

File No. 180434

Committee Item No. \_\_\_\_\_

Board Item No. 43

### COMMITTEE/BOARD OF SUPERVISORS

#### AGENDA PACKET CONTENTS LIST

Committee: \_\_\_\_\_  
Board of Supervisors Meeting

Date: \_\_\_\_\_  
Date: May 1, 2018

#### Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 – Ethics Commission
- Award Letter
- Application
- Public Correspondence

#### OTHER

- Board of Supervisors Resolution No. 145-16 April 29, 2016
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Prepared by: Jocelyn Wong  
Prepared by: \_\_\_\_\_

Date: April 26, 2018  
Date: \_\_\_\_\_

1 [Urging the Civil Service Commission to Accept Proposed Rule Changes to Reduce Implicit  
2 Bias in Recruitment for Employment]

3 **Resolution urging the Civil Service Commission to post for, meet, and discuss with**  
4 **interested parties, the proposed rule changes on file with the Civil Service Commission**  
5 **in File No. 0070-18-1, which will reduce implicit bias in hiring and improve applicant**  
6 **confidentiality during the hiring process.**

7  
8 WHEREAS, The City is an equal opportunity employer that is committed to ensuring  
9 that employees are hired based on merit; and

10 WHEREAS, Implicit bias awareness training and de-biasing techniques constitute the  
11 foundation for preventing implicit bias in hiring, and system approaches must also be  
12 considered to effectively reduce biases; and

13 WHEREAS, The San Francisco Board of Supervisors unanimously passed a resolution  
14 on file with the Clerk of the Board of Supervisors in File No. 160375 that urged the  
15 Department of Human Resources to analyze strategies and create a plan to reduce implicit  
16 bias in the hiring process for City and County of San Francisco employment, and further urged  
17 the Department of Human Resources to report its findings and plan to the Board of  
18 Supervisors by June 2016; and

19 WHEREAS, The Department of Human Resources is proposing a two-phased  
20 approach to address implicit bias in hiring, which includes: 1) revising rules to enhance  
21 applicant confidentiality and minimize (implicit and explicit) biases within the hiring processes;  
22 and 2) implementation of the de-identification protocol to redact applicant information in the  
23 departmental post-referral selection process (PRSP) at the point of determining which  
24 applicants to invite to a final selection process; and  
25

1           WHEREAS, Concerns were raised at the January 8, 2018, meeting and subsequent  
2 meetings that implementing de-identification protocols for the hiring process actually  
3 decreased diversity, but upon further investigation, it was found that the only jurisdictions that  
4 this was the case were those where affirmative action had been previously instituted; and

5           WHEREAS, In California, Proposition 209 made affirmative action illegal for public  
6 agencies, and implementing de-identification protocols will actually help reduce barriers to fair  
7 hiring; and

8           WHEREAS, The Department of Human Resources sampled California counties and  
9 large cities in 2017, which showed that 90 percent do not post eligible lists, and six of those  
10 largest agencies that responded cited confidentiality and privacy concerns as a major reason  
11 for not posting; the largest of the those agencies include Los Angeles County, Orange County,  
12 Alameda County, Sacramento County, and the City of San Jose; and

13           WHEREAS, The Civil Service Commission has requested that File No. 0070-18-1 be  
14 continued to the May 7, 2018, Civil Service Commission meeting; now, therefore, be it

15           RESOLVED, That the Board of Supervisors of the City and County of San Francisco  
16 urges the Civil Service Commission to take action to accept the Department of Human  
17 Resources report, and post the proposed rule changes that would reduce implicit bias in  
18 recruitment for employment and improve applicant confidentiality during the hiring process for  
19 meet and discuss with interested parties.

# Introduction Form

By a Member of the Board of Supervisors or the Mayor

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
Time stamp  
or meeting date  
2018 APR 24 PM 4:26

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee.  
An ordinance, resolution, motion, or charter amendment.
- 2. Request for next printed agenda without reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning "Supervisor [ ] inquires"
- 5. City Attorney request.
- 6. Call File No. [ ] from Committee.
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File No. [ ]
- 9. Request for Closed Session (attach written motion).
- 10. Board to Sit as A Committee of the Whole.
- 11. Question(s) submitted for Mayoral Appearance before the BOS on [ ]

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission       Youth Commission       Ethics Commission
- Planning Commission       Building Inspection Commission

**Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative**

**Sponsor(s):**

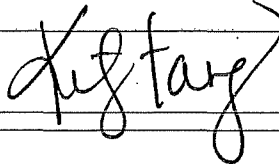
Tang

**Subject:**

Urging the Civil Service Commission to Accept Proposed Rule Changes to Reduce Implicit Bias in Recruitment for Employment

**The text is listed below or attached:**

Please see attached.

Signature of Sponsoring Supervisor: 

For Clerk's Use Only:

1 [Urging the Department of Human Resources to Analyze and Implement Strategies to Reduce  
2 Implicit Bias in Recruitment for Employment]

3 **Resolution urging the Department of Human Resources (DHR) to analyze strategies**  
4 **and create a plan to reduce implicit bias in the hiring process for City and County of**  
5 **San Francisco employment, and further urging DHR to report its findings and plan to**  
6 **the Board of Supervisors by June 2016.**

7  
8 WHEREAS, Eliminating implicit bias in hiring decisions improves the City's workforce  
9 and the community by ensuring that qualified, capable, and competent individuals are not  
10 denied opportunities to work for the City; and

11 WHEREAS, The City and County of San Francisco employs more than 30,000 full-time  
12 and temporary employees in more than 1,000 classifications within 60 departments; and  
13 receives more than 150,000 applications annually for vacant positions; and

14 WHEREAS, Research has shown that implicit bias can negatively affect job candidates  
15 with names associated with specific ethnic communities. In one study by the National Bureau  
16 of Economic Research, applicants with names associated with one ethnic community  
17 received 50 percent more callbacks for interviews than resumes with names associated with  
18 another ethnic community; thus, a name could yield as many more callbacks as an additional  
19 eight years of experience on a resume; and

20 WHEREAS, Research has also shown that implicit bias can negatively affect  
21 candidates during the hiring process based on names associated with a certain gender. One  
22 study done by Yale University demonstrated that "faculty participants rated male applicant as  
23 significantly more competent and hireable than the (identical) female applicant" for a lab  
24 manager position and even recommended paying the female applicants with a lower salary;

25

1           WHEREAS, Strategies to remove implicit bias from the hiring process include  
2           modifying resume-review systems so that they do not reveal applicants' names, addresses, or  
3           graduation years, which can provide signals about race, ethnicity, gender, age, and  
4           nationality, until or unless the information is necessary for contacting applicants for interviews;  
5           and

6           WHEREAS, San Francisco recently received the Award of Excellence from the  
7           International Public Management Association for Human Resources (IPMA-HR) for its  
8           centralized Conviction History Review Program which eliminates conscious and unconscious  
9           bias in hiring decisions against individuals with conviction histories; and

10          WHEREAS, the Department of Human Resources is initiating citywide training on  
11          implicit bias, with a focus on elimination of bias in employment decisions; and

12          WHEREAS, the Department of Human Resources is initiating citywide training on  
13          implicit bias, with a focus on elimination of bias in employment decisions; and

14          WHEREAS, San Francisco City government should continue to find ways to improve its  
15          hiring process and to give everyone from all backgrounds a fair chance at finding  
16          employment; now, therefore, be it

17          RESOLVED, That the Board of Supervisors urges the Department of Human  
18          Resources (DHR) to create a plan to reduce implicit bias in the hiring process for City and  
19          County of San Francisco employment; and, be it

20          FURTHER RESOLVED, That the Board of Supervisors urges DHR to report its findings  
21          and plan to the Board of Supervisors by June 2016.



City and County of San Francisco

Tails  
Resolution

City Hall  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

File Number: 160375

Date Passed: April 19, 2016

Resolution urging the Department of Human Resources (DHR) to analyze strategies and create a plan to reduce implicit bias in the hiring process for City and County of San Francisco employment, and further urging DHR to report its findings and plan to the Board of Supervisors by June 2016.

April 19, 2016 Board of Supervisors - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

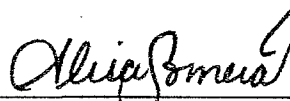
Ayes: 11 - Avalos, Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

April 19, 2016 Board of Supervisors - ADOPTED AS AMENDED

Ayes: 11 - Avalos, Breed, Campos, Cohen, Farrell, Kim, Mar, Peskin, Tang, Wiener and Yee

File No. 160375

I hereby certify that the foregoing Resolution was ADOPTED AS AMENDED on 4/19/2016 by the Board of Supervisors of the City and County of San Francisco.

  
for Angela Calvillo  
Clerk of the Board

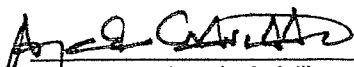
\_\_\_\_\_  
Unsigned

Mayor

\_\_\_\_\_  
4/29/16

Date Approved

I hereby certify that the foregoing resolution, not being signed by the Mayor within the time limit as set forth in Section 3.103 of the Charter, or time waived pursuant to Board Rule 2.14.2, became effective without his approval in accordance with the provision of said Section 3.103 of the Charter or Board Rule 2.14.2.

  
Angela Calvillo  
Clerk of the Board

\_\_\_\_\_  
4/29/16  
Date

