



August 18<sup>th</sup>, 2023

The Honorable Anne-Christine Massullo  
Presiding Judge, Superior Court of California, County of San Francisco  
400 McAllister Street, Room 008  
San Francisco, CA 94102-4512

Dear Judge Massullo,

In accordance with Penal Code 933 and 933.05, the following is in response to the 2022-2023 Civil Grand Jury Report, *Time to Get to Work: San Francisco's Hiring Crisis*. We would like to thank the members of the 2022-2023 Civil Grand Jury for their interest in the City's hiring process and associated timeline. It is important for the City to maintain accountability and ensure that the City's hiring timeline is equitable and does not delay much needed and depended upon city services.

We agree with many of the Jury's findings regarding the time it takes to hire staff. We believe that the City has the capability to hire quickly, while maintaining the principles of the civil service system. In my FY 2022-23 budget, I funded a new team of analysts to focus on hiring reforms. This new hiring initiative is aimed at reducing our vacancy rate and speeding up our time-to-hire. We are already seeing the results from that investment in our reduced vacancy rate and modest decrease in the City's time to hire.

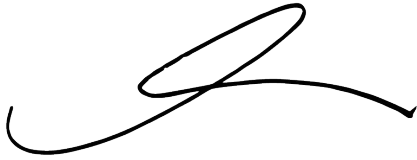
**Detailed response from the Mayor's Office, the Office of the City Administrator, the Department of Human Resources, and the Civil Service Commission are attached.**

We appreciate the opportunity to comment on the Civil Grand Jury report findings and recommendations. Reform will take a lot of work and expertise, which is why I have tasked this special unit in the Department of Human Resources with leading these reforms. We are committed to continuing our analysis of the City's hiring practices and implementing reforms to reduce the City's time-to-hire.

Sincerely,

A handwritten signature in cursive script that reads "London Breed".

London N. Breed  
Mayor



Carmen Chu  
City Administrator, Office of the City Administrator



Carol Isen  
Director, Department of Human Resources



Sandra Eng  
Executive Director, Civil Services Commission

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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, 2023]	F1	San Francisco's increasing vacancy rates negatively impact the City's critical service outcomes.	Mayor [August 20, 2023]	Agree	
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F2	The City hiring process takes too long.	Mayor [August 20, 2023]	Agree	
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F3	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.	Mayor [August 20, 2023]	Disagree partially	This functionality is already available at a high-level through the City's applicant tracking system. Candidates who create a candidate profile within the system are able to log back in to view the current status of their applications. However, not all candidates do so and there is limited detail within these statuses.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F4	Vacancies in Human Resources departments slow down City hiring.	Mayor [August 20, 2023]	Disagree partially	While vacancy rates for HR Analysts were at much higher levels when the CGJ was conducting its research—contributing to delays in City hiring—these rates have decreased in recent months to be below Citywide rates for all staff. Between February and June of 2023, the vacancy rates declined notably for Human Resources Analysts (14.8% to 7.9%) and Senior Human Resources Analysts (20.6% to 8.4%). This is thanks to a notable focus on HR Analyst hiring throughout the City.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F5	The City's recruiting and retention efforts cannot keep pace with workforce separations.	Mayor [August 20, 2023]	Disagree partially	This was the case when the CGJ conducted its research for the report. The Citywide permanent vacancy rate grew from an average of about 7% per year to over 14% by the Fall of 2022.  Since this time, however, the Citywide permanent vacancy rate has been on a downward trajectory, reaching 11.6% at the end of June 2023. This is driven by a concerted hiring effort by departments throughout the City sparked by the Government Operations Recovery Initiative. The average monthly hiring volume has increased by 40.0% when comparing the first 6 months of 2023 with the first 6 months of 2022.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F6	It is difficult to evaluate the success of the City's hiring strategy due to lack of transparency in the hiring process.	Mayor [August 20, 2023]	Disagree partially	This was largely the case with the City's prior applicant tracking system. With the migration to a new applicant tracking system in the Fall of 2021, the City began to collect much more robust data on the real-time status of its recruitments. Through the Government Operations Recovery Initiative, the Department of Human Resources (DHR) has leveraged new funding to hire a People Analytics team that has begun to develop real-time dashboards detailing applicant, hire, vacancy, time-to-fill, diversity, equity and inclusion (DEI), and other measures.  The Civil Service Commission (CSC) also requires regular reports from DHR and the Municipal Transportation Agency (MTA) on significant merit system markers (e.g., temporary exempt appointments, provisional appointments, public safety secondary criteria). Further, The CSC rule changes also require addition regular reports on the efficacy of the new rules upon adoption.

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, 2023]	F7	Current City department budgeting practices make it difficult to reliably measure citywide vacancies.	Mayor [August 20, 2023]	Disagree partially	Central offices such as the Mayor's Office, the Controller, and the Department of Human Resources have many tools at their disposal to measure citywide vacancies. It is the case however, that the number of filled vs. vacant positions in a department may not, on its own, offer a full picture of vacancy rates. Many departments plan for vacancies in their budgets and other departments fill positions on a project-by-project basis. Determining citywide vacancies can be done reliably, but the process requires knowledge of departmental budgeting practices and operations, and is not necessarily a consistent process across departments.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F8	The City continues to over-utilize temporary exempt positions.	Mayor [August 20, 2023]	Disagree partially	<p>Temporary appointments play a key role in the city's efforts to create pathways into City employment and the trades. These include time-limited internship programs, job training programs, and apprenticeship programs.</p> <p>Based on regular reports from DHR and audits conducted by CSC staff, the CSC does not have evidence to support that the City over-utilizes exempt positions. However, the CSC notes that some departments are required to have a minimum number of employees in specific classifications for staffing levels (e.g. DPH) and departments also have a need for seasonal (e.g. REC), temporary and/or project-term employees (e.g. PUC, MTA). In these cases, CAT 16, CAT 17, and CAT 18 temps are appropriate and aligned with temporary or grant funded positions.</p> <p>DHR also manages temporary appointments which have specific charter limitations.</p>

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R1 [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 2024–25.	Mayor [August 20, 2023]	Will not be implemented because it is not warranted or is not reasonable	<p>The Department of Human Resources (DHR) is moving classes with high turnover and high vacancy rates to a continuous testing model to ensure constant availability of qualified candidates. In addition, DHR is a renewed focus on recruiting efforts and is better marketing these hard-to-staff positions.</p> <p>However, a permanent vacancy rate of 5% is lower than the City's pre-COVID permanent patterns of an annual vacancy rate of approximately 7%.</p>
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.1 [for F2]	By July 1st, 2024, the Department of Human Resources and the Civil Service Commission should collaborate to modify civil service 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 conditional job offer.	Mayor [August 20, 2023]	Requires further analysis	<p>DHR is collaborating with the Civil Service Commission (CSC) and organized labor to revise the Civil Service rules to allow us to compete with private sector hiring timelines and align with current technology and labor market realities. This includes the authority to shorten various selection process time periods based on the specifics of the recruitment rather than the previous one-size-fits-all approach. DHR has also made a number of administrative processes and policy changes to streamline the hiring process.</p> <p>The City's shared goal is to reduce the time to hire while maintaining the core principles of the merit system. A 60-day timeline is an aspirational goal that would be very challenging for the city to attain.</p> <p>There are several factors which could preclude meeting the goal of a 60-day hiring timeline such as the need to review large applicant pools, conduct exams and interviews, and lengthy required background investigations which are required for certain roles.</p> <p>CSC plans to continue to collaborate with DHR to work towards reducing hiring timelines to an ideal and realistic goal.</p>

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R2.2 [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.	Mayor [August 20, 2023]	Will not be implemented because it is not warranted or is not reasonable	The Mayor's Office has the authority and discretion to oversee City departments and their staffing. The Office mainly reviews budgeted positions for high level managerial positions, including directors and deputy directors, and the use of temporary funding for staff. The Office may also review positions for departments that are at risk of over-spending their budgets.  Typically, positions are reviewed within several days of being escalated by the department to the Mayor's Office. However, there are positions that may require further analysis by the Mayor's Budget Office. In other cases, a position may be pending Mayor's Office approval, but it has not yet been escalated to the designated contact in the Mayor's Office for review. These reasons may mean a position is pending for more than 5 business days. Nonetheless, the Mayor's Office can and will expedite position review when appropriate.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.3 [for F2]	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.	Mayor [August 20, 2023]	Has been implemented	HR Analysts can identify the main contributing factor for delays in the post-referral selection process.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.4 [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]	Has not yet been implemented but will be implemented in the future	Prior to developing a process, DHR will first research where separations are most acute and differ from historical patterns. (DHR has already begun portions of this analysis by researching likely retirement patterns.) The anticipated timeline for this research is July 1, 2024. Once this is complete, DHR will begin process redesign work to ensure voluntary separations are noted earlier.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.5 [for F2]	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]	Has not yet been implemented but will be implemented in the future	DHR is currently in the process of developing trainings for hiring managers on the hiring process. In addition, DHR is finalizing a list of recommendations to streamline interviewing—the key component of the post-referral selection process Both of these elements will be implemented by July 1, 2024.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.6 [for F2]	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]	Has not yet been implemented but will be implemented in the future	Since March 2023, the City has abolished 63 job classifications. The department is continuing this effort and looking into further streamlining classes for consolidation and abolishment. DHR has an existing commitment to engage in this work with the Civil Service Commission, with the next report due January 2024. DHR anticipates continuing this work in collaboration with the Civil Service Commission.

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R3 [for F3]	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]	Has been implemented	This functionality is currently available through SmartRecruiters at a high-level. Candidates are currently able to view the status of their applications through SmartRecruiters.  To the extent that the City would like to provide candidates with additional detail into the status of their applications, DHR would require additional engineering staffing resources beginning in FY24-25 to build out this functionality.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R4 [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 2024–25.	Mayor [August 20, 2023]	Will not be implemented because it is not warranted or is not reasonable	To increase HR Analyst staffing levels, the City has implemented continuous testing for 1241 and 1244 HR Analysts, which will support increased availability of candidates on eligible lists for departments to hire from.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R5.1 [for F5]	By July 1st, 2024, the Department of Human Resources should prepare a report evaluating the feasibility of expanding remote-work policies to compete with private sector employees.	Mayor [August 20, 2023]	Will not be implemented because it is not warranted or is not reasonable	Competing with private sector employees is only one of many goals of the City's remote-work policies. The City is San Francisco's largest employer, public or private. The Mayor has a goal of leading all employers and their staff back into the office, and believes the City must set an example to ensure the broader economic benefits of in-person work, among other considerations. The Department of Human Resources, in consultation with the Mayor's Office and City departments, has developed a remote work policy that aims to be flexible for certain job classifications and recognize departments' differing staffing needs.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R5.2 [for F5]	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 Year 2024–25.	Mayor [August 20, 2023]	Has not yet been implemented but will be implemented in the future	DHR began this work in FY22-23 and FY23-24. First, the department worked with labor unions to secure changes to MQs and rule of the list for 1820 and 1822 Administrative Analysts. This culminated in a Citywide post-referral selection process that is anticipated to half the vacancy rates for these classes. Many of the City's critical service departments are the beneficiaries of this program. In addition, the City has undertaken a program to transition hundreds of exempt employees to permanent positions.  Through FY 24-25, DHR intends to continue its collaboration with City stakeholders to address critical staffing needs. This

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R5.3 [for F5]	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]	Has not yet been implemented but will be implemented in the future	DHR will be meeting with unions starting in July 2023 to identify where there are issues of retention and succession and how this can be addressed in the bargaining process. These will be negotiated in the Spring of 2024 to go into effect July of 2024.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R6.1 [for F6]	By July 1st, 2024, the Department of Human Resources should work with the City Controller and City Administrator to produce a public dashboard, updated monthly, that reports time-to-hire and vacancy rates for critical service positions and departments.	Mayor [August 20, 2023]	Has not yet been implemented but will be implemented in the future	DHR will work with departments to explore the best options available to share a dashboard with the public.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R6.2 [for F6]	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]	Has not yet been implemented but will be implemented in the future	DHR has already developed online content on careers.sf.gov detailing how the hiring process works for applicants (City workers and external). DHR plans to expand on this work in collaboration with the CSC, while also building out improved explanatory materials and training resources for hiring managers by July 1, 2024.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R6.3 [for F6]	By July 1st, 2024, the Department of Human Resources should develop a plan to train hiring managers on hiring process changes in a timely manner while tracking feedback on how process changes are working.	Mayor [August 20, 2023]	Has not yet been implemented but will be implemented in the future	DHR is currently working on the development of recorded hiring manager trainings, which will be complete by July 1, 2024. To understand how hiring managers and HR Analysts are affected by process changes, DHR is in the process of developing both stakeholder sentiment surveys and pre/post evaluations of process changes. DHR will then develop dashboards to display <u>these findings for internal stakeholders.</u>
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R7 [for F7]	By January 1st, 2024, the Mayor should develop incentives for City departments to remove vacant positions from their annual budgets that are unlikely to be filled in that Fiscal Year, to determine more precise vacancy rates starting with Fiscal Year 2024–25.	Mayor [August 20, 2023]	Has been implemented	Annually as part of the budget process, the Mayor's Office sets budget reduction targets for departments. The Mayor's Office encourages departments to first review vacant positions, and consider the priority of those positions as they relate to core department functions. Eliminating vacant positions is one of the key ways departments meet target reductions. On its own, however, expanding this practice will not necessarily improve the reliability of measuring vacancy rates citywide since there are other factors within each department that need to be considered.



2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R8 [for F8]	By July 1st, 2024, the Department of Human Resources should develop a plan to formally audit the use of temporary exempt positions each year to minimize their overuse.	Mayor [August 20, 2023]	Has been implemented	Exempt positions and appointments are audited by DHR and the CSC on a semiannual basis. DHR provides reports to the CSC to support these audits. To help augment temporary hiring for permanent positions, DHR has also begun to expand the use of continuous class tests, temporary provisional hires, and more up-to-date active lists.

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, 2023]	F6	It is difficult to evaluate the success of the City's hiring strategy due to lack of transparency in the hiring process.	ADM	Disagree partially	<p>This was largely the case with the City's prior applicant tracking system. With the migration to a new applicant tracking system in the Fall of 2021, the City began to collect much more robust data on the real-time status of its recruitments. Through the Government Operations Recovery Initiative, the Department of Human Resources (DHR) has leveraged new funding to hire a People Analytics team that has begun to develop real-time dashboards detailing applicant, hire, vacancy, time-to-fill, diversity, equity and inclusion (DEI), and other measures.</p> <p>The Civil Service Commission (CSC) also requires regular reports from DHR and the Municipal Transportation Agency (MTA) on significant merit system markers (e.g., temporary exempt appointments, provisional appointments, public safety secondary criteria). Further, The CSC rule changes also require addition regular reports on the efficacy of the new rules upon adoption.</p>

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]	R6.1 [for F6]	By July 1st, 2024, the Department of Human Resources should work with the City Controller and City Administrator to produce a public dashboard, updated monthly, that reports time-to-hire and vacancy rates for critical service positions and departments.	ADM	Has not yet been implemented but will be implemented in the future	DHR will work with departments, including the City Administrator, to explore the best options available to share a dashboard with the public.

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, 2023]	F1	San Francisco's increasing vacancy rates negatively impact the City's critical service outcomes.	DHR	Agree	
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F2	The City hiring process takes too long.	DHR	Agree	
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F3	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.	DHR	Disagree partially	This functionality is already available at a high-level through the City's applicant tracking system. Candidates who create a candidate profile within the system are able to log back in to view the current status of their applications. However, not all candidates do so and there is limited detail within these statuses.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F4	Vacancies in Human Resources departments slow down City hiring.	DHR	Disagree partially	While vacancy rates for HR Analysts were at much higher levels when the CGJ was conducting its research—contributing to delays in City hiring—these rates have decreased in recent months to be below Citywide rates for all staff. Between February and June of 2023, the vacancy rates declined notably for Human Resources Analysts (14.8% to 7.9%) and Senior Human Resources Analysts (20.6% to 8.4%). This is thanks to a notable focus on HR Analyst hiring throughout the City.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F5	The City's recruiting and retention efforts cannot keep pace with workforce separations.	DHR	Disagree partially	This was the case when the CGJ conducted its research for the report. The Citywide permanent vacancy rate grew from an average of about 7% per year to over 14% by the Fall of 2022.  Since this time, however, the Citywide permanent vacancy rate has been on a downward trajectory, reaching 11.6% at the end of June 2023. This is driven by a concerted hiring effort by departments throughout the City sparked by the Government Operations Recovery Initiative. The average monthly hiring volume has increased by 40.0% when comparing the first 6 months of 2023 with the first 6 months of 2022.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F6	It is difficult to evaluate the success of the City's hiring strategy due to lack of transparency in the hiring process.	DHR	Disagree partially	This was largely the case with the City's prior applicant tracking system. With the migration to a new applicant tracking system in the Fall of 2021, the City began to collect much more robust data on the real-time status of its recruitments. Through the Government Operations Recovery Initiative, the Department of Human Resources (DHR) has leveraged new funding to hire a People Analytics team that has begun to develop real-time dashboards detailing applicant, hire, vacancy, time-to-fill, diversity, equity and inclusion (DEI), and other measures.  The Civil Service Commission (CSC) also requires regular reports from DHR and the Municipal Transportation Agency (MTA) on significant merit system markers (e.g., temporary exempt appointments, provisional appointments, public safety secondary criteria). Further, The CSC rule changes also require addition regular reports on the efficacy of the new rules upon adoption.

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, 2023]	F8	The City continues to over-utilize temporary exempt positions.	DHR	Disagree partially	<p>Temporary appointments play a key role in the city's efforts to create pathways into City employment and the trades. These include time-limited internship programs, job training programs, and apprenticeship programs.</p> <p>Based on regular reports from DHR and audits conducted by CSC staff, the CSC does not have evidence to support that the City over-utilizes exempt positions. However, the CSC notes that some departments are required to have a minimum number of employees in specific classifications for staffing levels (e.g. DPH) and departments also have a need for seasonal (e.g. REC), temporary and/or project-term employees (e.g. PUC, MTA). In these cases, CAT 16, CAT 17, and CAT 18 temps are appropriate and aligned with temporary or grant funded positions.</p> <p>DHR also manages temporary appointments which have specific charter limitations.</p>

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R1 [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 2024–25.	DHR	Will not be implemented because it is not warranted or is not reasonable	The Department of Human Resources (DHR) is moving classes with high turnover and high vacancy rates to a continuous testing model to ensure constant availability of qualified candidates. In addition, DHR is a renewed focus on recruiting efforts and is better marketing these hard-to-staff positions.  However, a permanent vacancy rate of 5% is lower than the City's pre-COVID permanent patterns of an annual vacancy rate of approximately 7%.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.1 [for F2]	By July 1st, 2024, the Department of Human Resources and the Civil Service Commission should collaborate to modify civil service 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 conditional job offer.	DHR	Requires further analysis	DHR is collaborating with the Civil Service Commission and organized labor to revise the Civil Service rules to allow us to compete with private sector hiring timelines and align with current technology and labor market realities. This includes the authority to shorten various selection process time periods based on the specifics of the recruitment rather than the previous one-size-fits-all approach. DHR has also made a number of administrative processes and policy changes to streamline the hiring process.  The city's shared goal is to reduce the time to hire while maintaining the core principles of the merit system. A 60-day timeline is an aspirational goal that would be very challenging for the city to attain.  There are several factors which could preclude meeting the goal of a 60-day hiring timeline such as the need to review large applicant pools, conduct exams and interviews, and lengthy required background investigations which are required for certain roles.  CSC plans to continue to collaborate with DHR to work towards reducing hiring timelines to an ideal and realistic goal.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.3 [for F2]	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.	DHR	Has been implemented	HR Analysts can identify the main contributing factor for delays in the post-referral selection process.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.4 [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.	DHR	Has not yet been implemented but will be implemented in the future	Prior to developing a process, DHR will first research where separations are most acute and differ from historical patterns. (DHR has already begun portions of this analysis by researching likely retirement patterns.) The anticipated timeline for this research is July 1, 2024. Once this is complete, DHR will begin process redesign work to ensure voluntary separations are noted earlier.

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R2.5 [for F2]	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.	DHR	Has not yet been implemented but will be implemented in the future	DHR is currently in the process of developing trainings for hiring managers on the hiring process. In addition, DHR is finalizing a list of recommendations to streamline interviewing—the key component of the post-referral selection process Both of these elements will be implemented by July 1, 2024.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.6 [for F2]	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.	DHR	Has not yet been implemented but will be implemented in the future	Since March 2023, the City has abolished 63 job classifications. The department is continuing this effort and looking into further streamlining classes for consolidation and abolishment. DHR has an existing commitment to engage in this work with the Civil Service Commission, with the next report due January 2024. DHR anticipates continuing this work in collaboration with the Civil Service Commission.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R3 [for F3]	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.	DHR	Has been implemented	This functionality is currently available through SmartRecruiters at a high-level. Candidates are currently able to view the status of their applications through SmartRecruiters.  To the extent that the City would like to provide candidates with additional detail into the status of their applications, DHR would require additional engineering staffing resources beginning in FY24-25 to build out this functionality.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R4 [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 2024–25.	DHR	Will not be implemented because it is not warranted or is not reasonable	To increase HR Analyst staffing levels, the City has implemented continuous testing for 1241 and 1244 HR Analysts, which will support increased availability of candidates on eligible lists for departments to hire from.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R5.1 [for F5]	By July 1st, 2024, the Department of Human Resources should prepare a report evaluating the feasibility of expanding remote-work policies to compete with private sector employees.	DHR	Will not be implemented because it is not warranted or is not reasonable	Competing with private sector employees is only one of many goals of the City's remote-work policies. The City is San Francisco's largest employer, public or private. The Mayor has a goal of leading all employers and their staff back into the office, and believes the City must set an example to ensure the broader economic benefits of in-person work, among other considerations. The Department of Human Resources, in consultation with the Mayor's Office and City departments, has developed a remote work policy that aims to be flexible for certain job classifications and recognize departments' differing staffing needs.

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R5.2 [for F5]	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 Year 2024–25.	DHR	Has not yet been implemented but will be implemented in the future	DHR began this work in FY22-23 and FY23-24. First, the department worked with labor unions to secure changes to MQs and rule of the list for 1820 and 1822 Administrative Analysts. This culminated in a Citywide post-referral selection process that is anticipated to half the vacancy rates for these classes. Many of the City's critical service departments are the beneficiaries of this program. In addition, the City has undertaken a program to transition hundreds of exempt employees to permanent positions.  Through FY 24-25, DHR intends to continue its collaboration with City stakeholders to address critical staffing needs. This
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R5.3 [for F5]	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.	DHR	Has not yet been implemented but will be implemented in the future	DHR will be meeting with unions starting in July 2023 to identify where there are issues of retention and succession and how this can be addressed in the bargaining process. These will be negotiated in the Spring of 2024 to go into effect July of 2024.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R6.1 [for F6]	By July 1st, 2024, the Department of Human Resources should work with the City Controller and City Administrator to produce a public dashboard, updated monthly, that reports time-to-hire and vacancy rates for critical service positions and departments.	DHR	Has not yet been implemented but will be implemented in the future	DHR will work with departments to explore the best options available to share a dashboard with the public.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R6.2 [for F6]	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.	DHR	Has not yet been implemented but will be implemented in the future	DHR has already developed online content on careers.sf.gov detailing how the hiring process works for applicants (City workers and external). DHR plans to expand on this work in collaboration with the CSC, while also building out improved explanatory materials and training resources for hiring managers by July 1, 2024.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R6.3 [for F6]	By July 1st, 2024, the Department of Human Resources should develop a plan to train hiring managers on hiring process changes in a timely manner while tracking feedback on how process changes are working.	DHR	Has not yet been implemented but will be implemented in the future	DHR is currently working on the development of recorded hiring manager trainings, which will be complete by July 1, 2024. To understand how hiring managers and HR Analysts are affected by process changes, DHR is in the process of developing both stakeholder sentiment surveys and pre/post evaluations of process changes. DHR will then develop dashboards to display these findings for internal stakeholders.



2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R8 [for F8]	By July 1st, 2024, the Department of Human Resources should develop a plan to formally audit the use of temporary exempt positions each year to minimize their overuse.	DHR	Has been implemented	Exempt positions and appointments are audited by DHR and the CSC on a semiannual basis. DHR provides reports to the CSC to support these audits. To help augment temporary hiring for permanent positions, DHR has also begun to expand the use of continuous class tests, temporary provisional hires, and more up-to-date active lists.

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, 2023]	F2	The City hiring process takes too long.	CSC	Agree	
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F6	It is difficult to evaluate the success of the City's hiring strategy due to lack of transparency in the hiring process.	CSC	Disagree partially	<p>This was largely the case with the City's prior applicant tracking system. With the migration to a new applicant tracking system in the Fall of 2021, the City began to collect much more robust data on the real-time status of its recruitments. Through the Government Operations Recovery Initiative, the Department of Human Resources (DHR) has leveraged new funding to hire a People Analytics team that has begun to develop real-time dashboards detailing applicant, hire, vacancy, time-to-fill, diversity, equity and inclusion (DEI), and other measures.</p> <p>The Civil Service Commission (CSC) also requires regular reports from DHR and the Municipal Transportation Agency (MTA) on significant merit system markers (e.g., temporary exempt appointments, provisional appointments, public safety secondary criteria). Further, The CSC rule changes also require addition regular reports on the efficacy of the new rules upon adoption.</p>
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	F8	The City continues to over-utilize temporary exempt positions.	CSC	Disagree partially	<p>Temporary appointments play a key role in the city's efforts to create pathways into City employment and the trades. These include time-limited internship programs, job training programs, and apprenticeship programs.</p> <p>Based on regular reports from DHR and audits conducted by CSC staff, the CSC does not have evidence to support that the City over-utilizes exempt positions. However, the CSC notes that some departments are required to have a minimum number of employees in specific classifications for staffing levels (e.g. DPH) and departments also have a need for seasonal (e.g. REC), temporary and/or project-term employees (e.g. PUC, MTA). In these cases, CAT 16, CAT 17, and CAT 18 temps are appropriate and aligned with temporary or grant funded positions.</p> <p>DHR also manages temporary appointments which have specific charter limitations.</p>

2022-23 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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]	R2.1 [for F2]	By July 1st, 2024, the Department of Human Resources and the Civil Service Commission should collaborate to modify civil service 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 conditional job offer.	CSC	Requires further analysis	<p>The Department of Human Resources (DHR) is collaborating with the Civil Service Commission (CSC) and organized labor to revise the Civil Service rules to allow us to compete with private sector hiring timelines and align with current technology and labor market realities. This includes the authority to shorten various selection process time periods based on the specifics of the recruitment rather than the previous one-size-fits-all approach. DHR has also made a number of administrative processes and policy changes to streamline the hiring process.</p> <p>The City's shared goal is to reduce the time to hire while maintaining the core principles of the merit system. A 60-day timeline is an aspirational goal that would be very challenging for the city to attain.</p> <p>There are several factors which could preclude meeting the goal of a 60-day hiring timeline such as the need to review large applicant pools, conduct exams and interviews, and lengthy required background investigations which are required for certain roles.</p> <p>CSC plans to continue to collaborate with DHR to work towards reducing</p>
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R2.6 [for F2]	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.	CSC	Has not yet been implemented but will be implemented in the future	Since March 2023, the City has abolished 63 job classifications. The department is continuing this effort and looking into further streamlining classes for consolidation and abolishment. DHR has an existing commitment to engage in this work with the Civil Service Commission, with the next report due January 2024. DHR anticipates continuing this work in collaboration with the Civil Service Commission.
Time to Get to Work: San Francisco's Hiring Crisis [June 21, 2023]	R6.2 [for F6]	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.	CSC	Has not yet been implemented but will be implemented in the future	DHR has already developed online content on careers.sf.gov detailing how the hiring process works for applicants (City workers and external). DHR plans to expand on this work in collaboration with the CSC, while also building out improved explanatory materials and training resources for hiring managers by July 1, 2024.