

Department of Public Health, CCSF, Human Resources

Report for SEIU Local 1021 Staff and Per Diem Nurses

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Rec'd in Committee.
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DPH HIRING

Over the past year our hiring processes have suffered from a number of problems. The first problem was a budget deficit. This caused hiring to be slowed and even stopped as requisitions were submitted but some were held at the Department level and at the City and County (CCSF) level by the overseers of the budget. Near the end of last fiscal year (July 1 2012 – June 30 2013) the CCSF provided enough funding on a one time basis to close the gap between projected expenditures and revenues, free up many previously held requisitions. This coincided with the approval of the fiscal year 2013 - 2014 budget and the availability of new funds and new positions for the new fiscal year (July 1 - June 30 2014). With the approval of the budget new positions were released for hiring in the August time frame, compounding a backlog of hiring caused by the earlier budget deficit.

In order to keep up with the hiring demand the DPH Merit Section (responsible for job postings and exams) published our anticipated schedule for exams (Enclosure 1). There are 236 classifications (plus some specialties) used in DPH for which exams need to be conducted. Even without adding new positions to the Department budget (which increases the demand for hiring), the turnover rates and the need to cover for leaves and other absences results in a demand to fill positions. This results in a need for exams and related processes for hiring over 1,000 positions per year. External factors, such as the Affordable Care Act, cause additional expected and unexpected surges in demand to hire.

Department Hire and Separation

	Fiscal Year 2012 - 2013	Fiscal Year 2013 - 2014 (to September 2013)
New hires	1219	303
Separations	890	122

As a department, we do a high volume of hiring. A general picture of hiring and separation is reflected above with some specific high volume classifications found in enclosure 2. We have a large department with a budgeted FTE exceeding 6,500 (see enclosure 3 for detail). One unplanned outcome of a combination of new positions, turnover, leave coverage and a slow hiring process has been an over reliance on both provisional and temporary (Tex) positions. A reduction of both provisional and temporary hires will occur as we improve our Merit system capacity and function. It is worth noting that the high number of provisional positions we have generated over the past several years and the number of TEX positions we have are becoming a source of friction with both the unions and the CCSF. Improving our overall hiring process will reduce the number of both provisional and TEX hires.

Going forward we should also anticipate many employees nearing the age of retirement (see enclosure 4 for detail). It is important that we plan for those retirements in order to avoid prolonged vacancies and a knowledge and skills gap.

Understanding how we are currently structured and reviewing planned changes will help us to improve our hiring and related functions.

DPH HIRING FUNCTIONS

The work related to hiring at the DPH is divided into two functional halves.

Functions of the Operations and Merit staff at DPH

The **Operations Division** is responsible for the following functions:

- Personnel Transactions and HR Information Systems, including position control, job requisitions, new employee processing (such as coordination of employment verification, oral authorizations, certifications, medicals, fingerprinting), Disaster Service Worker identification, leaves of absence, additional employment approval, coordination of specific health/dental benefits, maintenance of official personnel files, performance evaluation tracking, separations, training and tuition reimbursement, policies and procedures.
- In-service Activities, such as the coordination of criminal history review, DMV pull notice program, unemployment claims, new employee orientations, and subpoenas.
- Maintain official bulletin boards, including vacancy and reassignment opportunities, and other required postings.

Merit Systems are responsible for the administration of the Department's classification and examination plan. Under a delegation agreement with DHR, Merit Systems:

- Develops and administers examinations according to Civil Service rules, DHR policies and procedures, and terms of the delegation agreement.
- Classifies new positions, reclassifies existing positions and recommends organizational staffing patterns and wage and salary levels.
- Conducts recruitments including a review of provisional job announcements and also determines applicant qualifications.

Planned Changes

Our most recent problems with an inability to conduct enough exams to keep up with the hiring has to do with many factors, but one large piece of the problem has been that our Merit section dwindled to just one individual. As a result, and by necessity, the manager over both Operations and Merit became involved in doing the day to day activities of conducting exams and creating hiring lists. In order to rapidly improve our capacity we are:

1. Hiring three additional staff to support Merit operations, and transferring a fourth, enclosure 5 shows the new organizational structure. Hiring a manager to oversee the Merit group (exams, job postings, etc.). We have over 250 applicants and are using a recruiter to assist in the process.
2. The Merit section has been moved from SFGH to 101 Grove be located with and supervised by the DPH HR Director.
3. We have new access to DHR employees who have been hired by the County to assist in proctoring exams.
4. We have reached an agreement with CCSF to assist us in streamlining and speeding up the exam process for three classifications which have a high number of provisional staff.
5. **We have reached an agreement with the CCSF for the creation of a plan which will streamline and improve the RN classification selection process. This will then be used as a model for improvements with other classifications.**
6. We have created a DPH HR Process Transformation Council
7. Placed additional staffing into the Merit and Operations sections (enclosure 5). The first of 5 new staff starts work on February 24th.
8. Established a subgroup for Ambulatory Care HR Team (enclosure 6)
9. Instructed staff to request expanded lists (lists of 10 versus the usual list of 3)
10. Researching and discussing the possibility of creating a float pool for certain classifications so we can deploy them to fill immediate needs
11. Being more strategic about exam planning by anticipating vacancies (including retirements), identifying difficult to fill positions to focus and create recruitments, and working with management to identify classifications with the most urgent need (with part of that need being the need to avoid TEX and Provisional hires)
12. We are involved in a pilot project with the CCSF Controller and DHR for the classification of 1824, trying to find the best flow for the selection process in an effort to keep the entire hiring process to 90 days.
13. We are in discussions with the CCSF Human Resources Department about the possibility of a new internship program for 1241 Personnel Analysts which will give participants a generalist overview while working at the CCSF DHR prior to coming to work for the Department. This will provide us some of the cross training to utilize staff out of their normal silos.
14. A new centralized testing facility will be announced in the coming months with interview rooms, computer stations, and testing rooms.
15. The first of many lean process improvement events was held on February 18th.
16. We are hiring two Operations managers with the first interviews on February 27th.

As you can see by enclosure 5, we are shifting our resources to improve the capacity or both our Merit and our Operations sections. While it may be hard to read, the new organization chart creates two managers over Operations (one for SFGH and one for the rest of the network and PHD). It also creates the Merit section manager and additional staff discussed above. The new Reporting and Analytics position will help us to capture key data such as time to hire, so we can focus on improving our performance.

Our high use of TEX positions, Provisional appointments, and to a certain extent our overtime use has to do largely with how slow we are in managing the hiring process. As an example of the complexity of the exam process, let's look at the Patient Care Assistants, classification 2303. The exam process and delays had created a critical shortage by the end of the summer, 2013. In response, we approved the

hiring of TEX PCA in order to get staff on board quickly to meet an urgent demand. At the same time, staff agreed to expedite the hiring process for regular civil service positions. The exam was announced and was later held in December of 2013.

Here are the results of that recruitment and exam:

2303 Patient Care Assistants	
Applications received:	728
Qualified for exam:	462
Not qualified:	266
Appealed:	21
Exam sessions held:	10

The testing sessions often included 50 or more applicants, so scheduling of rooms, production of paper exams, scoring, etc., is very time consuming.

If you recall that I stated that we have currently only one Merit person to do exams, you can understand what a challenge it is to manage the process in an expedited manner. With 236 classifications plus some with additional specialties, the workload outpaces the ability. That is why we are adding resources and doing process improvement work with special focus on the Merit section, we want to speed up the process which will reduce our need for TEX and provisional staff. Here is the number of recruitments done in the most recent fiscal year:

Fiscal Year 2012 - 2013	
JobAps RECRUITMENTS	119

For some classifications, there was also a surge in TEX positions late in 2013 and early 2014 in order to prepare us for the Affordable Care Act and there was also a need to hire TEX staff for the building of the new hospital at SFGH (and the transition of work from the old to the new hospital).

What we expect to see over the next year is a decline in our TEX and provisional appointments as we work through the early needs of the Affordable Care Act and improve our ability to hire in a timely manner. As we make these changes we anticipate a bell curve reflecting an increase in TEX appointments up until this past month, then a decline over the next year and beyond as we improve our hiring process. We will also consider adding positions on a select basis to target areas of need, our department financial health is good but not as good as many other departments for a number of reasons including cuts in health related funding at the State level.

Our overall focus going forward is to:

- Reduce waste, complexity, and variation
- Improve the overall process
- Meet customer needs
- Establish a culture of continuous process improvement

As a final note, attached is a copy of the new organizational structure of the Department (enclosure 7).

**ENCLOSURE 1 – EXAM PLAN FOR DPH
(AS OF DECEMBER 18, 2013)**

DPH EXAM PLAN

CLASS CODE	EXAM STRATEGY	CLASSIFICATION TITLE AND SPECIALTY AREA - THIS REPORT AS OF DECEMBER 18, 2013	PV COUNT OR VACANCY	EARLIEST PV DATE	EXAM ANALYST	LIST ADOPTION DATE	ELIGIBLE LIST EXP DATE	List ID No	EXAM STAGE	PROJECTED POSTING
09XX	PBT	MANAGEMENT CLASSES			LEE			8 Exams in Progress	4 To Do	ONGOING
10XX	PBT	I.T. CLASSES			LEE			10 Exams in Progress	3 To Do	ONGOING
1161	PBT	EXECUTIVE ASSISTANT TO THE ADMINISTRATOR, SEGH								
121P	PBT	PAYROLL SUPERVISOR			LEE				EXAM ADMINISTRATION	
1220		PAYROLL CLERK			DHR					
1244	PBT	SENIOR PERSONNEL ANALYST								
1402		JUNIOR CLERK			DHR			CBT -1402-060641		
1404		CLERK			DHR			CBT -1404-060621		
1406		SENIOR CLERK			DHR			CBT -1406-060622		
1408		PRINCIPAL CLERK			DHR					
1422		JUNIOR CLERK TYPIST			DHR					
1428		UNIT CLERK	1	2/3/2012				TPV-1428-900122		APR-JUN 2014
1429	PBT	NURSES STAFFING ASSISTANT				10/30/2013	4/29/2014		COMPLETED	
1430	PBT	TRANSCRIPT TYPIST								
1431	PBT	SENIOR UNIT CLERK				7/15/2013	1/14/2014		COMPLETED	
1432	PBT	SENIOR TRANSCRIBER TYPIST								
1440	PBT	MEDICAL TRANSCRIBER TYPIST								
1441	PBT	SENIOR MEDICAL TRANSCRIBER TYPIST								
1467	PBT	MEDICAL CLERK STENOGRAPHER								
1632		SENIOR ACCOUNT CLERK			DHR					
1635		HEALTH CARE BILLING CLERK I								
1636		HEALTH CARE BILLING CLERK II	1					TPV-1636-900123		JUL-SEPT 2014
1637		PATIENT ACCOUNTS CLERK				11/7/2013	11/6/2014		COMPLETED	
1664		PRINCIPAL ACCOUNTANT			DHR					
1667		ACCOUNTANT IV			DHR					
1662	PBT	PATIENT ACCOUNTS ASSISTANT SUPERVISOR						PBT-1662-900109		
1663	PBT	PATIENT ACCOUNTS SUPERVISOR						PBT-1663-900110		
1664	PBT	PATIENT ACCOUNTS MANAGER								
1670		FINANCIAL SYSTEMS SUPERVISOR			DHR					
1708		SENIOR TELEPHONE OPERATOR			DHR	6/24/2013	6/23/2014		COMPLETED	

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1800	PBT	1822/1823/1824 ADMIN; SR ADMIN; PRIN. ADMIN	ANALYST			LEE				1 EXAM IN PROGRESS	ONGOING
1932		ASSISTANT STOREKEEPER				DHR					
1934		STOREKEEPER		2	1/7/2012	DHR					
1942	PBT	STORES & EQUIPMENT ASSISTANT SUPERVISOR				DHR					
1944	PBT	ASST. MATERIALS COORDINATOR		1	10/29/2011				PBT-1942-900111		APR-JUN 2014
1950		MATERIALS COORDINATOR									
2105		ASSISTANT PURCHASER									
2106	PBT	PATIENT SERVICES FINANCE TECHNICIAN							TPV-1950-062228		
2107	PBT	MEDICAL STAFF SERVICES DEPARTMENT SPECIALIST							CBT-2105-900048		APR-JUN 2014
2110	PBT	MEDICAL STAFF SERVICES DEPARTMENT ANALYST					9/16/2013	3/15/2014		COMPLETED	
2112		MEDICAL RECORDS CLERK									
2114	PBT	MEDICAL RECORDS TECHNICIAN		1					CBT-2110-900049 TPV-2110-900086		APR-JUN 2014
2116	PBT	MEDICAL RECORDS TECHNICIAN SUPERVISOR							CBT-2112-900050 TPV-2112-060471		APR-JUN 2014
2118		ASSOCIATE DIRECTOR, MEDICAL RECORDS									
2119		DIRECTOR, MEDICAL RECORDS									
2202		HEALTH CARE ANALYST									
2218	PBT	DENTAL AIDE									
2230	PBT	DENTAL HYGIENIST									JUL-SEPT 2014
2232	PBT	PHYSICIAN ASSISTANT									JUL-SEPT 2014
2233	EXEMP	PHYSICIAN SPECIALIST									
2302	EXEMP	SENIOR PHYSICIAN SPECIALIST									
2303		SUPERVISING PHYSICIAN SPECIALIST									ONGOING
2304		NURSING ASSISTANT				LEE					ONGOING
2305		PATIENT CARE ASSISTANT									ONGOING
2306		PSYCHIATRIC ORDERLY				LEE					2019 EXPIRE
2310		PSYCHIATRIC ORDERLY									OCT-DEC 2013
	PBT	PSYCHIATRIC TECHNICIAN									
	PBT	SENIOR PSYCHIATRIC ORDERLY							TPV-2305-900125		APR/JUNE 2014
		SURGICAL PROCEDURES TECHNICIAN									

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2312	CCT	LICENSED VOCATIONAL NURSE			LOUIE					ONGOING
2314		PUBLIC HEALTH TEAM LEADER								
2320	CCT	REGISTERED NURSE(MULTIPLE SPECIALTIES)			LOUIE					ONGOING
		Ambulatory			LOUIE			CBT-2320-DPH011		
		Correctional			LOUIE			CBT-2320-DPH012		
		Critical Care			LOUIE			CBT-2320-DPH013		
		Emergency			LOUIE			CBT-2320-DPH014		
		Home Health			LOUIE			CBT-2320-DPH015		
		Long Term Care			LOUIE			CBT-2320-DPH016		
		Med/Surg			LOUIE			CBT-2320-DPH017		
		Perinatal			LOUIE			CBT-2320-DPH018		
		Perioperative			LOUIE			CBT-2320-DPH019		
		Psychiatric			LOUIE			CBT-2320-DPH020		
		Quality Managt			LOUIE			CBT-2320-DPH021		
2322		NURSE MANAGER - (MULTIPLE SPECIALTIES)			LOUIE					ONGOING
		CRITICAL CARE			LOUIE					
		EMERGENCY			LOUIE					
		LONG TERM CARE			LOUIE			CBT-2322-PH1099		
		MATERNAL CHILD			LOUIE					
		MEDICAL SURGICAL			LOUIE					
		PERIOPERATIVE			LOUIE					
		PRIMARY CARE			LOUIE			CBT-2322-PH1098		
		PSYCHIATRY			LOUIE					
		QUALITY MANAGEMENT			LOUIE					
2323		CLINICAL NURSE SPECIALIST - PERINATAL			LOUIE	10/29/2013	4/28/2014		COMPLETED	JUL-SEPT 2013
		CLINICAL NURSE SPECIALIST - MED/SURG			LOUIE	10/29/2013	4/28/2014		COMPLETED	JUL-SEPT 2013
		CLINICAL NURSE SPECIALIST - LTC			LOUIE	10/29/2013	4/28/2014		COMPLETED	JUL-SEPT 2013
		CLINICAL NURSE SPECIALIST - PERIOP			LOUIE					
		CLINICAL NURSE SPECIALIST - SPY			LOUIE					
		CLINICAL NURSE SPECIALIST - ONCOLOGY			LOUIE					

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		CLINICAL NURSE SPECIALIST - PEDIATRICS			LOUIE					
		CLINICAL NURSE SPECIALIST - MOBILE CRISIS			LOUIE					
		CLINICAL NURSE SPECIALIST - EMERGENCY			LOUIE					
		CLINICAL NURSE SPECIALIST - CRITICAL CARE			LOUIE					
		CLINICAL NURSE SPECIALIST - AIDS			LOUIE			CBT-2323-900155		APR/JUNE 2014
		CLINICAL NURSE SPECIALIST - PSYCHIATRIC			LOUIE					
		CLINICAL NURSE SPECIALIST - OCC HEALTH			LOUIE					
		CLINICAL NURSE SPECIALIST - NURSERY			LOUIE					
2324		NURSING SUPERVISOR - (MULTIPLE SPECIALTIES)	9	2/6/2011	LOUIE					
		INPATIENT			LOUIE			CBT-2324-900034	NOT STARTED	OCT-DEC 2013
		LONG TERM CARE			LOUIE					
		OUTPATIENT			LOUIE					
		MATERNAL CHILD			LOUIE					
		CORRECTIONAL FACILITIES			LOUIE					
2325	PBT	NURSE MIDWIFE			LOUIE					
2326	PBT	NURSING SUPERVISOR PSYCHIATRIC			LOUIE	12/9/2013	6/8/2014		COMPLETED	
2328	CBT	NURSE PRACTITIONER - (MULTIPLE SPECIALTIES)			LOUIE					
		ADULT			LOUIE					ONGOING
		CORRECTIONAL FACILITIES			LOUIE			CBT-2328-DPH001		
		EMERGENCY			LOUIE			CBT-2328-DPH002		
		FAMILY PRACTICE			LOUIE			CBT-2328-DPH003		
		LONG TERM CARE/GERIATRIC			LOUIE			CBT-2328-DPH004		
		OCCUPATIONAL HEALTH			LOUIE					
		PEDIATRIC			LOUIE					
		PSYCHIATRIC			LOUIE			CBT-2328-DPH006		
		FORENSIC MEDICAL SERVICES			LOUIE			CBT-2328-DPH007		
		SEXUALLY TRANSMITTED DISEASE			LOUIE			CBT-2328-DPH005		
		TRAUMA			LOUIE			CBT-2328-DPH008		
		WOMENS HEALTH			LOUIE			CBT-2328-DPH009		
2330	PBT	ANESTHETIST			LOUIE			CBT-2328-DPH010		

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2340	PBT	OPERATING ROOM NURSE								
2350	PBT	INSTRUCTOR OF NURSING								
2390		CENTRAL PROCESSING & DISTRIBUTION TECHNICIAN				9/26/2013	3/25/2014		COMPLETED	
239	PBT	SENIOR CENTRAL PROCESSING AND DISTRIBUTION TECHNICIAN								
2402	PBT	LABORATORY HELPER								
2406	PBT	PHARMACY HELPER				11/27/2013	11/26/2014		COMPLETED	JUL-SEPT 2013
2408	PBT	SENIOR PHARMACY HELPER								
2409		PHARMACY TECHNICIAN				10/25/2013	10/24/2014		COMPLETED	JUL-SEPT 2013
2416	PBT	BACTERIOLOGICAL LABORATORY ASSISTANT				9/30/2013	9/29/2014		COMPLETED	JUL-SEPT 2013
2424		X-RAY LABORATORY AIDE						TPV-2424-900125		JUL-SEPT 2014
2430		MEDICAL EVALUATIONS ASSISTANT	57	10/4/2010	LOUIE			CBT-2430-900024	EXAM DEVELOPMENT	OCT/DEC 2013
2432	PBT	ELECTROCARDIOGRAPH TECHNICIAN								
2434	PBT	SENIOR ELECTROCARDIOGRAPH TECHNICIAN								
2436	PBT	ELECTROENCEPHALOGRAPH TECHNICIAN I								
2450		PHARMACIST				7/22/2013	1/21/2014		COMPLETED	
2453	PBT	SUPERVISING PHARMACIST			LEE			PBT-2453-PH1019	EXAM ADMIN	JUL-SEPT 2013
2454		CLINICAL PHARMACIST				8/5/2013	2/4/2014		COMPLETED	JUL-SEPT 2013
2462	PBT	MICROBIOLOGIST						CBT-2462-PH2000		
246	PBT	SENIOR MICROBIOLOGIST	2	9/6/2010	LEE			PBT-2464-900079	EXAM ADMIN	JUL-SEPT 2013
2467		DIAGNOSTIC IMAGING TECHNOLOGIST I			LEE			CBT-2467-900026	EXAM ADMIN	JUL-SEPT 2013
2468		DIAGNOSTIC IMAGING TECHNOLOGIST II	2	1/28/2013	LEE			CBT-2468-900027	EXAM ADMIN	JUL-SEPT 2013
2469	PBT	DIAGNOSTIC IMAGING TECHNOLOGIST III			LEE			PBT-2469-900080	EXAM ADMIN	JUL-SEPT 2013
2470	PBT	DIAGNOSTIC IMAGING TECHNOLOGIST IV			LEE			PBT-2470-900081	EXAM ADMIN	JUL-SEPT 2013
2493	PBT	ASSOCIATE RADIOLOGIC TECHNICIAN								
2496	PBT	RADIOLOGIC TECHNOLOGIST SUPERVISOR								
2514	PBT	ORTHOPEDIC TECHNICIAN I				7/24/2013	1/23/2014		COMPLETED	
2515	PBT	ORTHOPEDIC TECHNICIAN II								
2520	PBT	MORGUE ATTENDANT								
2522	PBT	SENIOR MORGUE ATTENDANT								

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2533	PBT	EMERGENCY MEDICAL SERVICES AGENCY SPECIALIST								
2536	PBT	RESPIRATORY CARE PRACTITIONER								
2537	PBT	RESPIRATORY CARE PRACTITIONER II								
2538	PBT	AUDIOMETRIST				11/25/2013	5/24/2014		COMPLETED	
2539	PBT	AUDIOLOGIST								
2542	PBT	SPEECH PATHOLOGIST						PBT-2542-900112		
2548	PBT	OCCUPATIONAL THERAPIST				9/17/2013	3/16/2014		COMPLETED	
2550	PBT	SENIOR OCCUPATIONAL THERAPIST								
2551	PBT	MENTAL HEALTH TREATMENT SPECIALIST								
2552	PBT	DIRECTOR OF ACTIVITIES, THERAPY AND VOLUNTEER SERVICES								
2554	PBT	THERAPY AIDE				11/12/2013	5/11/2014		COMPLETED	
2555	PBT	PHYSICAL THERAPIST ASSISTANT						TPV-2555-900126		JUL-SEPT 2014
2556	PBT	PHYSICAL THERAPIST				9/17/2013	3/16/2014		COMPLETED	
2558	PBT	SENIOR PHYSICAL THERAPIST								
2561	PBT	OPTOMETRIST								
2565	PBT	ACUPUNCTURIST								
2566	PBT	REHABILITATION COUNSELOR								
2574	PBT	CLINICAL PSYCHOLOGIST	2	4/8/2013			CBT-2574-900043			JAN-MAR 2014
2576	PBT	RESEARCH PSYCHOLOGIST			LOUIE				NOT STARTED	
2576	PBT	SUPERVISING CLINICAL PSYCHOLOGIST						PBT-2576-900113		
2583	PBT	HOME HEALTH AIDE	46	8/9/2010	DHR			PBT-2583-900082		JUL-SEPT 2013
2585	PBT	HEALTH WORKER I				3/4/2013	3/3/2014		COMPLETED	ONGOING
2586	PBT	HEALTH WORKER II - PUBLIC HEALTH PROG				3/4/2013	3/3/2014		COMPLETED	ONGOING
	PBT	HEALTH WORKER II - ESCORT & TRANSPORT			LEE				EXAM ADMINISTRATION	ONGOING
	PBT	HEALTH WORKER II - INTERPRETER SRVS								ONGOING
2587	PBT	HEALTH WORKER III - BILINGUAL LAOTIAN			LEE				EXAM ADMINISTRATION	
	PBT	HEALTH WORKER III - PUBLIC HEALTH PROG			LEE				EXAM ADMINISTRATION	ONGOING

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2688		HEALTH WORKER III - ACTIVITY THERAPIST			LEE				EXAM ADMINISTRATION	
		HEALTH WORKER IV - PUBLIC HEALTH PROG				10/18/2013	10/17/2014		COMPLETED	ONGOING
		HEALTH WORKER IV - ACTIVITY THERAPIST			LEE				EXAM ADMINISTRATION	
2589		HEALTH PROGRAM COORDINATOR I	5	8/9/2010	LEE			CBT-2589-PH1107	EXAM ADMINISTRATION	JUL-SEPT 2013
2591		HEALTH PROGRAM COORDINATOR II	9	5/30/2011				CBT-2591-900035	EXAM ADMINISTRATION	OCT-DEC 2013
2593		HEALTH PROGRAM COORDINATOR III	19	5/2/2011				CBT-2593-900036		OCT-DEC 2013
2604		FOOD SERVICE WORKER	3					CBT-2604-900044		JAN-MAR 2014
2606		SENIOR FOOD SERVICE WORKER						TPV-2606-062419		JAN-MAR 2015
2608	PBT	SUPPLY ROOM ATTENDANT			LOUIE			PBT-2608-900114	NOT STARTED	
2618	PBT	FOOD SERVICE SUPERVISOR								
2619	PBT	SENIOR FOOD SERVICE SUPERVISOR								
2622		DIETETIC TECHNICIAN	1	9/20/2010	LOUIE			CBT-2622-900029	EXAM SCORED	JUL-SEPT 2013
2624		DIETITIAN	3	2/5/2011				CBT-2624-900037		OCT-DEC 2013
2626	PBT	CHIEF DIETITIAN								
2650		ASSISTANT COOK								
2652	PBT	BAKER						TPV-2650-062457		
2654		COOK	4	1/25/2010	DHR					
2656	PBT	CHIEF								
2736		PORTER	31					TPV-2736-900089		APR-JUN 2015
2738		PORTER ASSISTANT SUPERVISOR	2	6/25/2012				CBT-2738-900045		JAN-MAR 2014
2740	PBT	PORTER SUPERVISOR I						PBT-2740-900115		
2770		SENIOR LAUNDRY WORKER								
2772	PBT	SEWING TECHNICIAN								
2785	PBT	ASSISTANT GENERAL SERVICES MANAGER						PBT-2785-900116		
2802		EPIDEMIOLOGIST I	4	7/6/2010	LEE			CBT-2802-900030	EXAM DEVELOPMENT	OCT-DEC 2013
2803		EPIDEMIOLOGIST II	2	7/9/2012	LEE			TPV-2803-900091	EXAM DEVELOPMENT	JAN-MAR 2014
2806		DISEASE CONTROL INVESTIGATOR				7/19/2012	7/18/2013			
2808	PBT	SENIOR DISEASE CONTROL INVESTIGATOR								
2810	PBT	PRINCIPAL DISEASE CONTROL INVESTIGATOR								

DPH EXAM PLAN

CLASS CODE	EXAM STRATEGY	CLASSIFICATION TITLE AND SPECIALTY AREA THIS REPORT AS OF DECEMBER 18, 2013	PV COUNT OR VACANCY	EARLIEST PV DATE	EXAM ANALYST	LIST ADOPTION DATE	ELIGIBLE LIST EXP DATE	List ID No.	EXAM STAGE	PROJECTED POSTING
2818	PBT	HEALTH PROGRAM PLANNER				7/3/2012	7/2/2014			
2819	PBT	ASSISTANT HEALTH EDUCATOR	1	12/12/2011				CBT-2819-900038		OCT-DEC 2013
2820	PBT	SENIOR HEALTH PROGRAM PLANNER				6/18/2013	6/17/2014	PBT-2820-PH1036		
2821		DIRECTOR OF HEALTH PROGRAM PLANNING								
		HEALTH EDUCATOR	3	2/13/2012						
2825	PBT	SENIOR HEALTH EDUCATOR	1	7/6/2010	LEE			TFV-2822-900047		JAN-MAR 2014
2830		PUBLIC HEALTH NURSE								
2846		NUTRITIONIST	4		LOUIE	6/7/2013	6/6/2014	PBT-2825-900083	EXAM ADMINISTRATION	JUL-SEPT 2013
2903		ELIGIBILITY WORKER, DPH	4			12/13/2013	12/12/2014		COMPLETED	
2908		HOSPITAL ELIGIBILITY WORKER	5		DHR	3/4/2013	3/3/2015		COMPLETED	JUL-SEPT 2013
2909		HOSPITAL ELIGIBILITY WORKER SUPERVISOR	4	7/2/2012						
2910		SOCIAL WORKER						TPV-2908-900094		APR-JUN 2014
2912		SENIOR SOCIAL WORKER						CBT-2909-900051		APR-JUN 2014
2920		MEDICAL SOCIAL WORKER								
2922		SENIOR MEDICAL SOCIAL WORKER								
2924	PBT	MEDICAL SOCIAL WORK SUPERVISOR								
2930		PSYCHIATRIC SOCIAL WORKER	5							
2931		MARRIAGE, FAMILY & CHILD COUNSELOR			LOUIE			CBT-2930-900039	EXAM DEVELOPMENT	OCT-DEC 2013
2932		SENIOR PSYCHIATRIC SOCIAL WORKER	7	2/20/2012	LOUIE			CBT-2931-900040	EXAM DEVELOPMENT	OCT-DEC 2013
2	PBT	SENIOR MARRIAGE, FAMILY & CHILD COUNSELOR	1	3/5/2012	LOUIE			CBT-2932-900041	EXAM DEVELOPMENT	OCT-DEC 2013
3417		GARDENER						PBT-2935-060256	SCORE EXAM	
3450	PBT	AGRICULTURAL INSPECTOR			DHR	7/25/2013	7/24/2014	CBT-3417-060294		
4320		CASHIER								
5177	PBT	SAFETY OFFICER			DHR	10/29/2013	10/29/2015			
5506		PEX-5506-900119								
6108	PBT	ENVIRONMENTAL HEALTH TECHNICIAN I				10/29/2013				
6110	PBT	ENVIRONMENTAL HEALTH TECHNICIAN II					4/28/2014			
6120		ENVIRONMENTAL HEALTH INSPECTOR			LEE					
6122		SENIOR ENVIRONMENTAL HEALTH INSPECTOR - MULTIPLE SPECIALTIES	5	9/7/2010	LEE			CBT-6122-900032	EXAM ADMINISTRATION	JUL-SEPT 2013

DPH EXAM PLAN

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6124	PBT	PRINCIPAL ENVIRONMENTAL HEALTH INSPECTOR	1	1/19/2010	LEE			PBT-6124-900033	EXAM ADMINISTRATION	JUL-SEPT 2013
6137		ASSISTANT INDUSTRIAL HYGIENIST								
6138		INDUSTRIAL HYGIENIST	3	1/24/2011				CBT-6138-900042		OCT-DEC 2013
6137	PBT	SENIOR INDUSTRIAL HYGIENIST				8/28/2013	2/27/2014		COMPLETED	
6218		WEIGHTS & MEASURES / AGRICULTURAL TRAINEE								
6220	PBT	INSPECTOR OF WEIGHTS & MEASURES								
6222		DEPUTY SEALER OF WEIGHTS AND MEASURES								
7120		BUILDINGS AND GROUNDS MAINTENANCE SUPERINTENDENT								
7203	PBT	BLDG AND GROUNDS MAINTENANCE SUPERVISOR								
7205		CHIEF STATIONARY ENGINEER			DHR					
7242		PAINTER SUPERVISOR I	1	5/16/2011	DHR					
7324	PBT	BEAUTICIAN								
7334		STATIONARY ENGINEER			DHR			TPV-7334-900127		List Exhausted
7335		SR. STATIONARY ENGINEER			DHR			TPV-7335-059765		
7342	PBT	LOCKSMITH			DHR			PBT-7342-900129		
7524		INSTITUTIONAL UTILITY WORKER	5	5/9/2011	DHR			TPV-7524-900128		SFO JAN 2014
8101		LEGAL PROCESS CLERK			DHR					
8139	PBT	INDUSTRIAL INJURY INVESTIGATOR						PBT-8139-059508		
9910		PUBLIC SERVICE TRAINEE								
9924		PUBLIC SERVICE AIDE - HEALTH SERVICES								
P103		PER DIEM NURSE								

ENCLOSURE 2 – Hire and Turnover by Classification

Fiscal Year 2012 - 2013 Highest Hiring Activity		Fiscal Year 2012 - 2013 highest separation activity	
Job Class	Title	Job Class	Title
1406	Senior Clerk	1406	Senior Clerk
2302	Certified Nursing Assistant	2302	Certified Nursing Assistant
2303	Patient Care Assistant	2303	Patient Care Assistant
2312	LVN	2312	LVN
2320	Registered Nurse	2320	Registered Nurse
2328	Nurse Practitioner	2328	Nurse Practitioner
2736	Porters	2736	Porters
9924	Public Service Aide	9924	Public Service
P103	Special Nurse	P103	Special Nurse
2903	Eligibility Worker		
1649	Accounting Interns		
2430	Medical Evaluation Assistant		
2604	Food Service Worker		
		2230	Physicians

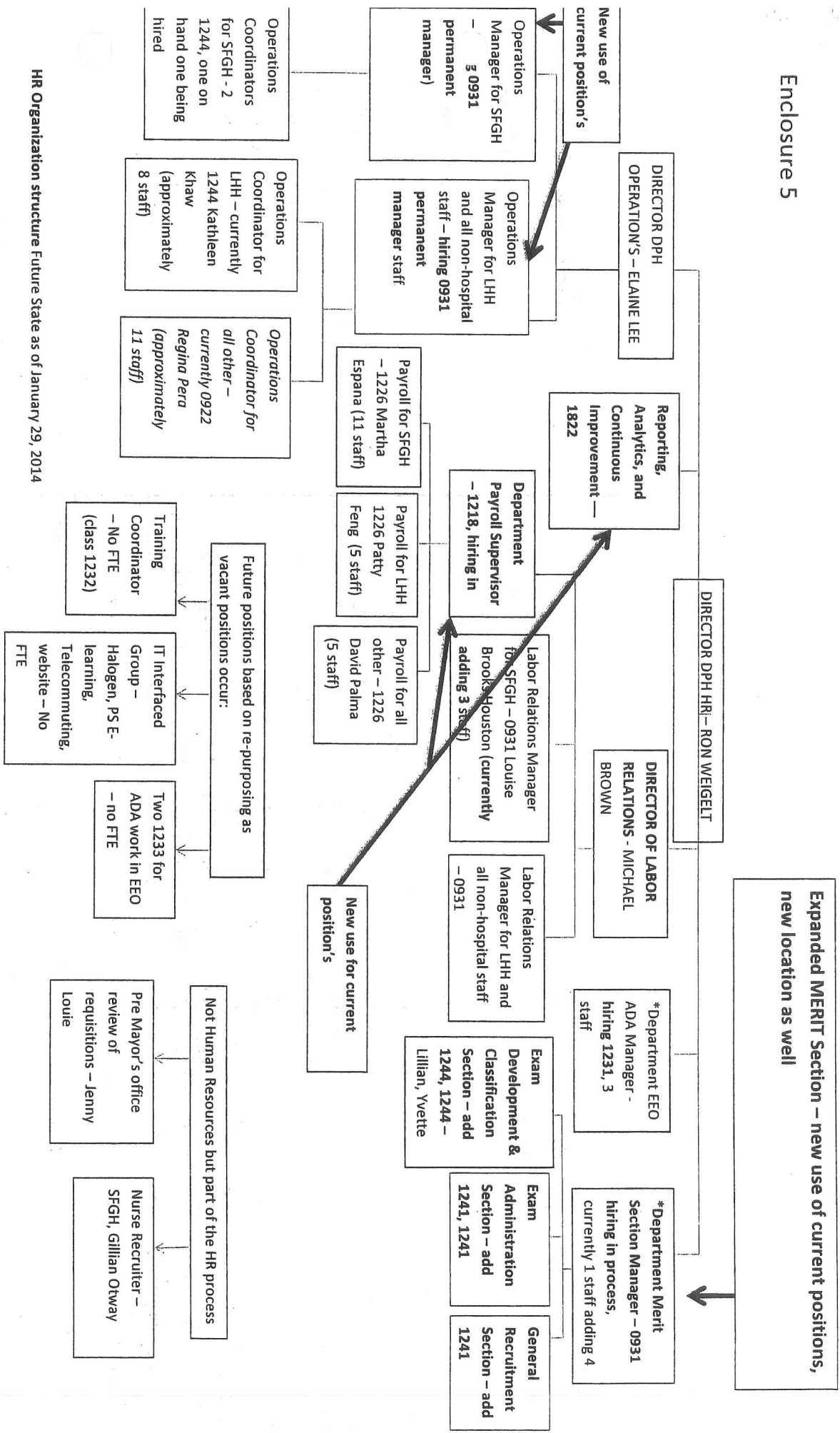
ENCLOSURE 3 – Budgeted FTE

Department of Public Health	
Human Resource Services	
Position Information July 1, 2013	
Budgeted FTE FY 12/13	
Sum of FTE	
Division	Total
SFGH	3,005.58
Health at Home	53.01
Forensics	149.68
LHH	1,427.94
MH	634.50
PC	545.39
PH	784.55
DPHSA	60.98
Grand Total	6,661.63

ENCLOSURE 4 -- Age Demographics

Department of Public Health														
Human Resource Services														
Employee Demographics as of July 1, 2013														
	Age range													
Division	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	Grand Total
LHH	15	86	121	146	181	222	301	346	141	31	7	2	1	1,600
SFGH	42	331	586	573	603	545	564	633	328	91	28	4	0	4,329
Primary Care	7	51	70	76	90	77	130	115	66	19	6	2	0	709
Forensics	1	8	15	17	31	32	23	34	24	9	1	2	0	197
Hlth at Home	0	0	0	2	8	11	9	4	7	2	0	0	0	43
Central Adm	0	8	12	12	15	23	27	23	15	5	2	1	0	143
CHS	4	32	45	66	59	87	76	95	59	21	2	1	0	547
Mental Hlth	10	25	57	60	102	92	95	80	56	17	7	1	2	604
Substance Abuse	0	2	2	5	7	7	7	6	5	3	0	0	0	44
Department Total:	79	543	908	957	1096	1096	1232	1336	701	198	53	13	3	**8216

**Report total includes As Needed employees



HR Organization structure Future State as of January 29, 2014

Enclosure 6

Ambulatory Care – Human Resources Action Team Meeting Agenda November 26, 2013

1- Introduction/Overview/Review Objectives (10 minutes; Albert Yu)

2- Ambulatory Care Action Team HR Priorities

a. Fill priority positions (50 minutes; Albert Yu, Lisa Golden, Judith Sansone, HR leadership)

- Brief overview of CCSF personnel hiring process (Albert Yu)
- Brief overview of challenges and barriers to current hiring process (Lisa Johnson, Judith Sansone, Lisa Golden)
- Overview of HR's proposed re-engineering of the hiring process (HR leadership)
- Brief update on status of priority primary care positions (HR Leadership)
- Identify strategies to expedite hiring of priority primary care positions (Albert Yu)
 - High yield options: e.g., no exams for licensed staff, etc
- Develop recruitment/hiring protocols with clear responsibilities for AC, HR, recruitment company, e.g., physician recruitment, standard local and national job posting sources,

b. Rationalize staff among primary care sites (50 minutes; Albert Yu and Lori Weiselberg)

- Present staffing analyses and rationale for permanent placement of new staff in understaffed sites, and transfer of staff from overstaffed to understaffed sites
- Develop plan for staff transfer that engages labor relations
- Ensure adequate "float pool" for flexible short-term back fill, and identify strategies to assure administrative oversight

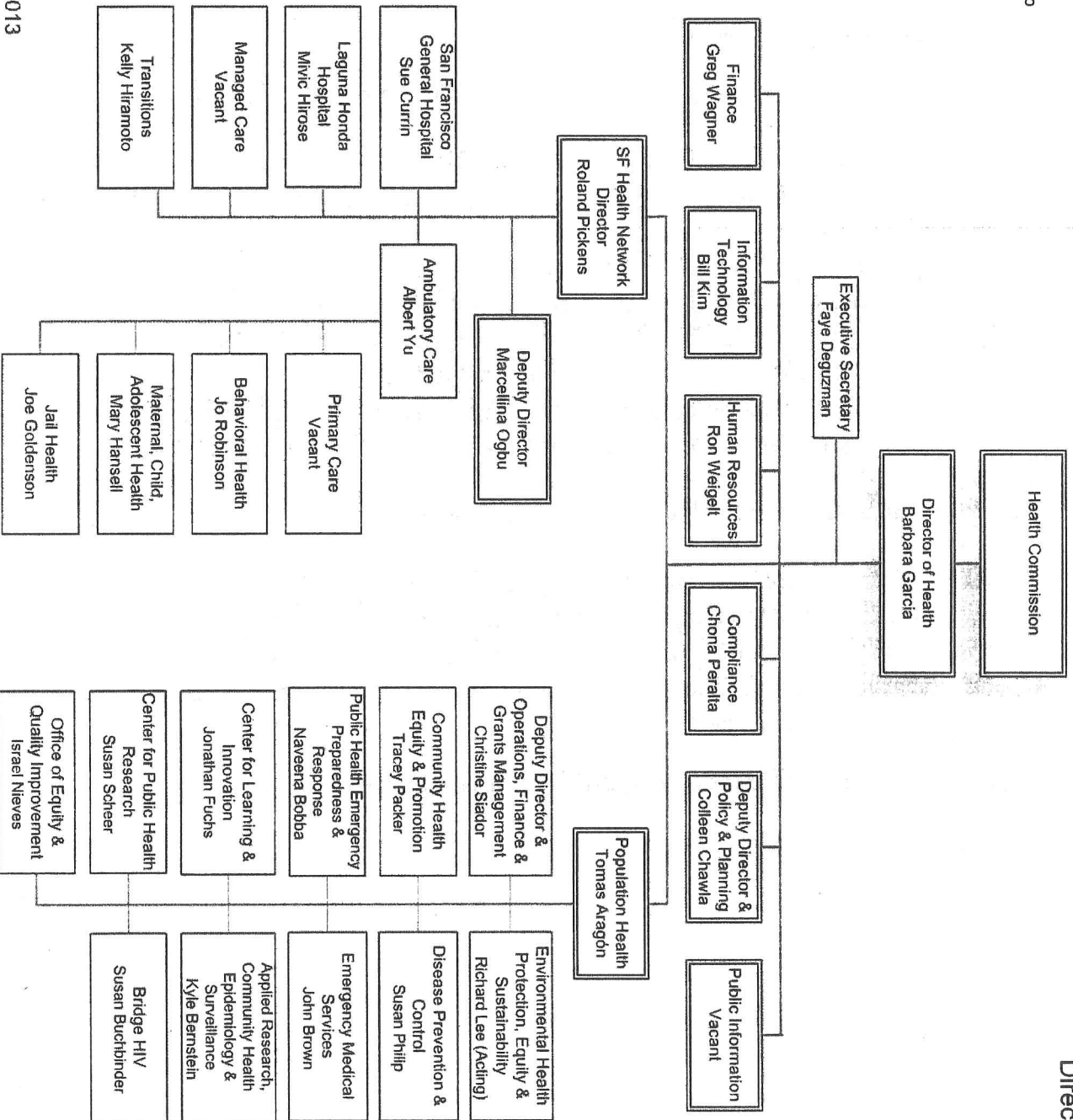
3- Wrap up /Review assignments/Set Next Meeting (10 min; Albert Yu)



City and County of San Francisco
 Edwin M. Lee
 Mayor

Enclosure 7

San Francisco Department of Public Health Barbara A. Garcia, MPA Director of Health



12/10/2013