			Respondent		
Report Title [Publication Date]	F#	Finding	Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Time to Get to	F1	San Francisco's increasing vacancy	Mayor		
Work: San		rates negatively impact the City's	[August 20, 2023]		
Francisco's Hiring		critical service outcomes.			
Crisis [June 21,					
2023]					
Time to Get to	F2	The City hiring process takes too	Mayor		
Work: San		long.	[August 20, 2023]		
Francisco's Hiring					
Crisis [June 21,					
2023]					
Time to Get to	F3	It's difficult for City job seekers to	Mayor		
Work: San		know the current status of their job	[August 20, 2023]		
Francisco's Hiring		application, which causes job			
Crisis [June 21,		applicants to drop out of the hiring			
2023]		nrocess			
Time to Get to	F4	Vacancies in Human Resources	Mayor		
Work: San		departments slow down City hiring.	[August 20, 2023]		
Francisco's Hiring					
Crisis [June 21,					
2023]		The City de accessition and act and ac-	N.4		
Time to Get to	F5	The City's recruiting and retention	Mayor		
Work: San		efforts cannot keep pace with	[August 20, 2023]		
Francisco's Hiring		workforce separations.			
Crisis [June 21,					
20231 Time to Get to	F6	It is difficult to evaluate the success	Mayor		
Work: San	10	of the City's hiring strategy due to	[August 20, 2023]		
Francisco's Hiring		lack of transparency in the hiring	[August 20, 2023]		
Crisis [June 21,					
20231		process.			
Time to Get to	F7	Current City department budgeting	Mayor		
Work: San		practices make it difficult to reliably	[August 20, 2023]		
Francisco's Hiring		measure citywide vacancies.			
Crisis [June 21,					
2023]					
Time to Get to	F8	The City continues to over-utilize	Mayor		
Work: San		temporary exempt positions.	[August 20, 2023]		
Francisco's Hiring					
Crisis [June 21,					
2023]					

Report Title [Publication Date]	R# [for F#]		Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	[for F1]	By July 1st, 2024, the Department of Human Resources should develop hiring plans that staff critical service departments at a target vacancy rate of no more than 5% for Fiscal Year	Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	[for F2]		Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023] Time to Get to	[for F2]	By November 1st, 2023, the Mayor should establish a timeframe of 5 business days to take action on all requests for budgeted positions that require Mayoral approval By July 1st, 2024, the Department of	Mayor [August 20, 2023] Mayor		
Work: San Francisco's Hiring Crisis [June 21, 2023]		Human Resources should create a system for tracking and evaluating delays of more than 20 days during the post-referral selection process.	[August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	[for F2]	By January 1st, 2024, the Department of Human Resources should develop a process to enable hiring managers to better anticipate impending employee separations and begin recruiting their replacements.	Mayor [August 20, 2023]		

Report Title [Publication Date]			Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		By July 1st, 2024, the Department of Human Resources should explore and develop incentives for hiring managers to complete the post-referral selection process in a timely manner, including prioritizing reviewing applicants and entering data into the applicant tracking system in real time.	Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		By January 1st, 2024, the Department of Human Resources and the Civil Service Commission should jointly develop and present a plan for evaluating and reducing the number of job classifications	Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		By December 31st, 2024, the Department of Human Resources should make available an option that allows job seekers to monitor the status of their applications. To the extent this requires the development or modification of existing website(s) or technology, the Mayor and Board of Supervisors should include funds in the FY 2024–2025 budget for this purpose.	Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	[for F4]	By July 1st, 2024, the Department of Human Resources should develop hiring plans to staff citywide HR positions at a target vacancy rate of no more than 5% for Fiscal Year	Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		By July 1st, 2024, the Department of	Mayor [August 20, 2023]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		By July 1st, 2024, the Department of Human Resources should collaborate with public employee unions to develop recruiting and apprenticeship plans for the City's critical service departments for Fiscal	Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		By July 1st, 2024, the Department of Human Resources should collaborate with public employee unions to develop plans for retention and succession of City workers in critical service departments for Fiscal Year 2024–25.	Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		' ' ' ' '	Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		By July 1st, 2024, the Department of Human Resources and the Civil Service Commission should jointly develop and present improved explanatory materials and training resources for educating City workers, hiring managers and applicants on the City's hiring process.	Mayor [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	[for F6]		Mayor [August 20, 2023]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to	R7	By January 1st, 2024, the Mayor	Mayor		
Work: San	[for F7]	should develop incentives for City	[August 20, 2023]		
Francisco's Hiring		departments to remove vacant			
Crisis [June 21,		positions from their annual budgets			
2023]		that are unlikely to be filled in that			
		Fiscal Year, to determine more			
		precise vacancy rates starting with			
		Fiscal Year 2024–25.			
Time to Get to	R8	By July 1st, 2024, the Department of	Mayor		
Work: San	[for F8]	Human Resources should develop a	[August 20, 2023]		
Francisco's Hiring		plan to formally audit the use of			
Crisis [June 21,		temporary exempt positions each			
2023]		year to minimize their overuse.			

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Time to Get to Work: San Francisco's Hiring Crisis [June 21,	F1	San Francisco's increasing vacancy rates negatively impact the City's critical service outcomes.	Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21,	F2	The City hiring process takes too long.	Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21,		It's difficult for City job seekers to know the current status of their job application, which causes job applicants to drop out of the hiring process	Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21,		Vacancies in Human Resources departments slow down City hiring.	Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21,	F5	The City's recruiting and retention efforts cannot keep pace with workforce separations.	Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		It is difficult to evaluate the success of the City's hiring strategy due to lack of transparency in the hiring process.	Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F8	The City continues to over-utilize temporary exempt positions.	Department of Human Resources [August 20, 2023]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]  Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	[for F1]	Human Resources should develop hiring plans that staff critical service departments at a target vacancy rate of no more than 5% for Fiscal Year	Department of Human Resources [August 20, 2023]  Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	[for F2]	the hiring department makes a  By July 1st, 2024, the Department of Human Resources should create a system for tracking and evaluating delays of more than 20 days during the post-referral selection process.	Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	[for F2]	a process to enable hiring managers to better anticipate impending employee separations and begin recruiting their replacements.	Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		By July 1st, 2024, the Department of Human Resources should explore and develop incentives for hiring managers to complete the post-referral selection process in a timely manner, including prioritizing reviewing applicants and entering data into the applicant tracking system in real time.	Department of Human Resources [August 20, 2023]		

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to	R2.6	By January 1st, 2024, the Department	Department of		
Work: San	[for F2]	of Human Resources and the Civil	Human Resources		
Francisco's Hiring		Service Commission should jointly	[August 20, 2023]		
Crisis [June 21,		develop and present a plan for			
2023]		evaluating and reducing the number			
Time to Get to	R3	of ich classifications By December 31st, 2024, the	Department of		
Work: San		Department of Human Resources	Human Resources		
Francisco's Hiring	-	should make available an option that	[August 20, 2023]		
Crisis [June 21,		allows job seekers to monitor the			
2023]		status of their applications. To the			
		extent this requires the development			
		or modification of existing website(s)			
		or technology, the Mayor and Board			
		of Supervisors should include funds in			
		the FY 2024–2025 budget for this			
		purpose.			
Time to Get to	R4	By July 1st, 2024, the Department of	Department of		
Work: San	[for F4]	Human Resources should develop	Human Resources		
Francisco's Hiring		hiring plans to staff citywide HR	[August 20, 2023]		
Crisis [June 21,		positions at a target vacancy rate of			
2023]		no more than 5% for Fiscal Year			
Time to Get to	R5.1		Department of		
Work: San	[for F5]	Human Resources should prepare a	Human Resources		
Francisco's Hiring		report evaluating the feasibility of	[August 20, 2023]		
Crisis [June 21,		expanding remote-work policies to			
2023]		compete with private sector			
Time to Get to	R5.2	By July 1st, 2024, the Department of	Department of		
Work: San	[for F5]	Human Resources should collaborate	Human Resources		
Francisco's Hiring		with public employee unions to	[August 20, 2023]		
Crisis [June 21,		develop recruiting and			
2023]		apprenticeship plans for the City's			
		critical service departments for Fiscal			
		Voor 2024 25			

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		By July 1st, 2024, the Department of Human Resources should collaborate with public employee unions to develop plans for retention and succession of City workers in critical service departments for Fiscal Year 2024–25.	Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]			Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]		Human Resources and the Civil	Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]			Department of Human Resources [August 20, 2023]		
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	[for F8]	Human Resources should develop a	Department of Human Resources [August 20, 2023]		

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Time to Get to	F2	The City hiring process takes too	Civil Service		
Work: San		long.	Commission		
Francisco's Hiring			[August 20, 2023]		
Crisis [June 21,					
Time to Get to	F6	It is difficult to evaluate the success	Civil Service		
Work: San		of the City's hiring strategy due to	Commission		
Francisco's Hiring		lack of transparency in the hiring	[August 20, 2023]		
Crisis [June 21,		process.			
Time to Get to	F8	The City continues to over-utilize	Civil Service		
Work: San		temporary exempt positions.	Commission		
Francisco's Hiring			[August 20, 2023]		
Crisis [June 21,					

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to	R2.1	By July 1st, 2024, the Department of	Civil Service		
Work: San	[for F2]	Human Resources and the Civil	Commission		
Francisco's Hiring		Service Commission should	[August 20, 2023]		
Crisis [June 21,		collaborate to modify civil service			
2023]		rules and City policies to establish a			
		hiring timeline goal of 60 days from			
		when a job posting closes to when			
		the hiring department makes a			
Time to Get to	R2.6	By January 1st, 2024, the Department	Civil Service		
Work: San	[for F2]	of Human Resources and the Civil	Commission		
Francisco's Hiring		Service Commission should jointly	[August 20, 2023]		
Crisis [June 21,		develop and present a plan for			
2023]		evaluating and reducing the number			
Time to Cat to	DC 2	of inh classifications	Chall Complete		
Time to Get to		By July 1st, 2024, the Department of	Civil Service		
Work: San			Commission		
Francisco's Hiring			[August 20, 2023]		
Crisis [June 21,		develop and present improved			
2023]		explanatory materials and training			
		resources for educating City workers,			
		hiring managers and applicants on			
		the City's hiring process.			

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Time to Get to	F6	It is difficult to evaluate the success	Office of the City		
Work: San		of the City's hiring strategy due to	Administrator		
Francisco's Hiring		lack of transparency in the hiring	[August 20, 2023]		
Crisis [June 21,		process.			
2023]					

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to	R6.1	By July 1st, 2024, the Department of	Office of the City		
Work: San	[for F6]	Human Resources should work with	Administrator		
Francisco's Hiring		the City Controller and City	[August 20, 2023]		
Crisis [June 21,		Administrator to produce a public			
2023]		dashboard, updated monthly, that			
		reports time-to-hire and vacancy			
		rates for critical service positions and			
		ala sa autora a sata			

Report Title [Publication Date]	F#	Finding	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/ Disagree)	Finding Response Text
Time to Get to	F6	It is difficult to evaluate the success	Office of the		
Work: San		of the City's hiring strategy due to	Controller		
Francisco's Hiring		lack of transparency in the hiring	[August 20, 2023]		
Crisis [June 21,		process.			
2023]					

Report Title [Publication Date]	R# [for F#]	Recommendation	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Time to Get to	R6.1	By July 1st, 2024, the Department of	Office of the		
Work: San	[for F6]	Human Resources should work with	Controller		
Francisco's Hiring		the City Controller and City	[August 20, 2023]		
Crisis [June 21,		Administrator to produce a public			
2023]		dashboard, updated monthly, that			
		reports time-to-hire and vacancy			
		rates for critical service positions and			
		al a sa a sebuar a sa ba			