



SFMTA

San Francisco Municipal Transportation Agency

Update on Hiring and Workforce Planning

PAG

Tuesday, February 28, 2023

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Hiring Summary

One of the **highest priorities in the agency's Strategic Plan is hiring** and meeting the agency's workforce needs.

Presentation Agenda

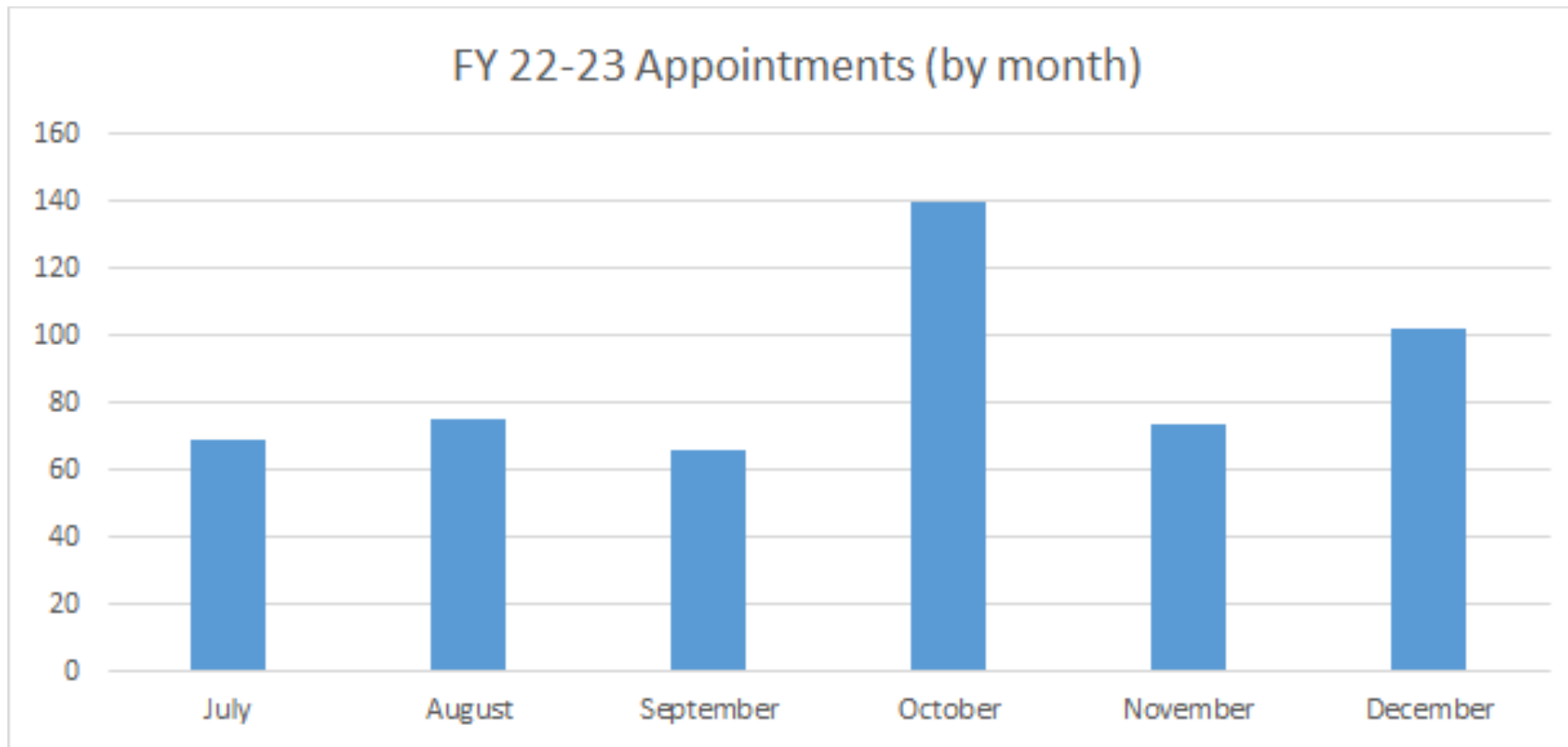
- ⌘ Hiring Data
- ⌘ Proposed Civil Service Rule Changes & Hiring Updates
- ⌘ **Questions & Answers**



Hiring Summary YTD FY 22-23

Managing the Hiring Pipeline

In the first two quarters of FY 2023, the agency has completed **526** hires and **continues to average over 200 positions filled for 6 straight quarters**. In the most recent quarter, the agency made **316** appointments.



	FY22-23
July	69
August	75
September	66
October	140
November	74
December	102
TOTAL	526

Hiring Summary YTD FY 22-23

Workforce Requirements

While the Agency was successful at hiring **526** employees currently this fiscal year, only 275 or **52% of those hires were new to the City & MTA**. 185 of these 275 new hires (67.6%) were Transit Operators. This means 90 out of 306 non-Operator appointments (29.4%) were new hires.

Legend: Appointment Categories

COS = Change of Status

HIR = New Hire to City

PRO = Promotion within MTA

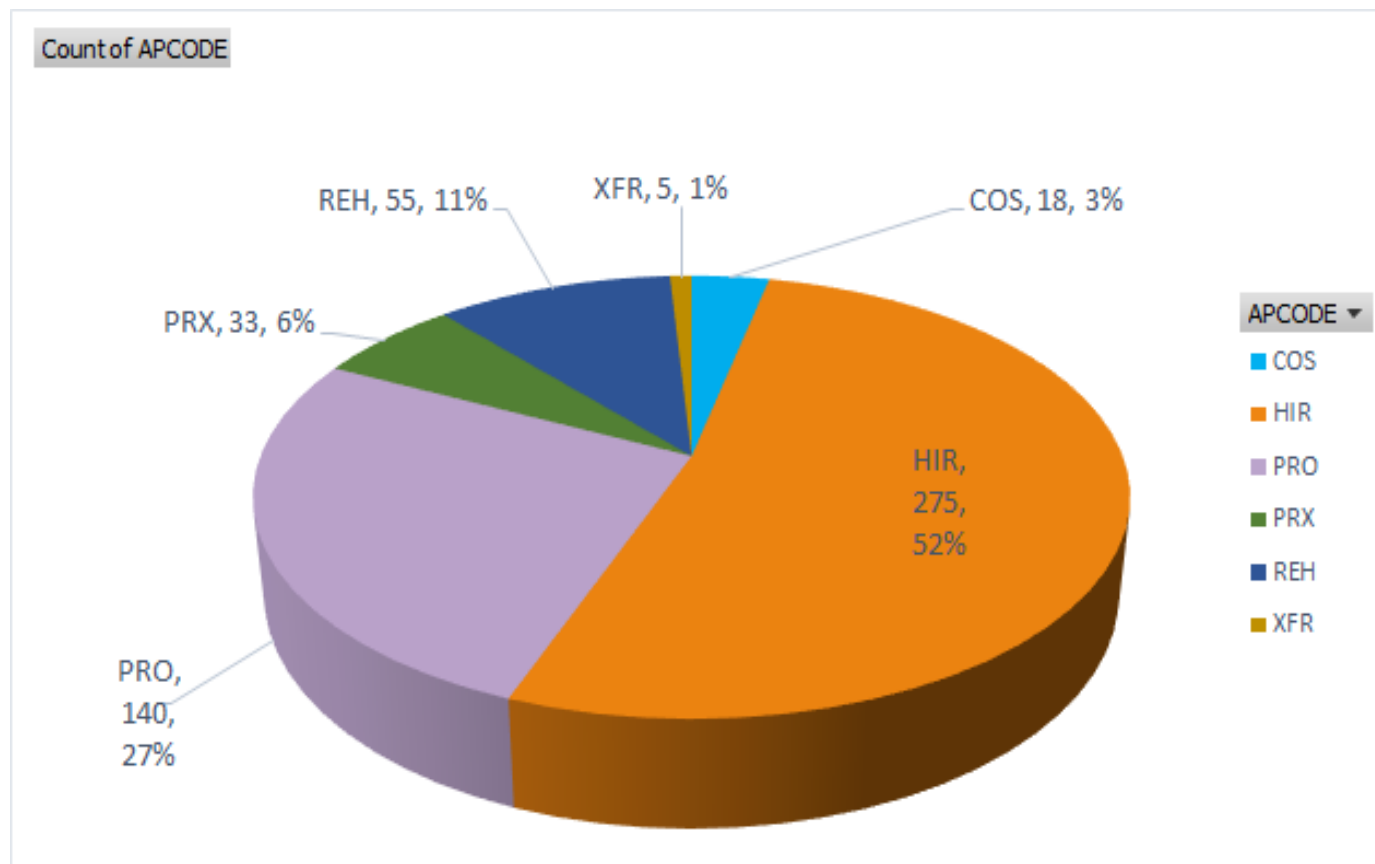
PRX = Promotion from another city dept

RAC = ADA placement (reasonable accommodation)

RAS = Internal reassignment within SFMTA

REH = Rehire

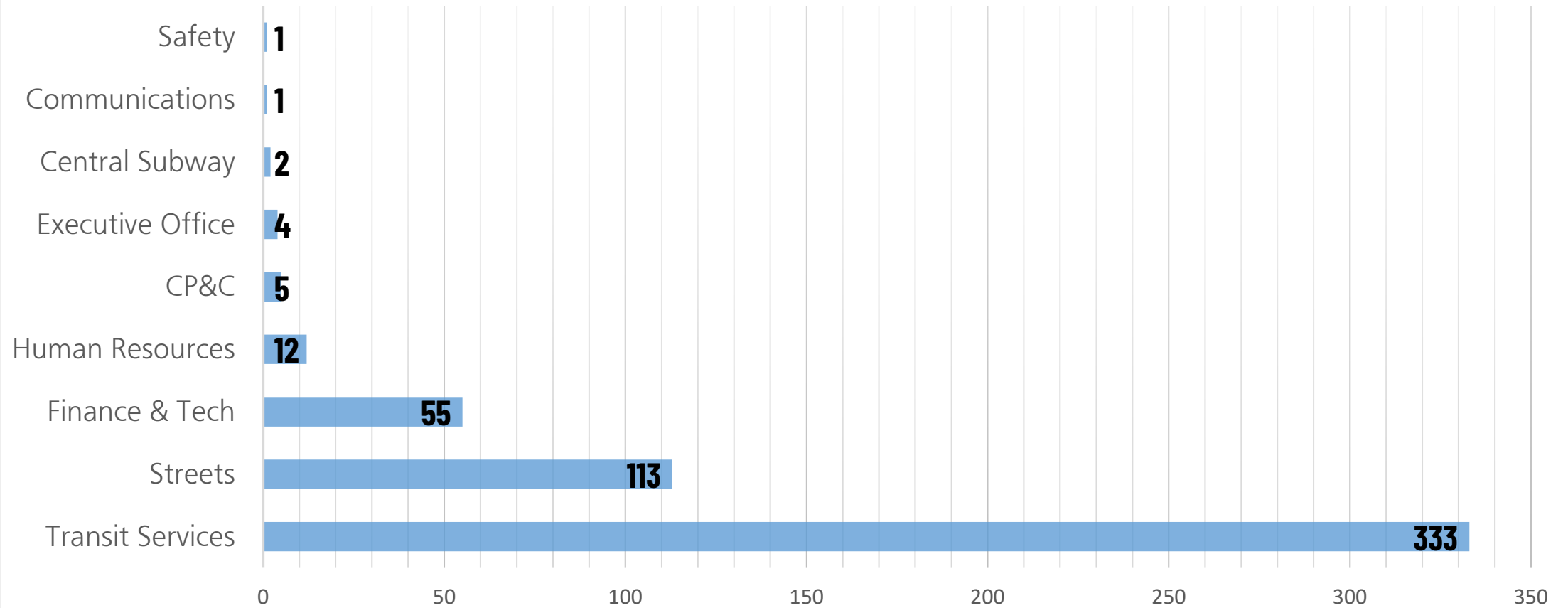
XFR = Transfer (lateral transfer from another dept)



Hiring Summary YTD FY22-23

Division Appointments

Number Of Appointments (by Division)
(July 1, 2022- December 31, 2022)



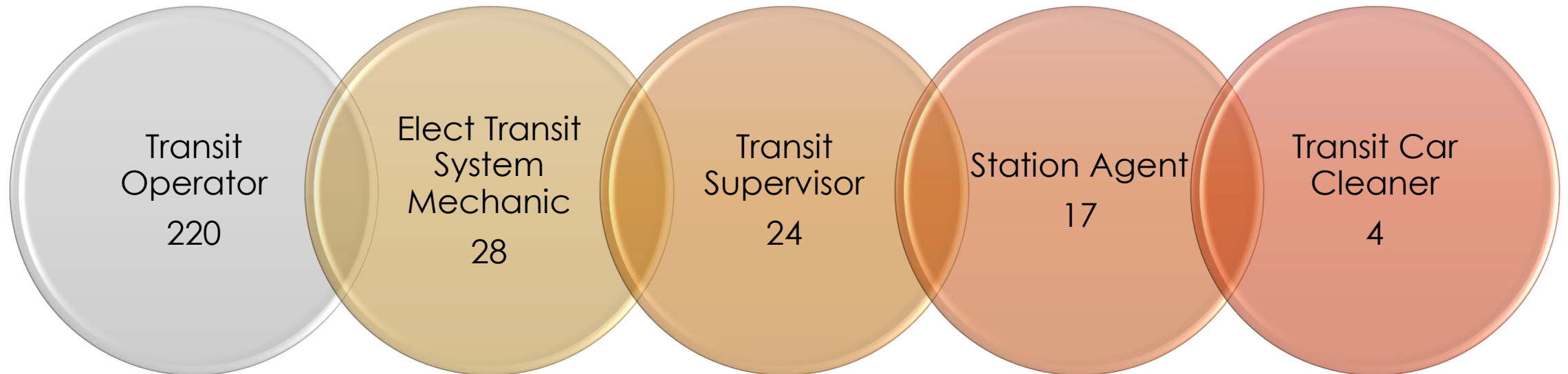
	Transit Services	Streets	Finance & Tech	Human Resources	CP&C	Executive Office	Central Subway	Communications	Safety
■ Number of Appointments	333	113	55	12	5	4	2	1	1

Hiring Summary YTD FY 22-23

Transit Services

Total # of Appointments = 333

Top Appointments

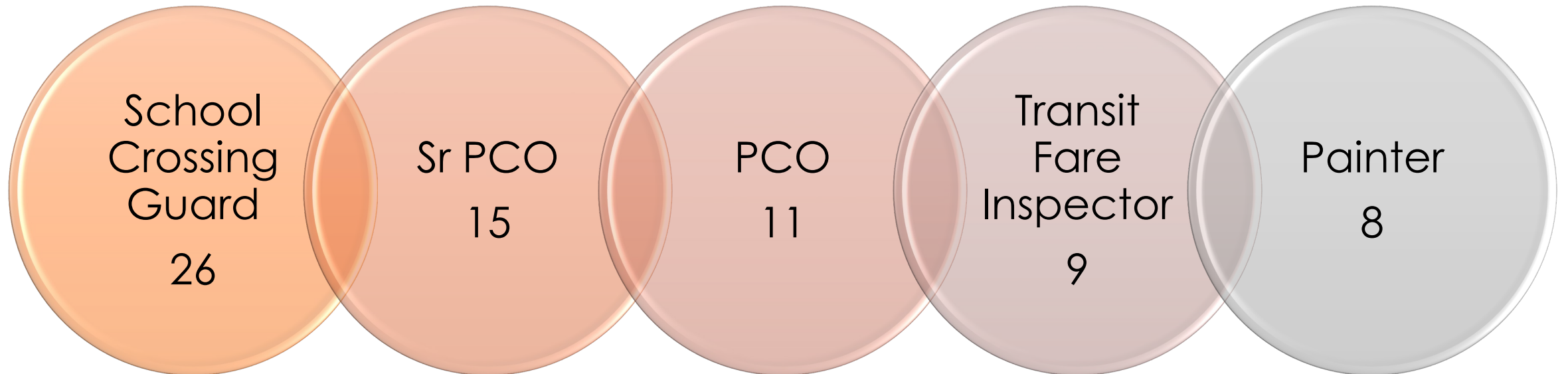


Hiring Summary YTD FY 22-23

Streets Division

Total # of Appointments = 113

Top Appointments

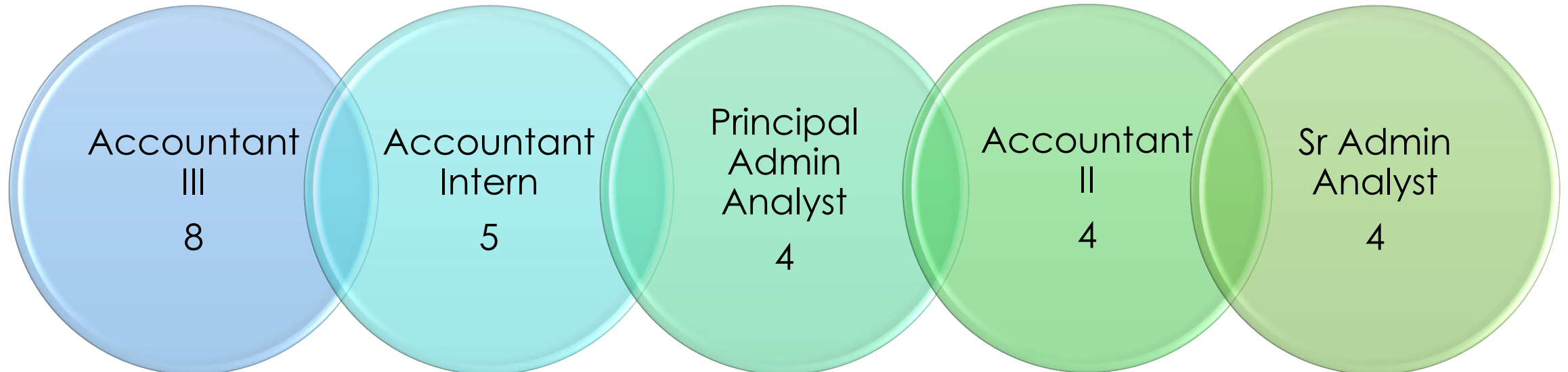


Hiring Summary YTD FY 22-23

Finance & Tech Services Division*

Total # of Appointments = 55

Top Appointments



**Includes positions moved to Office of the Chief Strategy Officer*

Hiring Summary YTD FY 22-23 Division Appointments



Human Resources (Total Appts 12)

HR Analyst
Personnel Tech
Sr Management Assistant



CP&C (Total Appts 5)

Assistant Engineer
Project Manager II
Associate Engineer



Executive (Total Appts 4)

Manager IV
Public Relations Officer
Coordinator Citizen Involvement



Central Subway (Total Appts 2)

Associate Engineer
Management Assistant



Comms (Total Appt 1)

IS Business Analyst Assistant



Safety (Total Appt 1)

Safety Analyst



SFMTA

A nighttime photograph of the San Francisco City Hall dome, illuminated against a dark sky. In the foreground, a bus stop shelter and a bus are visible, with light trails from the bus indicating motion. A semi-transparent red banner is overlaid across the middle of the image, containing the title text.

Civil Service Commission Proposed Rule Changes and Citywide Hiring Updates



Citywide Hiring Updates

*For more information, read
"Making Government Work:
Speeding Up Hiring"
Mayor Breed (12/8/2022)*

- "Hiring Reform" team formed Mayor's office & Department of Human Resources (DHR)
- (7) civil service rules in the process (January 25, 2023)
- If approved → Meet and Confer sessions with unions
- Phase one of proposed changes
- More proposals will be forthcoming





Proposed MTA Civil Service Amendments

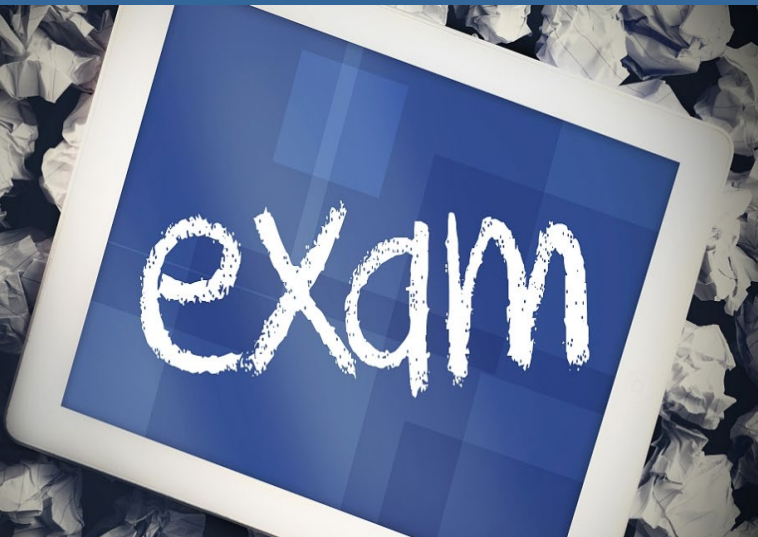


- **Reduce Required Minimum Time Durations for Review/Response**
 - Certain steps of the exam process have minimum time periods of 5 to 10 business/calendar days.
 - These rules were created when we relied heavily on the US Postal Service and paper applications. Now applicants get noticed instantly once a message is sent.
 - Proposal to standardize all of these rules with a minimum time period of 3 business days for review/response
- **Promotive points consistency**
 - Currently different rules based on the type of exam conducted, one for which exempt employees get promotional points and one for which they do not.
 - This is point of confusion for employees on why they get promotive points on one recruitment but not another.
 - One process also takes significantly longer than the other causing list delays as reviews occur. This could reduce up to **3 weeks** in some exam processes.
- **Consistency of List Extension Language**
 - Current rules are different based on exam type.
 - MTA's Position-Based (PBT) rules do not match the City's rules (24 months vs. 48 months)
 - Current Class-Based (CBT) exams are limited to one-year extensions from original expiration date
 - Proposal would be to have all lists have a maximum duration of 48 months
 - Proposal also intended to counter any future emergency type of situation where the current language would cause a list to expire before a new exam can be conducted
- **Ability for to Exhaust List when less eligibles than positions to fill**
 - A current pain point in the process is the paperwork and certification of new positions that needs to occur when there are more positions than available, interested candidates
 - New rule proposal would allow such lists to be exhausted by DOT/Designee or DHR Human Resources Director
 - Allows alternative recruitment processes to be more efficiently initiated

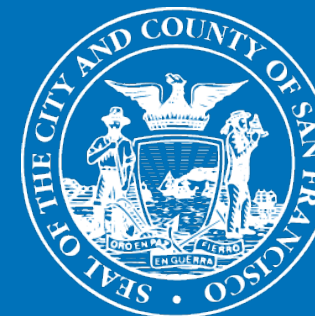


Permanent Civil Service Improvements

- Some exams moving to online, on-demand testing
 - Allows candidates to complete exams online from their homes
 - Allows MTA to reach candidates in other states or who otherwise might have difficulty coming to take an in-person-exam
- Some exams moving to continuous testing model
 - Allows candidates to apply at any time for such positions
 - Requires agreements with unions on a "Rule of the List" certification rule
 - The first group of classifications citywide, pending union agreements:
 - 1244 Senior Human Resources Analyst
 - 182X Administrative Analyst
 - 184X Management Assistant series
 - Timeframe unknown but expected in the first half of 2023
- Data-focused meetings have been convening so we can better leverage data about past recruitments to identify pain points

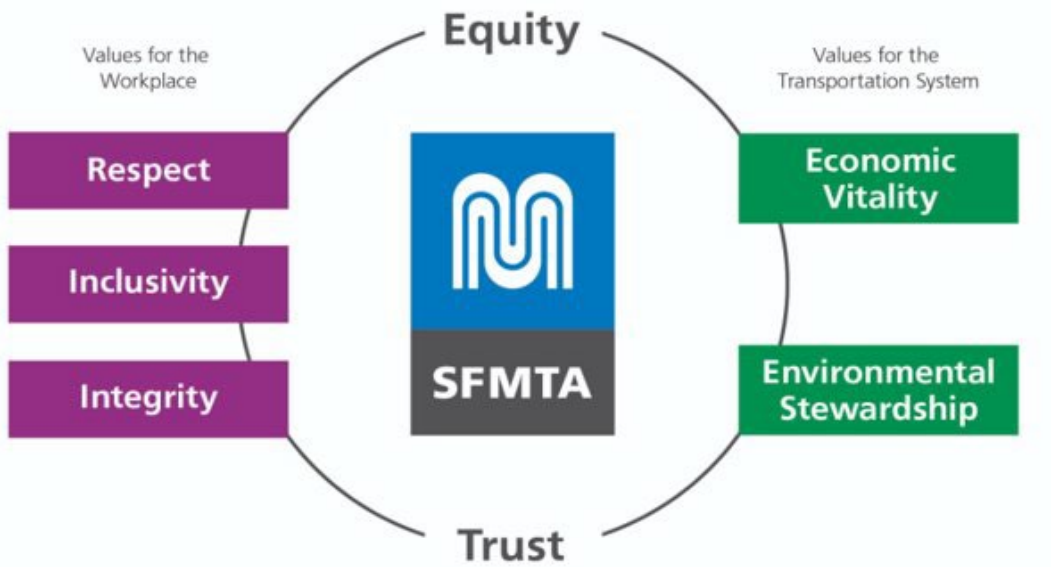


City Wide Hiring: Mayoral 48th Supplement



- Temporary process to expedite the hiring of exempt employees to Permanent Civil Service appointments
 - Eligible lists created with solely Cat. 18 exempt employees with one year of continuous service; no external competition
 - Employees ranked based on time in exempt appointment
 - Only the eligible list process was expedited. Divisions still need to conduct a Selection Process to determine which exempt individual(s) to hire, unless the Agency is picking up all employees or decides to hire in rank order.
- Total of 152 lists created by 14 city departments, including MTA
 - 42 eligible lists contain 133 MTA employees
- Employees can be picked up by any City department as long as they can justify the use of the 48th Supplement list
 - 109 MTA employees are on lists that other departments can hire from
 - Divisions are strongly urged to connect positions to the 48th supplement lists to pick up exempt employees.
 - Such employees have been trained on City processes and we risk losing temporary staff we trained to other departments





Human Resources Priorities

Fully staff HR

Increase professional development opportunities

Continue pathways for internal promotions

Increase diversity, especially for women

Improve Retention

Employer of Choice

Increase hiring

Reduce time to fill

Careers that Move You

Competitive pay • Paid time off • Career pathways • Full-time and part-time positions available

  [SFMTA.com/careers](https://www.sfmta.com/careers)

Equal Opportunity & Veteran Preference Employer

The advertisement features a grid of six photographs showing diverse SFMTA employees in various roles: a woman in a safety vest, a man driving a bus, a man working with tires, a woman at a computer, a man in a safety vest, and a woman in a uniform.

Next Steps for Continuous Improvements



- Reduce time to fill
- Increase hiring
- Reduce voluntary separations

- Expand our Careers Campaign & community partnerships to widen talent pool for women and diverse candidates
- Continue to increase quarterly hiring
- Focus on difficult to fill positions (Mechanical & Trades)
- One Stop Shops for large recruitments
- Database of interview questions
- Minimum qualification review
- Elimination of driver's license required (where applicable)
- Increased advertisements
- Expand outreach efforts
- Workforce Planning for retirements
- Redesign approach for FY23-24 hiring plans
- Interview panel packets
- Hiring Best Practices under development
- Tech Solutions for business process improvements:
 - Electronic requisition process with workflow and notifications
 - Repository of job descriptions



Any Questions?