

City & County of San Francisco

0964 DEPARTMENT HEAD IV Job Description

Definition:

Under broad policy direction, creates the mission and long-term vision of a city department or agency, based on effective responsiveness to the public and/or other client needs; oversees the development of strategic plans and interim goals; establishes policies and determines priorities; adjusts plans to respond to emerging and/or urgent issues; directs the allocation of resources to achieve timely outcomes and measurable goals within budget guidelines; as defined by Charter, serves as the appointing authority; and performs related duties as required.

Distinguishing Features:

Incumbents in these positions make policy decisions of critical impact affecting the City and assume ultimate responsibility for all programs and activities of the operating department. Positions in these job codes are exempt from Civil Service appointment (Charter Section 10.104), unless otherwise defined by Charter. Incumbents in these job codes generally serve at the pleasure of the Mayor or departmental Commission.

Distinctions between levels in the Department Head job codes are generally based on, but are not limited to, the department's organizational complexity and size, nature and number of functions and programs, and classification level or types of positions managed. Consideration may also be given to any legally mandated minimum qualifications for a specific position.

Classification Levels:

0961 This class level has the responsibility for the direction of the smallest-sized City Department (guide: less than 60 employees).

0962 This class level has the responsibility for the direction of a small-sized City Department (guide: 60-175 employees).

0963 This class level has the responsibility for the direction of a medium-sized City Department (guide: 175-800 employees) or for the direction of a central Department with functions impacting employees in all departments and special districts.

0964 This class level has responsibility for the direction of a large City Department (guide: 800-2000 employees), or for the direction of a central Department whose functions include providing direct public services and having a high impact on employees in all departments and special districts.

0965 This class level has the responsibility for the direction of one of the largest City Departments (guide: over 2000 employees) with broad and complex service structures, including multiple and diverse divisions or bureaus or for the direction of a central Department whose functions involve direct public services and having the highest impact on employees in all departments and special districts.

Examples of Important Duties and Responsibilities:

1. Directs the development and timely implementation of departmental goals, policies, and strategic plans; manages the allocation of resources and service levels to meet client needs.
2. Oversees the operation of all departmental functions, activities and programs; sets objectives and monitors the performance of subordinate staff engaged in defined activities.
3. Determines the organizational structure, staff assignments, service levels and administrative systems required to accomplish a department's mission in an effective and efficient manner.
4. Consults with the Mayor regarding department programs; coordinates activities with other City departments; represents a department before and /or provides information to commissions, boards, committees and representatives from federal, state, and local agencies organizations, or the media.
5. Oversees financial long-term planning; directs the preparation and implementation of the department's annual budget; monitors expenditures to ensure adherence to the approved budget.

Job Related and Essential Qualifications:

Knowledge of: federal, state, and local rules and regulations pertaining to activities and programs of a specific department; modern management and financial principles and practices; and functional expertise associated with a department's mission.

Ability to: provide strong leadership skills; direct deputy directors and other subordinate staff engaged in diverse activities; exercise administrative ingenuity, independent analysis, adaptability and judgement on highly specialized proposals with difficult, complicated choices of action; make recommendations and present them effectively to the Mayor, commissions, boards, committees, agencies, or the public; apply the principles and practices of public administration, financial and personnel management; clearly interpret all applicable laws, ordinances and codes; direct research, survey techniques and statistical methods; communicate effectively with, subordinates, other city employees, the general public, members of civic organizations or other agencies; and provide guidance to managers in a calm, effective manner during crisis situations.

Special Requirements:

Special Qualifications including specialized knowledge, abilities, education, experience, or license may be established for individual positions.

Effective Date: 6/19/01

Amended Date:

Reason for Amendment: To reflect the tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this class.

Standard information

Disaster service work

All City and County of San Francisco employees are designated Disaster Service Workers through state and local law (California Government Code Section 3100-3109). Employment with the City requires the affirmation of a loyalty oath to this effect. Employees are required to complete all Disaster Service Worker-related training as assigned, and to return to work as ordered in the event of an emergency.



SF Public Works Department Director Annual Performance Planning and Appraisal

Department		Reporting Period	07/1/2022 – 06/30/2023
Department Head		Years in Position	

1) Key Accomplishments in Fiscal Year 2022-23

List 2-3 signature deliverables the Department focused on this past year
At the end of the reporting period, describe the Department’s progress on completion of the signature deliverables

2) Key Goals for Fiscal Year 2023-24

Identify 2-3 signature deliverables the Department will focus on in the 2023-24 Fiscal Year

Department Head’s Signature		Date	
Commission Chair’s Signature		Date	

Manager of Commission Affairs (0922)

Job Description

San Francisco Public Works has approximately 1,700 employees and is responsible for street cleaning, street repair, tree maintenance, building repair, and the design and construction of infrastructure and capital projects. In November 2020, San Francisco voters approved Proposition B (2020), a Charter Amendment reorganizing San Francisco Public Works and creating two commissions to oversee the work of the Department. The City Administrator established a project team of multi-departmental stakeholders to plan for and implement the provisions of the Charter Amendment and create the infrastructure for the new commissions. The 0922 Manager of Commission Affairs was a key member of the Proposition B project team and helped establish the administrative and operational aspects of the Public Works and Sanitation and Streets Commissions prior to their formation.

The Manager of Commission Affairs is responsible for managing the affairs of the Public Works Commission and the Sanitation and Streets Commission, and supporting their commitment to fair, equitable, and transparent decision-making. The Manager of Commission Affairs reports to the Public Works Commission and the Sanitation and Streets Commission. This document is based on the job description posted in fall 2021 and filled in spring 2022, with updates to reflect operational realities following passage of Proposition B 2022.

Essential Functions

- **Ensures Informed Decision-making:** Creates an environment that promotes accountability, transparency, high standards, and innovation in the two commissions' oversight of the Department. Coordinates with internal and external offices, programs, or sections to ensure that documents summarizing the policy and operational matters before each commission are complete, accurate, and adhere to the highest standards of presentation. Reviews or directs others to review a wide variety of documents as to form, content, consistency of application and adherence to established laws, policies, rules and regulations for presentation or submission to the commissions. Ensures Commissioners are informed in a timely fashion of relevant information and activities, including outside normal business hours as necessary and in emergency situations.
- **Manages Administrative Affairs:** Coordinates the two commissions' meetings, including preparation, posting, dissemination of Commission notices, minutes, resolutions, and other important documents in accordance with state and local government laws. Facilitates most meetings and ensures adequate coverage in the event of an absence. Maintains expertise in public meeting laws and familiarity with parliamentary rules. Attests to the two commissions' actions including contract awards and modifications. Responds to requests for information from the general public, governmental officials, and other interested parties concerning the commissions' affairs. Ensures that commissioners are compliant with required trainings and file timely Statements of Economic Interests (Form 700) and Statements of Incompatible Activities. Ensures that the commissions operate in accordance with the City Charter, Administrative Code, Brown Act and City policies. Prepares, develops, and monitors the Commission Secretary's budget. Supervises support staff for the two commissions, ensuring the effective use of staff time.
- **Builds Strategic Relationships:** Establishes strong professional relationships. Interacts regularly with a diverse population including Commissioners, Public Works Director, City Attorney's Office, Departmental staff, the public, governmental officials, public and private agencies, and others that are involved in the functional jurisdiction of the two commissions. Works well with others and demonstrates diplomacy, has excellent oral and written communication skills, maintains confidentiality, exercises critical thinking and good judgment, and has the ability to prioritize assignments in a fast-paced environment.
- **Manages Information:** Serves as the commissions' custodian of records. Maintains and manages onsite and electronic Commission records. Maintains the information on the Public Works and Sanitation and Streets commissions' website pages to ensure it is relevant and up to date. Seeks and implements process improvement and workflow efficiencies.
- **Implements Best Practices:** Conducts best practices research and gathers information from other commissions and jurisdictions. Drafts recommendations for transparency measures, performance metrics, contract approval thresholds, and other policies and documents for adoption by the commissions. Organizes and oversees commissioner onboarding and training sessions. Develops document templates and new processes and procedures for Departmental staff. Regularly reviews and revises policies and practices for managing the two commissions and their interaction with the Department and key stakeholders.

Qualifications

1. Possession of a baccalaureate degree from an accredited college or university; **AND**
2. Five (5) years of professional experience supporting a commission, board, city council, board of supervisors, or executive director of a large organization.

SUBSTITUTION: Applicants may substitute up to two (2) years of the required education with additional qualifying full-time experience. One year (2,000 hours) of additional qualifying experience will be considered equivalent to 30 semester units/45 quarter units.

Desirable Qualifications

The ideal candidate will be a strategic thinker with outstanding executive-level administrative skills and excellent team management and leadership qualities. The ideal candidate will also need to have a record of success that illustrates a career history that supports the ability to be the following:

- **Strategic Leader:** Outstanding leadership skills and high emotional intelligence; excellent decision-making skills and proven ability to take ownership of programs/projects; superior project management skills and ability to remain calm under pressure and exercise flexibility and adaptability in sensitive situations.
- **Strategic Thinker and Problem Solver:** Results-focused and solution-driven approach with proven problem-solving skills; strong analytical skills with ability to fully comprehend the impact of decisions on the Commissions and Public Works.
- **Relationship Builder:** Ability to establish and maintain positive and productive working relationships with the public, representatives of other organizations and agencies, and all levels within the Department.
- **Excellent Communicator:** Proven excellent written and verbal communication skills; ability to communicate effectively with city employees, the public, members of union and civic organizations, and other agencies; excellent presentation and interpersonal skills to engage effectively with all levels of the Department.



Fiscal Year 2022-2023
Annual Performance Plan
& Review Form

Deputy, Manager, Non-manager and Operations' Supervisor I & II	
Employee Name	Employee Job Code and Title
Bob Fuller	0922 – Commission Affairs Manager
Division and Section	Plan Period
Commission	07/01/2022-06/30/2023
Supervisor Name	Supervisor Title
Lauren Post	Commission Chair
Review Contributors	Reviewer Contributor Titles
Lynne Newhouse Segal Gerald Turner Paul Woolford Fady Zouby	Commissioner



Employee Goals

Select most important goals from job duties, the Public Works Strategic Plan or bureau goals, Core Values (respect, integrity, responsiveness) and performance factors, such as punctuality, quality of work and focus on safety. Complete as many of the boxes below as appropriate based on a discussion between the employee and the supervisor. Include at least one goal related to learning and career development and one goal related to the departmental Racial Equity Action Plan.

All goals should be written in the SMART format.

Specific	Who, what, where, when and why of the achievement
Measurable	Clear measures of success, key metrics and milestones
Attainable	Achievable and provides a stretch opportunity to develop and grow
Relevant	Results focused, aligned to organization priorities and produces tangible results
Time-Bound	A due date gives focus and sense of urgency to the work

Goal 1	
Goal 2	
Goal 3	
Goal 4	
Racial Equity Goal	
Learning and Career Development Goal	



Overall Comments Regarding Performance

Employees and supervisors provide a narrative on overall performance during the plan period.

Content of check-in forms can be used to complete this section.



Signature Page

Annual Plan

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Employee's Statement:

- I agree with this review.
- I do not agree with this review and have attached a rebuttal.
- I have attached a rebuttal and request a conference with the supervisor and review contributors.

EMPLOYEE GUIDELINES – Performance Plan and Review Form

1. Employee should review his/her employee organization's Memorandum of Understanding with the City and County of San Francisco for information that may add to or modify the guidelines listed below.
2. Employee has the right to read the Performance Plan and any check-in documents.
3. Employee has the right to receive a copy of the Performance Plan and any check-in documents.
4. Employee has the right to discuss the Performance Plan and Review Form with the supervisor and/or review contributors.
5. Employee has the right to attach a rebuttal to the Performance Plan. The rebuttal must be presented within five working days of the Performance Plan and Review Form date. The rebuttal should only address the items presented in the Performance Plan and Review form.
6. Reviewer contributors must meet with the employee upon request.