



**2022-2023 Civil Grand Jury Report**

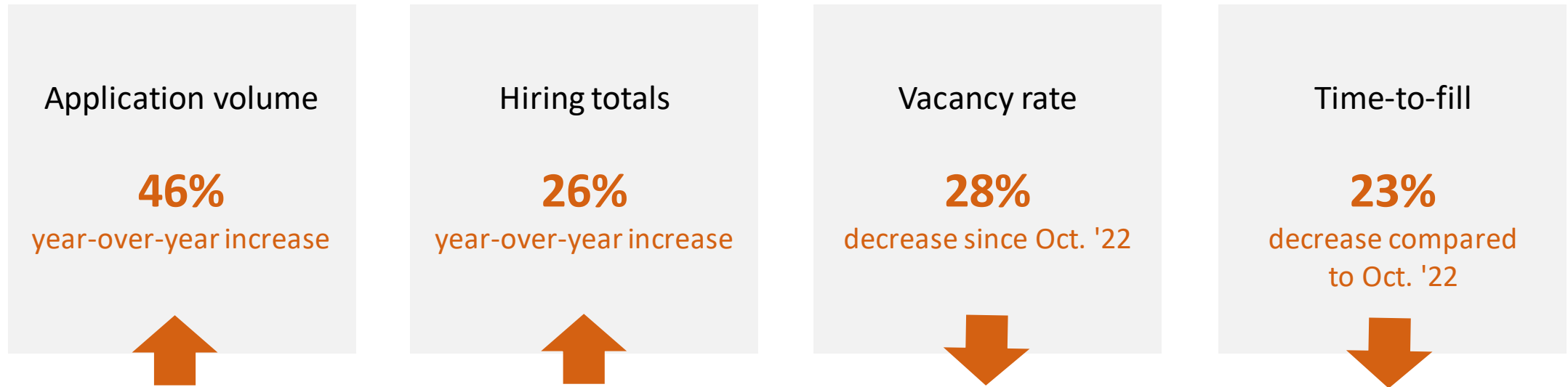
# **Time to Get to Work - San Francisco's Hiring Crisis**

**Response from the Department of Human Resources  
City and County of San Francisco**

**December 7, 2023**

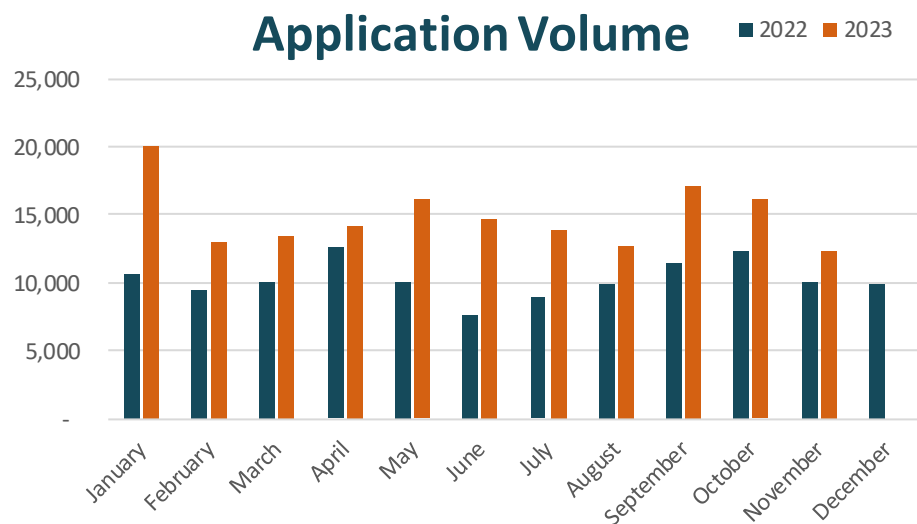


# Key Hiring Trends Improving

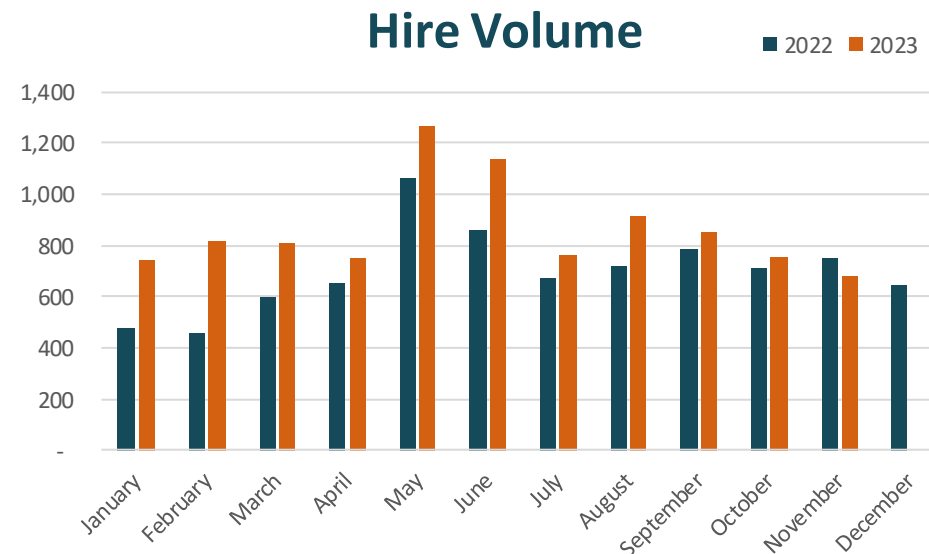




# Outcomes—Application and Hire Volume



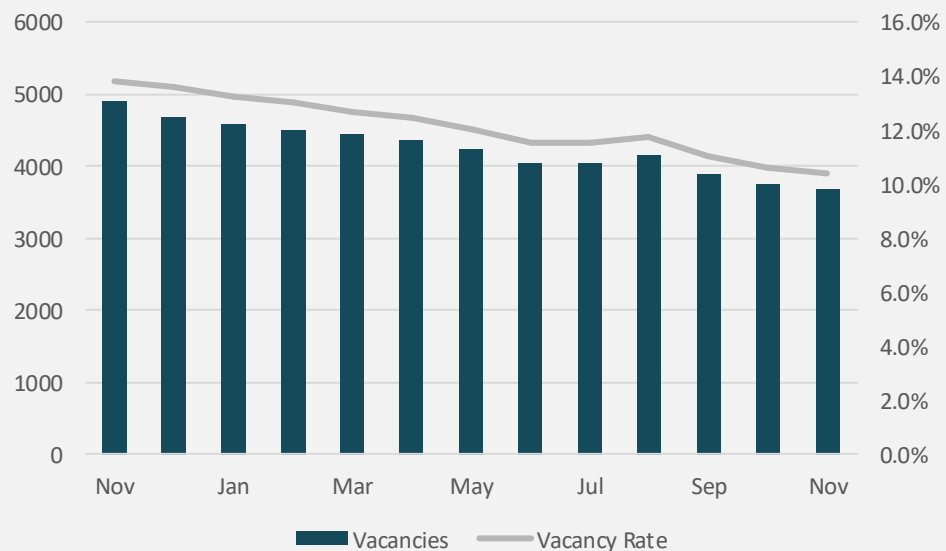
**46%**  
year-over-year increase



**26%**  
year-over-year increase

## Reducing the vacancies

**28% decrease**



## Decreasing time-to-fill

**23%**

decrease in hiring time for  
Permanent Civil Service  
positions

**~150 days**

time-to-fill across  
all job types



Process  
Improvements



Civil Service  
Rule Reforms



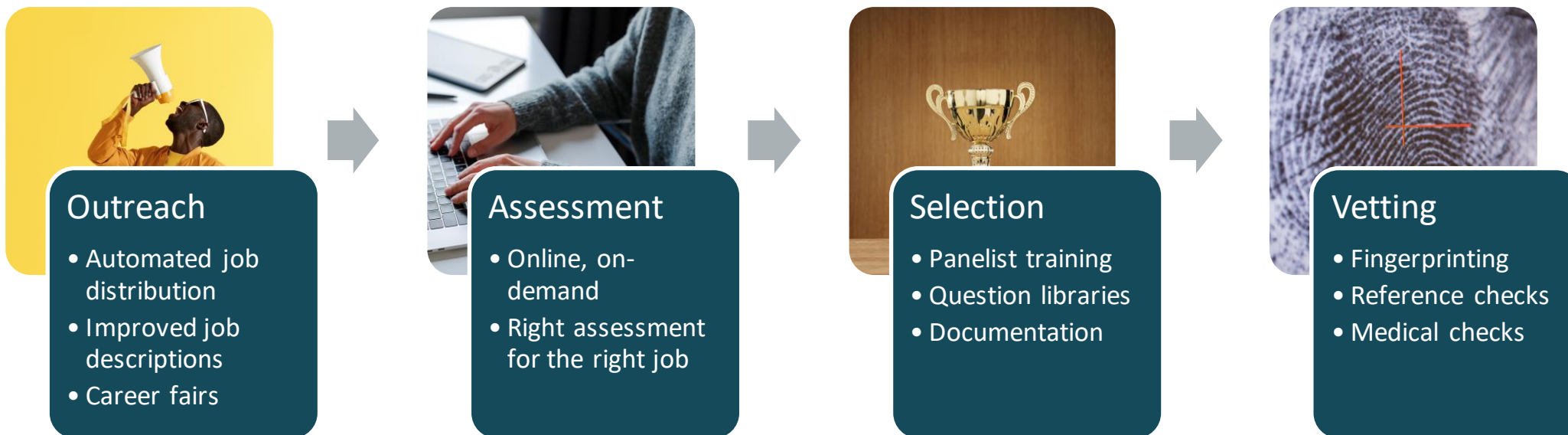
Technology

Data + Feedback + Change Management



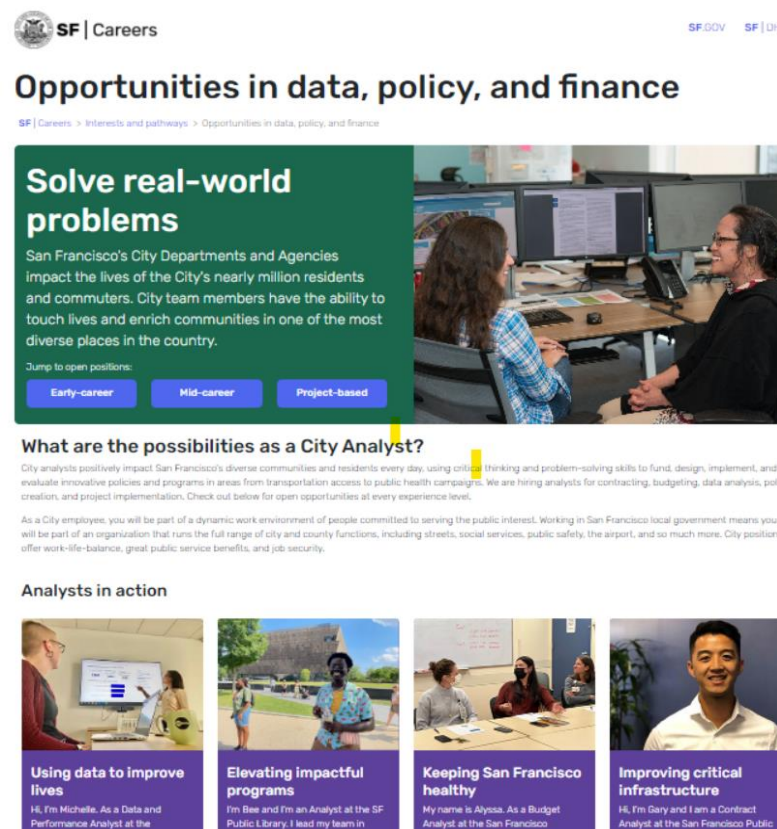
## Expediting and Modernizing Hiring through Rule Reform

- Removing Barriers to Hiring
- Aligning Rules with Advancements in Technology
- Making the Examination and Hiring Processes Faster
- Providing Flexibility for Specific Recruitment Needs
- Providing Clarity and Consistency of Language

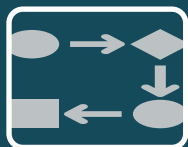


## Interventions at Each Stage of the Hiring Process

- Updated Minimum Qualifications
- Developed a new webpage
- Streamlined the job description
- Marketed the job through online platforms
- Administered online, on-demand exam
- Automated the scoring of assessments
- Organized coordinated interview panels across departments
- Implemented candidate vetting reforms
- Leveraged data throughout to inform process







Continuing to improve all stages of the process



Advancing civil service rule reforms



Launching data and analytics tools



Continuing to address high-vacancy job classes



Upskilling HR Analysts