



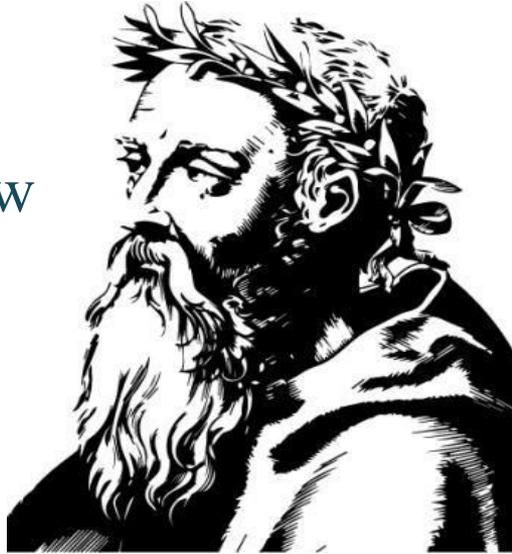
HR Professionals Update

November, 2017

Things to remember

Change is constant.
Hiring is too.

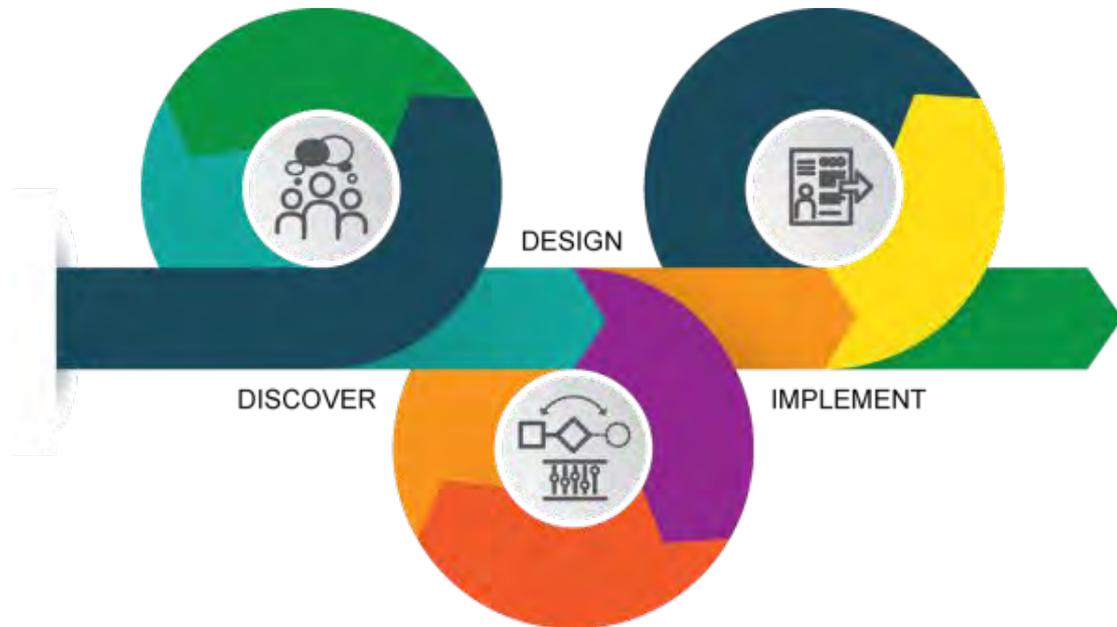
Leading the
changes to how
we hire is our
calling.



Modernizing the way we hire
requires collaboration,
commitment, and effort.

This collaboration will ensure changes to
the way we hire result in a fair, effective,
and modern process for applicants, hiring
managers, human resources professionals,
and others.

Hiring Modernization Project



What the project is:

- Merit-based
- User-centered
- Data-driven
- Comprehensive
- Ongoing

What it is not:

- Unrestrained
- Exclusive
- Stand alone
- Finite

A collaborative effort



San Francisco
Department of Public Health



SF EMPLOYEE PORTAL
PEOPLE & PAY



Mayor's
Office
Civil Service
Commission

YOU

Controller
General Services
Agency



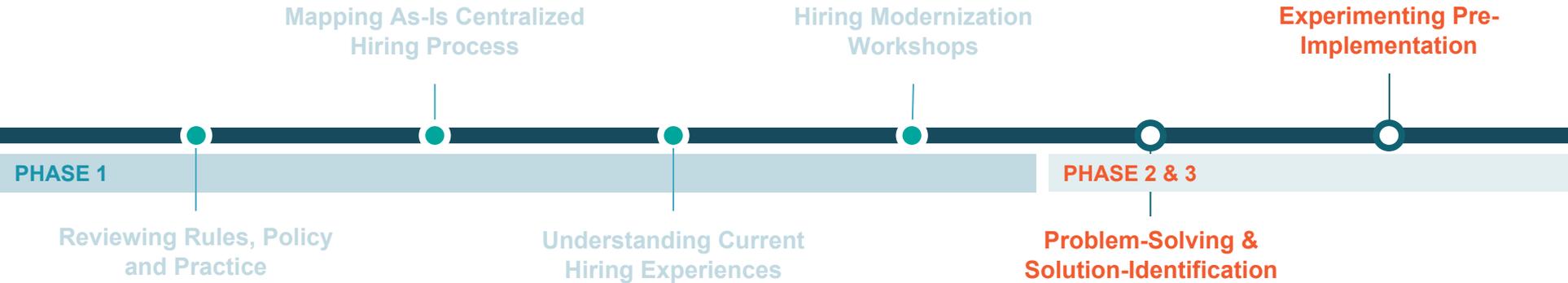
We share hiring expertise and experience

Hiring impacts the entire city and requires citywide collaboration.

Hiring Leaders serve as valuable contributors to the design, development and implementation of user-centered hiring solutions that ensure the success and evolve how we hire.



We are here



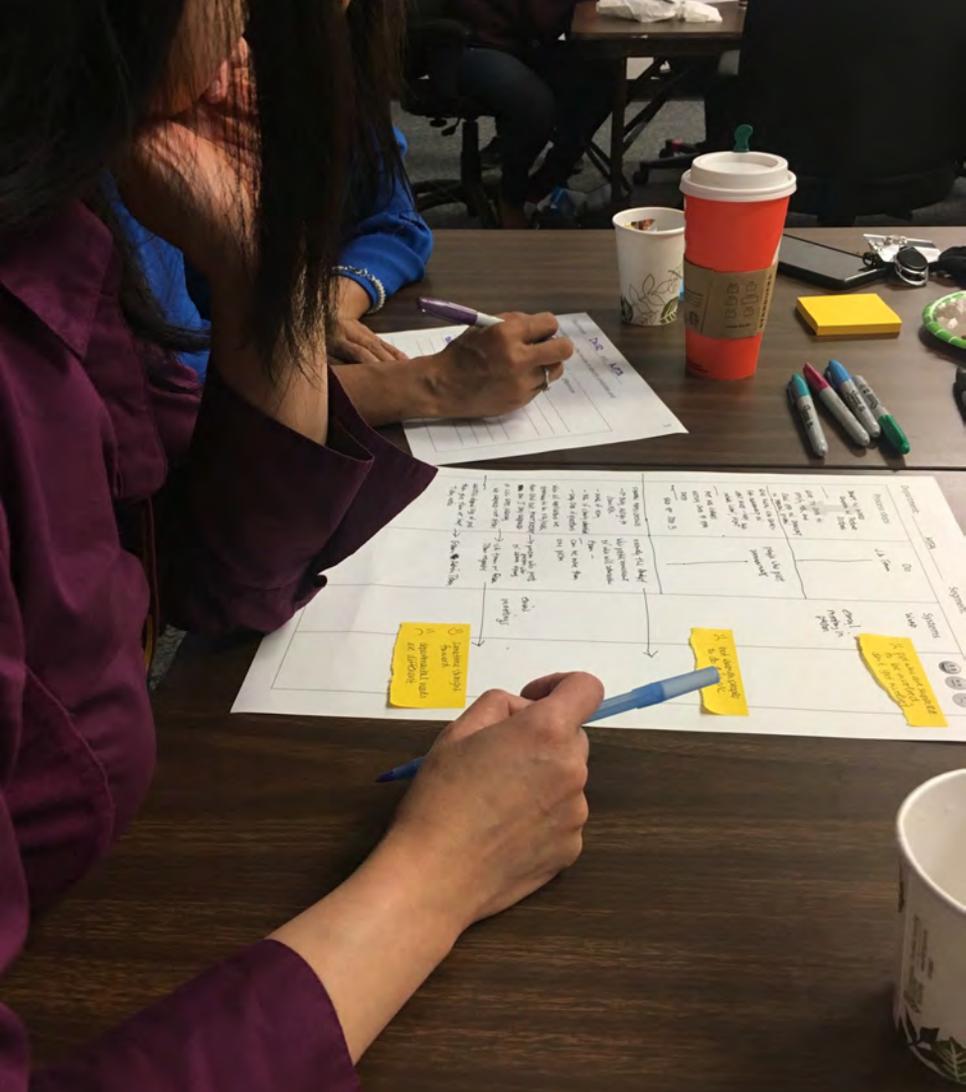
We are collaborating, working together to discover the ins and outs of how we hire in the City and County of San Francisco.

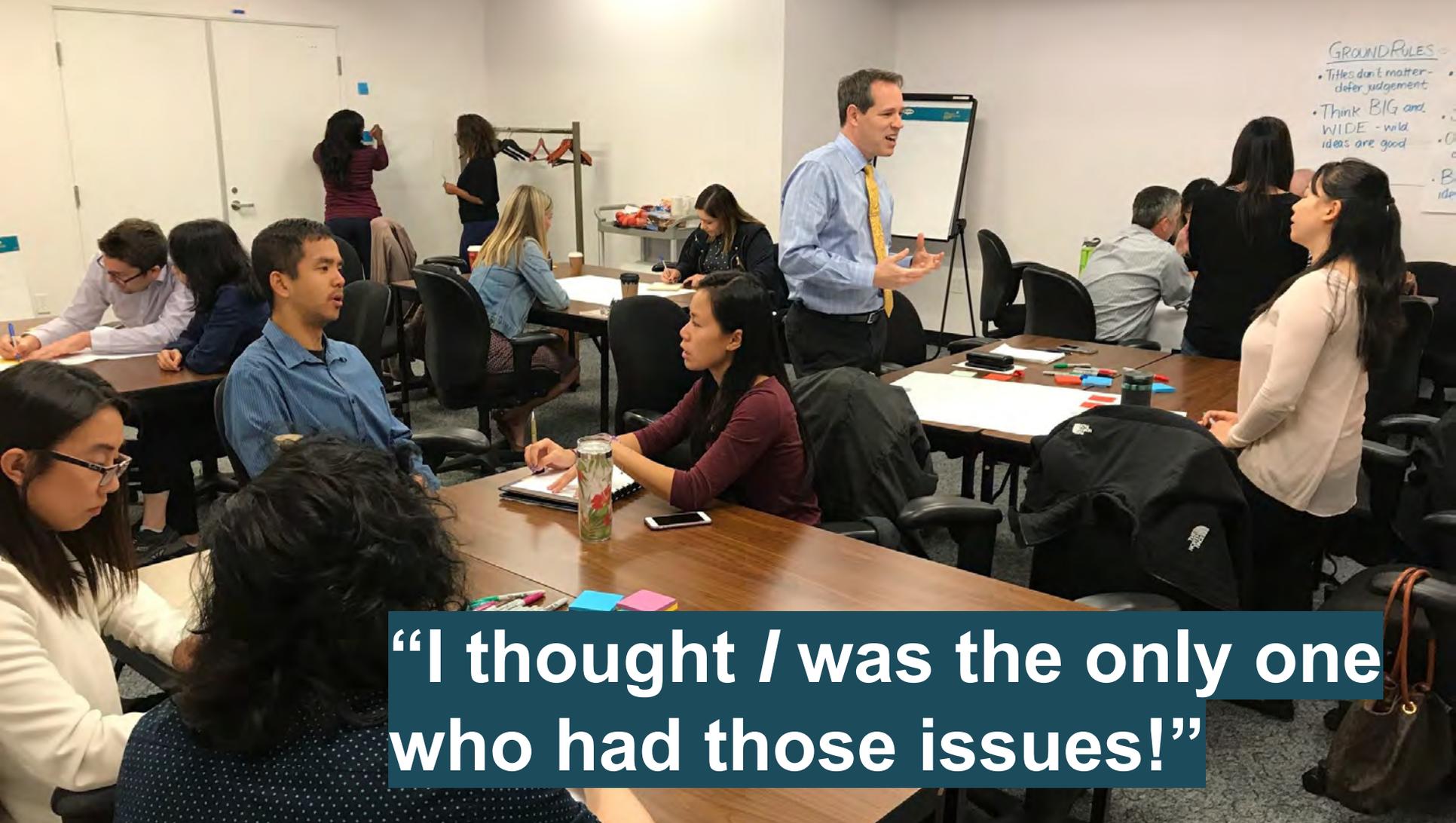
Completed as part of phase 1

- Started with workshops and interviews:
 - ◆ Completed **14 workshops** with HR professionals
 - ◆ Completed **2 workshops** with Hiring Managers
 - ◆ Interviewed **recent candidates** (ongoing)
- Documentation from first phase:
 - ◆ **Journey maps** of all three users' experiences with accompanying analyses
 - ◆ **Log of pain points** identified by different user types (which is where next part of the work starts)



Experience mapping workshops





“I thought / was the only one who had those issues!”



Service modules and pain points

Translating maps into modules

Define Roles

**Number of
hires needed
by role**

**Getting the
word out**

**Assessing
skills**

Determining fit
(interviewing and
background
checks)

Onboarding

Unpacking pain points per module

Define Roles

- Time-intensive and manual process redlining, reviewing and approving class changes
- Inconsistent process engaging unions during class spec amendment process
- Difficulty finding and coordinating Subject Matter Experts
- Inconsistent revisions and class specs seeming out-of-date
- Candidates don't feel exams are always testing for a given job's roles and responsibilities
- Classes at times feel too broad (e.g 1820 analyst class)
- Poor hiring manager experience (understanding class spec structure, creating new classes)

Unpacking pain points per module

**Number of
hires needed
by role**

- Hiring managers not providing all/accurate information for RTF submission
- Getting approvals and all info needed for RTF process
- Lack of clarity with regards to the certification process (justification letters, adding/removing positions)
- No central tool or automated method for managing position control
- Poor hiring manager understanding of hiring types (PEX, TEX, PCS) and processes related to each type

Unpacking pain points per module

Getting the word out

- The system to post jobs is difficult to use and not intuitive (having to format job descriptions in HTML)
- Candidates don't understand job announcements
- No clear method for getting the word out and concerns re: ensuring there are enough candidates
- Not enough candidates apply and having to re-post the job

Unpacking pain points per module

Assessing skills

- Emailing colleagues what you are working on and duplicating work
- Constantly being interrupted when needing heads down time
- Being unprepared for dealing with unhappy candidates/inquiries
- Difficulty finding and scheduling Subject Matter Experts and raters
- Not feeling confident reviewing subjective min. qualifications and processing high volume of apps
- Inconsistencies in promo points and manual calculations
- Lack of access to resources and historical knowledge
- Processing appeals
- Manually redacting information for blind readings and application processing
- Manual data entry, rounding, calculating and scoring tests
- Printing and prepping materials for tests
- Constraining and poorly understood list rules

Unpacking pain points per module

Determining fit (interviewing and background checks)

- Long wait periods and unresponsive Notice of Inquiries
- Poor understanding of the interview process/rules and inconsistent interviewer quality/feedback
- Manually updating Action Taken Codes after the fact
- Difficulty scheduling interviews
- Poor understanding of the conviction history process and which external stakeholders are involved
- Manual data entry, especially if there is a hit during conviction history
- Back and forth with candidates to obtain verifications/references
- Difficulty obtaining verification of education/employment
- Candidates being contacted by multiple departments and confused about the process (no single point of contact)
- Closing out certifications leads to bad candidate experience

Unpacking pain points per module

Onboarding

→ Manual data entry, data errors and systems not having the capability to talk to each other

What we're working on now

→ Our work has **two parallel tracks** rooted in pain points uncovered during discovery work



- Facilitating **next set of workshops** to build out more complete problem statements as well as initial set of larger recommendations

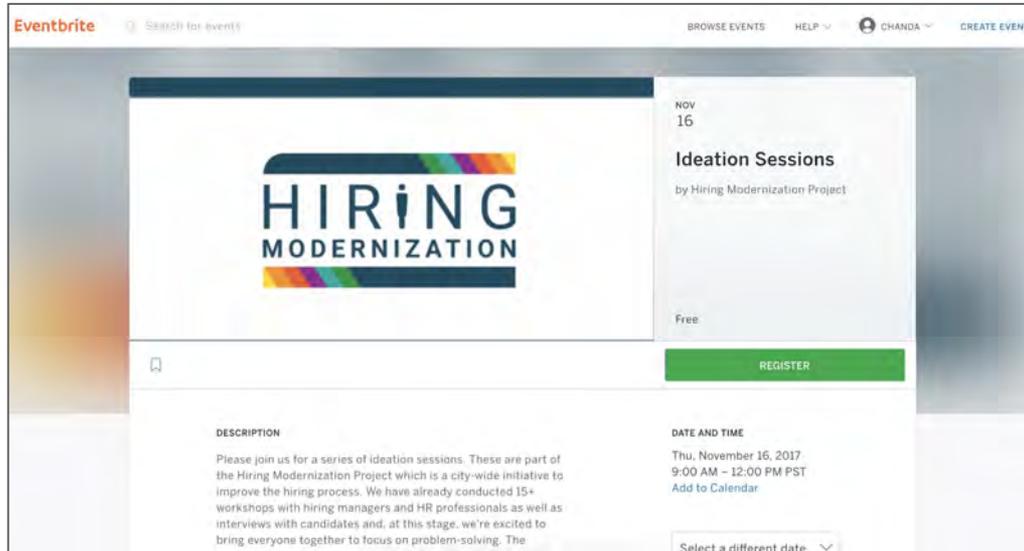
- **Identifying low-hanging fruit and trialing short-term interventions**



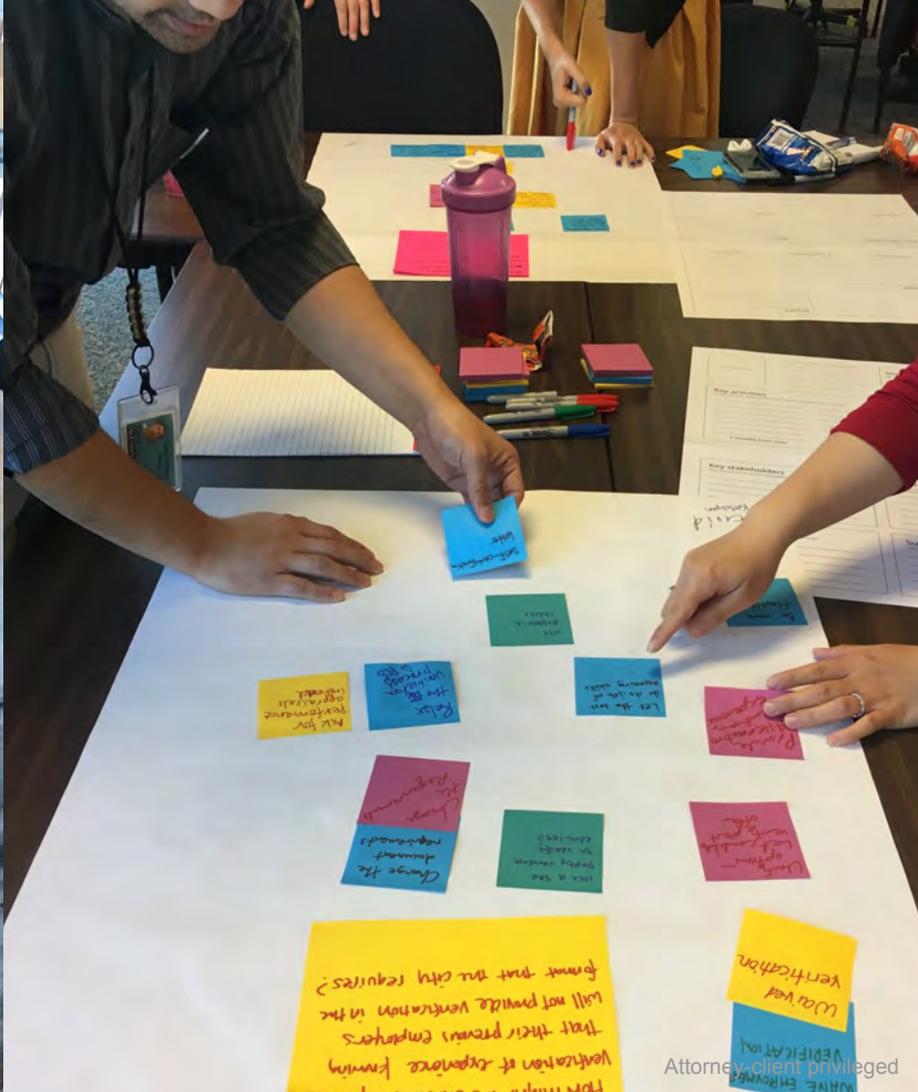
Next set of workshops

an inquiry into larger opportunities to improve the hiring process

How are these sessions different?



- Workshops with **HR professionals, hiring managers and recent candidates**
- **Self-identified** to attend
- Focused on **problem-solving and solution-identification**



How might we...
Ventilation & exposure limiting
that their previous employers
will not provide ventilation in the
format that the city requires?

Vertical
Verification
Verification

Relax
the 100
foot
height
requirement
for
performance
ventilation

Relax
the 100
foot
height
requirement
for
performance
ventilation

Let the city
approve
performance
ventilation

Let the city
approve
performance
ventilation

Change the
requirements
to allow
for
performance
ventilation

Let the city
approve
performance
ventilation

Let the city
approve
performance
ventilation

One output from the sessions is a set of in-depth problem statements

1	Problem Statement	User
2	How might a candidate serve their community knowing that a substantial sacrifice is necessary to afford to work for and to live in the city?	Candidate
3	How might a candidate stay engaged knowing that the hiring process is a long process with little communication?	Candidate
4	How might a candidates apply for similar roles knowing there is not a common application?	Candidate
5	How might a great candidate find the right job knowing that they don't fully grasp the hiring process and job description?	Candidate
6	How might a non-local candidate be accommodated during the pre-employment process knowing that the entire process could require them to be in San Francisco for an extended period of time?	Candidate
7	How might a qualified candidate find information about the process (exams, etc) knowing most external candidates haven't experienced this before?	Candidate
8	How might a qualified candidate provide employment verification knowing they have no contact with previous employers or the employer no longer exists?	Candidate
9	How might a candidate provide verification of experience knowing that their previous employers will not provide verification in the format that the city requires?	Candidate
10	How might a hiring manager attract the best candidate knowing that market perks are superior?	Hiring manager
11	How might a hiring manager feel confident about the hiring process knowing that the process differs with different HR professionals?	Hiring manager
12	How might a hiring manager fill a vacancy with the most qualified candidate knowing that (s)he has to accept reassignment requests (depending on the MoU)?	Hiring manager
13	How might a hiring manager fill an immediate vacancy knowing that the hiring process takes a long time?	Hiring manager
14	How might a hiring manager get a current 'superstar' employee promoted knowing the employee is not a good test taker?	Hiring manager
15	How might a hiring manager hire the best candidate knowing civil service rules have excluded the best candidates?	Hiring manager
16	How might an HR professional meet the expectations of hiring managers and candidates knowing that both have little knowledge of the hiring process?	HR professional
17	How might an HR professional find qualified candidates knowing that minimum qualifications are inconsistent with job requirements?	HR professional
18	How might an HR professional conduct a timely job analysis knowing that the subject matter experts are not available/difficult to schedule?	HR professional

We also ask participants to start unpacking potential solutions

- *How might a candidate apply for similar roles knowing there is not a common application? **More robust ATS that allows for internal sourcing and matching candidates to jobs with relevant experience and qualifications.***
- *How might a candidate provide verification of experience knowing that their previous employers will not provide verification in the format that the city requires? **Provide alternatives to certifying experience.***
- *How might a hiring manager attract the best candidate knowing that market perks are superior? **Create a department of marketing for CCSF.***
- *How might a hiring manager get a current 'superstar' employee promoted knowing the employee is not a good test taker? **Automatically qualify candidates for promotion interview.***
- *How might an HR professional meet the expectations of hiring managers and candidates knowing that both have little knowledge of the hiring process? **Simplify the process and ensure that everyone follows the process.***



Low-hanging fruit

We don't want to reinvent the wheel

- We started looking at **areas of opportunity** prioritized by the Steering Committee
- As we pulled on those threads we uncovered a number of **existing prototypes** living within your departments
 - ◆ We are currently unpacking those existing prototypes and beginning to flesh out how we might be able to **build on them**
- In the meantime, we prioritized two projects:
 - ◆ **Data analysis flow chart (ESR)**: How data is currently captured and flows through the process (which we will need for the RFP)
 - ◆ **Timeline of the process** (which was flagged by multiple users as a must-have)

How all of this comes together

Define Roles

Number of
hires needed
by role

**Visions
identified
through
ideation
sessions**

**Getting the
word out**

**Lessons
learned from
prototypes or
current
projects**

Assessing
skills

Determining fit

Onboarding

Other updates

- Rule revisions (ongoing)
- Presented to the Civil Service Commission (10/16)
- Presented to Labor (yesterday!)
- Read our blog: medium.com/@sfhiring (ongoing)

Questions?

