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# Project HIRE

## Hiring Innovation through Redesign and Resource Efficiencies

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It was a period of economic upheaval. The Great Recession—which officially lasted from December 2007 to June 2009—began with the bursting of an 8 trillion dollar housing bubble. The financial sector crumbled and Lehman Brothers declared bankruptcy on Sept. 15, 2008. The City was forced to lay off employees and had to fend off the many candidates applying for few jobs. Over the next few years the nation began to recover, and San Francisco recovered at a faster pace. City budgets began to improve and departments needed more people, more quickly, to keep up with needed services in the now-thriving economy. The rapid ramp up to hiring challenged HR professionals across the City.

# Project HIRE Overview

- DHR launched Project HIRE earlier this year to:
  - Examine hiring practices end to end
  - Determine where efficiencies can be gained
  - Design and implement innovative solutions
- Addressing all four elements of hiring:
  1. Vacancy to request to fill
  2. Exam to eligible list development
  3. Post referral selection process to finalist identification
  4. Pre-employment vetting through appointment processing

# Project HIRE Overview

- Also recognize need to address human side of change
  - Hired Change Management consultant



# Project HIRE Components Underway

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# Vacancy to Request to Fill

- Processes focused on hiring departments

## Component Deliverable(s):

- Client Services Consultants currently working with selected departments to conduct as-is process mapping
- Provide electronic processing tool for hiring managers and HR professionals to:
  - Classify new / substituted positions
  - Complete departmental review and approve vacant position(s)
  - Incorporate classification database (AIR pilot project)

# Exam and Eligible List Development

- Processes focused on DHR RAS and Departmental examination units

## Component Deliverable(s):

- Design and administer on-demand, on-line, unproctored examinations
- Expedited continuous testing for Registered Nurses
- Pilot the IT continuous class-based examination process with DPH

# Post Referral Selection Process to Finalist Identification

- Processes focused on DHR CS-OPS Referral Team and Client Services

## Component Deliverable(s):

- JobAps Referral Update/"one click" project
- DPH Partnership to established pilot Pre-Certification Canvas Process (PCCP) for registered nurse hiring
- Post Referral Selection Guide for hiring managers

# Pre-Employment Vetting and Appointment Processing

- Processes focused on DHR CS-OPS Appointment Processing Team

## Component Deliverable(s):

- Request to Hire (RTH) project leverages current Request to Fill (RTF) system to deliver electronic process for completing and documenting departmental pre-employment vetting



Questions?