

**2014-15 Civil Grand Jury Unfinished Business/Continuity Report  
Department Responses**

CGJ Year	Report Title	Finding	Department Required to Respond	Department Response	2015 Response Text
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F1. The City has not prioritized critical network infrastructure investments, as demonstrated by their failure to fund essential network improvements.	Mayor	Disagree, 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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F1. The City has not prioritized critical network infrastructure investments, as demonstrated by their failure to fund essential network improvements.	Board of Supervisors	Disagree, wholly	Major IT infrastructure projects have been a major focus for the City. Coordinated efforts to improve the City's Network infrastructure are included as a priority in the Information & Communication Technology (ICT) Plan.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F2. 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.	Mayor Department of Technology	Disagree, partially	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 <u>prioritize staffing needs and expedite new hires with DHR.</u>
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F2. 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.	Board of Supervisors	Disagree, wholly	The Board of Supervisor has no jurisdiction over the hiring processes that DHR and DT have established and continue to update. The Board, through the Annual Budget process, has also made significant investments in the Department.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F3. The planned reorganization of DT to designate a responsible party to each department could be a positive step in building DT's credibility	Mayor Department of Technology	Agree	
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F3. The planned reorganization of DT to designate a responsible party to each department could be a positive step in building DT's credibility	Board of Supervisors	Agree	
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F4. DT lacks business analyst capabilities to launch new initiatives and implement processes to make DT more efficient and effective.	Mayor Department of Technology	Disagree, partially	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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F4. DT lacks business analyst capabilities to launch new initiatives and implement processes to make DT more efficient and effective.	Board of Supervisors	Disagree, partially	The Board of Supervisors was able to fund both the new Business Engagement Manager position and a second business analyst requested by DT.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F5. 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.	Mayor Office of the Controller Department of Technology	Agree	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.

**2014-15 Civil Grand Jury Unfinished Business/Continuity Report  
Department Responses**

CGJ Year	Report Title	Finding	Department Required to Respond	Department Response	2015 Response Text
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F5. 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.	Board of Supervisors	Agree	
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F6. 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.	Mayor Department of Human Resources	Disagree, 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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F6. 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.	Board of Supervisors	Disagree, wholly	The Board of Supervisors has no jurisdiction over the hiring processes that DHR and DT have established and continue to update.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F7. 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.	Mayor Department of Technology	Disagree, partially	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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	F7. 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.	Board of Supervisors	Disagree, wholly	The Board of Supervisor has no jurisdiction over the hiring processes that DHR and DT have established and continue to update.

**2014-15 Civil Grand Jury Unfinished Business/Continuity Report  
Department Responses**

CGJ Year	Report Title	Recommendation	Department Required to Respond	Department Response	2015 Response Text
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R1. The Mayor should prioritize the network infrastructure and fully fund the required investment in this foundational platform.	Mayor	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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R1. The Mayor should prioritize the network infrastructure and fully fund the required investment in this foundational platform.	Board of Supervisors	Has been implemented	As the Mayor's response indicates, "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 FYs 2015-2016 and 2016-2017 budget – the largest single allocation from COIT's [Committee on Information Technology] annual project allocation.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R2. The Mayor and Board of Supervisors should require a six-month and twelve-month report on the status of the DT reorganization.	Mayor Department of Technology	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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R2. The Mayor and Board of Supervisors should require a six-month and twelve-month report on the status of the DT reorganization.	Board of Supervisors	Will not be implemented	While any individual supervisor can call a hearing on this topic at any time, the Board of Supervisors cannot specifically predict if or when one may do so. The Board President sits on COIT, which will be receiving updates on DT's progress. And as the Department's response indicates, "in September [DT] began releasing a monthly project status and key performance indicator report for department heads.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R3. 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.	Mayor Department of Technology	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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R3. 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.	Board of Supervisors	Has not yet been implemented, but will be implemented in the future	This is largely beyond the jurisdiction of the Board of Supervisors, but as the department's response indicates, DT plans to distribute an initial survey before the end of 2015 with a follow-up survey by the end of FY2015-2016. The Board will conduct a follow-up hearing by January 2016.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R4. 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	Mayor Department of Technology Office of the Controller	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 performance 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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R4. 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	Board of Supervisors	Has not yet been implemented, but will be implemented in the future	As the Controller's response indicates, it plans to implement this recommendation within the specified time frame, by the end of FY2015-2016. The Board will conduct a follow-up hearing by January 2016.

**2014-15 Civil Grand Jury Unfinished Business/Continuity Report  
Department Responses**

CGJ Year	Report Title	Recommendation	Department Required to Respond	Department Response	2015 Response Text
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R5. DHR should publicly present the results of its pilot IT hiring process to the Mayor and the Board of Supervisors before the end of CY2015	Mayor Department of Human Resources	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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R5. DHR should publicly present the results of its pilot IT hiring process to the Mayor and the Board of Supervisors before the end of CY2015	Board of Supervisors	Has not yet been implemented, but will be in the future for reasons	As the Department's response indicates, DHR plans to complete this by the end of FY2015-2016. The Board will conduct a follow-up hearing by January 2016.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R6. 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.	Mayor Department of Human Resources	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: <ul style="list-style-type: none"> <li>• Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 - 1 through 10.104-12</li> <li>• Appointments Exempt from Civil Service under the 1996 Charter Section 10.104 - Categories 16 through 18</li> <li>• Position-Based Testing Program</li> <li>• Class Consolidation</li> </ul>
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R6. 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.	Board of Supervisors	Will not be implemented	Implementation of this recommendation is largely beyond the jurisdiction of the Board of Supervisors. While any individual supervisor could call a hearing on this topic or request a report at any time, the Board of Supervisors cannot specifically predict if or when one may do so. Moreover, reports with this level of granularity and frequency would likely be excessive for the Board's purposes.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R7. DT should launch a taskforce to recommend options for recruiting and hiring IT staff, particularly on an "at will" basis.	Mayor Department of Technology	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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R7. DT should launch a taskforce to recommend options for recruiting and hiring IT staff, particularly on an "at will" basis.	Board of Supervisors	Has been implemented	As DT's response indicates, this task force was developed in response to the Civil Grand Jury's previous report. The Board of Supervisors thanks the Civil Grand Jury members for their contributions and role in improving city-wide IT.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R8. The Mayor and Board of Supervisors should calendar an interim review of taskforce proposals within six months of its convening.	Mayor Department of Technology	Has been implemented	The taskforce, described in the response to Recommendation 7, presented to the public COIT body in their September 19, 2013 meeting and updated the group on January 29, 2015. The taskforce will continue to present updates and proposals to the public COIT body in the future.

**2014-15 Civil Grand Jury Unfinished Business/Continuity Report  
Department Responses**

CGJ Year	Report Title	Recommendation	Department Required to Respond	Department Response	2015 Response Text
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R8. The Mayor and Board of Supervisors should calendar an interim review of taskforce proposals within six months of its convening.	Board of Supervisors	Has been implemented	The task force has and will again present to COIT, a body on which the President of the Board of Supervisors and many other City leaders sit.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R9. DT needs a recruiter dedicated exclusively to DT and other IT units' staffing needs.	Mayor Department of Technology	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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R9. DT needs a recruiter dedicated exclusively to DT and other IT units' staffing needs.	Board of Supervisors	Will not be implemented	This is largely beyond the jurisdiction of the Board of Supervisors, though the Board will support DT in its efforts and evaluate any possible staffing requests during the annual budget process.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R10. DT needs to hire business analyst talent for the taskforce, new reorganization, and new initiatives.	Mayor Department of Technology	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.
2014-15	Unfinished Business: A Continuity Report on the 2011-12 Report, Déjà Vu All Over Again	R10. DT needs to hire business analyst talent for the taskforce, new reorganization, and new initiatives.	Board of Supervisors	Has been implemented	This is largely beyond the jurisdiction of the Board of Supervisors, but as the Department's response indicates, DT has "created a Business Engagement Office as part of its reorganization" that is working on these efforts and has funding for additional staff.