



# **RACIAL EQUITY ACTION PLAN**

DECEMBER 2020

**DEPARTMENT OF  
HUMAN RESOURCES**

City and County of San Francisco

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## Executive Summary

### *Priorities for Advancing Racial Equity in City Employment*

The San Francisco Department of Human Resources (DHR) has prepared this Racial Equity Action Plan pursuant to the Board of Supervisors' Ordinance No. 188-19 Administrative Code - Office of Racial Equity<sup>1</sup>.

DHR is committed to expanding the diversity of the City's workforce and to providing employees within DHR and citywide with workplaces that are welcoming, inclusive and supportive.

**DHR is at a crossroads.** DHR recognizes its responsibility in setting the tone and providing leadership for city departments to improve human resources strategies and outcomes. DHR's professional human resources staff is eager to innovate, while also ensuring fair administration of the City's complex human resources systems. DHR is committed to expanding partnerships with departments, labor and the Civil Service Commission, to ensure fairness, consistency and excellence in human resources.

The Racial Equity Action Plan describes DHR's priorities to advance racial equity within the City's diverse workplaces. The priorities and action plans described here align with the equity priorities of the Mayor, as set forth by Executive Directive 18-02.<sup>2</sup> Phase I of the Racial Equity Action Plan addresses the internal departmental operations of DHR, including its policies and procedures. Additionally, as DHR is the centralized personnel agency within the City structure, this report considers citywide policies and programs.

This report is a working document that will be updated as implementation plans move forward. It will serve as a foundation for the department's strategic plan as DHR expands its mandated role from the caretaker of the civil service merit system, which is heavily rule-driven, to a modern human resources business partner.

**Mission and Vision Statement.** This report incorporates DHR's commitment to racial equity, through development and execution of fair and equitable practices to hire, develop, support and retain a highly qualified, diverse and empowered workforce. The Office of Racial Equity Action Plan Phase I aligns with DHR's existing Mission and Vision statement, which is to deliver high quality services to San Francisco's diverse communities through innovation, collaboration and human-centered values. Central to achieving this mission is ensuring the Department of Human Resources and Citywide workplaces are inclusive, equitable and supportive for all employees.

The values of the Department of Human Resources, listed below, are consistently seen throughout this report and improvements in these areas are in part, how we will measure success overtime. Our dedication to these values across all functions is at the core of who we are:

1. Retain top talent while shaping the future workforce
2. Utilize technology for service delivery and accessibility
3. Employee well-being, satisfaction and engagement
4. Champion diversity, fairness and equity

<sup>1</sup> <https://sfbos.org/sites/default/files/o0188-19.pdf>

<sup>2</sup> <https://sfdhr.org/sites/default/files/documents/Resources/Executive-Directive-18-02.pdf>

5. Design and implement efficient hiring practices
6. Partner with others to solve problems

**Organization of Report.** This report follows the template provided by the Office of Racial Equity and addresses the following six focus areas:

- Hiring and Recruitment
- Retention and Promotion
- Discipline and Separation
- Diverse and Equitable Leadership
- Mobility and Professional Development
- Organizational Culture of Inclusion and Belonging

**Areas of Concentration.** Based on the findings from DHR's 2020 Annual Workforce Report, Phase I<sup>3</sup>, DHR has identified the following five areas of concentration to improve experiences and outcomes for the City's Black and LatinX/Hispanic<sup>4</sup> employees and applicants:

- 1) **Barriers to Entry and Promotion.** While the tools available to the City to recruit and hire based on specific race-based targets are limited by the California Constitution<sup>5</sup>, DHR, in collaboration with city departments, can take steps despite these limitations to attract and retain top talent from communities of color. Activities will include development and implementation of pipeline strategies, identification and communications to employees of career ladders and opportunities, expansion of training and development to increase likelihood of advancement of the City's Black and LatinX workforce and improving Black and LatinX outcomes in the civil service and exempt competitive hiring processes.
- 2) **Workplace Climate.** Multiple indicators have revealed that many city employees do not experience welcoming or inclusive workplaces. From its role providing citywide human resources support and programs, DHR has either started, or is planning to launch, the following initiatives: implicit bias training opportunities; improve response time and intervention strategies when allegations of mistreatment are brought to DHR's attention; conduct a pilot program to make trained peer mediators available to employees for resolution of workplace conflicts; and support emerging departmental Diversity, Equity and Inclusion programs including efforts to hire and support Ombud's functions.
- 3) **Black and LatinX Employee Discipline.** As documented in DHR's 2020 Annual Workforce Report, Phase I, Black and LatinX employees are disciplined at a greater rate than White or Asian employees in relation to their total proportion of the workforce. DHR seeks to understand and address the root causes of these disparities in discipline, which, in accordance with the Charter,

<sup>3</sup> <https://sfdhr.org/sites/default/files/documents/Reports/annual-workforce-report-2020.pdf>

<sup>4</sup> Per Federal reporting requirements the City collects data on Hispanic employees, however you will see LatinX used throughout the report narrative.

<sup>5</sup> Proposition 209 (also known as the California Civil Rights Initiative or CCRI) is a California proposition passed in November 1996, amended the state constitution to prohibit state governmental institutions from considering race, sex, or ethnicity, specifically in the areas of public employment, public contracting and public education.

originates with Appointing Officers of each city department. To this end, DHR proposes to establish a dedicated function for review and oversight of proposed discipline, with the primary focus on the initial due process procedures and on ensuring consistency in the imposition of major discipline (defined as suspensions greater than 10 days and terminations, including “last chance” agreements).

- 4) **Equal Employment Opportunity**<sup>6</sup>. DHR’s Equal Employment Opportunity (EEO) Division, which is responsible for investigation of claims over EEO policy violations, processes on average 535 complaints each year<sup>7</sup>.

Black employee complaints constitute half of the total complaints filed each year, despite Black employees constituting 15.21%<sup>8</sup> percent of the total workforce. Many of these employees have expressed deep dissatisfaction with the process and outcomes, culminating in a major breach of protocol earlier this year, when an employee of the EEO Division entered into an unauthorized settlement agreement with a complainant, which had to be reversed. In the wake of multiple public hearings, complaints and finally the uncovering of unauthorized promises made, DHR has commissioned an independent investigation of its Equal Employment Opportunity complaint and adjudication process, led by Stanford Law School Professor Emeritus William B. Gould IV (see Appendix C). Recommendations will likely require significant changes in work processes and increased investment in the City’s EEO investigatory mechanisms.

- 5) **Pay Equity**. DHR’s 2020 Annual Workforce Report, Phase I, found that Black employees overall are paid less than other groups of employees. As discussed in a Section Two of this plan, employee pay is set through collective bargaining. The City Charter mandates consideration of local labor markets in determining pay rates. DHR conducts area-wide wage surveys in advance of each bargaining cycle, which provides the underlying justification for overall and targeted wage increases. Based on the extensive and ongoing work that is done to ensure that pay rates remain competitive within the local area labor markets, it appears that the identified wage inequities are a result of distribution of races and ethnicities across the City’s pay ranges. In the early 1980s, the City conducted a multi-year pay equity study, which identified that many male-dominated occupations were paid, at the time, relatively more than occupations dominated by women, even though the requirements for performance of duties were similar. This resulted in significant upward adjustments of female and minority-dominated occupations. The City could again undertake a similar study, however, this would require significant resources and time. DHR proposes working

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<sup>6</sup> The City and County of San Francisco (City) is committed to equal employment opportunity. It is DHR’s policy to ensure:

- Equal opportunity to all employees and applicants;
- That employees be selected and promoted based on merit and without discrimination;
- Reasonable accommodations for qualified employees and applicants that require them.

The City, including DHR, prohibits discrimination and harassment on the basis of sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law

<sup>7</sup> This number refers to the number of internal complaints DHR receives (through the City’s internal process) and does not include complaints filed w/ the DFEH and EEOC.

<sup>8</sup> As of July 2019.

- 6) with the Mayor and the Office of Racial Equity to evaluate whether such a study would prove useful in advancing racial equity measures within City employment.

**Conclusion.** The Department of Human Resources is committed to guaranteeing merit-based employment free of bias and nepotism, which necessitates addressing the root causes of any race-based disparities in City employment. We are committed to achieving our collective vision of a diverse, inclusive and welcoming workforce for everyone. Working with our city departments and elected leadership, we are committed to implementing the action items enumerated in this report. While each change is not enough on its own to eliminate discrimination and the impacts of racism, the cumulative effect of multiple changes can make a very real and positive shift in the City's workplace culture.

## The Department of Human Resources

### *Role and Responsibilities*

The City and County of San Francisco (the “City”) is a consolidated local government employer that serves San Francisco residents and the Bay Area region through its city, county and special district functions. Together, the City employs approximately 35,557<sup>9</sup> full and part-time employees and is the second largest employer in San Francisco County, after the University of California, San Francisco. City employees provide essential services to San Francisco residents, ranging from typical county functions such as health care and human services, to typical city functions such as police and fire services, libraries and recreation and parks.

The civil service system, established in 1900, was designed to create a non-political workforce selected based on merit, and to eliminate nepotism and favoritism from City employment. In many areas of the City’s civil service system, the Civil Service Commission (the “Commission”) sets policy while DHR provides day-to-day operational administration and management. The Department of Human Resources was established by Proposition L in November 1993<sup>10</sup>. It is the successor agency to the original Civil Service Commission, which was a quasi-independent, fixed-term Commission responsible for administration and regulation of the merit system, and importantly, appointed its own General Manager, which served at the pleasure of the Civil Service Commission. This changed to the present structure the adoption of Charter section 10.103.

In accordance with Charter section 10.103, DHR is responsible for the day-to-day administration and management of personnel matters, with certain notable exceptions, discussed later in this report. It consolidated labor negotiations<sup>11</sup>, administration of the civil service personnel system, and workers compensation under a new Department of Human Resources (DHR). Proposition L also created the position of Human Resources Director to oversee the new Department; the Human Resources Director is one of three executive-level, Mayoral-appointed positions in the Charter that must be confirmed by the

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<sup>9</sup> Employee count as of 7/1/2020

<sup>10</sup> DHR is the City’s centralized personnel agency. The City Charter Article x: Personnel Administration Sec.10.103. Human Resources Director enumerates DHR’s role and responsibilities, as follows:

- 1) Have full power to administer the affairs of the Department;
- 2) Review and resolve allegations of discrimination as defined in Article XVII of this Charter against employees or applicants, or otherwise prohibited nepotism or favoritism;
- 3) Investigate all employee complaints concerning job-related conduct of City and County employees and shall promptly report to the source of the complaint;
- 4) Promote effective and efficient management through personnel programs that encourage productivity, job satisfaction and exemplary performance;
- 5) Provide a procedure for resolution of employee disputes;
- 6) Verify that all persons whose names appear on City and County payrolls have been legally appointed to or employed in positions legally established under this Charter.

<sup>11</sup>San Francisco Charter Article XI: Employer-Employee Relations System states: “The Human Resources Director shall submit proposed memoranda of understanding including, where applicable, schedules of compensation, benefits and working conditions to the Mayor, who upon approval shall forward the proposed memoranda of understanding to the Board of Supervisors for determination by a majority vote.”

Board of Supervisors. The Civil Service Commission retained its authority as an appellate body as well as over certain aspects of rulemaking.<sup>12</sup>

**Employee Relations.** In 1968, the California legislature adopted the Meyers-Milias-Brown Act, which gave city and county employees in California broad rights to unionize and obligated their employers to “meet and confer” with unions concerning compensation and other terms and conditions of employment. Article XI of the Charter vests the authority to oversee and direct labor relations with the Mayor, with DHR overseeing day-to-day administration of all labor relations responsibilities.<sup>13</sup>

**San Francisco Municipal Transportation Agency.** In 1999, the voters amended the Charter to establish the San Francisco Municipal Transportation Agency (“SFMTA”) and giving SFMTA authority over labor relations for “service critical” SFMTA employees. The Charter amendment also assigned to SFMTA the authority to review and resolve discrimination complaints for all SFMTA employees (not just those designated service critical).

Taken as a whole, the Civil Service System is designed to create a non-political workforce selected based on merit, and to eliminate nepotism and favoritism from City employment. Today, resulting from Proposition L and related Charter Amendments, DHR is responsible for, in whole or in part, conducting civil service examinations, recruitment, hiring, training, promotions, maintenance of the classifications and compensation program, employee discipline and discharge, and many other personnel-related activities. The work of DHR is carried out either directly by DHR staff, or through delegation agreements with various City Departments, including Public Health, Public Utilities, Human Services Agency and others.

**DHR Today.** DHR is comprised of eight divisions with 176.3 budgeted FTE, of which the Workers’ Compensation Division is approximately 40%. See the division descriptions below.

**Administration, Finance, Budget and Information Services** provide internal administrative support to ensure efficient department operations.

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<sup>12</sup> San Francisco Charter Article X: Personnel Administration Sec.10.100. Civil Service Commission:

“The Civil Service Commission shall adopt rules, policies and procedures to carry out the civil service merit system provisions of this charter and, except as otherwise provided in this Charter, such rules shall govern applications; examinations; eligibility; duration of eligible lists; certification of eligibles; leaves of absence for employees and officers; appointments; promotions; transfers; resignations; lay-offs or reduction in force, both permanent and temporary, due to lack of work or funds, retrenchment or completion of work; the designation and filling of positions, as exempt, temporary, provisional, part-time, seasonal or permanent; status and status rights; probationary status and the administration of probationary periods, except duration; pre-employment and fitness for duty medical examinations, except for the conditions under which referrals for fitness for duty examinations will be made, and the imposition of new requirements; classification; conflict of interest; and such other matters as are not in conflict with this Charter; provided, however, that the minimum rule for the certification of eligibles shall be the Rule of Three Scores, and provided further that rules for leave due to illness or disability shall be approved by the Board of Supervisors.”

<sup>13</sup> San Francisco Charter Article XI: Employer-Employee Relations System states: “The Human Resources Director shall submit proposed memoranda of understanding including, where applicable, schedules of compensation, benefits and working conditions to the Mayor, who upon approval shall forward the proposed memoranda of understanding to the Board of Supervisors for determination by a majority vote.”<sup>13</sup>



**Classification and Compensation (CLASS and COMP)** classifies the City's positions and manages Memoranda of Understanding (MOUs) and the Municipal Code related to compensation. In addition, Class and Comp supports the civil service system through management of classification actions and appeals, labor negotiations through performance of salary surveys, costing, and contract administration, and payroll through establishment and maintenance of rates of pay, premiums and lump sum payments.

**Diversity, Equity and Inclusion (DEI)** partners with other City departments and lead citywide efforts to create more equitable, inclusive workplaces where all City employees feel valued, respected, and engaged at work.

**Employee Relations (ERD)** negotiates and administers the provisions of collective bargaining agreements between the City and labor organizations representing City employees. ERD staff advises department personnel representatives in interpreting contract provisions, manages and reviews grievances related to contract interpretation and disciplinary action, determines bargaining unit assignments of City classifications, and conducts meet and confer sessions within the scope of representation.

**Employment Services** division includes Client Services Consulting, Public Safety Exams and Selection Hiring Resources.

- **Client Services Consulting (CS-HR)** provides human resources (HR) solutions to all City departments on employment, personnel and disciplinary matters, as well as Civil Service Commission (CSC) rule application through direct and indirect services.
- **Public Safety Exam Team (PST)** develops and administers complex, state-of-the-art, legally defensible selection processes for the sworn ranks of the San Francisco Fire Department, San Francisco Police Department, and San Francisco Sheriff's Department. This begins with comprehensive, detail-oriented job analyses through eligible list posting for 23 ranks across the three departments. It also works collaboratively with nationally renowned psychometric consultants who may be hired to assist in the development and administration of these examinations.
- **Selection and Hiring Resources (SHR)** is responsible for two core functions at the Department of Human Resources that are governed by Civil Service Commission Rules: (1) Miscellaneous Examinations and (2) Operations. Miscellaneous Examinations conducts comprehensive job analyses in order to create valid, job-related selection processes for citywide positions and provides training and consultation to City departments regarding best practices for creating their own selection processes and utilizing applicant and examination systems. Operations administers list adoptions, citywide referrals, appointment processing, the Employment Information Center and the Conviction History Program, which includes supporting the public, applicants and departments during the hiring process, while ensuring practices are unbiased and merit-based.

**Equal Employment Opportunity (EEO) and Leave Programs** provides direct services and consultation to all City departments, including investigating and resolving discrimination issues, harassment prevention and other staff training, reasonable accommodation for individuals with disabilities, and establishing citywide leave management policies and protocols. EEO also prepares workforce composition reports.

**Workers' Compensation (WCD)** administers workers' compensation benefits and all other benefits related to work injuries and illnesses, in compliance with state and local laws and regulations, and coordinates citywide safety and prevention efforts.

**Workforce Development (WD)** is committed to the professional and personal development of the City's workforce. WD, in collaboration with other educational partners, develops and integrates an extensive curriculum of workshops designed to enhance individual or group capabilities. WD also provides data on the City's workforce, performance management services, recruitment services, and citywide fellowship and apprenticeship program coordination.

## Section 1: Hiring and Recruitment

DHR is responsible for administering a fair and merit-based selection and hiring process for all applicants who wish to become City employees. DHR has direct responsibility over various steps of this process, including setting policies and developing procedures, sharing recommended best practices, designing and conducting exams, maintaining the applicant tracking system, conducting centralized conviction history review, and auditing departmental actions. DHR has delegated some of its authority to hiring teams in 30 departments. In addition, through its Workforce Development Division, DHR is focusing on innovation in recruitment through active cultivation of “pipeline” development strategies targeting applications from candidates with diverse backgrounds.

Building a roadmap for future improvements to the hiring and selection process requires a cross department team of experts. DHR’s HR Modernization Team will continue to convene the HR Modernization steering committee, created in 2017, which includes citywide human resource professionals and city leaders interested in improving government performance.

In the coming years, DHR will focus on several key initiatives in order to strengthen the Department and the City’s work in recruiting and hiring diverse talent at all levels in the organization. These areas are:

**Applicant Tracking System.** DHR has procured a modern applicant tracking system which will process approximately 150,000 applications annually. The new system will allow DHR and departments to identify delays in the hiring process, analyze where candidates are learning about job opportunities, and conduct proactive outreach to diverse candidates. Along with the new system, DHR will be working collaboratively to modify business processes, change policies and provide training for HR analysts, hiring managers and applicants. Taken together, these steps will ensure that the City’s application process is easier to navigate for all users, and that time to hire is more rapid.

**Engage Diverse Candidates through Proactive Recruitment and Pipeline Programs.**

DHR will review, in collaboration with department HR leaders and Civil Service staff, core components of the hiring process and identify areas where reforms or updates may be needed. This will include changes to policies, procedures, and developing new training or guidance. This could include: a review of Minimum Qualifications, the use of Supplemental Questionnaires, as well as the Post Referral Selection Process (including interview questions).

DHR will build on the Workforce Development (WD) Division’s diversity recruitment and pathway programs. These programs provide an opportunity for the participant employee to build work experience, learn essential job-related skills, and prepare for the opportunity to qualify for ongoing Permanent Civil Service positions. These training programs often yield diverse participants with a range of skills (from technical to trades to professional). DHR’s programs currently include:

- Access to City Employment Program (ACE/ Rule 115)
- Apprenticeship SF
- San Francisco Fellows
- 1249 HR Analyst Trainee Program and 1241 Self-Study Program

In addition, the WD Division’s Diversity Recruitment Team (DRT) will build new partnerships in the community, offer best practices, recruitment tools, and learning opportunities to hr professionals throughout the city in order to proactively reach new people who are interested in public service.

**1.1 Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department’s RE Action Plan.**

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
<p>1.1.1 Assess current conditions and barriers that impede:</p> <p>1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.</p>	<p>Current Conditions: DHR has entered a new contract to upgrade the City’s Applicant Tracking System (ATS). The new ATS will provide candidates with a streamlined application process. The system will be fully operational by June 2021.</p>	<p>Existing Staff Time</p> <p>Financial</p>	<p>Completed barriers assessment</p>	<p>In Progress</p>	<p>Hiring Modernization Team</p>
	<p>FY 21-22: DRT will meet with community partners to identify challenges facing individuals seeking City employment.</p> <p>Using feedback from applicants and community partners, identify and implement appropriate process changes.</p>	<p>Existing Staff Time</p>	<p>Number of agencies partners increases</p>	<p>In Progress</p>	<p>Workforce Development Division: DRT</p>
<p>1.1.2 Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.</p>	<p>DHR implemented an internal staff survey for the creation of this report. The survey was sent to all staff to assess departmental diversity and inclusivity and inform hiring and recruitment policy creation.</p> <p>Ongoing: Survey will be administered yearly and be included in DHR’s annual report.</p>	<p>Existing Staff Time</p>	<p>Survey is administered annually</p> <p>Increased participation</p>	<p>Ongoing</p>	<p>Policy Division</p> <p>DHR DPO</p>
<p>1.1.3 Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment.</p>	<p>FY21-22: Internally, DHR Staff, including senior staff, the DHR Racial Equity Workgroup, and DHR-HR, will review staff survey to strengthen DHR’s internal approach to inclusive hiring.</p>	<p>Existing Staff Time</p>	<p>Policy is created, implemented, and reviewed annually to maximize results</p>	<p>Not Started</p>	<p>Policy Division</p> <p>DHR DPO</p> <p>Workforce Development</p>

This policy must be vetted by the Racial Equity Leaders and any related working group.	Citywide, DHR will launch the Diversity Toolkit and conduct collaborative planning process to inform recommendations for new policy development.				Client Services
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1.1 Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
<p>1.2.1 Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.</p>	<p>Current Conditions: DRT has held monthly citywide Diversity Recruitment to discuss and establish innovative best practices. This collaborative effort led to the development of the Diversity Recruitment Toolkit.</p> <p>FY21-22: Implement strategies outlined in the Diversity Recruitment Toolkit and utilize the Diversity Recruitment Template to guide development of comprehensive outreach plans for all recruitments; support adoption of best practices in diversity recruitment to other departments. Continue to host monthly Diversity Recruitment Workgroups.</p> <p>FY21-22: Use new ATS to track the referral sources of all applicants.</p> <p>FY22-23: Update the Diversity Recruitment Toolkit and Template with lessons learned from implementation.</p>	Existing Staff Time	Candidate pool is increasingly more diverse and referred from a variety of sources	In Progress	<p>Hiring Modernization Team</p> <p>Employment Services</p> <p>Workforce Development Division: DRT</p>
<p>1.2.2 Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and</p>	<p>FY20-21: Host virtual career fairs and webinars for job seekers.</p> <p>FY21-22: DRT will create an outreach plan to Historically Black Colleges, BIPOC professional organizations, and local Bay Area colleges. DRT will also continue to partner</p>	Existing Staff Time	Candidate pool is increasingly more diverse and referred from a variety of sources	In Progress	Workforce Development Division: DRT

<p>community college systems that could feed into open position.</p>	<p>with the Office of Economic and Workforce Development and community-based organizations.</p> <p>FY22-23/FY23-24: Follow outreach plan from FY21-22 and measure success using ATS functionality.</p>				
<p>1.2.3 Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.</p>	<p>Current Conditions: DHR recommends that minimum qualifications are reviewed at least once every three years in conjunction with an examination being performed. Departments work with subject matter experts and propose changes to DHR. DHR reviews these with the unions at which point they are posted with the Civil Service System. If there are no appeals, they are finalized in seven days. If they are appealed, the Civil Service Commission resolves and disputes.</p> <p>Ongoing: Continue to review and revise minimum qualifications with each new exam. Follow the Minimum Qualification Principles<sup>14</sup> to ensure consistency in decision making across the City when assigning minimum qualifications.</p> <p>Utilize plain language in job announcements and classification specifications that is transparent and informative of applicant’s rights to the degree possible.</p>	<p>Existing Staff Time</p>	<p>A streamlined classification system</p> <p>Job descriptions display consistent and inclusive language</p>	<p>Ongoing</p>	<p>Classification and Compensation</p>
<p>1.2.4 Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of</p>	<p>Q3 FY21-22: Conduct a review of job classes to identify classes to evaluate continued relevance of certain MQs.</p> <p>Enhance use of substitutions as appropriate.</p>	<p>Existing Staff Time</p> <p>Needed: Additional Staffing</p>	<p>An increase in applicants with more diverse life, education, and professional experiences</p>	<p>Not Started</p>	<p>Classification and Compensation</p> <p>Exams Team</p>

<sup>14</sup> <https://sfdhr.org/sites/default/files/documents/Classification-and-Compensation/Minimum-Qualifications-General.pdf>

<p>transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity. An increase in applicants with more diverse life, education, and professional experience.</p>	<p>FY22-23: Plan interventions, identify resource needs and engage appropriate stakeholders.</p> <p>FY23-24: Implement interventions.</p> <p>Ongoing: Review and revise minimum qualifications as appropriate with focus on including non-traditional candidates.</p>		<p>No increase in probationary releases</p>		
<p>1.2.5 Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered questions, unless grammar and other writing skills will not be considered.</p>	<p>FY21-22: Conduct a review of the use of supplemental questions.</p> <p>FY22-23: Plan interventions to these classes and what resources and stakeholders will be needed.</p> <p>FY23-24: Implement interventions.</p> <p>Ongoing: DHR will train human resources analysts to determine whether supplemental questions are necessary and if so, implement best practices on how to develop job-related supplemental questions.</p>	<p>Existing Staff Time</p> <p>Needed: Possibly Financial</p>	<p>An increase in applicants with more diverse life, educational, and professional experiences</p>	<p>In Progress</p>	<p>Exams Team</p> <p>Client Services</p>
<p>1.2.6 Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.</p>	<p>Please see 1.2.4 above.</p>	<p>Existing Staff Time</p> <p>Needed: Possibly Financial</p>	<p>An increase in applicants with more diverse life, education, and professional experiences</p>	<p>Not Started</p>	<p>Classification and Compensation</p> <p>Exams Team</p>
<p>1.2.7 Require outside recruiters to comply with departmental standards for equitable and</p>	<p>Current Conditions: In early FY20-21, through an RFQ process, DHR created a pool of Executive Recruitment Firms that will be available to DHR and other City</p>	<p>Existing Staff Time</p>	<p>Candidate pool is increasingly more diverse and</p>	<p>Pool completed;</p>	<p>Finance and Administration</p>

<p>inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally competent skills to their work.</p>	<p>departments. These firms bring experience conducting recruitments and developing diverse candidate pools for leadership positions in the City and elsewhere.</p>		<p>referred from a variety of sources</p>	<p>recruitment ongoing</p>	
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**1.2 Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.**

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
<p>1.3.1 Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.</p>	<p>Current Conditions: Although several of the FY19-20 fellows were able to have their fellowships extended, the FY 20-21 cohort of the SF Fellows was cancelled due to budget constraints due to the impacts of COVID-19.</p> <p>FY21-22: DHR will reintroduce the San Francisco Fellows program and recruit a new cohort for the 1820 Analyst pathway. Conduct surveys of fellows for program improvement opportunities.</p> <p>FY22-23: Analyze fellow survey results and identify barriers to fellows continuing employment with the City.</p>	<p>Existing Staff Time</p> <p>Needed: Financial</p>	<p>The SF Fellows program operates annually</p>	<p>In Progress</p>	<p>Workforce Development Division</p>
<p>1.3.2 Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s Opportunities for All program</p>	<p>Current Conditions: DHR regularly participates in the OFA program for summer placements.</p> <p>FY21-22: Secure funding for FY22-23 Placement Program.</p> <p>FY22-23: Resume placement program with an enhanced focus on mentorship for summer interns.</p>	<p>Existing Staff Time</p> <p>Needed: Financial</p>	<p># of Opportunities for All placements and mentors</p>	<p>Not Started</p>	<p>Worker’s Compensation Division</p>



<p>1.3.3 Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc.</p>	<p>FY21-22: See response to 1.2.2.</p> <p>DHR will strategically and consistently use social media to promote citywide career opportunities and career events through its’ social media pages.</p> <p>June 2021: Launch the new Applicant Tracking System with the capability to target potential applicants with similar qualifications for a single recruitment. A more user-friendly, accessible, and modern application platform will help us engage a diverse pool of applicants as well as maintain better data about where applicants are coming from and what types of communications and advertisements are most successful.</p> <p>FY22-23: Analyze data collected through ATS and identify where (social media, job posting sites, City job posting page, etc.) diverse applicants are engaging with the City’s job postings.</p>	<p>Existing Staff Time</p>	<p>Social Media engagement increases</p>	<p>In Progress</p>	<p>Workforce Development Division: DRT</p>
<p>1.3.4 Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p>FY21-22: DHR will reintroduce the San Francisco Fellows program and recruit a new cohort for the 1820 Analyst pathway.</p> <p>FY21-22: DHR will provide training opportunities or speaker’s series for fellows to engage with the topic of diversity, equity, and inclusion.</p> <p>Ongoing: The fellows are provided weekly speaker series of diverse city employees on their positions and career trajectories.</p>	<p>Existing Staff Time</p>	<p>Number of opportunities during internship/fellowship</p>	<p>Not Started</p>	<p>Workforce Development</p>

<p>1.3.5 Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias.</p> <p>Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.</p>	<p>Q4 FY21-22: Conduct a demographic analysis of current and prior Apprenticeship SF participants, ACE, SF Fellows, and the 1249 program. This analysis will serve as a baseline for future program improvements and provide insight into the demographics DHR currently engages in the career pathway programs.</p> <p>Q1 FY22-23: Analyze the stay rate of City pipeline programs: ACE, Apprenticeship SF, SF Fellows, and the 1249 Human Resource Analyst Trainee program.</p> <p>FY22-23: Identify interventions informed by prior year analysis to improve diversity of pathway program participants and the stay rate of participants.</p> <p>FY23-24: Implement interventions or secure needed funding for interventions.</p>	<p>Existing Staff Time</p>	<p>Pathway program participants stay rate increases</p> <p>Diversity of pathway program participants increases</p>	<p>Not Started</p>	<p>Workforce Development</p> <p>Policy Division</p>
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**1.3 Commit to standardized, transparent, and participatory recruiting and onboarding.**

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
<p>1.4.1 Maintain a standardized and holistic interview process with structured interview questions.</p>	<p>Current Conditions: DHR human resource analysts are trained to develop job related questions with simplified language. DHR personnel ensure that only relevant questions or selection mechanisms are used in Post Referral Selection Processes.</p> <p>FY21-22: DHR will develop questions that can be used to evaluate a candidate’s skills and experience working in and/or managing a diverse and inclusive workplace.</p>	<p>Existing Staff Time</p>	<p>Standardized interview process with a set of inclusive interview questions</p>	<p>In Progress</p>	<p>Exams Team</p> <p>Client Services</p>

	<p>FY22-23: Share tools and questions with City department human resource professionals.</p> <p>Ongoing: Continue to facilitate training sessions with in-house analysts on how to develop job related questions.</p>				
<p>1.4.2 Ensure a diverse hiring panel for each interview.</p>	<p>Current Conditions: The City advises that a minimum of three panel members with diverse backgrounds (e.g., culture, ethnicity, skill level, etc.) be included in a process.</p> <p>Ongoing: Continue to educate HR analysts on the need to have a diverse panel.</p> <p>DHR will use its auditing function to review and report on department hiring panels and make recommendations for improvement.</p>	<p>Existing Staff Time</p>	<p>Demographic composition of panels</p>	<p>Ongoing</p>	<p>Exams Team Client Services</p>
<p>1.4.3 Train staff on conducting interviews taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows</p>	<p>Current Conditions: City policy that anyone who participates in a hiring or interview panel must take the Fairness in Hiring electronic course annually.</p> <p>Fall 2020, DHR worked with the Controller’s Office to develop SF Learning dashboards to monitor training completion. With the new dashboard human resource professionals can confirm that all interview panelists complete the Fairness in Hiring training, prior to participating in an interview panel.</p> <p>Q1 FY21-22: Communicate to all City departments reminding them of the Fairness in Hiring training requirement and encouraging utilization of the Learning Dashboards.</p> <p>DHR may use its audit functions to review compliance and make recommendations for improvement.</p>	<p>Existing Staff Time</p>	<p>Fairness in Hiring training accessible and tracked easily</p>	<p>Complete</p>	<p>Workforce Development</p>

<p>1.4.4 Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.</p>	<p>July 2021: The new Applicant Tracking System (ATS) will allow applicants to track their application progress. The system will make it easier for human resource professionals to engage with applicants throughout the process.</p>	<p>Existing Staff Time</p>	<p>Tool created and implemented  Increased assistance to job seekers</p>	<p>In Progress</p>	<p>Hiring Modernization Team</p>
<p>1.4.5 Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.</p>	<p>Current Conditions: DHR recruitments that are publicly posted are also emailed to internal staff to notify them of the department's employment opportunities. Current practice at DHR.</p>	<p>Existing Staff Time</p>	<p>All DHR recruitments that are publicly posted are emailed to internal staff</p>	<p>Complete</p>	<p>DHR DPO</p>
	<p>July 2021: Utilize "Internal Mobility" features in the new ATS, available to city human resource analysts.  Ongoing: Continue to enhance internal mobility feature in ATS. Share best practices with citywide department human resource professionals.</p>	<p>Existing Staff Time</p>	<p>Increase in internal applicants for job openings</p>	<p>In Progress</p>	<p>Hiring Modernization Team</p>
<p>1.4.6 Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.</p>	<p>July 2021: Utilize the increased reporting and analytical capabilities of new ATS to better identify lags and delays in application process.  FY22-23: Create and implement interventions to reduce lags and delays identified through ATS.  FY23-24: Secure any needed funding for additional interventions, including onboarding tools.</p>	<p>Existing Staff Time  Needed: Possibly Financial</p>	<p>ATS improves onboarding process</p>	<p>In Progress</p>	<p>Hiring Modernization Team</p>
<p>1.4.7 Formalize and standardize the onboarding process for full-time</p>	<p>Current Condition: DHR has a current standard process for onboarding internal staff.</p>	<p>Financial</p>	<p>All new DHR staff are onboarded in a consistent and</p>	<p>In Progress</p>	<p>DHR DPO</p>

<p>and part-time staff, volunteers, interns, fellows, and freelancers.</p>	<p>Q4 FY21-22: The Hiring Modernization Team will collaborate with DHR HR team to identify new processes and technology (when possible) in order to provide a better onboarding experience with new DHR employees.</p> <p>FY22-23: Share DHR’s updated onboarding process with other city human resource representatives.</p>		<p>welcoming manner.</p>		<p>Hiring Modernization Team</p>
	<p>Current Conditions: DHR hosts a monthly New Employee Orientation (NEO) for all newly hired city employees for departments that do not offer their own orientations. This orientation provides employees with an overview of the City operations, policies, and benefits at the start of employment.</p> <p>Ongoing: Continue to host this citywide orientation. Incorporate an overview of the City’s commitment to achieving racial equity into orientation.</p>	<p>Existing Staff Time</p>	<p>NEO held regularly</p>	<p>Complete</p>	<p>Workforce Development</p>
<p>1.4.8 Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.</p>	<p>Current Conditions: DHR agrees that the most expansive eligible list certification rules are desirable to include all qualified candidates in the process.</p> <p>The standard cert rule is governed by MOU, and each bargaining unit must agree if DHR or the department wishes to utilize an expanded cert rule.</p> <p>Q4 FY21-22: Identify pilot job classes to expand the cert rule. Partner with labor to implement a pilot program.</p>	<p>Existing Staff Time</p>	<p>Civil Service Rules identified</p>	<p>In Progress</p>	<p>Exams Team Client Services</p>
	<p>FY22-23: Analyze results of pilot program.</p> <p>FY23-24: Following the analysis, conduct meetings with department human resource representatives, the Civil</p>	<p>Existing Staff Time</p>	<p>Data collected on if expanded rules result in more diverse candidates</p>	<p>Not Started</p>	<p>Exams Team Client Services</p>

	Service Commission, and unions to further establish when expanding a certification rule is a best practice.				
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**1.4 Additional Department Actions**

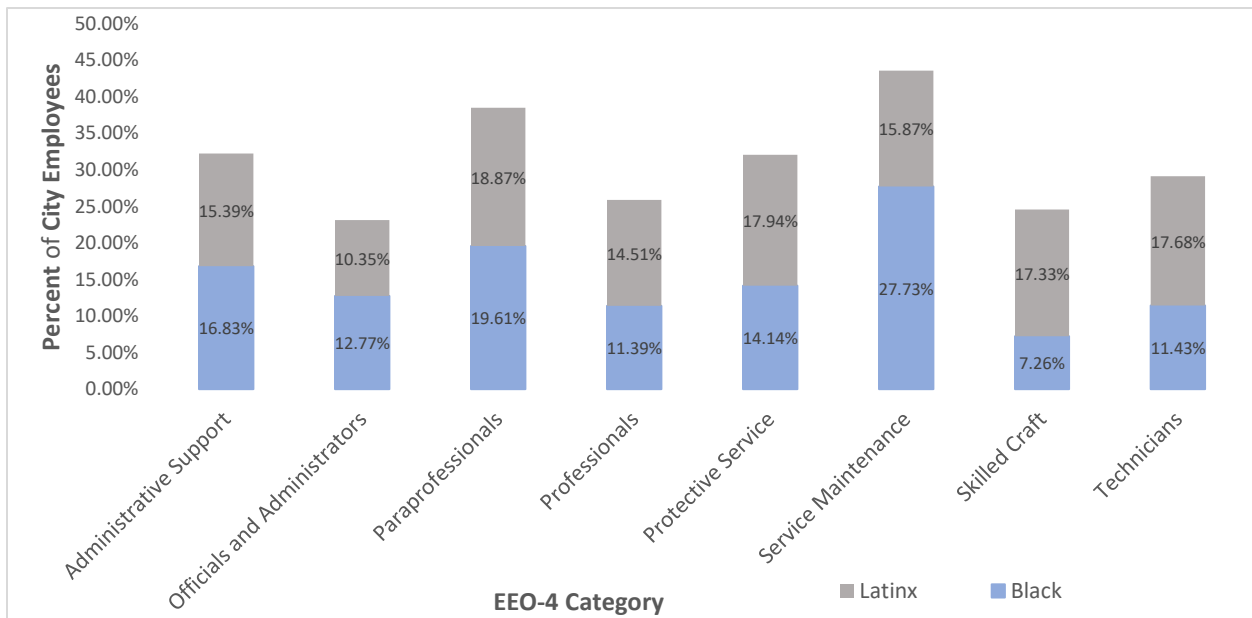
Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
1.5.1 Identify alternative test formats that will support a diverse applicant pool while maintaining test validity, integrity, and reliability.	<p>Q4 FY21-22: DHR will study alternatives to the current testing formats and study whether these interventions result in a more diverse workforce, while maintaining test validity and reliability.</p> <p>FY22-23: From the prior year research DHR will identify needed financial resources to implement best practices for alternative testing formats.</p> <p>Coordinate with union partners, Civil Service Commission, and City human resource professionals on feasibility of introducing alternative testing formats.</p> <p>FY23-24: Begin implementation of alternative testing formats identified and agreed upon with stakeholders (City departments, Civil Service Commission, and Union representatives).</p>	Existing Staff Time	Increase in diverse applicants based on alternative testing.	Not Started	Exams Team Client Services Policy Division
1.5.2 Continue to administer the Conviction History Program	Ongoing: Through DHR’s centralized Conviction History Review Program, the City reduces both conscious and implicit bias in hiring decisions so qualified, capable, and competent individuals with conviction histories are not denied opportunities to work for the City.	Existing Staff Time	An increase in applicants with more diverse life, education, and professional experiences	Ongoing	Employment Services: Conviction History Team

## Section 2: Retention and Professional Development

With a workforce of approximately 36,000 employees, the City and County of San Francisco is a major employer in the Bay Area. As a consolidated local government, it offers career opportunities in a broad range of occupations, among them are health care, infrastructure, finance and accounting, planning, social services, and transportation. With over 1,000 job classifications and multiple avenues for promotion, the City is well-positioned to retain and reward its employees, through fair compensation and promotional opportunities.

The City’s merit system is designed to encourage career employment. DHR and all city departments seek to foster excellence in the civil service, and to reward excellence with advancement. For employees who are seeking advancement but are not successful and become dissatisfied with their apparent lack of opportunity for advancement; or when employees decide to leave the City; DHR, in partnership with city departments, can and should create systems to understand, document, and where possible remediate employee dissatisfaction with city employment. Standardizing exit interviews, further detailed in Section 6, will allow for trends on why city employees leave city employment.

The chart below indicates that while Black and LatinX employees are overrepresented in entry level positions in proportion to the total number of entry level employees, they are underrepresented in supervisory and mid-level managerial positions in proportion to the total number of supervisory and mid-managerial positions.



Thus, DHR will focus its activities on strategies for increasing promotions of qualified Black and LatinX employees, including better defining career ladders, improved communications with employees on available opportunities, expanding exam preparation training opportunities, and making full use of de-identification in the selection process in order to eradicate racial bias in the promotion process.

Additionally, DHR will work with city departments to ensure employees have access to the City's workplace benefits programs, such as flexible schedules and telecommuting, in order to provide employees tools needs to fully contribute will still maintaining a sustainable work/life balance. While these benefits are currently available to many city employees, through updated guidelines and policies, DHR will work to ensure these opportunities are widely publicized and distributed in a non-biased manner.



**2.1 Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs**

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
2.1.1 Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.	<p>Current Conditions: DHR’s Disaster Service Worker (DSW) Unit at Covid Command Center tracks citywide DSW deployments through SmartSheets. DSW tracking includes full employee name, department, and DSW number.</p> <p>Q1 FY21-22: Conduct an analysis of Disaster Service Workers deployed citywide disaggregated by race/ethnicity, age, gender, classification, pay, and union. Identify disparate representation in DSW activations.</p> <p>Q4 FY21-22: Update the City’s DSW policy to reflect awareness of occupational clustering or disparate activations based on the analysis completed in FY21-22.</p>	Existing Staff Time	Demographic data analyzed	In Progress	<p>Policy Team</p> <p>Emergency Planning</p>
2.1.2 Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	<p>Current Conditions: Positions may be eliminated due to the lack of work, lack of funds, or the anticipated lack of funds. Employees may also be separated from employment if another separated employee with more seniority “bumps” an employee with less seniority.</p> <p>Civil Service Rule 21<sup>15</sup> provides further detail on the current rules regarding City layoff process.</p>	Existing Staff Time	Department specific analysis completed	Not Started	<p>Employment Services Division</p> <p>Policy Division</p>

<sup>15</sup> <https://sfgov.org/civilservice/node/300>

	Q3 FY21-22: Complete department specific analysis of occupational clustering of demographic groups to provide insight into department demographics.				
2.1.3 Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials	<p>Current Conditions: DHR ensures that when activating disaster service workers, they receive appropriate PPE.</p> <p>Ongoing: Continue to collaborate with Covid Command Center to ensure DSWs have needed PPE at activation.</p>	Existing Staff Time	DSW workers have an increased awareness of PPE access protocol	Ongoing	Emergency Planning
2.1.4 Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	<p>Current Conditions: During the COVID-19 public health emergency, the City is committed to maintaining City employee income security to the fullest extent possible, and to providing additional resources to employees who are providing front-line services during the emergency.<sup>16</sup></p>	Existing Staff Time	Increased employee awareness of additional benefits	Complete	Emergency Planning
2.1.5 Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	<p>Current Conditions: When assigning DSWs to graveyard shifts DHR prioritized deploying City employees who already work graveyard hours. When activating DSWs to sites such as Food pantries located across the City or City Test SF at the pier, DHR communicates with departments to prioritize activation of DSWs with their own transportation and who do not rely on public transportation.</p> <p>Ongoing: DHR will continue to be flexible in DSW assignments and prioritize employee needs to the best of its' ability.</p>	Existing Staff Time	Best practices included in DSW deployment protocol	Complete	Emergency Planning

<sup>16</sup> [See the Compensation Plan for COVID-19.](#)

**2.2 Ensure salaries and benefits allow for a dignified livelihood, especially for People of Color and women.**

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
<p>2.2.1 Conduct annual internal reviews of salary standards against industry standards to ensure parity</p>	<p>Ongoing: Wage surveys are conducted every year in which there is bargaining which is the only time at which salaries can be changed and must be negotiated with the representing union</p> <p>The City surveys benchmark classifications to establish and maintain its compensation plan.</p> <p>If an adjustment to the compensation of the journey level classification based on the salary survey is warranted, that wage adjustment should be provided to all classifications within the series to maintain internal relationships vertically. Additionally, other related classification series might be adjusted as well to maintain internal relationships horizontally.</p> <p>DHR continues to implement provisions of the Fair Pay Act to ensure the City provides equal pay for work of equal value regardless of gender or race. This included reiterating to departments the importance of assessing internal equity when making new appointments with current incumbents.</p>	<p>Existing Staff Time</p>	<p>Annual wage survey posted</p> <p>Pay inequities are reduced and aligned annually after salary data is reviewed</p>	<p>Ongoing</p>	<p>Classification and Compensation Division</p>
<p>2.2.2 Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.</p>	<p>Current Conditions: DHR, Civil Service, Charter provisions and local, state and federal statutes all are involved in policy setting affecting leave and benefit policies. Further, the City is required by law to meet and confer with Unions prior to implementation of policy changes affecting wages, hours or other terms and conditions of employment.</p>	<p>Existing Staff Time</p>		<p>Ongoing</p>	<p>Leave Management, Classification and Compensation Division</p>

	<p>DHR will review existing policies to ensure they are up-to-date and readily available on DHR’s website for employees to access.</p> <p>All regularly scheduled employees (full-time and part-time) gain access to City provided healthcare upon appointment. As-needed employees gain access after having worked 1,040 or more hours within a rolling 12-month period. 92% of City employees have a regular work schedule.</p>				
2.2.3 Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	<p>Current Conditions: Additional legal holidays would need to be declared by the Mayor or Board of Supervisors. Employees currently have broad discretion to use their discretionary leave for religious and cultural holidays.</p>				Mayor’s Office

**2.3 Create paths to promotion that are transparent and work to advance equity.**

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
2.3.1 Determine standard factors considered for raises and promotions. Make this information available to staff.	<p>Q3 FY21-22: DHR-HR will develop examples of standard pathways and performance metrics that support career advancement.</p> <p>DHR will develop and publish an HR Career Pathways document that assists HR employees in understanding a typical career progression, and the minimum qualifications associated with each level.</p>	Existing Staff Time	<p>Standard established</p> <p>Increase in knowledge about raises and promotions within DHR</p>	Not Started	DHR-HR in collaboration with Client Services and Divisions
2.3.2 Develop a formal and transparent process for raises and promotions.	<p>FY22-23: Assess the degree to which standardized performance measures that support employee growth, development and career advancement are available to all City employees.</p>	Existing Staff Time	Increase in knowledge about raises and promotions	Not Started	<p>Policy Division</p> <p>Employment Services</p>

	FY23-24: Strategize interventions where standardized performance metrics are not being provided to employees.				
2.3.3 Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	<p>Current Conditions: DHR now recommends as a best practice that all qualified and interested employees can serve equal amounts of time in an acting role during long term absences or during the period prior to filling a permanent vacancy.</p> <p>This presents an opportunity for these individuals to gain the experience of serving in an acting role and to prove their capabilities to the hiring manager. assignments challenge employees by giving them the opportunity to work with support beyond the comfort zone of their normal work duties in order to learn new skills.</p> <p>Q3 FY21-22: DHR will document and present these best practices to the City’s human resource professionals.</p>	Existing Staff Time	<p>Acting/interim staff process included in internal policies and processes</p> <p>Increased awareness of process for acting/interim staff</p>	In Progress	<p>Client Services</p> <p>Class and Compensation</p>
2.3.4 Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility	<p>Current Conditions: The Employment Services Team conducted an initial analysis of City classifications where diversity decreases though the job series progression. DRT has built on this analysis for citywide positions, such as accountant entry level position, the Administrative Analyst series, and the Medical Exam Assistant entry level position.</p> <p>Q3 FY21-22: DRT will continue to analyze why drop offs identified in initial analysis occur. Present interventions to senior staff.</p> <p>FY22-23: Resources needed for interventions identified. Interventions that do not require funding begin implementation.</p>	<p>Existing Staff Time</p> <p>Needed: Financial</p>	Intervention to identified classification implemented	In Progress	<p>Workforce Development Division: DRT</p> <p>Employment Services</p>

	FY23-24: Funding secured for interventions. Full implementation of interventions not requiring funding.				
2.3.5 Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City	<p>Q4 FY21-22: Create a visualized chart of all classification families and include links to minimum qualifications for each classification progression.</p> <p>Publish career trajectories on the SFDHR website and include minimum qualifications for each career step.</p> <p>Identify dead end classifications.</p> <p>FY22-23: Analyze why these classifications dead end. Assess possible alternative career trajectories in other classifications.</p> <p>FY23-24: Publish alternative career trajectories in above mentioned classification chart.</p>	Existing Staff Time	Identify “dead end” classification and revise	Not Started	<p>Policy Division</p> <p>Classification and Compensation Division</p> <p>Employment Services</p>

**2.4 Additional Department Actions**

Action	Implementation Plan	Resources	Indicators	Status	Lead
2.4.1 Explore creation of a citywide career advisor program available to Temporary Exempt and entry level employees.	<p>Q4 FY21-22: Explore implementing a career development adviser program for city employees. Identify resources needed to support program.</p> <p>This career coaching would augment DHR’s current Growing Your Career training series. This training provides employees with an opportunity to reflect on their career goals, learn how to explore career opportunities within the City, and understand how to</p>	<p>Existing Staff time</p> <p>Needed: Financial</p> <p>1244 position</p>	Resources needed to support this program identified	Not Started	Policy Division

	<p>navigate the City’s job application and exam processes. The Career Development Advisor would focus on entry level and temporary exempt employees and leading them to permanent positions within the City. Guidance would include career mapping, civil service exam preparation resources, and additional training or continuing education program references.</p> <p>FY22-23: Resources needed for program identified and requested.</p>				
2.4.2 Standardize exit interviews at DHR.	<p>Current Conditions: DHR’s DPO currently conducts voluntary exit interviews.</p> <p>Q1 FY22-23: Implement a standardize exit interview to support data analysis from these interviews.</p>	Existing Staff Time	Exit interviews at DHR standardized	Not Started	DHR DPO
2.4.3 Review Management Exam program.	<p>Current conditions: DHR administers standard exams to managerial applicants. The purpose of these standard examinations is to ensure common levels of competencies for prospective managers. In recent years, some employees have raised concerns that the MTB is screening out otherwise qualified Black and LatinX candidates.</p> <p>FY 22-23: DHR will review examination results and adjust accordingly, in consultation as needed with Departments, employee organizations and other interested parties.</p>	Existing Staff Time		Not Started	Employment Services

## Section 3: Corrective Action, Discipline, and Separation

Corrective actions are steps that respond to employee performance concerns or misconduct; the actions address the root causes of the conduct to prevent reoccurrence. Corrective action may include non-disciplinary steps such as counseling, training, performance improvement plans and probationary extensions. Corrective action may also include discipline, such as written warnings, suspensions, and dismissal or release from employment. Under Charter section 4.126, Appointing Officers, not the Human Resources Director or DHR, are responsible for administration and management of their departments, including ensuring that performance and conduct standards are met and administering corrective action if they are not.

The concept of “just cause” discipline, which is the basis for corrective action and is typically metered out progressively, with increasing severity in the performance or behavior is not corrected with less severe discipline. The fundamental objective is not to discipline an employee to the point of termination, but rather to provide the employee with direction, guidance, and support to correct the deficiencies or conduct before discipline is escalated. This is the underlying concept to Progressive Discipline. To encourage compassionate and thoughtful use of the Progressive Discipline, supervisor training and support is essential. DHR will be augmenting the existing 24+ Training for Managers and Supervisors to further emphasize expectation setting, coaching, performance management, conflict management, and equitable discipline and corrective action.

DHR has begun to invest more resources into alternative dispute programs, such as the newly developed Peer Mediation Program. DHR will work with city departments to assess the feasibility of the implementation of a ‘Just Discipline’ or other restorative discipline models, accounting for the resources (human and financial) that would be needed to implement this change.

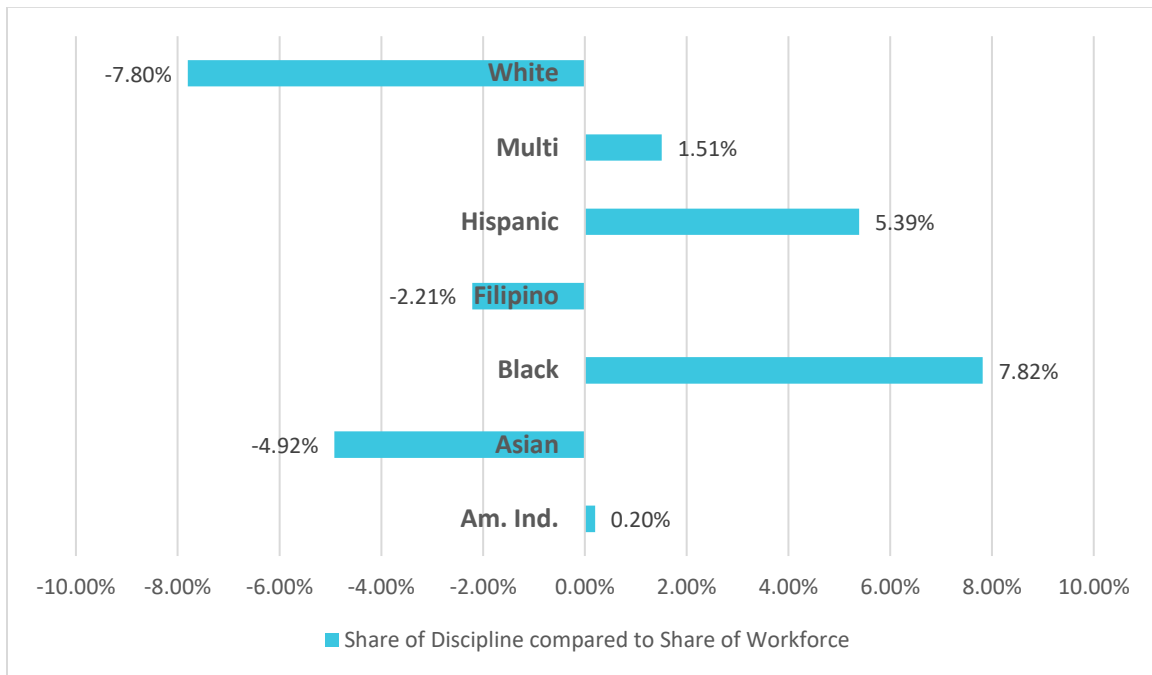
The Department of Human Resources’ current role in the disciplinary process is as follows: 1) DHR offers training, certification, and advice for “Skelly” officers, who are selected by Appointing Officers or their designees to conduct pre-disciplinary due process or “Skelly” hearings and issue recommendations as to whether proposed discipline is supported by the evidence and reasonable given the charges; 2) DHR’s Client Services Consulting Division representatives often serve as the Appointing Officer’s designee in the process, limited to small departments that do not have human resources professionals on their staff; 3) If the disciplined employee’s union challenges discipline through the grievance procedure under the MOU, the Employee Relations Division can work with the union and the department to resolve the grievance, which may include reaching agreement to reduce the discipline imposed; 4) the Employee Relations (ERD) Division also provides an independent review of discipline if a grievance challenging discipline is advanced to the ERD step of the grievance process and can reach agreement to resolve the grievance, including by to amend or reverse reduction in discipline; and 5) When a permanent civil servant is terminated, the Human Resources Director is required to determine whether, and to what extent, future city employment restrictions are placed on the terminated employee. This decision, like



many other employment-related decisions of the Human Resources Director, is appealable to the Civil Service Commission.

If discipline is administered exactly proportionally for each demographic group, the chart below would show 0% for each group. As seen in the figure below, Black and LatinX employees are over-represented in corrective action and discipline when compared to their share of the permanent civil service workforce and Asian and White employees are underrepresented in their share of discipline and corrective action.

**Corrective Action/ Discipline by Race<sup>17</sup>**



The Department of Human Resources plans to leverage its role in the disciplinary process to review and analyze the data and identify any root causes for these disparities, to assist Appointing Authorities, their designees and representatives in identifying and addressing and correcting any structural or other biases in managing and responding to performance and conduct concerns and to increase, where possible, learning opportunities for supervisors and managers whose duties include managing performance and addressing workplace conduct.

<sup>17</sup> <https://sfdhr.org/sites/default/files/documents/Resources/Corrective-Action-and-Discipline-by-Race-Ethnicity-and-Gender.pdf>

**3.1 Create a clear, equitable, and accountable protocol for disciplinary actions.**

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
<p>3.1.1 Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.</p>	<p>Current Conditions: On September 19, 2018, Mayor Breed issued an Executive Directive to ensure City workplaces are diverse, fair and inclusive, in all areas from recruitment and competition, employment practices, and employee discipline. In accordance with Mayor Breed’s <b>Executive Directive 18-02, Ensuring a Diverse, Fair, and Inclusive City Workplace</b>, all City departments will begin reporting discipline to DHR so that potential problematic areas, divisions, or other trouble spots can be quickly identified and addressed.</p> <p>This reporting also ensures greater transparency in employee discipline across all City departments and enables better monitoring of employee discipline across all City Departments.</p> <p>To assist departments in collecting this data, DHR has partnered with the Controller’s Office People &amp; Pay Division to create a PeopleSoft database. This database will allow departments to enter all disciplinary-related actions for their employees.</p> <p>Ongoing: Publish an annual report on Corrective Action and Discipline by Race/Ethnicity and Gender<sup>18</sup>.</p>	<p>Existing Staff Time</p>	<p>Analyze data annually</p> <p>Increase accountability in disciplinary actions</p>	<p>Ongoing</p>	<p>Class and Compensation</p>

<sup>18</sup> <https://sfdhr.org/sites/default/files/documents/DEI/Corrective-Action-and-Discipline-Race-Ethnicity-and-Gender-FY19-20.pdf>

<p>3.1.2 Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.</p>	<p>Please see 3.1.1 above.</p>	<p>Existing Staff Time</p>	<p>Analyze data annually</p>	<p>Ongoing</p>	<p>Class and Compensation</p>
<p>3.1.3 Train supervisors on bias and equitable and compassionate discipline and separation.</p>	<p>Current Conditions: DHR's 24 Plus Performance Management Program integrates standard models for supervision with the basics of administering City policies and procedures.</p> <p>Supervisors and managers focus on self-management and basic models for supervision, including Situational Leadership II and coaching performance. In addition, participants learn to set expectations and provide feedback using the City's performance planning and appraisal process, as well as addressing performance and conduct issues, while managing interpersonal relations honestly and respectfully.</p> <p>Q3 FY21-22: DHR will augment this training with further emphasis on expectation setting, coaching, performance management, conflict management, and equitable discipline and corrective action.</p>	<p>Existing Staff Time</p>	<p>24 Plus training enhanced</p>	<p>In Progress</p>	<p>Workforce Development</p>
<p>3.1.4 Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary</p>	<p>FY21-22: DHR will launch a Peer Mediation Program. Interpersonal conflict between employees that does not constitute an Equal Employment Opportunity complaint will be eligible for the Peer Mediation Program. The program is voluntary and aims to promote a positive, healthy work environment through</p>	<p>Existing Staff Time</p>	<p>Mediation Program implemented</p> <p>Human resources trained on</p>	<p>In Progress</p>	<p>Diversity, Equity, and Inclusion Division</p>

<p>measures. Encourage a “scaled back” discipline process.</p>	<p>a facilitated problem-solving process. The participants (with support of mediators) will develop and agree upon resolutions to conflict.</p> <p>Peer Mediators will be City employees selected through a volunteer application process and trained on workplace mediation, prior to hosting any mediation sessions. DHR is developing this program in collaboration with Department Heads, department personnel officers, labor partners, and the Employee Assistance Program.</p> <p>FY22-23: Analyze participant feedback and make program improvements.</p>		<p>alternative dispute resolution</p>		
<p>3.1.5 Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>	<p>FY22-23: Expand the curriculum of training and resources for Skelly officers. Enhance training curriculum to provide an emphasis identification of race-based bias in proposed disciplinary actions.</p>	<p>Existing Staff Time</p>	<p>Increase in Skelly Officers</p>	<p>Not Started</p>	<p>Employee Relations Workforce Development</p>
	<p>Current Conditions: Knowledge, skills and ability (KSAs) of positions vary and therefore different City positions have different punishable actions. DHR regularly reviews job KSAs when hosting new exams. The standard expectation is that Supervisors are expected, as part of their responsibilities, to provide adequate and equitable support to employees so they understand expectations and have the resources and guidance they need to meet performance expectations.</p> <p>When an employee falls short of meeting KSAs, supervisors are expected to utilize various supportive interventions including providing ongoing coaching,</p>	<p>Existing Staff Time</p>	<p>Increase in employee awareness of progressive discipline</p>	<p>Not Started</p>	<p>Client Services Employee Relations Policy Division</p>

	<p>feedback, and additional training to strengthen performance of employees.</p> <p>FY22-23: Increase supervisor support and training on progressive discipline and supportive interventions, see 3.1.3.</p> <p>FY22-23: Create an Employee Bill of Rights to support an open and transparent DHR and empower the employee by posting DHR guidance, policies, and procedures on the DHR website.</p>				
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### 3.2 Additional Department Actions

Action	Implementation Plan	Resources	Indicators	Status	Lead
<p>3.2.1 Provide ongoing support to new supervisors and managers navigating progressive discipline and best practices in employee support.</p>	<p>Q4 FY21-22: Request employee feedback to identify which trainings are most in demand. Investigate creation of further supervisor trainings and what resources would be needed to develop online training modules such as:</p> <ul style="list-style-type: none"> <li>○ Training for Supervisors/Managers</li> <li>○ Training on Employee &amp; Labor Relation Matters</li> <li>○ Probationary Periods &amp; Types of Probationary Releases</li> <li>○ Performance Management &amp; PIPs</li> <li>○ Discipline Guidance</li> <li>○ <i>Skelly</i> Officer Training</li> </ul>	<p>Existing Staff Time</p> <p>Needed: Possibly Financial</p>	<p>Trainings most in demand identified</p> <p>Resources needed to develop trainings identified</p>	<p>Not Started</p>	<p>Workforce Development Division</p> <p>Employee Relations</p>

	FY22-23: Assess resources needed for identified priority trainings. Map out implementation and resource plan. Request resources in next funding cycle.				
3.2.2 DHR will create a high-level review of discipline based on a certain threshold, i.e., Suspensions, & Terminations.	<p>FY21-22: Research best practices and create a Disciplinary Review Process for citywide implementation. This Disciplinary Review would be conducted before the Department takes the proposed disciplinary action against the employee to ensure fairness and consistency.</p> <p>FY22-23: Implement a Disciplinary Review Process to be conducted before the Department takes the proposed disciplinary action against the employee to ensure fairness and consistency.</p> <p>FY23-24: Analyze review process success through participant feedback. Make necessary adjustments to review process.</p>	Existing Staff Time  Needed: Financial	Reduction of racial disparities in disciplinary actions	Not Started	Employee Relations
3.2.5 Create a Joint Labor Management Committee to conduct a global review of discipline based on the identification of departments where a pattern exists where racial inequity is much higher.	Q4 FY21-22: Invite organized labor to partner in addressing possible racial inequities and collaborate on creating policies/procedures in addressing and eliminating identified racial inequities in the workplace.	Existing Staff Time	Reduction of racial disparities in disciplinary actions	Not Started	Employee Relations

<p>3.2.6 Assess the feasibility of a Just Discipline model and/or other restorative models.</p>	<p>FY22-23 DHR will research best practices in other public and private agencies in using a “Just Discipline” model or other restorative models. DHR will assess needed resources for implementation.</p>	<p>Needed: Staff Time and Financial</p>	<p>Completed research into best practices</p>	<p>Not Started</p>	<p>Policy Division  Client Services Consulting  Employee Relations Division</p>
<p>3.2.7 Develop an online interactive employee handbook centered on equity and transparency.</p>	<p>Q4 FY21-22: An equity centered employee handbook is a pivotal policy document that communicates the importance of all city policies to employees. The employee handbook, last edited in 2012, will be updated with inclusive language, easy to read policy summaries, and linked resources.</p> <p>The updated employee handbook will provide details on job KSAs, progressive discipline, the underpinnings of the City’s disciplinary process, and additional transparency around what is subject to progressive discipline. The employee handbook can be well-linked to the New Employee Orientation program and to the updated Onboarding online module the Instructional Design team will be working on in 2021.</p> <p>FY22-23: Once the employee handbook is updated and published, DHR will create a supervisor best practices guideline about sharing expectations with employees at the time of hire and throughout the year, as well as tips on how to explain policies clearly to employees.</p>	<p>Existing Staff Time</p>	<p>Online interactive Employee Handbook published</p>	<p>In Progress</p>	<p>Policy Division</p>

## Section 4: Diverse and Equitable Leadership

Diversity in leadership whether it is race, gender, or disability brings a variety of perspectives and experiences to a leadership team. A diverse team views leadership through a unique lens, whether that is their collective approach to problem solving including greater likelihood of awareness and consideration of unintended adverse impacts by any given planned action or decision, or the amount and quality of resources devoted to infusing equity and diversity considerations in hiring and recruitment strategies.

Executive staff leadership is diverse with eight members and 16% percent representation equally distributed across all races.

DHR identified 29 employees as management, 15% of the department’s staff, these employees are were identified by union representation (Mgt. Unrepresented Employees and the Municipal Exec Association).

The chart below shows the percentage makeup of the total DHR workforce’s race/ethnicity compared to the race/ethnicity percentage makeup of DHR management. Asian and Filipino employees where underrepresented and White and Black employees were overrepresented in the composition of management positions when compared with DHR’s total workforce.

**DHR supervisor/managers percentage by race/ethnicity compared to the race/ethnicity DHR workforce percentage:**

Race/Ethnicity	% of DHR Workforce	% of Supervisors/Managers
American Indian/Alaskan Native	.5%	0%
Asian	27%	7%
Black	11%	21%
Filipino	16%	7%
Hispanic	11%	14%
Multiracial	2%	0%
White	33%	52%



**4.1 Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.**

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
4.1.1 Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Q1 FY21-22: Incorporate questions regarding experiences working with diverse communities in the applicants' professional life, to evaluate whether DHR's leaders have experience working with diverse populations.	Existing Staff Time	Interview questions of new DHR management include questions emphasizing experience with diverse populations or diversity and equity work	Not Started	Policy Division Finance and Administration
	Q1 FY21-22: Integrate expectations concerning employee equity in the job descriptions of supervisors, managers, directors, and senior staff positions.	Existing Staff Time	Job postings for DHR management include diversity, equity, and inclusion responsibilities in role description	In Progress	Policy Division Finance and Administration
4.1.2 Commit to ongoing racial equity training and development for leadership.	Q1 FY21-22: Managers, supervisors, and department leaderships' Performance Appraisal Reports (PPARs) will include goals intended to fostering equity in the workplace and amongst their staff. Department PPAR standardized to include equity goals.	Existing Staff Time		Not started	Department Personnel Officer Workforce Development
	FY21-22: Research and develop curriculum for new Equity Leadership program focused on developing leadership competencies that promote equitable, restorative, inclusive workplace environments for all employees.  FY22-23: Provide training and resources to deepen supervisors' and managers' learning about racism/anti-racism and other	Existing Staff Time	# of training & development completed by leadership per quarter		Workforce Development

	foundational DEI concepts. Establish ongoing education requirements for leaders.				
4.1.3 Incorporate senior leadership demographics in the department annual report.	<p>DHR has compiled senior staff demographics, see DHR Demographics Section in this report.</p> <p>Incorporate workforce demographic data into DHR’s Annual Report.</p>	Existing Staff Time	Senior leadership demographic included in the department annual report	Ongoing	Policy Division
4.1.4 Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.	<p>Current Conditions: DHR has established an anonymous feedback form requesting DHR staff to submit ideas, comments, or concerns regarding equity in the DHR workplace. The feedback from DHR employees is about DHR’s work climate, environment, and culture. This form is live, but leadership will be consistently advertising its availability with staff to encourage usage.</p> <p>FY21-22: Senior staff will look at the responses to this anonymous form and will report to staff, on a quarterly basis on the feedback provided through the form and the changes that it inspired.</p> <p>By showing employees the feedback is acted upon, DHR hopes to encourage participation in the feedback process and assure employees there will not be subject to retribution for filing concerns.</p>	Existing Staff Time	Feedback submissions increase over the year	Ongoing	Finance and Administration

## Section 5: Mobility and Professional Development

Professional development creates access to opportunities beyond the job an individual employee performs it is also key a successful continuous well-functioning government. Investments in training and continuing education programs, helps to create opportunities within the department for professional development. As written about in DHR's 2020 Annual Workforce Report, Phase I coaching, mentorships, and stretch assignments foster opportunities for new learning and skills development that broaden and employees experience and well situates them for promotions within city government.

The Workforce Development Division's Diversity Recruitment Team has begun to identify classifications where diversity is lost at higher levels of a classification series. DHR will adapt this Citywide assessment within its' own workforce and apply targeted professional development strategies where diversity declines at higher levels of an identified class series.

The DHR Workforce Development Division has also developed a workshop series that includes workshops for employees that promote important discussions on topics such as racism and the intergenerational trauma that racism causes through the 21-Day Challenge learning series that is hosted internally at DHR and will eventually be launched on a larger scale citywide. They have also created Citywide training that includes enhanced training for new managers and supervisors through 24-Plus as well as well as mandatory Implicit Bias and Harassment Training.

**5.1 Offer professional and skill development opportunities that center individual goals first, then organizational needs.**

Action	Implementation Plan	Resources	Indicators	Status	Lead
5.1.1 Require formal training for all staff regardless of full/part-time status or seniority.	<p>Current Conditions: All DHR staff are required to complete the Human Resource Professionals training series, Implicit Bias Training, and all new managers must complete the 24+ Training for Managers and Supervisors.</p> <p>DHR has internally launched the 21-Day Racial Equity Challenge designed by the Michigan League for Public Policy.</p> <p>FY22-23: All DHR employees have the option to participate in expanded learning or professional development opportunities each year.</p>	<p>Existing staff time</p> <p>Needed: Financial</p>	<p># of available professional development opportunity</p> <p># of completed training</p>	In Progress	<p>Policy Division</p> <p>Workforce Development</p>
5.1.2 Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	<p>Implement a DHR Travel and Training policy that emphasizes training opportunities available to employees.</p>	<p>Existing Staff Time</p> <p>Financial</p>	<p># of attended, external conferences</p>	Complete	<p>Department Personnel Officer</p>
5.1.3 Offer opportunities for continual and extended learning. Include in the annual budget.	<p>Current Conditions: The SEIU Work Training Program, implemented FY20-21, provides up to 8 hours per week of paid release time for employees accepted into the program, so they can attend classes at an accredited educational institution. The classes must be for a degree or certificate program that will help the employee meet minimum qualifications for a job-class they aspire to.</p> <p>Q4 FY21-22: Collect feedback from SEIU Work Training program participants.</p>	<p>Existing Staff Time</p>	<p>Participant feedback collected and analyzed</p>	Not Started	<p>Workforce Development</p>

	<p>Q3 FY21-22: Partner with San Francisco Health Services System to plan a series of “Lunch and Learn” conversations for all City employees for FY22-23. “Lunch and Learn” conversations will help build connections throughout the city and encourage cross department networking. Topics may include diversity and inclusion, healthy habits, leadership development, and special guest Q&amp;As.</p> <p>FY22-23: Launch “Lunch and Learn” opportunity for all employees to meet with one another and learn together.</p>	Existing Staff Time	Participant numbers in “Lunch and Learn” conversations increase over time	Not Started	Policy Division
<p>5.1.4 Encourage participation in professional development by sharing external opportunities that are related to the department’s missions and goals. Provide financial support for paid opportunities.</p>	<p>Current Conditions: See 5.1.2. DHR’s updated Travel and Training policy emphasizes training opportunities available to all employees. Each DHR Division has its own share of travel and training funds, but these funds are already very limited in normal years and extremely limited due to budget constraints related to COVID-19.</p> <p>Ongoing: Division heads will ensure training is encouraged and that employees’ share of travel and training funds are accessed equitably.</p>	Existing Staff Time	# of staff participating in outside professional development opportunities	Policy Completed	DHR DPO
<p>5.1.5 Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.</p>	<p>February 2021: Workforce Development has completed a Training Demographics report that includes data on which DHR staff have participated in trainings over the last <b>three</b> years. If there are disproportionalities by race or gender identified, DHR develop a strategy to engage individuals whom did not regularly participate in trainings.</p> <p>FY22-23: Increase professional development and training opportunities for DHR staff who did not regularly participate in trainings or professional development opportunities</p>	Existing Staff Time Needed: Financial	Increased % of DHR employees trained	In Progress	Workforce Development

### 5.2 Encourage collaboration between staff and supervisors that are consistent and thoughtful.

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
5.2.1 Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Q4 FY21-22: Update, review, and evaluate standards for all levels of staff with recurring consistent PPARs.  FY22-23: Standardize PPAR and implement at DHR.	Existing Staff Time	PPAR standard created/updated  Consistent performance evaluation program to all staff	Not Started	Employment Services  Department Personnel Officer
5.2.2 Create a mentorship program between senior and junior level staff.	FY22-23: Develop a departmental mentorship program between senior and junior level staff at DHR. Such a program would provide junior level staff with assistance, support, and feedback related to their entry or junior level positions, career development, career planning, or other growth areas.	Requires part-time support of coordinator that is not currently in budget.	# of meetings per program Cycle  # of participants in program	Not Started	Finance and Administration Division  Workforce Development Division

### 5.3 Ensure staff needs are centered and timely met in order to perform and excel at their jobs

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
5.3.1 Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be	Current Conditions: DHR has completed ergonomic evaluations for all staff. Home ergonomic evaluation options are available. This process will continue when employees return to work after the impacts of COVID-19.	Existing Staff Time  Financial	Process developed  % of staff aware of accommodation process	Ongoing	DHR DPO  Equal Employment Opportunity Division

transparent and easily accessible.	Ongoing: DHR has an existing process to facilitate staff accommodations requests.				
5.3.2 Incorporate an assessment of staff needs into the staff performance evaluation process.	Q4 FY21-22: PPARs will incorporate an assessment of staff needs and is implemented at DHR.	Existing Staff Time	Staff needs discussed during performance evaluation process	Not Started	Department Personnel Officer  Workforce Development
5.3.3 Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Current Conditions: DHR has identified three break rooms in the office space for staff to take breaks, eat lunch, and share meals. Following return to work post COVID-19 pandemic these spaces will be promoted as usable space to be reserved for this purpose.	Existing space	Incorporate as part of Department's return-to-work plan	Ongoing	Finance and Administration
5.3.4 Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	Q1 FY21-22: Analyze employee telecommuting data distributed in February of 2020.  Q2 FY21-22: Update the telecommute policy as part of the post COVID-19 pandemic return to work plan.	Existing Staff Time	Analysis of ENV Commute Survey complete	Not Started	Policy Division  Client Services
	Q4 FY21-22: Study the benefits and feasibility of a citywide program for alternative work schedules and flexible time. Research current City departments' flexible time arrangements to better understand which employees are using flexible schedules and how they are using them.  FY22-23: Create guidance for supervisors and human resource professional's on best practices in providing flexible and alternative work schedules consistently and transparently.	Existing Staff Time	Best practices identified	Not Started	Policy Division  Class and Compensation  Client Services

<p>5.3.5. Respect religious and cultural practices of employees.</p>	<p>Current Conditions: DHR currently outlines several religious observances as accepted reasons to request a make-up examination. Religious observances outlined do not require applicants to provide documentation as proof of observance.</p> <p>Ongoing: Regularly evaluate this policy and update as necessary.</p>	<p>Existing Staff Time</p>	<p>Annual memo sent</p>	<p>Ongoing</p>	<p>Exams Team</p>



## Section 6: Organizational Culture of Inclusion and Belonging

The Department of Human Resources is responsible for both the internal workplace culture and the culture of all employees over 60 departments within the City and County of San Francisco. An inclusive and positive workplace culture consists of shared beliefs and values of belonging and lifting up of the diversity of backgrounds and experiences. These values are established by leaders at the top and reinforced through various methods, ultimately shaping employee perceptions, behaviors, understanding, and experiences.

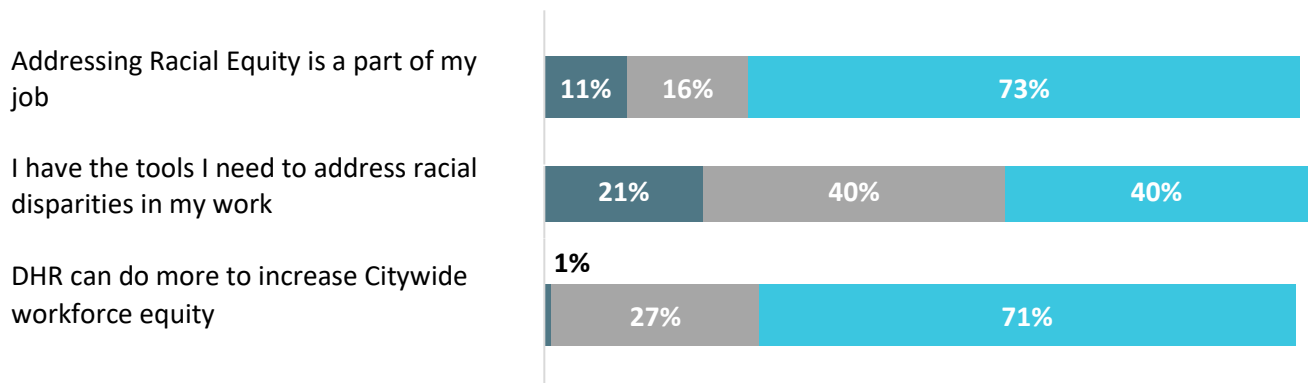
DHR has implemented several strategies to foster an inclusive work environment and increase learning of equity principles. The DHR Racial Equity Workgroup meets regularly to discuss a range of issues related to race and systemic impacts of racism in society and the workplace and the Access to City Employment (ACE) program provides a pathway into city government for individuals with disabilities. Yet, there remains much more work to be done.

In the upcoming year, DHR will undergo a review and revision of the department’s mission, vision and values to underscore and further embed racial equity into all of the work the department does. DHR will work to make the workplace more inclusive for transgender employees, enhance access to systems for people with disabilities and build stronger relationships with the community to better connect the work the department does for the City government to the impact it has on the public.

73% of respondents to the DHR culture and climate survey feel that racial equity is a part of their job, yet only 40% of respondents felt they had the tools to address racial disparities in their work. DHR will do the necessary work in the coming months and years to improve these outcomes. This section outlines strategies to further embed racial equity into the culture of DHR and the citywide workplace.

### Employee Survey Results:

Unfavorable (Strongly Disagree, Disagree)
  Neither Disagree nor Agree
  Favorable(Agree; Strongly Agree)



### 6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
6.1.1 Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Q2 FY21-22: Update DHR's mission, visions and values statement to underscore a commitment to racial equity. Gather employee feedback prior to updating	Existing Staff Time	Updated mission and values posted to DHR website	In Progress	Policy Division
	FY21-22: Research implementation of an "equity checklist" for new DHR policies and procedures to ensure all policies meet baseline equity goals.  FY22-23: Checklist developed and regularly used by Policy Division and Senior Staff.	Existing Staff Time	Checklist or reference document created and utilized	Not Started	Policy Division
6.1.2 Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	Ongoing (Bi-weekly through FY21-22): DHR will continue to convene its' Racial Equity Workgroup consisting of staff from all divisions and levels. The Racial Equity Workgroup plans sessions and leads DHR employees in the Michigan League for Public Policy 21-Day Racial Equity Challenge.  Convene the Racial Equity workgroup of Senior Staff that discuss and plan ongoing DHR racial equity conversations and projects.	Existing Staff Time	21-Day challenge completed	In Progress	DHR Racial Equity Workgroup
6.1.3 Develop a RE Action Plan that is updated regularly and available to the public.	Submit Phase 1 Racial Action Plan to Office of Racial Equity (ORE) December 2020 and begin implementation of commitments	Existing Staff Time	Phase 1 submitted to ORE	Ongoing	Policy Division  Senior Staff

	DHR will publish an update to Racial Equity Action Plan at the end of Q1 of FY22-23 with action item status and findings. Phase 1 Racial Equity Action Plan will be updated regularly as DHR achieves the outlined action items for FY21-22.		Phase 1 report published to DHR website  Phase 1 action items status and indicators are reported on		DHR's Racial Equity Workgroup
6.1.4 Regularly report to staff, board, and commissioners on RE Action Plan updates.	Ongoing: DHR's Racial Equity Workgroup will hear updates on the RE Action Plan as it is updated, and action items are achieved.  Present Phase 1 and quarterly updates to all staff at all staff meetings.	Existing Staff Time	Ongoing reporting	Ongoing	Policy Division
6.1.5 Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Ongoing: Promote the benefits of employee affinity groups. Employee affinity groups can request meeting space through the DHR meeting room reservation process. To support remote workers (during- and post-COVID), affinity groups may request access to Microsoft Teams accounts to support meetings and chat.	Existing space	Affinity groups utilize meeting spaces or Microsoft teams	Ongoing	Finance and Administration
6.1.6 Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Current Conditions: Please see 5.1.1, 5.1.2, and 5.1.4 above.  FY22-23: Identify areas to enhance current workforce development trainings with racial equity framework. Identify and request additional financial resources needed to develop additional trainings that extend and deepen learning of concepts introduced in DHR's Implicit Bias workshop, including topics pertaining to gender identity, disability, race history in US, and allyship.	Existing Staff Time  Needed: Financial	All DHR staff have access to implicit bias training	Not Started	Workforce Development

	FY21-22: Staff can participate in the 21-Day Challenge learning program and bi-weekly discussion groups to DHR staff to increase understanding of foundational DEI concepts and increase dept conversations around racism and equity.	Existing Staff Time	Participation in DHR's 21-Day challenge increase	In Progress	Workforce Development
6.1.7 Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	<p>Q3 FY20-21: Conduct an internal DHR staff survey focused on employees' experiences with the City's outreach &amp; hiring processes and onboarding experiences; and experiences that are related to retention (e.g. experiences with Professional Development opportunities; sense of belonging, engagement, and job satisfaction, etc.).</p> <p>FY22-23: Hold DHR focus groups to gather more qualitative data.</p> <p>Ongoing: Publish summaries in DHR annual report.</p>	Existing Staff Time	Annual staff survey created and sent	Not Started	Workforce Development DHR DPO
6.1.8 Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	<p>FY22-23: Following a safe return to the workplace and necessary readjustment to post-COVID workplace norms, DHR will create a representative art committee to review the current inventory of existing art by theme and artist and identify gaps or needs.</p> <p>FY23-24: With additional support in the form of a workorder with the Arts Commission, change art as necessary to ensure representation of all cultures.</p>	Existing Staff Time  Needed: Possibly Financial	Art assessment and replacement.	Not Started	Finance & Administration

**6.2. Develop internal communication processes and procedures that promote equity.**

Action	Implementation Plan	Resources Committed	Indicators	Status	Lead
6.2.1 Regularly update departmental mailing lists to ensure that all staff receive communications.	Current Conditions: DHR staff are automatically added to the all-staff email distribution list as part of the department’s onboarding process. Emails are only removed from list upon separation from the department.	Existing Staff Time	100% inclusion	Complete	DHR DPO  Finance & Administration
6.2.2 Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	FY21-22: All Staff meetings are currently held on a monthly basis. Every other monthly staff meeting will be devoted to topics/conversations on race & equity.	Existing Staff Time	Ongoing staff participation and feedback	In Progress	Senior Staff
6.2.3 Create, maintain, and make available a space, physical and/or digital, for staff to share information.	FY22-23: Create intranet with breakout capacity for affinity groups.	Financial	Department intranet space created	In Progress	Finance & Administration
	Q3 FY21-22: Perform needs assessment for the creation of a citywide intranet that would allow employees to feel connected to the City as a single employer as well as their home departments.  FY22-23: Create a citywide intranet with other City department stakeholders.  FY23-24: Implement and advertise the citywide intranet.	Existing Staff Time  Needed: Financial	Feasibility and resources needed for employee wide intranet	Not Started	Policy Division

**6. 3 Improve both physical and digital spaces to meet or exceed accessibility standards.**

Action	Implementation Plan	Resources	Indicators	Status	Lead
6.3.1 Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	External-facing teams will work with the Mayor's Office on Disability to develop an accessibility protocol in Fiscal Year 2022.  This protocol will be dependent upon additional budget allocations.	Needed: Financial	Funds secured	In Progress	Finance & Administration
6.3.2 Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactations rooms, scent-free cleaning products, gathering spaces, etc.	FY22-23: Include workorder funds for Mayor's Office on Disability evaluation in FY22 budget request to identify needs.  FY23-24: Selected improvements would be included in the FY23 budget request and implemented in FY23.	Needed: Financial	Funding secured  Successful implementation	Not Started	Finance & Administration
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.  e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.	FY22-23: Review all Workforce Development learning modules to ensure they meet accessibility standards. Request additional funds to update the learning modules.  FY23-24: If funds are acquired, update Workforce Development learning modules ensuring they meet accessibility standards.	Existing Staff Time  Needed: Financial	All Workforce Development learning modules reviewed to ensure they meet accessibility standards  Funding secured	In Progress	Finance & Administration  Workforce Development

<p>6.3.4 Invest in translation services.</p>	<p>Current Conditions: DHR has identified and internally shared information on the City’s approved pool of translation service providers, for use in EEO interviews, mediations, web content, and other instances requiring translation. Budget is available for existing demand.</p>	<p>Financial  Existing Staff Time</p>	<p>Access to translation services</p>	<p>Complete</p>	<p>Finance and Administration</p>
	<p>Current Conditions: Workforce Development provides marketing communication in various language as well as clearly identifying a process for job seekers who request reasonable accommodations for presentations.</p>	<p>Financial  Existing Staff Time</p>	<p>Marketing materials for job seekers available in various languages</p>	<p>Ongoing</p>	<p>Workforce Development Division: DRT</p>
<p>6.3.5 Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>	<p>FY22-23: Departmental HR representatives are the main contact for individuals who are transitioning . DHR will work with the Office of Transgender Initiatives (OTI) to create an online inclusion and cultural competency training, as appropriate, for the department’s employees. OTI currently provides departments with an in-person training, so creating an online module would supplement the in-person support as well as reach a broader audience of City employees.</p> <p>FY23-24: Publish and advertise training to city human resource professionals.</p>	<p>Existing Staff Time</p>	<p># participants in online training</p>	<p>Not Started</p>	<p>Policy Division  Workforce Development</p>
<p>6.4.6 Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.</p>	<p>Q1 FY22-23: Exams team will develop FAQ for accommodations for test-taker provided proactively.</p>	<p>Existing Staff Time</p>	<p>FAQ created</p>	<p>Not Started</p>	<p>Employment Services</p>

**6.4 Expand the internal culture of belonging by fostering relationships with the external communities the department serves.**

Action	Implementation Plan	Resources	Indicators	Status	Lead
6.5.1 Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	<p>Current Conditions: The Diversity Recruitment Team works with community and nonprofit agencies who assist job seekers to identify barriers to applications.</p> <p>Ongoing: DHR will seek further feedback from employee groups . Ongoing meetings and workshops with employee groups may lead to more effective program implementation. The Workforce Development Diversity Recruitment Team will also continue to seek feedback regarding outreach and recruitment efforts from over 40 partnering departments involved in its citywide Diversity Recruitment Workgroup, including OEWD who is a key partner.</p>	Existing Staff Time	DRT holds feedback sessions with partner agencies and job seekers	Ongoing	Workforce Development Division: DRT
	<p>Q3 FY21-22: Administer Access to City Employment (ACE) program survey to stakeholders.</p> <p>FY22-23: Analyze ACE survey results. Begin to implement any identified needed changes to the program.</p>	Existing Staff Time  Needed: Possibly Financial	Analysis of survey results complete	In Progress	Workforce Development Division: DRT
	<p>FY21-22: DHR will prioritize better communications with stakeholders for program and policy improvement. Stakeholders for DHR are defined as job seekers, union representatives, department human resource professionals, and City employees.</p> <p>The new Applicant Tracking System will include job seeker and applicant feedback surveys throughout the application and hiring process. This feedback will inform updates to the system.</p>	Existing Staff Time	Workshops held with stakeholders on implementing ATS	In Progress	Hiring Modernization Team



<p>6.5.2 Find opportunities to invest into and support the communities the department serves.</p>	<p>FY22-23: Identify opportunities where the department can partner with community organizations or build relationships with other city departments with existing community relationships to strengthen the departments relationship with the community.</p> <p>FY22-23: Identify the resources needed to provide staff early release time or hours to participate in community service/volunteer opportunities.</p>	<p>Existing Staff Time</p>		<p>In Progress</p>	<p>Policy Division</p>
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## Appendix A: Report Preparation

In preparing this report, DHR examined these priority areas through workshops, surveys, and stakeholder input. The ideas and commitments in this report come from stakeholders such as the Mayor's Task Force to address Racial Inequities, joint labor-management committees on fairness, equity, and inclusion and the DHR Racial Equity Work Group.

The DHR Racial Equity work group is made up of 18 DHR employees who have volunteered since 2018 to focus on issues of race and equity in the Department of Human Resources. The Racial Equity Work Group is comprised of staff with a wide array of human resources experience across every division. DHR's executive team has created an additional working group to focus on senior level diversity and equity initiatives.

The DHR policy team drafted this report based on the input received from department staff. The department held six hour-long workshops open to all DHR employees, each workshop detailing a report section, to solicit employee feedback on identified programs and policies included in the Racial Equity Action Plan as well as source new ideas and raise any concerns. Finally, the Racial Equity Action Plan was informed by the DHR Employee Racial Equity Survey, detailed further on page. The survey provided space for employees to contribute concerns and suggestions for the department anonymously. Thank you to the DHR staff who attended Racial Equity Workshops and completed the Employee Racial Equity Survey. A large thank you and acknowledgement to the Racial Equity Work Group whose thoughtful contributions created a detailed plan for the Departments journey towards Racial Equity.

### Racial Equity Leads

Mawuli K. Barnett-Tugbenyoh, Chief of Policy  
Maggie McHale, Senior Policy Analyst

### Racial Equity Work Group

Andrea Sparrock, *Clerk*

Jessica Comes, *Equal Employment Opportunity Senior Specialist*

Daniel Esparza, *Training Officer*

Joseph Carrillo, *Worker's Comp Supervisor*

Elizabeth Maier, *Senior Human Resources Analyst*

Joyce Ganthavorn, *Junior Administrative Analyst*

Estevan Villarreal, *Senior Human Resources Analyst*

Julia Ma, *Workforce Development Director*

Ishani Baruah, *Learning and Development Manager*

Ru Lin, *IT Operations Support Administrator*

Terry Stanley, *Personnel Technician*

Helene Paz, *Management Assistant*

Victoria Carson, *Employee Relations Division Manager*

Jaqueline Joseph-Veil, *Director of Diversity and Inclusion*

Heather Johnson, *Senior Human Resource Analyst*

## Appendix B: Glossary

### ANTI-RACISM

Anti-Racism is defined as the work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach and set up in opposition to individual racist behaviors and impacts.

### CULTURE

A social system of meaning and custom that is developed by a group of people to assure its adaptation and survival. These groups are distinguished by a set of unspoken rules that shape values, beliefs, habits, patterns of thinking, behaviors and styles of communication.

### DIVERSITY

Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term "diversity" is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

### IMPLICIT BIAS

Also known as unconscious or hidden bias, implicit biases are associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to trump individuals' stated commitments to equality and fairness, thereby producing behavior that diverges from the explicit attitudes that many people profess.

### RACISM

Racism is different from racial prejudice, hatred, or discrimination. Racism involves one group having the power to carry out systematic discrimination through the institutional policies and practices of the society and by shaping the cultural beliefs and values that support those racist policies and practices.

### BELONGING

Belonging means more than having access, it means having a meaningful voice, and being afforded the opportunity to participate in the design of political, social, and cultural structures.

### EQUITY

Full and equal access to opportunities, power and resources, whereby all people may thrive and prosper regardless of demographics.

### INSTITUTIONAL RACISM

Refers to institutional and cultural practices that perpetuate racial inequality. Benefits are structured to advantage powerful groups at the expense of others. (e.g. racial profiling by law enforcement, Jim Crow segregation laws, grocery store redlining practices.)

### **INTERPERSONAL RACISM**

Racism that occurs between individuals. It is the holding of negative attitudes towards a different race or culture. Interpersonal racism often follows a victim/ perpetrator model. (e.g. hate speech or symbols.)

### **INTERSECTIONALITY**

A concept and frame coined by Professor Kimberlé Crenshaw in 1989 that describes a lens for seeing the way in which various forms of inequality often operate together and exacerbate each other. Rather than seeing race inequality as separate from inequality based on gender, class, sexuality or immigrant

status, for example, it recognizes that some people are subject to all of these, and the experience is not just the sum of its parts.

### **OCCUPATIONAL SEGREGATION**

The separation of workers into different industries or seniority levels based on demographics, occurs across numerous intersections of race, gender, nativity, and physical and cognitive disability.

### **ETHNICITY**

A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history and ancestral geographical base. (e.g. of different ethnic groups are: Cape Verdean, Haitian, African American (Black); Chinese, Korean, Vietnamese (Asian); Cherokee, Mohawk, Navaho (Native American); Cuban, Mexican, Puerto Rican (Latino); Polish, Irish, and Swedish (White))

### **SYSTEMIC RACISM**

The joint operation of institutions to produce racialized outcomes, even in the absence of racist intent. Indicators include power inequalities, unequal access to opportunities, and differing policy outcomes by race. Systemic racism is cumulative, pervasive, and durable. (e.g. Prison industrial complex, unequal educational outcomes.)

### **RACIAL EQUITY**

A set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

## Appendix C: Press Release: Independent Review of Equal Employment Opportunity

Posted Monday, November 02, 2020

*An independent review will be led by former National Labor Relations Board Chairman William Gould and will be conducted alongside separate review by City Controller*

**San Francisco, CA** — Mayor London N. Breed and Acting Human Resources Director Carol Isen today announced an independent and comprehensive review of the City’s workplace policies and practices with a focus on claims of bias, harassment, discrimination, and retaliation. The investigation will be conducted by William B. Gould IV, Charles A. Beardsley Professor of Law, Emeritus, at the Stanford Law School. This investigation will be in addition to other efforts by the City to review and address concerns raised by employees about hiring, discipline, and retention practices with the goal of restoring employee confidence and trust in the Equal Employment Opportunity (EEO) complaint process.

This announcement follows Mayor Breed’s Executive Directive 18-02, issued in September 2018, which established consistent standards for employee recruitment, retention, and tracking of disciplinary actions with the goal of increasing diversity in the City’s workforce and ensuring the workplace is place free from harassment, bias, and discrimination. Additionally, in response to concerns raised by San Francisco Municipal Transportation Agency (SFMTA) employees, in October 2018, Mayor Breed appointed an independent ombudsperson to review and make recommendations on reforms needed to ensure transparency, accountability, and the appropriate resolution of employee EEO claims at the SFMTA.

“We appreciate Professor Gould bringing in his expertise and experience to ensure that we are doing everything we can so that the structures we have in place are not creating a discriminatory environment in any way,” said Mayor Breed. “Our workplaces need to be safe and welcoming spaces for all our workers, and that starts with making sure we have the right policies and procedures in place.”

Carol Isen began serving as Acting Human Resources Director in October and has been committed to cultivating a culture of respect, accountability, and belonging, as well as other structural changes that will create better transparency for EEO claims to better serve City employees.

“Professor Gould, with his long career as a leading intellectual and practitioner in the field of labor and employment law and civil rights,” said Acting Human Resources Director Carol Isen. “As a third-party neutral arbitrator and factfinder, is eminently qualified to lead us through a comprehensive, neutral and fair review of our EEO complaint and investigatory processes to ensure they work for all employees.”

“I am honored to receive and accept this charge,” said Professor William Gould. “The people of San Francisco expect a government that functions judiciously and efficiently. I am committed to a thorough and independent examination, which will be fair, equitable and constructive. I look forward to working with all the concerned parties in this endeavor.”

In addition to Professor Gould’s investigation, City Controller Ben Rosenfield will also conduct a review of the EEO Division’s internal controls and workflow, in order to assess any weaknesses in EEO’s business processes that exposed the City to the misrepresentations made by one of its managers.

“We look forward to performing a comprehensive review of the existing EEO process and providing practical recommendations that will assist the Department of Human Resources in restructuring their EEO systems to better serve the employees of the City and County of San Francisco,” said Ben Rosenfield, City Controller.

City data shows persistent inequities in the City workforce with respect to wages, and promotional opportunities. Most notably, in comparison to other races, Black employees overall hold lower-paying positions, are disciplined more frequently, and file more claims of harassment or discrimination than their colleagues of other ethnicities file. The review will include interviews, listening sessions, research of existing City policies, examination of relevant documents, and identifying best practices from comparable jurisdictions.

“Black and Latinx employees of the City and County of San Francisco experience disproportionately adverse treatment,” said Sheryl Davis, Executive Director of the Human Rights Commission. “This examination of the City’s EEO process comes at a pivotal time in City government when these employees are demanding equitable treatment.”

Professor Gould will focus on:

- **The core provisions of the Equal Employment Opportunity Act:** The City’s current structure for receiving, investigating, and resolving employee claims of harassment, discrimination, retaliation, and other prohibited behavior in the workplace. This includes reviewing past processes, outcomes, and findings in employee EEO complaints;
- **Corrective Action and Discipline:** Methods to ensure behavior found to be a violation of the City’s workplace policies are addressed using fair and equal corrective action practices;
- **Data and Reporting:** Recommend best practices to track and report data regarding employee hiring, discipline, and termination with a focus on gender and race;
- **Training:** Review the effectiveness of current training practices for managers and supervisors and identifying additional support needed for these individuals in order to better supervise and resolve conflicts with employees from diverse backgrounds; and
- **Restorative practices:** Such as mediation and other innovative dispute resolution techniques which could be utilized to address and remedy allegations of workplace discrimination claims.

The City and County of San Francisco employs over 38,000 people and is home to over 60 departments that provide vital public services to City residents. Every City department, manager, and employee plays a part in shifting the culture in the City’s workplaces and is responsible for ensuring workspaces are free from bias, harassment, and discrimination.

Professor Gould will have access to any appropriate City departments, records, and information deemed necessary to conduct this review. He will work collaboratively with elected officials, the Human Resources Department, Human Rights Commission, Office of Racial Equity, City agencies, labor

stakeholders, employees, and other community stakeholders to receive input and make recommendations to the Department of Human Resources within 120 days. His work is expected to begin November 30<sup>th</sup>.

### **About William B. Gould IV**

William B. Gould IV is Charles A. Beardsley Professor of Law, Emeritus, at Stanford Law School. A prolific scholar of labor and discrimination law, Gould has been an influential voice in worker–management relations for more than fifty years and served as Consultant to the U.S. Equal Employment Opportunity Commission (1966-1967) where he conciliated alleged unlawful employment practices, developed proposals for the conciliation process, and provided recommendations for the resolution of discrimination claims involving seniority which became the basis for early federal court interpretations of Title 7 of the Civil Rights Act of 1964. He served as Chairman of the National Labor Relations Board (NLRB, 1994–98) and subsequently Chairman of the California Agricultural Labor Relations Board (2014-2017). Professor Gould has been a member of the National Academy of Arbitrators since 1970.

As NLRB Chairman, he played a critical role in bringing the 1994–95 baseball strike to its conclusion and has arbitrated and mediated more than two hundred labor disputes, including the 1992 and 1993 salary disputes between the Major League Baseball Players Association and the Major League Baseball Player Relations Committee. He served as Secretary, Labor and Employment Law Section, American Bar Association (1980-81) as well as Independent Monitor for FirstGroup America, addressing freedom-of-association complaints (2008–10). Gould also served as Special Advisor to the U.S. Department of Housing and Urban Development on project labor agreements (2011–12). A critically acclaimed author of ten books and more than sixty law review articles, Professor Gould is the recipient of five honorary doctorates for his significant contributions to the fields of labor law and labor relations.

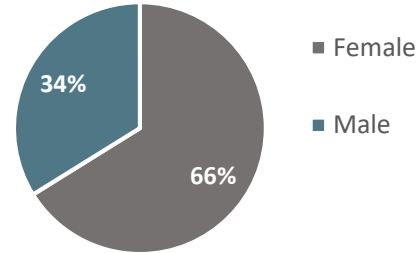
## Appendix D: DHR Workforce Demographics

There are 195<sup>19</sup> employees at the Department of Human Resources.

### Demographic Composition of DHR Employees.

Race/Ethnicity	% DHR Employees
American Indian/Alaskan Native	.5%
Asian	27%
Black	11%
Filipino	16%
Hispanic	11%
Multiracial	2%
White	33%

Gender Percentage of DHR Employees



### Employee Employment Information.

Union	% DHR Employees
Mgt. Unrepresented Employees	6
Misc. Unrepresented Employees	5
Municipal Exec Assoc, Misc.	23
Physician/Dentists 11-AA, UAPD	1
Prof & Tech Eng., Local 21	80
SEIU, Local 1021, Misc.	79
Teamsters, Local 856, Spv RN	1

The Department of Human Resources has a total of 129 Permanent Civil Service Positions, 33 Permanent Exempt Positions and 33 Temporary Exempt Positions. The majority (66%) of DHR staff are in Permanent Civil Service positions.

86 Testing Technicians/Special Examiners work as needed for the department. The charts in this section do not include the 86 Testing Technicians/Special Examiners, as the positions are as needed and temporary.

<sup>19</sup> This number includes the San Francisco Fellows and part-time employees.



## Appendix E: DHR Employee Racial Equity Survey

Building on prior employee engagement surveys conducted over the past several years, in Fall 2020, DHR conducted an employee survey focused on racial equity. The survey was completed by approximately 41% of DHR staff. Respondents came from all divisions and all racial and ethnic categories.

Survey results provided insight into the current culture at DHR and identified areas for department improvement. Themes from the survey informed the creation of DHR's Racial Equity Action Plan, particularly with respect to DHR's internal department operations.

### Survey Key Takeaway

A positive and encouraging result from this survey showed that 94% of respondents reported they care about the results this department achieves. DHR's staff are dedicated to providing fair and excellent Human Resources support to the City and are also deeply committed to the racial equity work ahead. The initiatives outlined in DHR's Racial Equity Action Plan will require the support, time and work of the existing staff. Thematically, DHR identified three areas for improvement:

- 1) Time and Resources
- 2) Performance Management
- 3) Organizational Culture and Trust Building

### Time and Resources

DHR is not a large department but has significant citywide responsibilities. Survey respondents noted that there are challenges in doing the existing work, supporting staff and developing innovative policy and procedures within existing staffing levels. Both managers and staff feel stretched.

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*"We either need more personnel resources, more latitude with regard to Civil Service rules, or we need to get out of crisis mode so that we have time to thoughtfully plan, develop and implement racial equality work in addition to existing assignments"*

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A significant majority (83%) of respondents feel supported by their supervisors and most are proud and inspired to work for department<sup>20</sup>. The majority of respondents reported that their supervisors provide them with the support and feedback they needed, however staff also noted that managers and supervisors are too busy to support them as much as they would like.

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<sup>20</sup> See question 7 results.

In the coming years DHR will provide additional support to managers and supervisors so that they, in turn, can better support all employees. DHR understands the expectations on supervisors to provide the proactive assistance, mentoring and check ins to their staff cannot be met when they are overwhelmed themselves.

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*"My manager is really busy and I'd like more one-on-one time . But, overall, my manager is great, just very busy."*

*"My supervisor is very supporting. The reasons for my "agree" vs "strongly agree" responses are due to the fact that she is overwhelmed with work as we are very backlogged and understaffed"*

---

In addition, 85% of respondents reported that having more time to get involved would help them to become actively involved in racial equity at DHR.<sup>21</sup> DHR staff are engaged and excited about racial equity, but time seems to be a constraint. Moving forward with the Racial Equity Action plan, DHR will incorporate scheduled opportunities during work hours for employees to engage with equity initiatives and learning.

**Performance Management:** DHR requires that that all staff receive regular feedback on their work performance and an annual performance plan and evaluation (PPAR). Ninety percent of respondents noted that they did receive a yearly PPAR; however, 14% of respondents did not feel the PPAR process works well to fairly rate their performance and an additional 38% neither agreed nor disagreed. As a result of this internal feedback, as well as citywide feedback, DHR's Racial Equity Action plan includes further revisions of the PPAR templates to include opportunities for professional development and career goals. DHR wants its' employees to receive regular, timely feedback from managers and supervisors and to ensure that employees have an opportunity to discuss their career goals so that they can receive support from managers.

### Organizational Culture and Trust Building

When asked for identifying information, though the survey reiterated all data would be reported on disaggregated, respondents marked "prefer not to answer". This answer was especially used in asking for which Division the respondent belonged in, where 28 of the 73 respondents marked prefer not to answer. This data indicates there is still more work to do on creating a safe space and a culture of inclusion and belonging within DHR. In report Section 6: Organizational Culture of Inclusion and Belonging accountability measures to increase staff trust in DHR's leadership are further discussed as an action item.

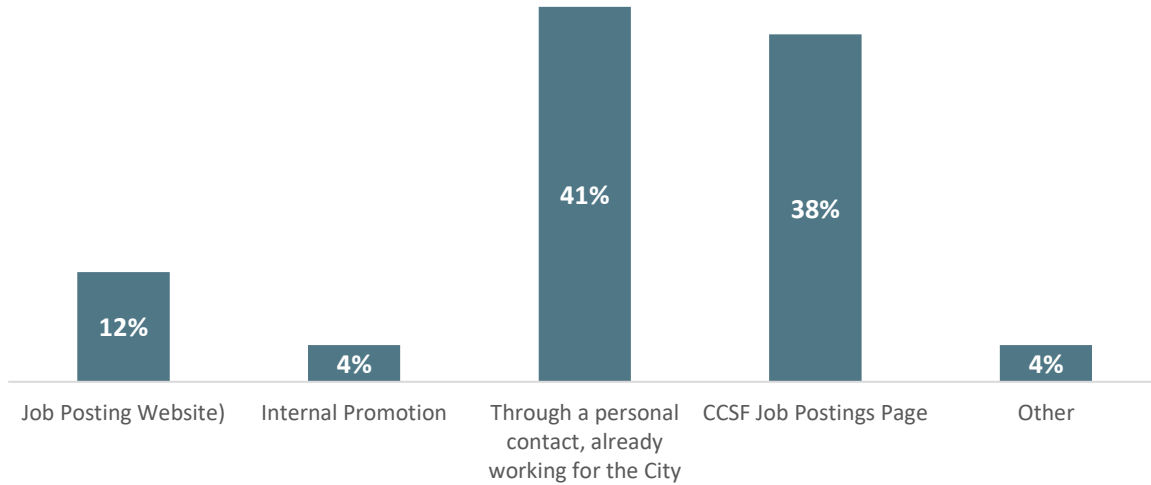
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<sup>21</sup> Employee Survey Question 17

## Survey Results<sup>22</sup>

1. Before applying to DHR, how did you hear about your position?

**How DHR Survey Participants Leaned About their Current Position**



2. Please select the responses that most closely reflects your opinion.

**Key:**

- Unfavorable (Strongly Disagree, Agree)
- Neutral (Neither Disagree nor Agree)
- Favorable (Agree; Strongly Agree)

When I first started working here, DHR provided the right amount of support for me to be able to learn my job quickly.



I know what is expected of me in my job.



DHR provides me with tools I need to help me develop in my career.



The programs and trainings that are offered for my ongoing learning and support are effective.



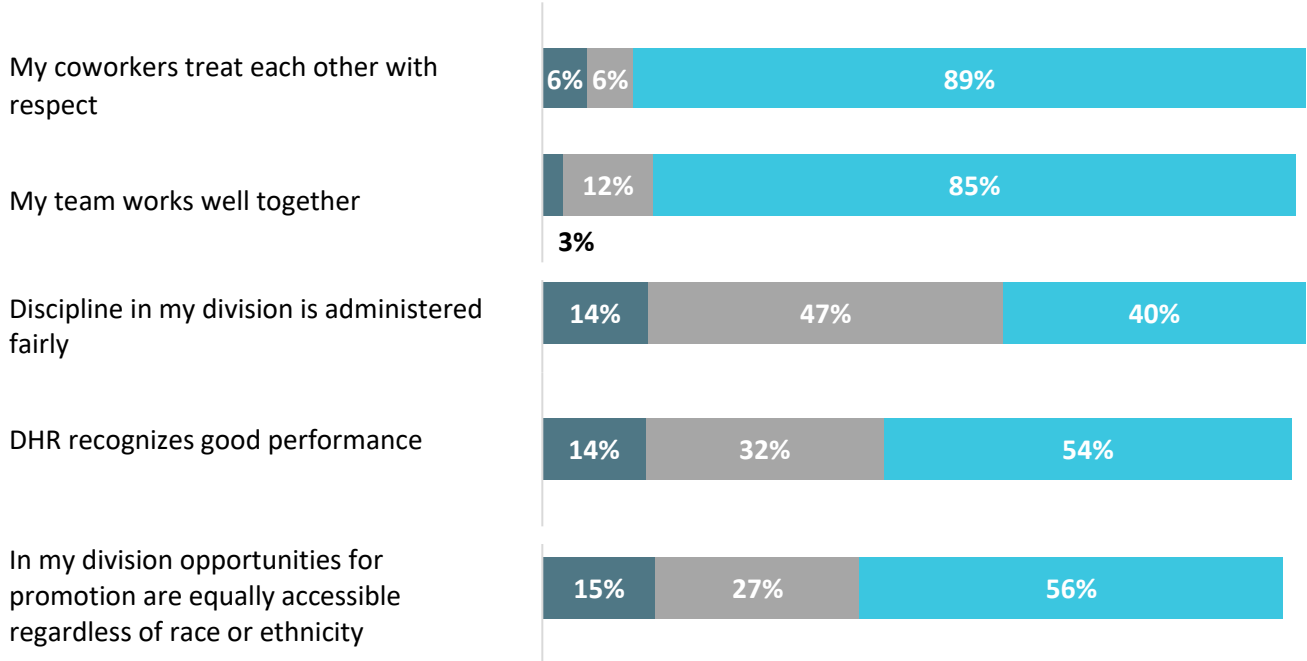
My work environment supports the results I am expected to achieve



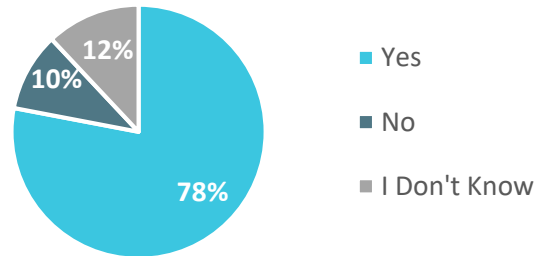
<sup>22</sup> Some question results have been left blank to protect respondent anonymity.

3. Please select the responses that most closely reflects your opinion.

**Key:** ■ Unfavorable (Strongly Disagree, Agree) ■ Neutral (Neither Disagree nor Agree) ■ Favorable (Agree; Strongly Agree)

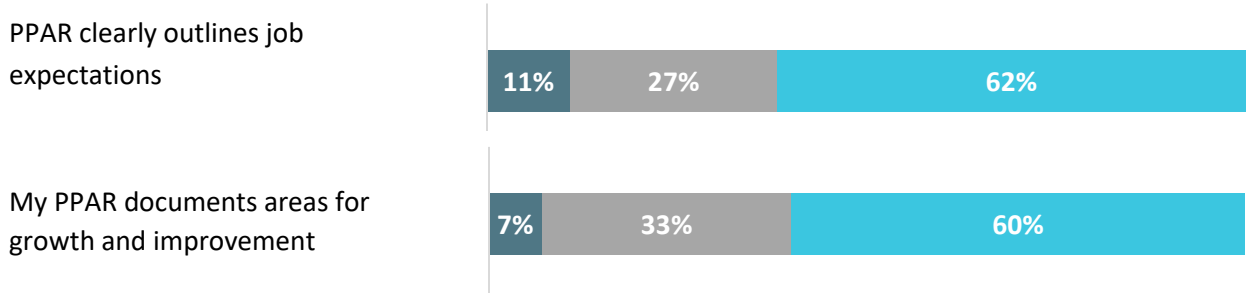


4. Does your division administer a Performance Planning and Appraisal Report (PPAR or Performance Evaluations) for each employee once or more a year?



5. Please select the responses that most closely reflects your opinion. PPAR stands for Performance Plans and Appraisal Reports or Performance Evaluations. If your division does not administer PPARs mark Neither Agree nor Disagree below:

**Key:** ■ Unfavorable (Strongly Disagree, Agree) ■ Neutral (Neither Disagree nor Agree) ■ Favorable (Agree; Strongly Agree)



My PPAR is used to document and praise strengths



The PPAR process works well to fairly rate my actual performance



6. Please select the responses that most closely reflects your opinion.

**Key:** ■ Unfavorable (Strongly Disagree, Agree) ■ Neutral (Neither Disagree nor Agree) ■ Favorable (Agree; Strongly Agree)

DHR can do more to increase Citywide workforce equity



DHR Leadership is committed to Racial Equity



Addressing Racial Equity is a part of my job



I have the tools I need to address racial disparities in my work



I care about the results this department achieves



I have confidence in the direction that my division is going

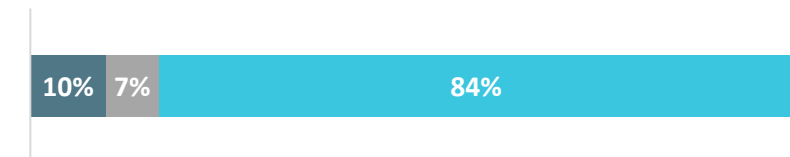


7. If you would like to elaborate on any of the above responses, please do so in the box below.

8. Please select the responses that most closely reflects your opinion.

**Key:** ■ Unfavorable (Strongly Disagree, Agree) ■ Neutral (Neither Disagree nor Agree) ■ Favorable (Agree; Strongly Agree)

My supervisor keeps me informed about departmental changes that could affect me



My supervisor helps me get what I need to do my best work



My supervisor supports my overall success and achievement



My supervisor gives me the right amount of independence to do my work successfully



My supervisor helps me learn from my mistakes

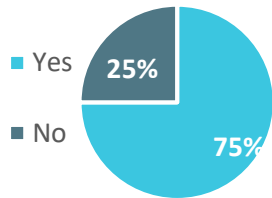


My supervisor provides me with feedback to help me improve my performance

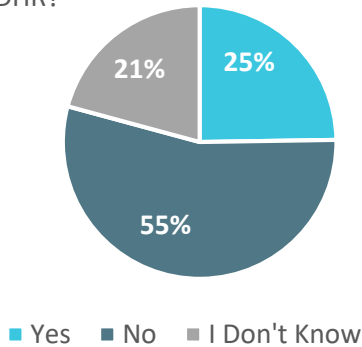


9. If you would like to elaborate on any of the above responses, please do so in the box below.

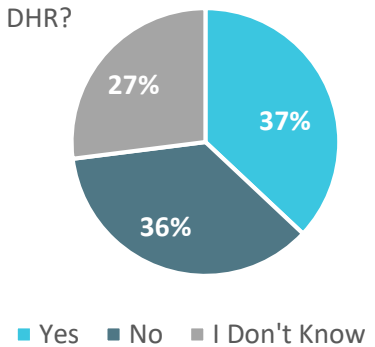
10. Do you have regular one on one meetings with your supervisor?



11. Have you experienced and/or witnessed racial bias or racism at DHR?



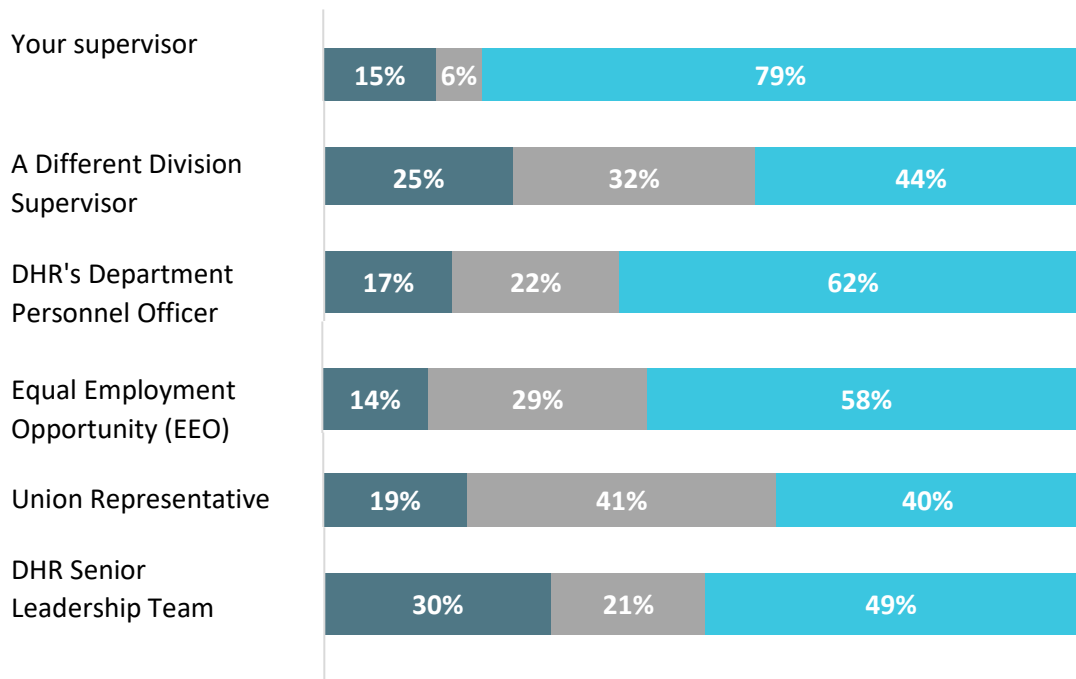
12. Have you experienced and/or witnessed other inequities at DHR?



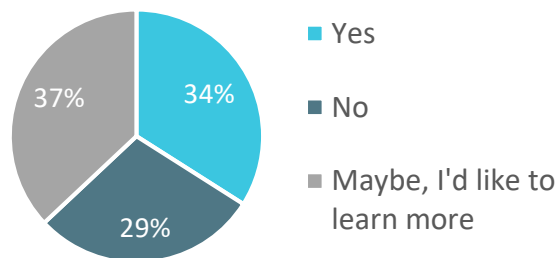
13. If you would like to elaborate on any of the above responses please do so in the box below. These responses may be investigated further by EEO or department leadership.

14. How comfortable would you feel reporting a racist or sexist behavior or experience to any of the following people?

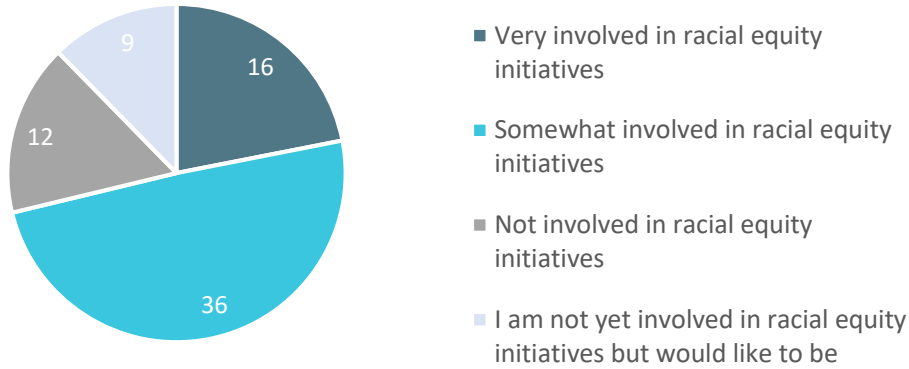
**Key:** ■ Unfavorable (Strongly Disagree, Agree) ■ Neutral (Neither Disagree nor Agree) ■ Favorable (Agree; Strongly Agree)



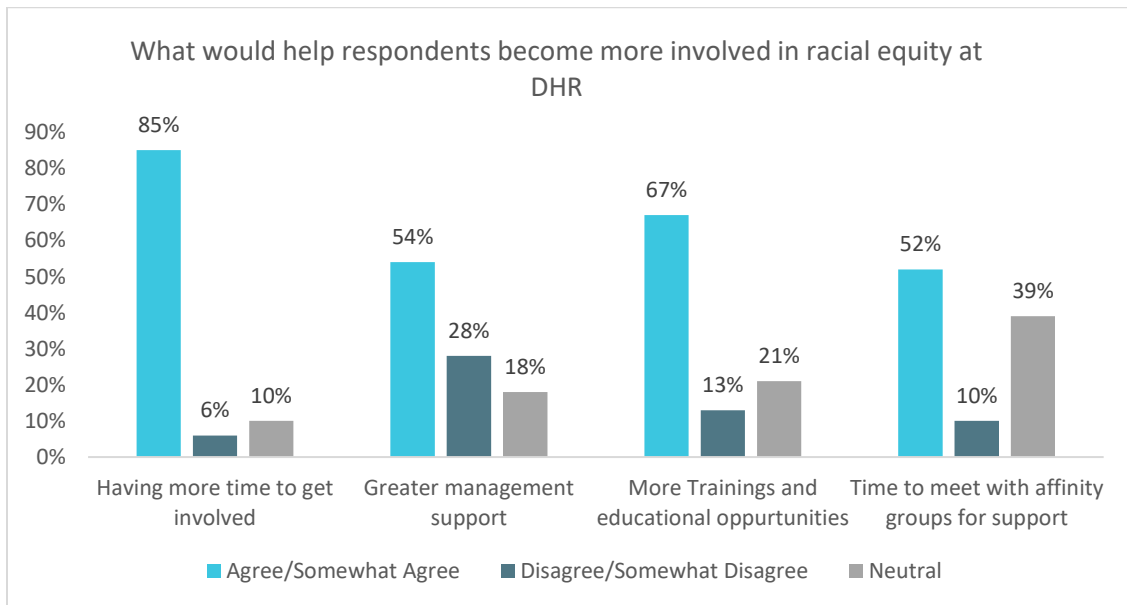
15. If you had experienced racism, bias, or other inequities in the workplace would you feel comfortable participating in a 3rd-party mediated resolution with the person involved.



16. Are you involved in programs or workgroups at DHR to advance racial equity?

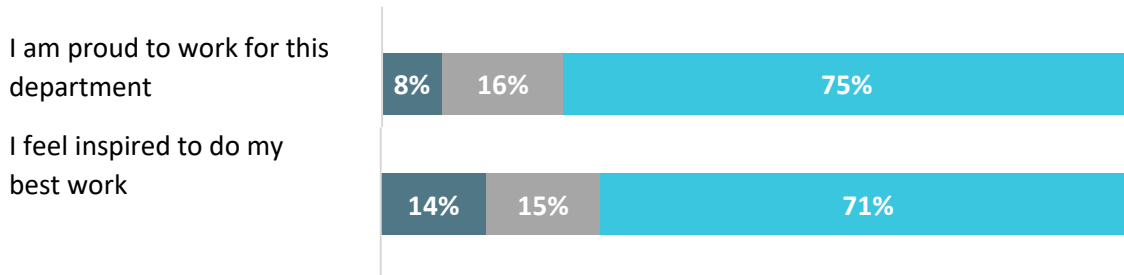


17. Please select the responses that best reflects your opinion on what would help you to become more actively involved in advancing racial equity at DHR:

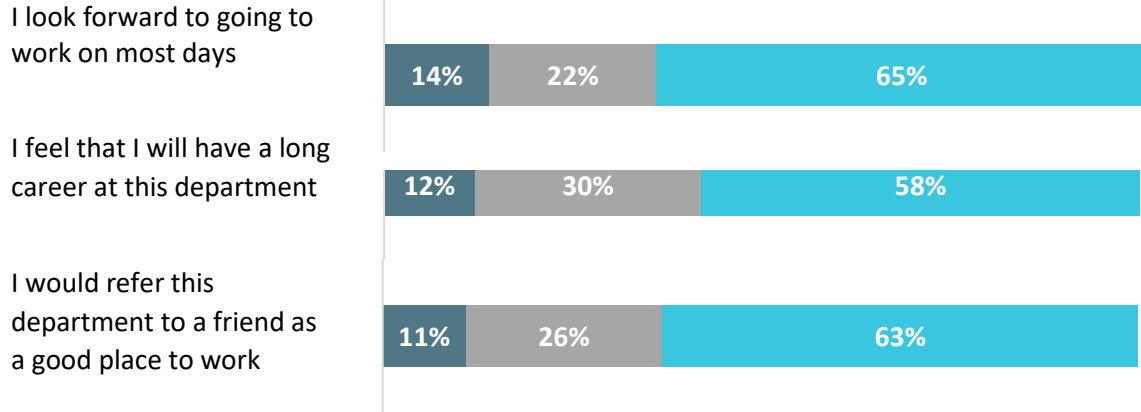


18. Please select the responses that best reflects your opinion:

**Key:** ■ Unfavorable (Strongly Disagree, Agree) ■ Neutral (Neither Disagree nor Agree) ■ Favorable (Agree; Strongly Agree)







19. How would you prefer to share ideas about citywide and department racial equity? (Mark all that apply)

Anonymous Feedback Forms	62	Promoting Affinity Group Workgroups	22
Racial Equity Workgroup Meetings	43	Other	6
Through conversations with Division and Department Leadership	27		

20. Do you have ideas about how DHR can improve Racial Equity in our workforce or how to include an equity lens into the work we do every day? If so, please provide your ideas below or focus areas for improvement below:

21. What race/ethnicity do you identify as?

22. What gender do you identify as?

## Appendix F: DHR Vulnerable Populations Survey

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET/ (% OF NON- WORKERS' COM P BUDGET*)	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
SF employees and prospective employees from vulnerable SF communities	Diversity Recruitment	0.5% (1.8%)	\$579,000	CCSF needs to improve its recruitment efforts in vulnerable communities.  Disabled job applicants face high barriers of entry.	Citywide Diversity Recruitment Workgroup convened more than 25 City departments to discuss diversity and hiring.  DHR improved outreach and recruitment to underserved communities in FY20.  DHR's Access to City Employment Program (ACE) seeks to hire qualified individuals with a disability into permanent entry-level jobs outside of the normal civil service selection process.
SF employees and prospective employees from vulnerable SF communities	Citywide Diversity, Equity, and Inclusion (DEI) Coordination	0.1% (0.4%)	\$153,000	Diversity, equity, and inclusion issues permeate Human Resources' efforts.  Citywide HR-related DEI efforts require greater coordination and information sharing.	DHR hired first DEI Director in FY20 to help implement new policies and initiatives.  DHR is developing new web-based tool to foster sharing of information and best practices.  DHR is developing and implementing a Citywide Mediation Program with a projected start date of January 2021.
SF employees and prospective employees from	Human Resources Policy Unit	0.2% (0.6%)	\$192,000	City and departmental policies can help – or unintentionally hurt – vulnerable San	DHR's Policy Chief and Policy Analyst work with stakeholders across the City on policies and policy questions that relate to hiring, discipline, promotion, workplace health, and other issues

vulnerable SF communities				Franciscans and City employees that hail from vulnerable communities.	that impact existing and potential City employees representing vulnerable populations.
Vulnerable SF communities	Apprenticeship SF	0.4% (1.3%)	\$429,000	<p>The City needs skilled laborers.</p> <p>Socioeconomic barriers prevent underserved community members from gaining the experience needed to gain employment in City trade jobs.</p>	ApprenticeshipSF offers quality City apprenticeships, providing participants with paid work that increases with experience; a career path; and professional certification.
SF employees	Workforce Development Trainings	0.6% (2.2%)	\$728,000	<p>Leaders' unacknowledged implicit biases can negatively impact hiring and retention.</p> <p>Leadership in diverse workplaces requires specific sets of skills.</p> <p>Private training may be prohibitively costly for individuals or departments.</p>	<p>City Department Heads and Commissioners completed the course "Managing Implicit Bias: Creating Awareness and Building Inclusion" by the December 31, 2019 deadline.</p> <p>DHR led 28 "Managing Implicit Bias" courses for SFPD in FY20.</p> <p>Additional courses include "Cross Cultural Communications," "Harassment Prevention," "Fairness in Hiring," and "Respect in the Workplace."</p> <p>DHR training is cost-effective and offered at DHR or often at employees' workplaces; many online trainings are free for employees.</p> <p>In-person trainings were converted to online trainings following the shelter-in-place declaration. Additionally, DHR updated the 24-</p>

					Plus training program for supervisors and managers to include content on fairness in supervision and discipline.
SF employees	Skelly Hearings	0.0% (0.1%)	\$37,000	Biased or inconsistent disciplinary hearings can result in unfair outcomes for employees.	DHR’s Employee Relations Division develop and led two Skelly Officer trainings in FY20 to improve consistency and due process in disciplinary hearings.  DHR Client Services team helps manage departments’ Skelly processes or serve as Skelly officers to support consistent and fair disciplinary processes.
SF employees and prospective employees from vulnerable SF communities	Fair Pay and Barriers to Employment	0.2% (0.7%)	\$243,000	Pay discrimination hurts those impacted but can be difficult to detect.  Improper Minimum Qualifications can create unfair barriers to employment.	DHR’s Class and Compensation Division implements the Fair Pay Act.  The City’s Compensation Policy is designed to ensure nondiscrimination.  All City Position minimum qualifications are reviewed to ensure that Departments or individuals are not creating unfair or unnecessary barriers to employment.
SF employees and prospective employees from vulnerable SF communities	Hiring Policies & Practices	3.0% (10.2%)	\$3,348,000	Biased hiring practices exclude People of Color and other disadvantaged individuals from hiring and promotion.  Unacknowledged biases among interview panel members can result in	DHR designs and administers exams to ensure the City is hiring and promoting the most qualified candidates based on merit and excluding any bias or favoritism.  ☐ All hiring panelists are required to take training on fair hiring practices including recognizing and mitigating all effects of implicit or explicit bias in the hiring process.  Conviction history information is analyzed centrally at DHR to determine whether a nexus between the specific attributes of the position and the selected candidates’ conviction history exists. In

				<p>inequitable hiring decisions.</p> <p>Conviction history can create unnecessary barriers to employment and promotion.</p> <p>Biases may unfairly prevent job applicants from being considered for eligible lists or interviews.</p>	<p>addition, DHR does not disclose any non-nexus conviction history information to the department, thus mitigating opportunities for both conscious and unconscious bias.</p> <p>DHR removes names, addresses, and schools attended from permanent civil service applications, to reduce implicit bias impacts in the interview selection process, thereby providing greater opportunity for those who may have been unfairly screened out in the past.</p>
SF employees and prospective employees from vulnerable SF communities	Equal Employment Operations (EEO)	3.4% (11.6%)	\$3,801,000	<p>The City must not tolerate discrimination, harassment, and retaliation, and complaints must be investigated in a professional and timely manner.</p> <p>Transgender, gender-nonconforming, gender-nonbinary, and gender-transitioning individuals are particularly vulnerable to discrimination and harassment.</p>	<p>DHR’s EEO Division investigates harassment claims and recommends disciplinary actions.</p> <p>DHR implemented policies and tools to support gender inclusion and prevent discrimination, harassment, and retaliation based on gender, gender identity, and gender expression.</p> <p>DHR reports annually on harassment complaints and harassment prevention training.</p> <p>DHR reports on corrective action and discipline statistics by race/ethnicity and gender</p> <p>DHR reports on the City’s workforce demographics through interactive dashboards.</p> <p>DHR’s EEO Division responds to employee and applicant inquiries, provides assistance to departmental representatives, and engages in the interactive process to identify appropriate accommodations.</p>

				<p>All employees need to know how to recognize, report, and combat workplace bullying and harassment.</p> <p>Supervisors need to understand harassment reporting mandates.</p> <p>All City employees must be treated equitably under the City’s corrective action and discipline standards.</p> <p>Employees and applicants with disabilities are entitled to reasonable accommodations.</p>	<p>DHR released its first Annual Workforce Report in March. The report benchmarks inequities in wages, discipline, and promotions.</p>
SF Employees	COVID-19 – DHR Employee Outreach and Policy Response	1.9% (6.5%)	\$2,132,000*	<p>Employees have needed up-to-date information and ongoing engagement regarding the facts of, and response to, COVID-19.</p> <p>The response to COVID-19 demanded new and</p>	<p>In coordination with MYR, DEM, DPH, and other stakeholders, DHR has provided direct email and text updates to employees throughout the emergency.</p> <p>DHR publishes the SF Central web portal and weekly email newsletters to provide employees with general and department-specific information on the ongoing pandemic and City response.</p> <p>DHR has worked with stakeholders to develop Citywide HR policies related to the COVID-19 emergency, including worksite safety;</p>

				<p>innovative HR policies and practices.</p>	<p>paid leave; free childcare for essential workers and DSWs; and access to COVID testing and a nurse hotline.</p> <p>At the height of the emergency response, DHR held weekly Citywide online meetings with HR professionals to disseminate information on new and updated HR policies.</p>
<p>San Franciscans in need of food, shelter, COVID-related medical attention, other emergency social services, non-English services</p>	<p>COVID-19 – Disaster Service Worker (DSW) and Volunteer Recruitment and Deployment</p>			<p>San Francisco’s most vulnerable have been hit hardest by the COVID-19 emergency.</p> <p>In any declared emergency, DHR is tasked with deploying City employees as Disaster Service Workers (DSWs) and operating the Emergency Volunteer Center to empower and direct members of the public who would like to serve the City.</p>	<p>DHR has deployed an unprecedented number of City employee DSWs in a multitude of roles, including supporting the City’s feeding efforts, hotel and other sheltering programs, medical response and support, translation services, and outreach to vulnerable communities.</p> <p>DHR has recruited and deployed volunteers to support the City’s medical response, particularly the remote care clinics, and recruited and directed volunteers to nonprofit feeding efforts.</p>

\* In FY 2019-2020, 71% of DHR’s budget was Workers’ Compensation, which is primarily workers’ compensation benefit payments that are legally mandated, making the budget effectively non-discretionary. DHR provided both the percentage of total budget and percentage of budget, excluding Workers’ Compensation.

\*\* The COVID-related costs could not be broken out by stakeholder engagement

