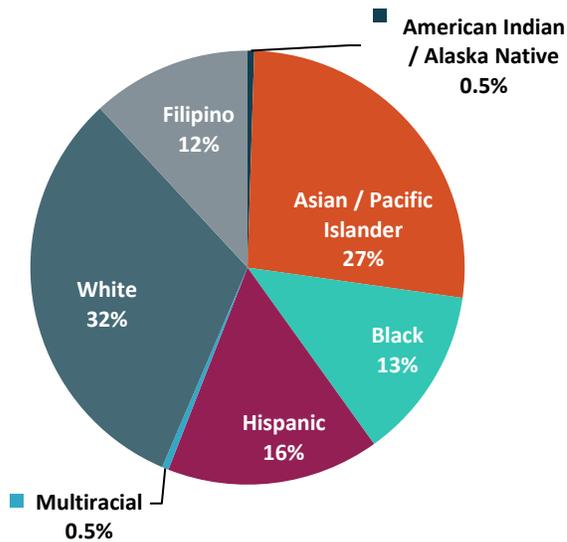




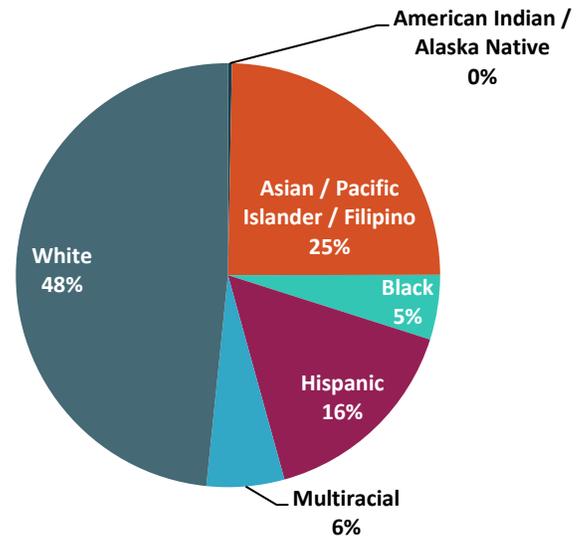
Equity and Opportunity in the City and County of San Francisco Workforce

The City and County of San Francisco (City) is an equal opportunity employer. The City’s progressive leadership, merit-based hiring practices, anti-discrimination policies, and targeted recruitment have resulted in a much more balanced workforce than might be expected, based on the available labor market:

City Workforce Demographics by Race/Ethnicity



Labor Market Demographics by Race/Ethnicity



Current City Programs

Hiring based on race or gender is illegal in California. Therefore, strategic recruitment, coupled with strong anti-bias programs, is the key to ensuring the City’s workforce represents the community it serves.

Implicit Bias Awareness Training

- Blends online with in-person training to create awareness of how bias manifests in each of us.
- Instructor-led workshops called [“Creating an Inclusive Environment”](#) provide a safe haven for employees to look deeply at their biases and identify inclusive solutions.
 - Public safety employees trained first, followed by those working directly with the public.
 - “Creating an Inclusive Environment” is now wildly popular, and DHR has trained more than 2,500 employees, including the Police and Fire Departments.

Centralized Conviction History Review Program

- Prevents discrimination based on conviction history.
 - 98 percent of those with convictions [cleared for employment with the City](#).
- African-Americans and Hispanics arrested at a rate two to three times their proportion in general population.
 - A 2016 Stanford University study concluded that, “San Francisco appears to have created a system in which job candidates with conviction records are no less likely to be hired. This represents a successful diminution (if not elimination) of a serious barrier to employment.”
 - The National Employment Law Center called the City’s program a “national model.”

Access to City Employment (ACE)

- Allows people with severe disabilities to get entry-level jobs without taking exams.
- DHR's full time recruiter engages City departments, community-based organizations, and prospective candidates to connect qualified individuals with open positions.

Broadening Minimum Qualifications (MQs)

Ensuring potentially great employees not kept out of applicant pool by examining the relevance of MQs and developing alternatives. Clerical Eligibility Test is good example:

- Applicants typically must have one year of experience when they apply for a clerical job.
- The eligibility test allows applicants who do not have one year of experience to demonstrate their ability to do the work. Passing this test substitutes for the experience.

Apprenticeship SF

- Apprentices "earn while they learn," receiving a salary while participating in on-the-job training and classroom learning.
- The City connects candidates who are not ready for an apprenticeship with readiness programs called pre-apprenticeships. These programs provide learning in math, life skills, and so much more, so candidates develop the competence and confidence they need to qualify for an apprenticeship.

Candidate De-Identification

- This new City program de-identifies candidates when managers are deciding whom to interview, so that unconscious bias does not affect their decisions (John vs Jamal).
- Data will determine whether/how this tool positively influences the diversity of candidates for hire.

Looking Ahead

Gender Policy

- DHR is leading an effort to produce a citywide gender policy and guidance tools.
- Employees will become comfortable using gender pronouns appropriately and creating a welcoming environment.
- Changes to City systems will allow an employee to choose a name and a nonbinary gender designation.

Career Pipelines

- San Francisco schools partner with City departments to train students for careers in those departments.
 - Machinists for MUNI and stationary engineers for PUC are good examples.
 - Will develop additional pipelines with SFUSD and other schools.
- Will pursue partnerships with community-based organizations to create career pathways.
- Will ensure better coordination of recruitment and outreach efforts across the City with new staff.

Mayor's Executive Directive on a Diverse, Fair and Inclusive Workplace

DHR will advance the work to create an inclusive workplace, incorporating the steps below:

- Provide additional training to City employees (Fairness in Hiring, Cross Cultural Communication, Harassment Prevention, Implicit Bias, and others).
- Develop central reporting on discipline and performance, implement action plan(s) based on findings.
- Community engagement: involving stakeholders in discussions about improving City workplaces.
 - UNDERWAY: Includes departments, labor unions, and community partners
 - Facilitated by Human Rights Commission Executive Director Sheryl Evans Davis