Hearing – Review of the Hiring Practices of Public Works
Government Audit & Oversight Committee

February 3, 2022

Bruce Robertson, Deputy Director of Financial Management and Administration | **San Francisco Public Works**

Chanda Ikeda, Director of Human Resources | **Office of the City Administrator**

Eight Bureaus

Building Design and Construction

Infrastructure Design and Construction

Street-Use and Mapping

Building Repair
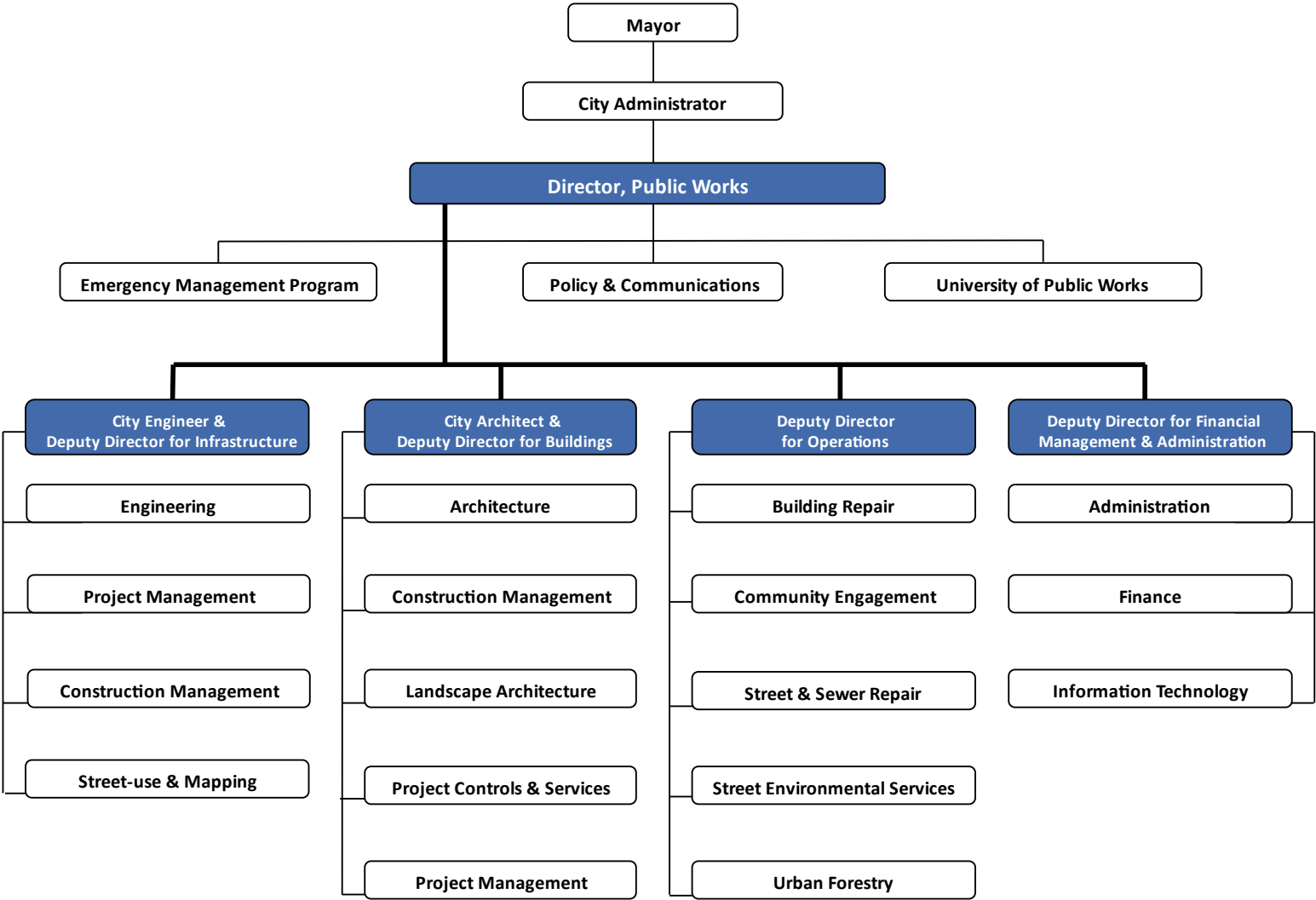
Urban Forestry

Street Environmental Services

Street and Sewer Repair

General Administration

SAN FRANCISCO
PUBLIC
WORKS

Public Works Org. Chart

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Mayor
  |
City Administrator
  |
Director, Public Works
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- Emergency Management Program
- Policy & Communications
- University of Public Works

City Engineer & Deputy Director for Infrastructure
- Engineering
- Project Management
- Construction Management
- Street-use & Mapping

City Architect & Deputy Director for Buildings
- Architecture
- Construction Management
- Landscape Architecture
- Project Controls & Services
- Project Management

Deputy Director for Operations
- Building Repair
- Community Engagement
- Street & Sewer Repair
- Street Environmental Services
- Urban Forestry

Deputy Director for Financial Management & Administration
- Administration
- Finance
- Information Technology

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Full-Time Equivalent (FTE)

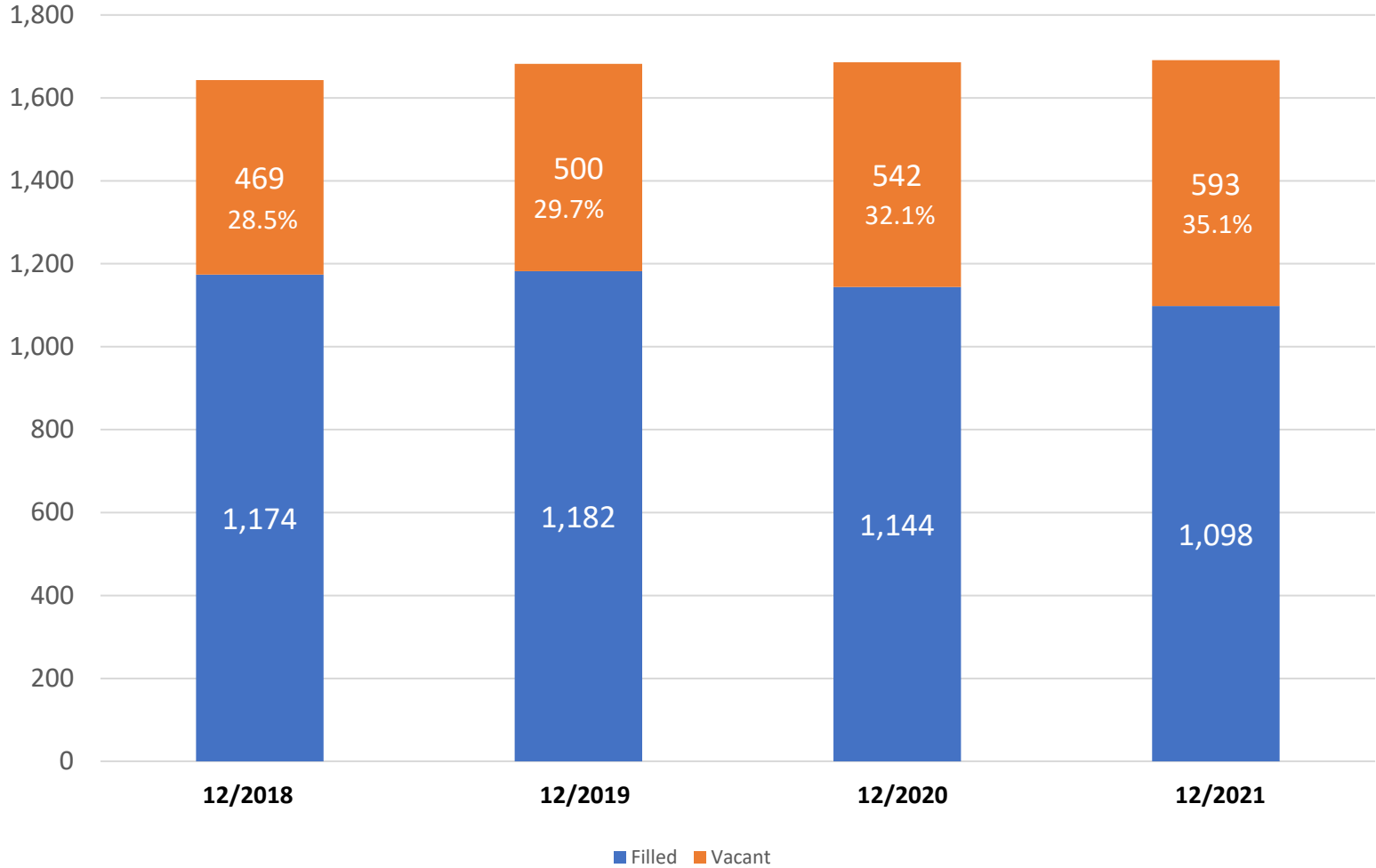| Bureau	Funded FTE FY 2020-21	Funded FTE FY 2021-22	Change from FY 2020-21
Building Design and Construction	276.5	276.1	(0.4)
Infrastructure Design and Construction	389.6	389.1	(0.5)
Street-Use and Mapping	106.6	106.5	(0.1)
Building Repair	115.1	115.0	(0.1)
Urban Forestry	189.8	190.9	1.1
Street Environmental Services	350.2	349.2	(1.0)
Street and Sewer Repair	96.8	96.5	(0.3)
General Administration	162.3	162.1	(0.3)
Total Funded Full-Time Equivalent (FTE)	**1,686.8**	**1,685.3**	**(1.5)**

Unique Aspects of Hiring for Public Works

- **Complexity of hiring due to broad range of job classifications and types of positions**

  o 177 different job classifications, represented by 21 labor unions

  o All appointment types (Permanent, Temporary, Seasonal)

- **Many positions are tied to projects**

  o Positions are only filled when work is required

  o High levels of vacancies to allow for flexibility to staff up to support projects

  o Temporary funding used to support projects (TEMPM)

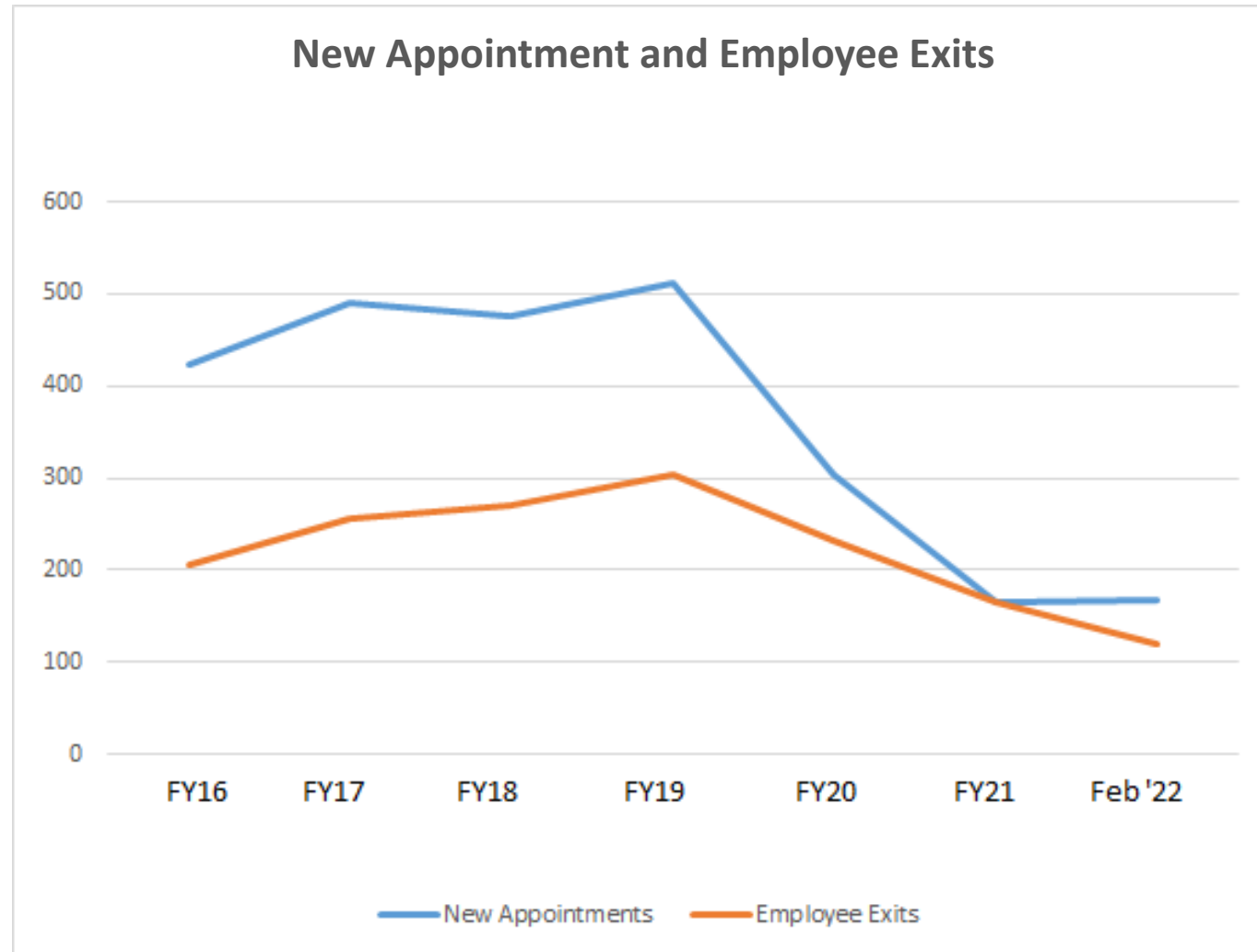 o Program examples that use TEMPM funding (Commercial Corridor Program)

Public Works Staffing Levels

Filled vs. Vacant Budgeted Full-Time Positions

New Hires and Employee Exits

New Appointment and Employee Exits

Legend: New Appointments, Employee Exits

Key Street Cleaning and Operations Positions

Job Classification - Title	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22 (1)	Vacant Positions
7355 – Truck Driver	67	79	80	79	64	16
7514 – General Laborer	159	167	159	153	164 (2)	70 (3)
9916 – Public Service Aide – Public Works	15	75	74	83	77 (4)	N/A
Total Filled Positions	**241**	**321**	**313**	**315**	**313**	

1. Data through January 25, 2022

2. Nineteen (19) permanent positions started in January 2022.

3. Currently 57 7514 vacant positions in Street Environmental Services (SES). Currently working to fill these positions and an additional 15 as-needed positions.

4. Active recruitment for 40 positions underway.

Key Street Cleaning Filled Positions

Key Street Cleaning Filled Positions

Hiring Impacts on Public Works

- **COVID-19**

  o   Fewer position requests being made and approved due to budget uncertainty

  o   Focus on street cleaning positions

  o   Recruitment and retention challenges due to the pandemic and safety concerns

  o   Hiring delays due to COVID-19 (exams, finger-printing, medical appointments)

  o   HR staffing - reassigned to support CCC and the ADM-DOC

  o   Vaccination policy implementation

  o   Return to workplace efforts

Hiring Impacts on Public Works

- **Recruitment and Retention Issues**

  o Staff concerns regarding the future of Public Works

  o Challenging and difficult work

  o Increased scrutiny of department's work

  o Hiring system changes created additional work and delays

  o Labor Market has shifted due to COVID – "Great Resignation"

Strategies to Improve Time-to-Hire

- Public Works funding additional HR staff to reduce backlog (completed)

- Providing advance notification for scheduling of medicals (DPH) and fingerprinting appointments (completed)

- Pilot expedited hiring for 9916 – Public Service Aide positions (in-process)

- Reviewing hiring processes to determine steps that can be done in concurrently vs. sequentially (in-process)

- Automatic approvals of position requests of high-priority recruitments including exempt appointments (new)

- Alternative Testing Approaches (new)

Thank you | Questions?