



2022-2023 Civil Grand Jury Report

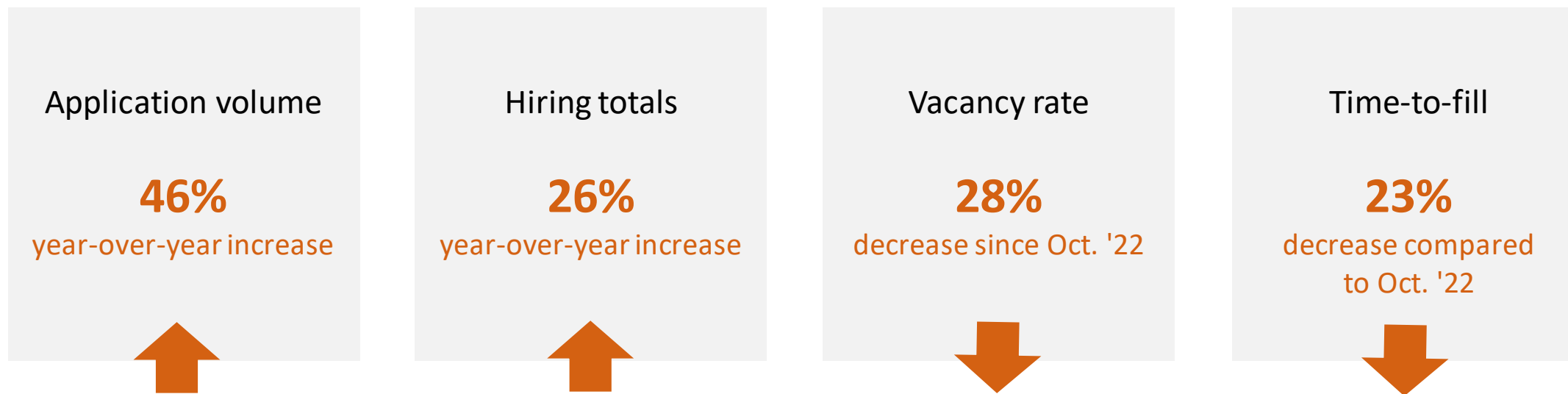
Time to Get to Work - San Francisco's Hiring Crisis

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

December 7, 2023

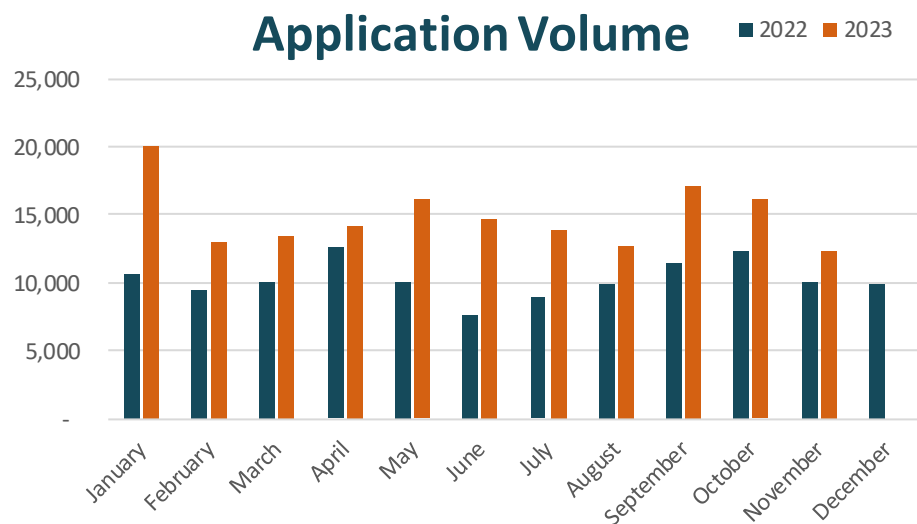


Key Hiring Trends Improving

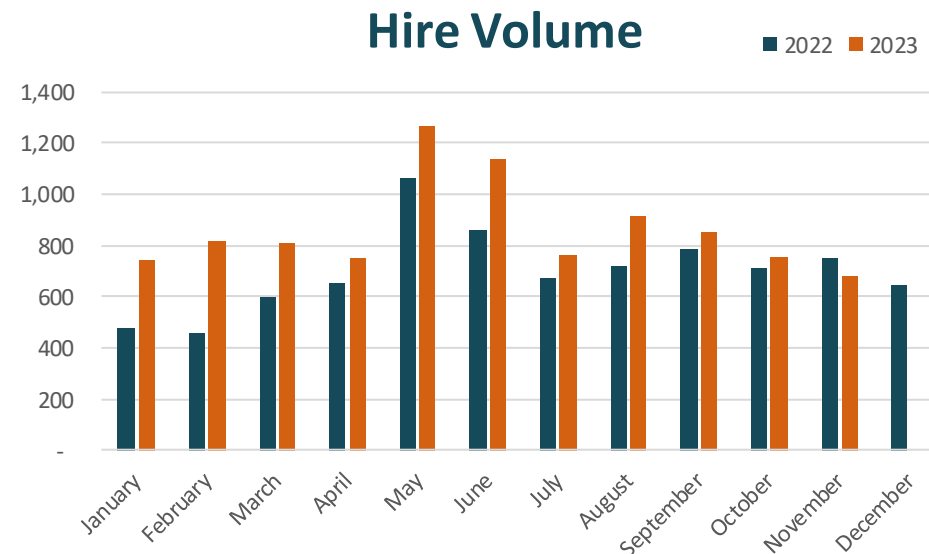




Outcomes—Application and Hire Volume



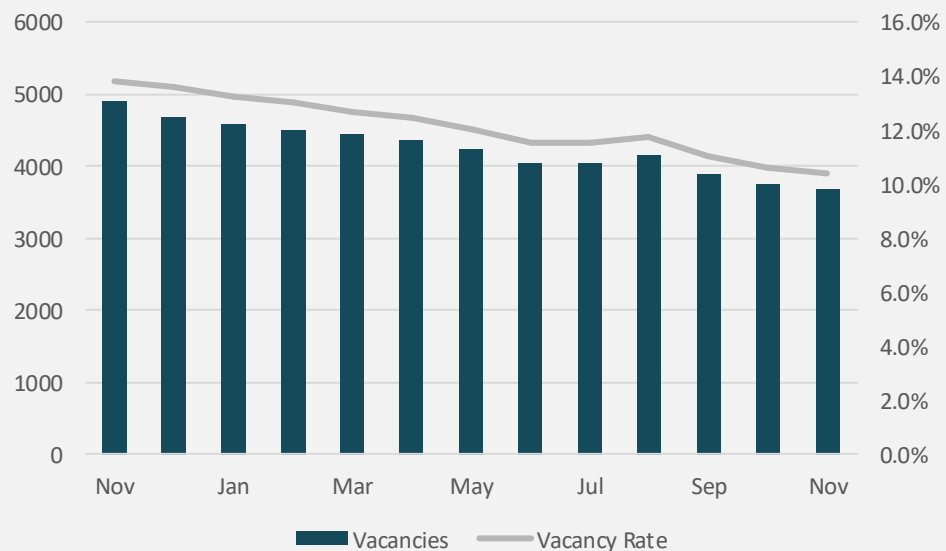
46%
year-over-year increase



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



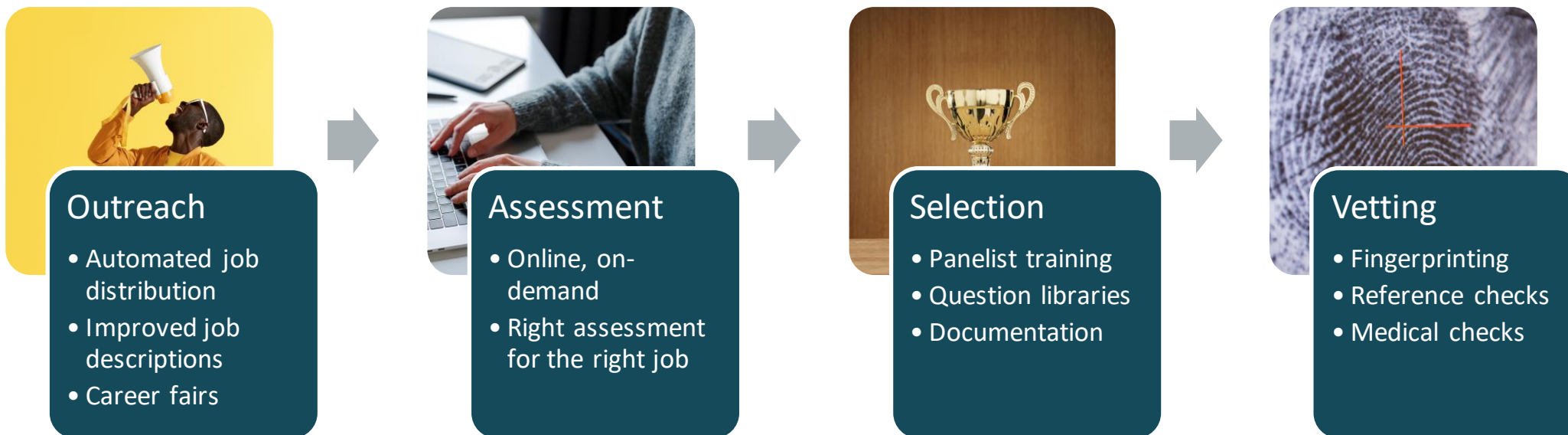
Technology

Data + Feedback + Change Management



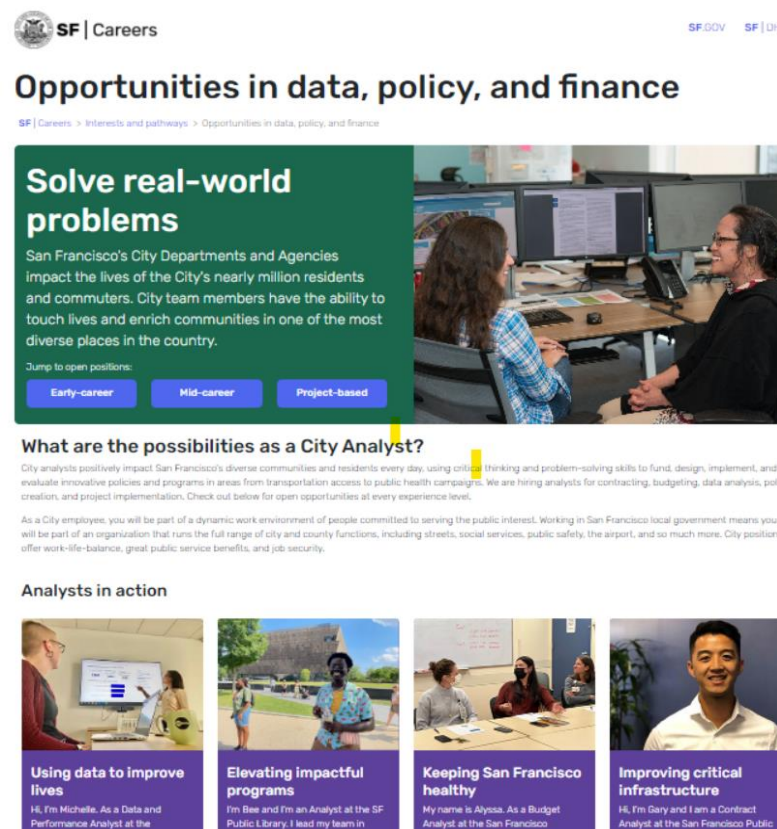
Expediting and Modernizing Hiring through Rule Reform

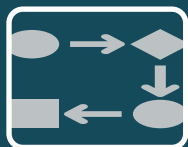
- Removing Barriers to Hiring
- Aligning Rules with Advancements in Technology
- Making the Examination and Hiring Processes Faster
- Providing Flexibility for Specific Recruitment Needs
- Providing Clarity and Consistency of Language



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