, 2/1/2021, 3/8/2021, 4/5/2021, 6/2/2021, 11/1/2021, 12/6/2021, 1/3/2022, 3/7/2022, 4/6/2022, 5/20/2022, and 5/31/2022. Directors/Managers have the following classifications: 922, 923, 932, 933, 941, 942, 943.

## HEALTH COMMISSION & SENIOR LEADERSHIP DEMOGRAPHICS

As part of the Department's Racial Equity Action Plan, demographic information for the Health Commission and the Department's senior leadership\* is collected annually and included in the SFDPH Annual Report. These data are also required to be collected for every CCSF policy body every two years.

■ Health Commission (n=7)  
 ■ Senior Leadership (n=122)

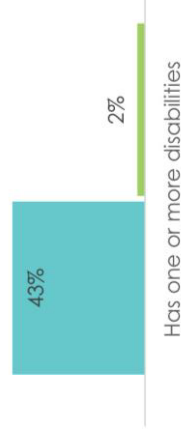
### RACE & ETHNICITY



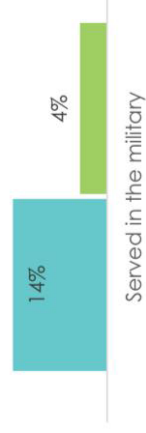
### GENDER IDENTITY



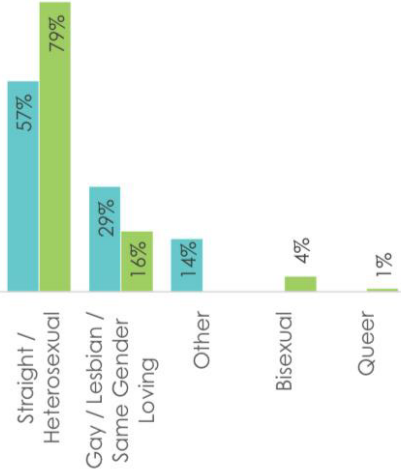
### DISABILITY STATUS



### VETERAN STATUS



### SEXUAL ORIENTATION



\*Defined as organizational chart leadership, MEA management, and medical and nursing directors.







## Reflection & Group Discussion

Please now take a moment to honestly and anonymously reflect and record your thoughts to the following question here in our shared [Google slides](#).

- What came up for you when reviewing our [hiring data](#)?

Then, we will explore and prioritize next steps together.





## BHS JEDI Proposed Next Steps

### Prevention, Early Intervention, and Response

- **Do no harm.**
- When harm is done, **acknowledge, apologize,** and **initiate racial reckoning** at individual, interpersonal, and organizational levels.
- Support **transparent** and **accountable measures** for racial harm prevention, early intervention, and rapid response.

Racism is a public  
health crisis.

What if we responded to it like  
we have to COVID19?

[8-25-22 Communications Overview RE Racial Discrimination in BHS Hiring.docx](#)



## BHS JEDI Proposed Next Steps

### Preparation & Reflection

- Annually assess **staff and new hires** at the **BHS, SOC**, and **program** levels by classification, race/ethnicity, language, and SOGI.
- Annually assess **SF populations** and **BHS clients** by **race/ethnicity, SOGI, language**, and **health disparities**.
- Develop workforce and community **health metrics** based on workforce and community/client data.
- Participate in **anti-racist 360-degree leadership reviews** including training, action plans, and accountability measures.



ART BY AMANDA FIEBE QUOTE BY MARLAINE KABA



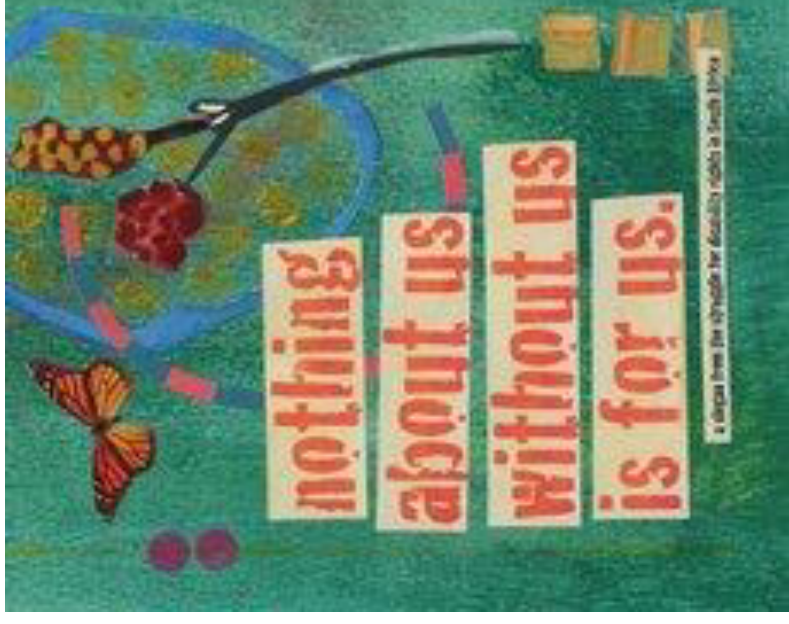


# BHS JEDI Proposed Next Steps

## Recruitment and Hiring for **all** BHS Positions

### [BHS HR Pre-Approved Recruitment and Hiring Process and Procedures](#)

- Equity introduction for all job announcements
- Desired qualifications bank
- Interview questions bank with response guidelines, opening, and closing statements
- Onboarding warm welcome and support



## BHS JEDI Proposed Next Steps

### **Recruitment and Hiring for Director/Manager, Higher Admin, and Clinical Positions**

- Include Equity Director and/or designated equity lead in **every stage of hiring process** from preparation to recruitment to final offer.
- Include equity introduction and **lived experience desired qualification** in all job announcements.
- Create **recruitment plans** that prioritize Black/African American, Latina-o-e-x, and SOGI applicants.
- Assess **applicant racial/ethnic and SOGI demographics** and related work experience before closing job announcements and conduct additional prioritized recruitment when needed.
- Include **weighted rating of lived experience** in application review form and notice of inquiry referral questionnaire rating.
- Include **lived experience interview question** and response guidelines in all interviews.
- Include **weighted assessment** of application, application review, notice of inquiry referral questionnaire, and interview by all hiring committee members, not just hiring managers.
- Base **merit** on organizational, positional, and lived experience, especially when considering internal candidates.



## BHS JEDI Proposed Next Steps

### Recruitment and Hiring for Director/Manager, Higher Admin, and Clinical Positions (continued)

- Provide **onboarding warm welcome** with additional **culturally relevant supports** including DPH Working While Black group and BHS racial/ethnic affinity/accountability groups.
- Decrease racialized salary gaps for Black/African American and Latina-o-e-x staff including **acting assignments** and **acting pay** advancements, conversion of **TEX positions to PCS**, and **appointment above entrance** salary step requests.
- Reduce racialized disciplinary outcomes, including **probation**, for Black/African American and Latina-o-e-x staff.
- Increase transparent **accountability measures** for white and Asian directors/managers, higher admin, and clinical staff.

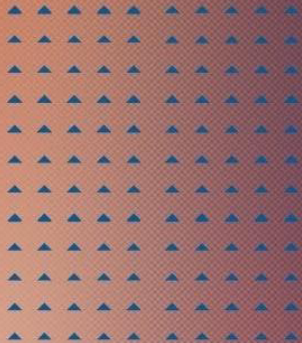
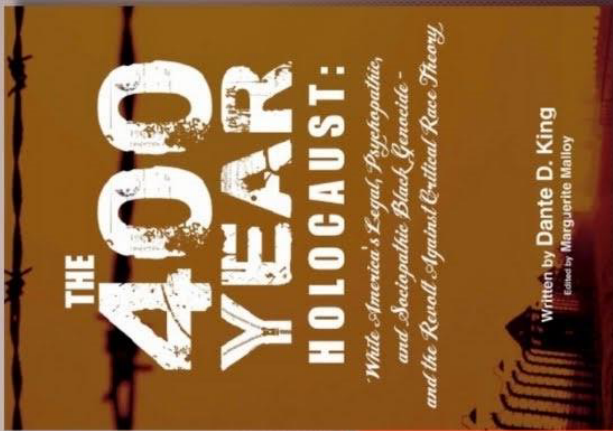


## Reflection & Group Discussion

Please now take a moment to honestly and anonymously reflect and record your thoughts to the following question here in our shared [Google slides](#).

- As BHS REAC members, what equity recruitment, hiring, and retention interventions and advocacy efforts do you want to prioritize and/or actively participate in?





# Lifelong Learning

# Cultural Humility



**ROBIN DIANGELO**  
AUTHOR OF THE #1 NEW YORK TIMES BESTSELLER  
*WHITE FRAGILITY*



# Nice Racism

HOW PROGRESSIVE  
WHITE PEOPLE  
PERPETUATE RACIAL HARM



# Meeting Evaluation

Please return to our [Google slides](#) to provide anonymous feedback on today's meeting.



**For all JEDI requests  
please contact our team:**

Alicia St. Andrews, Kristalia Williams,  
Michael Rojas, and Sharon Lu  
[Alicia.st-andrews@sfdph.org](mailto:Alicia.st-andrews@sfdph.org)  
[kristalia.williams@sfdph.org](mailto:kristalia.williams@sfdph.org)  
[michael.rojas@sfdph.org](mailto:michael.rojas@sfdph.org)  
[sharon.lu@sfdph.org](mailto:sharon.lu@sfdph.org)

*Note: Director Jessica Brown  
returns October 2022*

# ATTACHMENT B

**From:** [Santander, Lilimae \(HRD\)](#)  
**To:** [Santander, Lilimae \(HRD\)](#)  
**Cc:** [Chafey, Catherine \(DPH\)](#)  
**Subject:** Standardized Exam Request Submitted  
**Date:** Monday, August 14, 2023 6:18:49 PM

---

A new Exam Request has been submitted by Catherine Chafey from DPH.

They are requesting –

**Exam:** ["Management Test Battery (MTB)"]

**Subtest (if requested):**

**Job class:** 0933

**Working Title:** BEHAVIORAL HEALTH SERVICES - DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CARE

**REF ID:** RTF0136558-01089638

**Number of Exam Candidates:** 11

**Not Qualified (NQ) response period ended on** 2023-08-14

If you would like to contact the analyst, Catherine Chafey, please do so at 6282716831 and [catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org).

# ATTACHMENT C

000163

August 16



**Lilimae Marie Santander**

Exam Invite - Director of Substance Use Disorder System of Care (0933) - Dept. of Public Health

Aug 16, 4:07 PM

Dear Erik Dubón,

We are pleased to advise you that based on the information provided on your application, you are invited to participate in the in-person examination process for the BEHAVIORAL HEALTH SERVICES - DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CARE (0933 Manager V) recruitment.

The required exam is the Management Test Battery (MTB). You must pass the Management Test Battery (MTB) to move forward in the recruitment process.

Your scheduled exam date and time are listed below.

**Management Test Battery (required):**

- **Date/Time:** Tuesday, August 29, 2023 at 12:45 PM (Registration begins at 12:45 PM)
- **Location:** City and County of San Francisco Testing Center, 1740 Cesar Chavez St., San Francisco, CA 94103



RTF0136558-01089638 Director of Substance Use Disorder System of Care (0933) -

000164

[Redacted]

DubÃ³n , Erika

erikrdubon@yahoo.com

[Redacted]

RTF0137607-01133660 Budget Director (0932) - HOM

[Redacted]

✓  
✓  
✓  
✓  
✓  
✓

14 candidates  
8 tested

**From:** [Rocha, Maximilian \(DPH\)](#)  
**To:** [Chafey, Catherine \(DPH\)](#)  
**Subject:** Re: job postings status of two 0933 positions  
**Date:** Tuesday, September 5, 2023 10:24:55 AM

---

Could you pls reach him: Erik Dubon.

Thanks  
Max

(Sent from mobile; pardon brevity & typos.)

**Maximilian Rocha, LCSW**  
**Director of Systems of Care**  
**Behavioral Health Services | SF Department of Public Health**  
*1380 Howard St, Rm. 516, SF, CA 94103*  
Email: [maximilian.rocha@sfdhp.org](mailto:maximilian.rocha@sfdhp.org)  
O: [415 255 3446](tel:4152553446) | F: [415 255 3567](tel:4152553567)

CONFIDENTIALITY NOTICE: This e-mail is intended for the recipient only. If Protected Health Information (PHI) is contained in this email, unauthorized disclosure may subject the discloser to civil or criminal penalties under state and federal privacy laws. If you received this email in error, notify me and destroy the email immediately.

On Sep 5, 2023, at 9:56 AM, Chafey, Catherine (DPH)  
<catherine.chafey@sfdph.org> wrote:

Hi Max,  
You can provide my email which is [catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org) or if you provide his name, I can reach out to him directly.

Thank you,  
CC

**Catherine Chafey**, M.A. [She, Her, Hers]  
Senior Human Resources Analyst  
HR Classification, Merit & Recruiting Division  
Department of Public Health (DPH)  
City and County of San Francisco  
Phone: (628) 271-6831

**From:** Rocha, Maximilian (DPH) <[maximilian.rocha@sfdph.org](mailto:maximilian.rocha@sfdph.org)>  
**Sent:** Tuesday, September 5, 2023 9:07 AM  
**To:** Chafey, Catherine (DPH) <[catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org)>  
**Subject:** RE: job postings status of two 0933 positions

Hi Chatherine,

I have an applicant for 0933 SUD Dir informing me that he hasn't received any notice about MTB or SQ. Could you please confirm? How can I redirect him?

Thanks  
Max

**Maximilian Rocha, LCSW**  
**Director of Systems of Care**  
**Behavioral Health Services | SF Department of Public Health**  
*1380 Howard St, Rm. 506, SF, CA 94103*  
*Email: [maximilian.rocha@sfdph.org](mailto:maximilian.rocha@sfdph.org)*  
*O: 415 255 3446 | F: 415 255 3567*

Executive Assistant for Scheduling & General Questions:  
Demetrice (Dee) McCardell | [demetrice.mccardell@sfdph.org](mailto:demetrice.mccardell@sfdph.org) | 415-255-3940

CONFIDENTIALITY NOTICE: This e-mail is intended for the recipient only. If Protected Health Information (PHI) is contained in this email, unauthorized disclosure may subject the discloser to civil or criminal penalties under state and federal privacy laws. If you received this email in error, notify me and destroy the email immediately.

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[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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[Redacted]

[Redacted]


[Redacted]

[Redacted]

[Redacted]

## Attachment G

Communication (17)	Reviews	Interviews	Notes	Activity	▼
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**✉ Lilimae Marie Santander** Sep 5, 11:47 AM  
Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

Dear Erik Dubón,

You are invited to participate in the in-person examination process for the BEHAVIORAL HEALTH SERVICES - DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CARE (0933 Manager V) recruitment.

**Management Test Battery (required):**

- Date/Time: **Wednesday, September 6, 2023 at 8:30 AM (Registration begins at 8:30 AM)**
- Location: City and County of San Francisco Testing Center, 1740 Cesar Chavez St., San Francisco, CA 94124

The test site is accessible by Muni on the 19 Polk bus line or the Muni Metro T-Line (walk west about 1/2 mile). There is no parking available to candidates at the testing facility. Parking is restricted to building tenants only. There is limited street parking available on Indiana Street, approximately two blocks from the facility. We strongly encourage you to have someone drop you off at the site or use Muni. The site is located between Highway 101 and 280 on Cesar Chavez Street.

Please be prompt; allow time for traffic conditions. Registration will begin at the time listed above. If you arrive more than 15 minutes after your appointment, you will not be tested, and you will not be rescheduled.

# ATTACHMENT E

000168

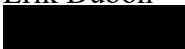
**From:** [erik dubon](#)  
**To:** [Chafey, Catherine \(DPH\)](#); [Nagel, Joyce \(DPH\)](#)  
**Cc:** [Rocha, Maximilian \(DPH\)](#)  
**Subject:** Fwd: San Francisco Department of Public Health 0933 SUD Manager V  
**Date:** Tuesday, September 5, 2023 10:14:08 AM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good morning, Catherine,

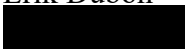
I heard from my supervisor Maximilian Rocha that the battery test is taking place tomorrow September 6, 2023. Could you please provide me with any updates?

Thank you  
Erik Dubòn  


**From:** erik dubon <erikrdubon@yahoo.com>  
**Date:** September 5, 2023 at 9:37:10 AM PDT  
**To:** "Nagel, Joyce (DPH)" <joyce.nagel@sfdph.org>  
**Subject: Re: San Francisco Department of Public Health**

Good morning, Joyce,

I heard from my supervisor Maximilian Rocha that the battery test is taking place tomorrow September 6, 2023. Could you please provide me with any updates?

Thank you  
Erik Dubòn  


Sent from my iPhone

On Aug 11, 2023, at 3:12 PM, Nagel, Joyce (DPH)  
<joyce.nagel@sfdph.org> wrote:

Dear Erik,  
Hope this finds you well. You have applied to express your interest, regarding the position of Director of Substance Use Disorder System of Care. To complete the application, we would like a moment of your time

to complete the required questionnaire. To be considered we are needing this completed by Wednesday 08-16 (the information states 08-14 as the date, please disregard).

- <https://www.surveymonkey.com/r/GGD8QTW>

Please let me know if there is anything I can do to assist.

Kind regards,

**Joyce Nagel**

Recruiter

Human Resources -- Merit and Recruiting Services

San Francisco Department of Public Health

Phone: 628-271-6716

Cell: 415-298-4454

Email: [Joyce.Nagel@sfdph.org](mailto:Joyce.Nagel@sfdph.org)

**[Click here for current openings at SFDPH](#)**

<image001.png>

# ATTACHMENT G

000170

Communication (17)	Reviews	Interviews	Notes	Activity	▼
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✉ Erik Dubón Sep 5, 1:44 PM ED

Re: Exam Invite - Director of Substance Use Disorder System of Care (0933) - Dept. of Public Health

Hi Erik,  
Lilimae's email below is correct that your MTB exam tomorrow will be in the morning at 8:30am instead as you were scheduled for make-up exam. I hope this still works for you. Otherwise, please let us know so Lilimae can try to see when you can be rescheduled. It may be a different day.

Sincerely,  
Catherine

Catherine Chafey, M.A. [She, Her, Hers]  
Senior Human Resources Analyst

# ATTACHMENT H

000171

**From:** [erik dubon](#)  
**To:** [Chafey, Catherine \(DPH\)](#)  
**Cc:** [17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov](mailto:17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov); [Santander, Lilimae \(HRD\)](#); [Rocha, Maximilian \(DPH\)](#); [Dubon, Erik \(DPH\)](#)  
**Subject:** Re: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health  
**Date:** Tuesday, September 5, 2023 1:57:51 PM

---

Hi Catherine,

Thank you for your response and your phone call. The time works for me, I will be taking the test tomorrow.

Best regards

Erik Dubon  



On Sep 5, 2023, at 1:44 PM, Chafey, Catherine (DPH)  
<[catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org)> wrote:

Hi Erik,  
Lilimae's email below is correct that your MTB exam tomorrow will be in the morning at 8:30am instead as you were scheduled for make-up exam. I hope this still works for you. Otherwise, please let us know so Lilimae can try to see when you can be rescheduled. It may be a different day.

Sincerely,  
Catherine

**Catherine Chafey**, M.A. [She, Her, Hers]  
Senior Human Resources Analyst  
HR Classification, Merit & Recruiting Division  
Department of Public Health (DPH)  
City and County of San Francisco  
Phone: (628) 271-6831

---

**From:** erik dubon < >  
**Sent:** Tuesday, September 5, 2023 12:32 PM  
**To:** [17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov](mailto:17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov) <[17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov](mailto:17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov)>  
**Cc:** Chafey, Catherine (DPH) <[catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org)>; Santander, Lilimae (HRD) <[Lilimae.Santander@sfgov.org](mailto:Lilimae.Santander@sfgov.org)>; Rocha, Maximilian (DPH) <[maximilian.rocha@sfdph.org](mailto:maximilian.rocha@sfdph.org)>; Dubon, Erik (DPH) <[erik.dubon@sfdph.org](mailto:erik.dubon@sfdph.org)>



**Subject:** Re: Exam Invite – Director of Substance Use Disorder System of Care (0933) –  
Dept. of Public Health

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good afternoon,

I received conflicted information from the two of you. Please confirm the test time is 8:30 am or 12:45 pm?

Also, forward the supplemental questions if they are available yet.

Thank you  
[REDACTED]

On Sep 5, 2023, at 11:47 AM, Lilimae Marie Santander from City and County of San Francisco <notifications@careers.sf.gov> wrote:

Dear Erik Dubón,

You are invited to participate in the in-person examination process for the BEHAVIORAL HEALTH SERVICES - DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CARE (0933 Manager V) recruitment.

**Management Test Battery (required):**

- Date/Time: **Wednesday, September 6, 2023 at 8:30 AM (Registration begins at 8:30 AM)**
- Location: City and County of San Francisco Testing Center, 1740 Cesar Chavez St., San Francisco, CA 94124

The test site is accessible by Muni on the 19 Polk bus line or the Muni Metro T-Line (walk west about 1/2 mile). There is no parking available to candidates at the testing facility. Parking is restricted to building tenants only. There is limited street parking available on Indiana Street, approximately two blocks from the facility. We strongly encourage you to have someone drop you off at the site or use Muni. The site is located between Highway 101 and 280 on Cesar Chavez Street.

Please be prompt; allow time for traffic conditions. Registration will begin at the time listed above. If you arrive more than 15 minutes after your appointment, you will not be tested, and you will not be rescheduled.

### **EXAM INFORMATION**

The MTB is taken entirely on a computer, using the mouse to select answers. You will receive your test results immediately after completing the MTB. Information about this examination is found on our website at: <https://sfdhr.org/exam-information>

#### **You must bring:**

- Your own writing instruments
- Photo ID (Acceptable photo ID is limited to the following: Driver License; Identification Card issued by the State Department of Motor Vehicles; passport; Military Identification Card; or Alien Registration Card)
- One (1) clear ziploc-type plastic bag to store your cell phone and/or electronic devices
- You will also need your email address: [erikrdubon@yahoo.com](mailto:erikrdubon@yahoo.com) to log into the exam at the test site.

Do not bring additional materials. All other materials and supplies for your use during the test will be provided. Other than bottled water, food and beverages will not be allowed into the exam room. We strongly recommend candidates do not bring electronics (including cell phones and smart watches) to the test. Candidates found accessing such devices during the test will be disqualified.

You should expect to be at the test site for approximately 3.5 hours. Comfortable clothing is recommended. There will be no scheduled breaks during the exam.

Facial coverings are strongly encouraged to be worn by all individuals when they enter the facility, and within the facility.

The exam will be presented in a multiple-choice format on a computer. If you have a disability requiring reasonable accommodation, you must contact me via email at [Lilimae.santander@sfgov.org](mailto:Lilimae.santander@sfgov.org) ASAP. Please specify recruitment RTF0136558-01089638 in your correspondence.

### **OUT OF AREA CANDIDATE**

If you are unable to travel to San Francisco, there is a possibility to take the exam at a test center near you. We utilize the National College Testing Association Proctor Network. The following link will allow you to search if there is a test center near you. <https://www.ncta-testing.org/narrow-your-proctor-search/>

Please be advised that not all test centers that are listed on the NCTA site are available. Candidates are responsible for the cost of the remote proctoring. Once you have confirmed a test center and date/time, please send me an email so the Department of Human Resources can coordinate exam information with your selected test center. You must take the exam by the scheduled date above.

We look forward to seeing you at the exam.

Sincerely,  
Lilimae Santander  
Human Resources Analyst  
Department of Human Resources  
City and County of San Francisco

# ATTACHMENT I

000175

**From:** [Chafey, Catherine \(DPH\)](#)  
**To:** [Santander, Lilimae \(HRD\)](#)  
**Subject:** question from candidate Erik Dubon FW: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health  
**Date:** Wednesday, September 6, 2023 12:21:00 PM

---

Hi Lilimae,  
Erik Dubon who took the make-up exam today called me after he said one of the proctors (Tim Malum) informed him that he did not pass the MTB exam today with a score of 47, but that he can also be rescheduled right away to re-take the exam. Isn't there a 6-month waiting period before he can re-take the exam attached to a future position application that requires another MTB?

I told Erik that I will call him back once I have the answer or feel free to contact him directly if more appropriate.

Thank you,  
CC

**Catherine Chafey**, M.A. [She, Her, Hers]  
Senior Human Resources Analyst  
HR Classification, Merit & Recruiting Division  
Department of Public Health (DPH)  
City and County of San Francisco  
Phone: (628) 271-6831

*Health is the most important thing...more than success, more than money, more than power.*  
– Lee Strasberg

---

**From:** erik dubon <[REDACTED]>  
**Sent:** Tuesday, September 5, 2023 1:57 PM  
**To:** Chafey, Catherine (DPH) <catherine.chafey@sfdph.org>  
**Cc:** 17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov; Santander, Lilimae (HRD) <Lilimae.Santander@sfgov.org>; Rocha, Maximilian (DPH) <maximilian.rocha@sfdph.org>; Dubon, Erik (DPH) <erik.dubon@sfdph.org>  
**Subject:** Re: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

Hi Catherine,

Thank you for your response and your phone call. The time works for me, I will be taking the test tomorrow.

Best regards

Erik Dubon  
[REDACTED]

On Sep 5, 2023, at 1:44 PM, Chafey, Catherine (DPH) <[catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org)> wrote:

Hi Erik,

Lilimae's email below is correct that your MTB exam tomorrow will be in the morning at 8:30am instead as you were scheduled for make-up exam. I hope this still works for you. Otherwise, please let us know so Lilimae can try to see when you can be rescheduled. It may be a different day.

Sincerely,  
Catherine

**Catherine Chafey**, M.A. [She, Her, Hers]  
Senior Human Resources Analyst  
HR Classification, Merit & Recruiting Division  
Department of Public Health (DPH)  
City and County of San Francisco  
Phone: (628) 271-6831

---

**From:** erik dubon <[REDACTED]>  
**Sent:** Tuesday, September 5, 2023 12:32 PM  
**To:** [17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov](mailto:17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov) <[17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov](mailto:17da13fd-6e39-428c-8e1c-9cd00a7b74f6@replies.careers.sf.gov)>  
**Cc:** Chafey, Catherine (DPH) <[catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org)>; Santander, Lilimae (HRD) <[Lilimae.Santander@sfgov.org](mailto:Lilimae.Santander@sfgov.org)>; Rocha, Maximilian (DPH) <[maximilian.rocha@sfdph.org](mailto:maximilian.rocha@sfdph.org)>; Dubon, Erik (DPH) <[erik.dubon@sfdph.org](mailto:erik.dubon@sfdph.org)>  
**Subject:** Re: Exam Invite – Director of Substance Use Disorder System of Care (0933) – Dept. of Public Health

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Good afternoon,

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Also, forward the supplemental questions if they are available yet.

Thank you  
[REDACTED]

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**Management Test Battery (required):**

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The MTB is taken entirely on a computer, using the mouse to select answers. You will receive your test results immediately after completing the MTB. Information about this examination is found on our website at: <https://sfdhr.org/exam-information>

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- Photo ID (Acceptable photo ID is limited to the following: Driver License; Identification Card issued by the State Department of Motor Vehicles; passport; Military Identification Card; or Alien Registration Card)
- One (1) clear ziploc-type plastic bag to store your cell phone and/or electronic devices
- You will also need your email address: [erikrdubon@yahoo.com](mailto:erikrdubon@yahoo.com) to log into the exam at the test site.

Do not bring additional materials. All other materials and supplies for your use during the test will be provided. Other than bottled water, food and beverages will not be allowed into the exam room. We strongly recommend candidates do not bring electronics (including cell phones and smart watches) to the test. Candidates found accessing such devices during the test will be disqualified.

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The exam will be presented in a multiple-choice format on a computer. If you have a disability requiring reasonable accommodation, you must contact me via email at [Lilimae.santander@sfgov.org](mailto:Lilimae.santander@sfgov.org) ASAP. Please specify recruitment RTF0136558-01089638 in your correspondence.

#### **OUT OF AREA CANDIDATE**

If you are unable to travel to San Francisco, there is a possibility to take the exam at a test center near you. We utilize the National College Testing Association Proctor Network. The following link will allow you to search if there is a test center near you. <https://www.ncta-testing.org/narrow-your-proctor-search/> Please be advised that not all test centers that are listed on the NCTA site are available. Candidates are responsible for the cost of the remote proctoring. Once you have confirmed a test center and date/time, please send me an email so the Department of Human Resources can coordinate exam information with your selected test center. You must take the exam by the scheduled date above.

We look forward to seeing you at the exam.

Sincerely,

Lilimae Santander  
Human Resources Analyst  
Department of Human Resources  
City and County of San Francisco



**From:** [Erik Dubón](#) [REDACTED]  
**To:** [Chafey, Catherine \(DPH\)](#)  
**Subject:** Re: retesting for Management Test Battery (MTB) exam  
**Date:** Wednesday, September 13, 2023 9:14:54 AM

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Thank you Catherine.

Erik Dubón  
[REDACTED]

On Sep 12, 2023, at 4:06 PM, Catherine Chafey from City and County of San Francisco <[notifications@careers.sf.gov](mailto:notifications@careers.sf.gov)> wrote:

Hi Erik,  
Unfortunately, since you did not pass the Management Test Battery (MTB) exam, your application is not moving forward with this position recruitment. You should receive an official email soon with your score for the exam.

Thank you and I hope you keep applying for other positions with Behavioral Health Services. As you may know, we also have the 0923 management positions that require a different exam called the Supervisory Test Battery (STB).

Best regards,

**Catherine Chafey**, M.A. [She, Her, Hers]  
Senior Human Resources Analyst  
HR Classification, Merit & Recruiting Division  
Department of Public Health (DPH)  
City and County of San Francisco

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**From:** Erik Dubón [REDACTED] <[notifications@smartrecruiters.com](mailto:notifications@smartrecruiters.com)>  
**Sent:** Tuesday, September 12, 2023 12:05 PM  
**To:** Chafey, Catherine (DPH) <[catherine.chafey@sfdph.org](mailto:catherine.chafey@sfdph.org)>  
**Subject:** Re: retesting for Management Test Battery (MTB) exam

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Catherine,

I'm not sure if you received my emails below. Thank you, Erik

On Sep 12, 2023, at 10:34 AM, erik dubon

<erikrdubon@yahoo.com> wrote:

Good morning, Catherine,

Thank you for following up with Lilimae regarding the MBT exam.

Can you please give me an update for the next steps in the hiring process for this position.

Best regards

Erik Dubòn  


On Sep 11, 2023, at 7:03 PM, Catherine Chafey from  
City and County of San Francisco  
<notifications@careers.sf.gov> wrote:

Hi Erik,

I checked with Lilimae Santander regarding your question per your phone call to see when you can retake the Management Test Battery (MTB) exam. Per Lilimae, "Retesting is only permitted after one year. Erik will be able to retake the exam after 09/06/2024."

Sincerely,

Catherine Chafey




Human Resources, Department of Public Health


City and County of San Francisco


# ATTACHMENT J

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← → ↻ 🏠 smartrecruiters.com/app/people/applications/f466d60d-9bd5-49fb-9297-9f705eacac9/communication?nav=99464127049

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**Erik Dubón**   
Manager I / 0922 at SFDPH BHS-SUDS-SOC  
San Francisco, CA  
+ [REDACTED]  
[REDACTED] Edit contact info

Communication (17)	Reviews	Interviews	Notes	Activity	▾
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On Sep 15, 2023, at 9:56 AM, Catherine Chafey from City and County of San Francisco <[notifications@careers.sf.gov](mailto:notifications@careers.sf.gov)> wrote:

Hello Erik,

Per our previous conversation, thank you for taking the Management Test Battery (MTB) exam for the Behavioral Health Services - Director of Substance Use Disorder System of Care with the San Francisco Department of Public Health (DPH). We regret to inform you that since you did not pass the exam, your application will not continue in the selection process.

Your score on the exam is 47.8. The passing score for the exam is 53.3.

The exam elements may be used again so you cannot review the questions or your answers.

Please let me know if you have further questions.

Sincerely,

Catherine Chafey  
Senior Human Resources Analyst  
San Francisco Department of Public Health (DPH)

Attachment Q

Two Smart Recruiters Identities


erik dubon

- ED Erik Dubon
- ED Erik Dubón
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Communication (17)    Reviews    Interviews    Notes    Activity

August 4

 **BEHAVIORAL HEALTH SERVICES - DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CA...** Aug 4, 4:07 PM

✉ **Catherine Chafey**  
Important Action Required - Request for Additional Information from the City and County of San Francisco

Greetings Erik,

As part of the continuing evaluation process, we need to gather some further information from you. Please read this email carefully as it will detail the steps that are required to continue in the recruitment process:

Job: BEHAVIORAL HEALTH SERVICES - DIRECTOR OF SUBSTANCE USE DISORDER SYSTEM OF CARE (0933 Manager V)

Request Type: **Minimum Qualification Supplemental Questionnaire (MQSQ)**

Response Deadline: **Monday, 8/14/2023, 12:00 PM noon (Pacific time)**

There are two steps to completing this request:

1. Complete the Questionnaire by clicking on this link OR copying the link, then pasting to your web browser: <https://www.surveymonkey.com/r/GGD8QTW>
2. Verify completion using this form: [Certification of Completion](#)

It is very important that you **complete both steps of this process**. We are unable to verify completion otherwise which may result in your disqualification from further consideration.

Please reach out to me by replying to this email with any questions.

Regards,

Catherine Chafey

Human Resources, Department of Public Health

City and County of San Francisco