

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
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Tel. No. 554-5184
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November 4, 2015

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

The following is a status report on the 2014-2015 Civil Grand Jury Report (Report), "Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà vu All Over Again."

The Board of Supervisors Government Audit and Oversight Committee conducted a public hearing on October 15, 2015, to discuss the findings and recommendations of the Civil Grand Jury and responses to the report by departments.

The following city departments submitted a response to the Civil Grand Jury (copies enclosed):

- Mayor's Office, dated September 18, 2015, submitted a consolidated response for
 - a. Department of Technology
 - b. Office of the Controller
 - c. Department of Human Resources(Finding Nos. 1 through 7 and Recommendations Nos. 1 through 10)

The Report was heard in committee and a Resolution was prepared for Board of Supervisors approval October 20, 2015, formally accepted or rejected the findings and recommendations requiring the Board of Supervisors response (copy of Resolution No. 388-15 enclosed).

If you have any questions, please contact me at (415) 554-5184 or Erica.Major@sfgov.org.

Sincerely,


Angela Calvillo
Clerk of the Board

c:

Members, Board of Supervisors

Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury

Alison Scott, 2015-2016 San Francisco Civil Grand Jury

Janice Pettey, 2014-2015 San Francisco Civil Grand Jury

Philip Reed, 2014-2015 San Francisco Civil Grand Jury

Kate Howard, Mayor's Office

Chris Simi, Mayor's Office

Nicole Elliott, Mayor's Office

Miguel Gamino, Department of Technology

Bryant Bailess, Department of Technology

Ben Rosenfield, Office of the Controller

Todd Rydstrom, Office of the Controller

Asja Steeves, Office of the Controller

Micki Callahan, Department of Human Resources

Susan Gard, Department of Human Resources

Jon Givner, City Attorney's Office

Rick Caldeira, Legislative Deputy

Severin Campbell, Budget and Legislative Analyst

Debra Newman, Budget and Legislative Analyst

Jadie Wasilco, Budget and Legislative Analyst



City and County of San Francisco
Certified Copy
Resolution

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

150609 [Board Response - Civil Grand Jury - Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again]

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2014-2015 Civil Grand Jury Report, entitled "Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again;" and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget. (Clerk of the Board)

10/20/2015 Board of Supervisors - ADOPTED

Ayes: 10 - Avalos, Breed, Campos, Christensen, Cohen, Farrell, Kim, Mar, Tang and Wiener

Absent: 1 - Yee

10/30/2015 Mayor - RETURNED UNSIGNED

STATE OF CALIFORNIA
CITY AND COUNTY OF SAN FRANCISCO

CLERK'S CERTIFICATE

I do hereby certify that the foregoing Resolution is a full, true, and correct copy of the original thereof on file in this office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City and County of San Francisco.

November 02, 2015
Date


Reggy Nevin
for Angela Calvillo
Clerk of the Board

1 [Board Response - Civil Grand Jury - Unfinished Business: A Continuity Report on the 2011-
2 12 Report, Déjà Vu All Over Again]

3 **Resolution responding to the Presiding Judge of the Superior Court on the findings**
4 **and recommendations contained in the 2014-2015 Civil Grand Jury Report, entitled**
5 **“Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over**
6 **Again;” and urging the Mayor to cause the implementation of accepted findings and**
7 **recommendations through his/her department heads and through the development of**
8 **the annual budget.**

9
10 WHEREAS, Under California Penal Code, Section 933 et seq., the Board of
11 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
12 Court on the findings and recommendations contained in Civil Grand Jury Reports; and

13 WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or
14 recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a
15 county agency or a department headed by an elected officer, the agency or department head
16 and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the
17 response of the Board of Supervisors shall address only budgetary or personnel matters over
18 which it has some decision making authority; and

19 WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of
20 Supervisors must conduct a public hearing by a committee to consider a final report of the
21 findings and recommendations submitted, and notify the current foreperson and immediate
22 past foreperson of the civil grand jury when such hearing is scheduled; and

23 WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b),
24 the Controller must report to the Board of Supervisors on the implementation of
25

1 recommendations that pertain to fiscal matters that were considered at a public hearing held
2 by a Board of Supervisors Committee; and

3 WHEREAS, The 2014-2015 Civil Grand Jury Report entitled "Unfinished Business: A
4 Continuity Report on the 2011-12 Report, Déjà Vu All Over Again" is on file with the Clerk of
5 the Board of Supervisors in File No. 150609, which is hereby declared to be a part of this
6 resolution as if set forth fully herein; and

7 WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond
8 to Finding Nos. 1, 2, 3, 4, 5, 6, and 7, as well as Recommendation Nos. 1, 2, 3, 4, 5, 6, 7, 8, 9,
9 and 10 contained in the subject Civil Grand Jury report; and

10 WHEREAS, Finding No. 1 states: "The City has not prioritized critical network
11 infrastructure investments, as demonstrated by their failure to fund essential network
12 improvements;" and

13 WHEREAS, Finding No. 2 states: "Significant problems still exist within DT
14 [Department of Technology] that limit the services it provides to departments, largely due to
15 their inability to fill job positions and funding restraints;" and

16 WHEREAS, Finding No. 3 states: "The planned reorganization of DT to designate a
17 responsible party to each department could be a positive step in building DT's credibility;" and

18 WHEREAS, Finding No. 4 states: "DT lacks business analyst capabilities to launch new
19 initiatives and implement processes to make DT more efficient and effective;" and

20 WHEREAS, Finding No. 5 states: "The skills inventory capability of the eMerge
21 PeopleSoft system, as currently configured, will not enable Department Heads to quickly
22 identify City employees with skill sets in demand;" and

23 WHEREAS, Finding No. 6 states: "DHR's [The Department of Human Resources']
24 efforts through the IT [Information Technology] Hiring Group to stimulate IT recruitment and
25 streamline IT hiring will not sufficiently impact departmental IT units and DT;" and

1 WHEREAS, Finding No. 7 states: "The absence of a way to quickly bring in technology
2 resources, whether on an "at will" or CSS [Civil Service System] basis, puts the City at a great
3 disadvantage in hiring, and potentially at risk, in all of its technology initiatives;" and

4 WHEREAS, Recommendation No. 1 states: "The Mayor should prioritize the network
5 infrastructure and fully fund the required investment in this foundational platform;" and

6 WHEREAS, Recommendation No. 2 states: "The Mayor and Board of Supervisors
7 should require a six-month and twelve-month report on the status of the DT reorganization;"
8 and

9 WHEREAS, Recommendation No. 3 states: "A user satisfaction survey should be sent
10 to all DT clients, before the end of 2015 and later in six months after the reorganization, to
11 assess whether the new accountability structure is making a difference for clients;" and

12 WHEREAS, Recommendation No. 4 states: "The Office of the Controller should
13 develop the skills inventory capability in the eMerge PeopleSoft system to update IT employee
14 skills by the end of FY2015-2016;" and

15 WHEREAS, Recommendation No. 5 states: "DHR should publicly present the results of
16 its pilot IT hiring process to the Mayor and the Board of Supervisors before the end of CY
17 [Calendar Year] 2015;" and

18 WHEREAS, Recommendation No. 6 states: "DHR should issue a monthly written
19 report to the Mayor and Board of Supervisors showing the number of open IT positions at the
20 beginning of the month, the number of new IT position requisitions received in the current
21 month, the number of IT positions filled in the current month, the number of open IT positions
22 at the end of the month, and the average number of days required to fill the IT positions
23 closed in the current month;" and

24 WHEREAS, Recommendation No. 7 states: "DT should launch a taskforce to
25 recommend options for recruiting and hiring IT staff, particularly on an "at will" basis;" and

1 WHEREAS, Recommendation No. 8 states: "The Mayor and Board of Supervisors
2 should calendar an interim review of taskforce proposals within six months of its convening;"
3 and

4 WHEREAS, Recommendation No. 9 states: "DT needs a recruiter dedicated
5 exclusively to DT and other IT units' staffing needs;" and

6 WHEREAS, Recommendation No. 10 states: "DT needs to hire business analyst talent
7 for the taskforce, new reorganization, and new initiatives;" and

8 WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of
9 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
10 Court on Finding Nos. 1, 2, 3, 4, 5, 6, and 7, as well as Recommendation Nos. 1, 2, 3, 4, 5, 6,
11 7, 8, 9, and 10 contained in the subject Civil Grand Jury report; now, therefore, be it

12 RESOLVED, That the Board of Supervisors reports that they disagree wholly with
13 Finding No. 1 for reasons as follows: Major IT infrastructure projects have been a major focus
14 for the City. Coordinated efforts to improve the City's Network infrastructure are included as a
15 priority in the Information & Communication Technology (ICT) Plan; and, be it

16 FURTHER RESOLVED, That the Board of Supervisors reports that they disagree
17 wholly with Finding No. 2 for reasons as follows: The Board of Supervisor has no jurisdiction
18 over the hiring processes that DHR and DT have established and continue to update. The
19 Board, through the Annual Budget process, has also made significant investments in the
20 Department; and, be it

21 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
22 Finding No. 3; and, be it

23 FURTHER RESOLVED, That the Board of Supervisors reports that they disagree
24 partially with Finding No. 4 for reasons as follows: The Board of Supervisors was able to fund
25

1 both the new Business Engagement Manager position and a second business analyst
2 requested by DT; and, be it

3 FURTHER RESOLVED, That the Board of Supervisors reports that they agree with
4 Finding No. 5; and, be it

5 FURTHER RESOLVED, That the Board of Supervisors reports that they disagree
6 wholly with Finding No. 6 for reasons as follows: The Board of Supervisors has no jurisdiction
7 over the hiring processes that DHR and DT have established and continue to update; and, be
8 it

9 FURTHER RESOLVED, That the Board of Supervisors reports that they disagree
10 wholly with Finding No. 7 for reasons as follows: The Board of Supervisor has no jurisdiction
11 over the hiring processes that DHR and DT have established and continue to update; and, be
12 it

13 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
14 No. 1 has been implemented for reasons as follows: As the Mayor's response indicates, "the
15 'Fix the Network' project was highlighted as high priority into the most recent ICT plan and
16 funded with \$4.3 million in the Mayor's FYs 2015-2016 and 2016-2017 budget – the largest
17 single allocation from COIT's [Committee on Information Technology] annual project
18 allocation;" and, be it

19 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
20 No. 2 will not be implemented for reasons as follows: While any individual supervisor can call
21 a hearing on this topic at any time, the Board of Supervisors cannot specifically predict if or
22 when one may do so. The Board President sits on COIT, which will be receiving updates on
23 DT's progress. And as the Department's response indicates, "in September [DT] began
24 releasing a monthly project status and key performance indicator report for department heads,
25

1 including measures on services performed at project levels, network uptime, and other yet-to-
2 be determined metrics;" and, be it

3 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
4 No. 3 has not yet been implemented, but will be implemented in the future for reasons as
5 follows: This is largely beyond the jurisdiction of the Board of Supervisors, but as the
6 department's response indicates, DT plans to distribute an initial survey before the end of
7 2015 with a follow-up survey by the end of FY2015-2016. The Board will conduct a follow-up
8 hearing by January 2016; and, be it

9 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
10 No. 4 has not yet been implemented, but will be implemented in the future for reasons as
11 follows: As the Controller's response indicates, it plans to implement this recommendation
12 within the specified time frame, by the end of FY2015-2016. The Board will conduct a follow-
13 up hearing by January 2016; and, be it

14 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
15 No. 5 has not yet been implemented, but will be in the future for reasons as follows: As the
16 Department's response indicates, DHR plans to complete this by the end of FY2015-2016.
17 The Board will conduct a follow-up hearing by January 2016; and, be it

18 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
19 No. 6 will not be implemented for reasons as follows: Implementation of this recommendation
20 is largely beyond the jurisdiction of the Board of Supervisors. While any individual supervisor
21 could call a hearing on this topic or request a report at any time, the Board of Supervisors
22 cannot specifically predict if or when one may do so. Moreover, reports with this level of
23 granularity and frequency would likely be excessive for the Board's purposes; and, be it

24 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
25 No. 7 has been implemented for reasons as follows: As DT's response indicates, this task

1 force was developed in response to the Civil Grand Jury's previous report. The Board of
2 Supervisors thanks the Civil Grand Jury members for their contributions and role in improving
3 city-wide IT; and, be it

4 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
5 No. 8 has been implemented for reasons as follows: The task force has and will again present
6 to COIT, a body on which the President of the Board of Supervisors and many other City
7 leaders sit; and, be it

8 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
9 No. 9 will not be implemented for reasons as follows: This is largely beyond the jurisdiction of
10 the Board of Supervisors, though the Board will support DT in its efforts and evaluate any
11 possible staffing requests during the annual budget process; and, be it

12 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
13 No. 10 has been implemented for reasons as follows: This is largely beyond the jurisdiction of
14 the Board of Supervisors, but as the Department's response indicates, DT has "created a
15 Business Engagement Office as part of its reorganization" that is working on these efforts and
16 has funding for additional staff; and, be it

17 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
18 implementation of accepted findings and recommendations through his/her department heads
19 and through the development of the annual budget.
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25



City and County of San Francisco
Tails
Resolution

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

File Number: 150609

Date Passed: October 20, 2015

Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2014-2015 Civil Grand Jury Report, entitled "Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

October 15, 2015 Government Audit and Oversight Committee - AMENDED, AN
AMENDMENT OF THE WHOLE BEARING SAME TITLE

October 15, 2015 Government Audit and Oversight Committee - RECOMMENDED AS
AMENDED AS A COMMITTEE REPORT

October 20, 2015 Board of Supervisors - ADOPTED

Ayes: 10 - Avalos, Breed, Campos, Christensen, Cohen, Farrell, Kim, Mar, Tang
and Wiener
Absent: 1 - Yee

File No. 150609

I hereby certify that the foregoing
Resolution was ADOPTED on 10/20/2015
by the Board of Supervisors of the City and
County of San Francisco.


Angela Calvillo
Clerk of the Board

Unsigned

Mayor

10/30/15

Date Approved

I hereby certify that the foregoing resolution, not being signed by the Mayor within the time limit as set forth in Section 3.103 of the Charter, or time waived pursuant to Board Rule 2.14.2, became effective without his approval in accordance with the provision of said Section 3.103 of the Charter or Board Rule 2.14.2.


Angela Calvillo
Clerk of the Board


Date

File No.
150609

OFFICE OF THE MAYOR
SAN FRANCISCO



EDWIN M. LEE
MAYOR

September 18, 2015

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

Dear Judge Stewart:

Pursuant to Penal Code sections 933 and 933.05, the following is in reply to the 2014-2015 Civil Grand Jury report, *Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again*. We would like to thank the members of the Civil Grand Jury for their interest in the quality of San Francisco's information technology (IT) infrastructure and associated staff.

Since the 2011-12 Civil Grand Jury report, the City has made significant efforts to improve coordination and funding of IT needs citywide. The City's Committee on Information Technology (COIT) has continued to evolve as the City's central IT policy, planning, and fiscal coordination body. In the spring of 2015, COIT released the third update to the 5-Year Information & Communication Technology (ICT) Plan, which spans fiscal years (FY) 2016-2020. The ICT Plan serves as the City's framework to proactively plan, invest, and implement IT projects which align with the City's goals of innovation, sustainability, and resilience. The latest iteration of the plan recommends historic levels of funding for IT infrastructure, replacement of legacy systems, and annual projects—recommending \$150 million in General Fund investments over the five-year time period through the COIT Annual Project Allocation and the newly created Major IT Project Allocation. This recommended level of IT funding was assumed in the City's Five Year Financial Plan for the same time period.

In addition to the citywide efforts mentioned above, the Department of Technology is in the process of implementing a reorganization with the goals of achieving better efficiency, improved service to client departments, and addressing recruitment and workforce development needs.

A detailed response from the Mayor's Office, the Controller's Office, the Department of Technology, and the Department of Human Resources to the Civil Grand Jury's findings and recommendations follows.

Thank you again for the opportunity to comment on this Civil Grand Jury report.

Sincerely,

Handwritten signature of Edwin M. Lee in blue ink.

Edwin M. Lee
Mayor

Handwritten signature of Miguel Gamiño, Jr. in blue ink.

Miguel Gamiño, Jr.
Chief Information Officer

Handwritten signature of Ben Rosenfield in blue ink.

Ben Rosenfield
Controller

Handwritten signature of Micki Callahan in blue ink.

Micki Callahan
Human Resources Director

Finding 1: The City has not prioritized critical network infrastructure investments, as demonstrated by their failure to fund essential network improvements.

Disagree with finding, wholly. The City has made significant steps in prioritizing and planning for major IT infrastructure projects, maintenance and renewal. The Department of Technology's (DT) plan to improve the network, the "Fix the Network" or "Fix the Fundamentals" project, was identified as a top City priority in the FY 2015-16 – FY 2019-20 Information & Communication Technology (ICT) Plan. By the end of FY 2016-17, the City will have invested over \$6.5 million in this project alone, above and beyond DT's operating budget. In addition, the City has invested over \$7 million in building and consolidating data centers and nearly \$3.5 million in disaster recovery through DT's budget. This is all while the City's investments in IT projects citywide have reached historic levels and are planned to grow to over \$150 million over the next 5 years, as laid out in the latest ICT Plan.

Recommendation 1: The Mayor should prioritize the network infrastructure and fully fund the required investment in this foundational platform.

Recommendation has been implemented.

As described in the response to Finding 1, the City has made significant commitments to strengthening the City's network infrastructure through DT's "Fix the Network" project and other citywide efforts around maintenance, disaster recovery, and data center consolidation. As evidence of this commitment, the "Fix the Network" project was highlighted as high priority into the most recent ICT plan and funded with \$4.3 million in the Mayor's FY 2015-16 and 2016-17 budget- the largest single allocation from COIT's annual project allocation. Additionally, funding for DT's operational budget has continued to grow to support the ongoing capacity of the department to prioritize this project and support its ongoing maintenance.

Finding 2: Significant problems still exist within DT that limit the services it provides to departments, largely due to their inability to fill job positions and funding restraints.

Disagree with finding, in part.

It is challenging to recruit information technology professionals to City jobs in today's competitive market. DT continues to work closely with the Department of Human Resources (DHR) on initiatives designed to reduce vacancy rates and streamline hiring. These initiatives include a modernized continuous testing program for permanent civil service employees, clarification of project hires, and a new branding and recruitment campaign. DT has implemented a comprehensive four tier plan to prioritize staffing needs and expedite new hires with DHR.

Finding 3: The planned reorganization of DT to designate a responsible party to each department could be a positive step in building DT's credibility.

Agree with finding.

Finding 4: DT lacks business analyst capabilities to launch new initiatives and implement processes to make DT more efficient and effective.

Disagree with finding, in part.

A major goal of DT's reorganization is improvement of the department's business analyst capabilities, while making existing resources more efficient and effective. To this end, DT created a new Business Engagement Manager position and added a second business analyst position in the current fiscal year.

The Business Engagement staff will follow client relationship best practices and seek to create a value-based partnership between DT and City departments through coordination of IT project delivery, services delivery, and vendor relationship management. The staff will also focus on engaging with DT clients to meet their emerging needs and fostering new department and City wide initiatives.

Recommendation 2: The Mayor and Board of Supervisors should require a six-month and twelve-month report on the status of the DT reorganization.

Recommendation will not be implemented because it is not warranted.

Through the annual budget process, the Mayor and the Board of Supervisors have reviewed the Department of Technology's position changes and new organizational structure. Any further changes will be reviewed as part of future budget cycles.

Additionally, in September the department began releasing a monthly project status and key performance indicator report for department heads, including measures on services performed at project levels, network uptime, and other yet-to-be determined metrics. The report will reflect the impacts of the reorganization on service delivery. It will be summarized and presented at public COIT meetings.

Recommendation 3: A user satisfaction survey should be sent to all DT clients, before the end of 2015 and later in six months after the reorganization, to assess whether the new accountability structure is making a difference for clients.

Recommendation has not been, but will be, implemented in the future.

DT agrees with the recommendation and will implement both survey recommendations in the proposed timeline - an initial survey before the end of the CY 2015 and follow-up survey by the end of FY 2015-16.

Finding 5: The skills inventory capability of the eMerge PeopleSoft system, as currently configured, will not enable Department Heads to quickly identify City employees with skill sets in demand.

Agree with finding. The capability is currently in the eMerge PeopleSoft system, but needs departmental configuration to: 1) identify specific skills, 2) link the skills to job codes and positions, which then, 3) aligns the skills to employees by position. As departments implement ePerformance, this process can be employed to meaningfully address their specific needs as well as to address overarching general skills and competencies. Please see the response to Recommendation 4 for more details on the implementation timeline of this initiative.

Recommendation 4: The Office of the Controller should develop the skills inventory capability in the eMerge PeopleSoft system to update IT employee skills by the end of FY15-16.

Recommendation has not been, but will be, implemented in the future.

The Office of the Controller agrees with this recommendation. The Office of the Controller is advancing this capability through the eMerge PeopleSoft system which includes functionality to house a skills inventory and link those skills to job classifications, positions, and employees- successful implementation is

dependent on citywide departmental engagement and adoption. At the center of this functionality is the use of “competencies,” which in PeopleSoft are used to define skills and levels of proficiency expected for job classifications and positions. By properly using the competency and performance appraisal features in the ePerformance module in PeopleSoft, the City could develop skills inventory capability.

The current ePerformance Pilot Project is implementing competency and skills assessment for the FY 2015-16 performance appraisal period. The pilot project includes 41 job classifications and 595 employees at the Airport Commission, Controller’s Office, Department of Public Health, and Public Utilities Commission. The Controller’s Office and its eMerge Division are soliciting additional departments to leverage the ePerformance module for FY 2016-17 performance appraisals. The Office of the Controller will work with the Department of Human Resources and Department of Technology toward citywide deployment after the pilot is successfully concluded.

Finding 6: DHR’s efforts through the IT Hiring Group to stimulate IT recruitment and streamline IT hiring will not sufficiently impact departmental IT units and DT.

Disagree with finding, wholly.

The IT Hiring Group, which includes DHR, DT, the Controller’s Office, Public Health, and other City departments, continues to move forward with initiatives to improve the City’s ability to hire top-notch IT professionals. Every factor impacting hiring is under review and subject to redesign, including: understanding the needs of the market; creating a brand and launching recruitment campaigns; improving the candidate hiring experience; changing workplace culture; revising policies; and utilizing exempt hiring as appropriate. DT will provide funds to hire a temporary recruiter to assist DHR with expedited IT outreach and hiring.

Recommendation 5: DHR should publicly present the results of its pilot IT hiring process to the Mayor and the Board of Supervisors before the end of CY 2015.

Recommendation has not been, but will be, implemented in the future.

The Department of Human Resources is currently expanding its IT hiring pilot, in cooperation with the Department of Technology, the Controller’s Office and other City departments. The results will not be ready for presentation at the end of calendar year 2015, but the department projects they will be available by the end of FY 2015-16 and will present these findings to the public COIT oversight body, which includes representatives of both the Mayor and the Board of Supervisors.

Recommendation 6: DHR should issue a monthly written report to the Mayor and Board of Supervisors showing the number of open IT positions at the beginning of the month, the number of new IT position requisitions received in the current month, the number of IT positions filled in the current month, the number of open IT positions at the end of the month, and the average number of days required to fill the IT positions closed in the current month.

Recommendation will not be implemented because it is not warranted.

DHR regularly reports to the Committee on Information Technology (COIT) on the status of the IT Hiring Group’s progress, so further reporting is not operationally beneficial at this time. For context, current results reflect that approval of a department’s request to fill a position, a process managed by DHR and the Mayor’s Office, takes an average of four days. Other parts of the hiring process are managed at the department level, where extended periods of time between when a position goes vacant and when a

department submits a request a hire occurs, based on the department's immediate priorities, needs, and goals. There may also be periods of time between when the request to hire is approved and when a person is actually hired, due to circumstances such as lack of an adequate candidate pool. Without any context on where a vacancy actually is in the hiring process, and departmental insight into why a position remains vacant, a monthly set of data will not shed any light on why an IT job remains unfilled.

DHR and the Mayor's Office are pursuing numerous, potentially impactful improvements to processes and systems that will create more transparency for hiring in general.

Additionally, DHR regularly reports to the Civil Service Commission on matters under its jurisdiction. Annual reports to the Civil Service Commission, which are relevant to IT hiring, include:

- Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 - 1 through 10.104 – 12
- Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 – Categories 16 through 18
- Position-Based Testing Program
- Class Consolidation

Finding 7: The absence of a way to quickly bring in technology resources, whether on an “at will” or CSS basis, puts the City at a great disadvantage in hiring, and potentially at risk, in all of its technology initiatives.

Disagree with finding, in part.

DHR supports the principles of the merit system, which provides equal opportunity for employment to all applicants, and helps ensure employees are selected and promoted based on merit, and without discrimination. The City's civil service system provides options to hire exempt employees. DHR, along with the IT Hiring Group, is clarifying these options as part of the IT hiring program.

DHR and the IT Hiring Group continue to improve hiring, as stated in response to finding six. The progress being made was noted in the City Services Auditor (CSA) Performance Unit's April 2015 hiring report.

Recommendation 7: DT should launch a taskforce to recommend options for recruiting and hiring IT staff, particularly on an “at will” basis.

Recommendation has been implemented.

In its original report, the Civil Grand Jury recommended that the Mayor's Office and DHR convene a taskforce to develop methods to speed up the process for hiring IT personnel in the absence of making all IT positions exempt, which would require a Charter change. The taskforce was convened and included DT, DHR, the Mayor's Office, the Controller's Office, other City departments, and IFPTE Local 21. As noted in response to recommendations five and six, this group developed and implemented interim strategies to improve hiring, including a pilot online, on-demand exam. The pilot exam was successful, but only impacted one portion of the hiring process. As noted in response to finding two, this group is implementing a comprehensive plan to improve IT hiring.

Recommendation 8: The Mayor and Board of Supervisors should calendar an interim review of taskforce proposals within six months of its convening.

Recommendation has been implemented.

The taskforce, described in the response to Recommendation 7, presented to the public COIT body in their September 19th, 2013 meeting and updated the group on January 29th, 2015. The taskforce will continue to present updates and proposals to the public COIT body in the future.

Recommendation 9: DT needs a recruiter dedicated exclusively to DT and other IT units' staffing needs.

Recommendation has not been, but will be, implemented in the future.

As part of the larger departmental reorganization, DT has prioritized existing resources in the current fiscal year to support the existing efforts to improve IT recruitment through DHR. The department is in the process of identifying the appropriate staff position to focus on expedited outreach and hiring for IT positions. The ongoing nature of this position will be re-evaluated at the fiscal year end as part of the larger taskforce planning and recommendations for improving the City's IT hiring.

Recommendation 10: DT needs to hire business analyst talent for the taskforce, new reorganization, and new initiatives.

Recommendation has been implemented.

As described in the response to Finding 4, DT created a Business Engagement Office as part of its reorganization. The purpose of the Business Engagement Office is to utilize best practices for client engagement, service delivery, and vendor relationship management. The Office is currently staffed by an existing staff member with budget approval to add an additional staff member in the current fiscal year. The department intends to continually evaluate the needs of the team and consider adding additional resources in coming fiscal years.