

# Departmental Racial Equity Progress Report

## Annual Report for 2021

### Part A

*Submit to ORE May 2, 2022*

**Department name:** San Francisco Department of Human Resources

**Date:** 5/03/2022

#### ***Reflections from Department Leadership***

**What specific racial inequities and disparities within your department are you focused on addressing in 2022?**

As the leader of the City's centralized human resources department, I am committed to addressing systemic issues in order to ensure the diversity of the City's workforce and improve the workplace for current city employees, including at DHR.

In 2021, DHR focused on researching best practices, identifying systemic barriers, and investing in system and technological improvements to build a strong foundation for change. DHR has secured funding to implement a citywide case management system for our Equal Employment Division, as well as a new applicant tracking system. These system improvements will lead to improved data analysis, increased process oversight, and the ability to better identify both positive and concerning trends and systemic issues.

These efforts are showing promise as we submit this report in May 2022. Since January 1, 2022, DHR has promulgated the Respect in the Workplace Policy, currently in the meet and confer process with the City's Labor organizations; launched an expanded harassment prevention training; published interactive employee demographic dashboards for racial equity leaders; and hosted a career fair with over 300 attendees. DHR is at the center of City employment and is committed to building more equitable city workplaces.

Looking forward, DHR will be focused on making advancements in the following areas;

1. Employee mobility and promotions
2. Reducing time to hire
3. Diverse hiring, recruitment, and retention
4. Equal Employment Opportunity program improvements
5. Improving workplace climate and culture

**Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?**

We understand at DHR that building equity starts internally in our own department. DHR's Racial Equity Team is made up of employees with varied work responsibilities and experiences, including members of the DHR executive leadership team. Senior leadership team members routinely interact with members of the Racial Equity Team. We have aligned our budget priorities to support our equity work which is integrated into division workplans.

The DHR Racial Equity Workgroup meets monthly to work towards advancing equity and to strengthen our workplace culture at DHR. Through learning activities DHR is deepening our knowledge of the impact of structural racism including government policies. Through the many employee-led cultural celebrations we are recognizing and celebrating the diversity of our staff. We have provided the time and space for all employees interested in equity work to participate whether or not it is a part of their core job duties.

**Acknowledged by Carol Isen, Human Resources Director  
May 3, 2022**



## **1. Hiring and Recruitment**

**Primary Goal:** Fast and equitable hiring. Ensuring that the city workforce reflects the diversity of San Francisco requires intentional and targeted recruitment efforts.

**Goals:**

1. Improve city application process through the new applicant tracking system.
2. Engage diverse candidates through expanded recruitment efforts.
3. Build new partnerships with San Francisco organizations serving diverse populations and with the broader Bay Area community.

### **CY 2021 Accomplishments**

**Diversity Recruitment Efforts** (*Action 1.1.3 / 1.2.2*)

The Diversity Recruitment Team hosted (DRT) monthly Recruitment Workgroup sessions. These workgroup sessions provide a space to share best practices, recruitment tools, and learning

opportunities with human resources professionals. Additionally, DRT led presentations, participated in career fairs, and conducted workshops for interested job seekers on city employment, including:

- How to Apply for City Jobs workshop (400 attendees)
- City Department Spotlight Workshop focused on H.S.A., Port, and SFPUC (130 attendees)
- Working for the City: Conviction History Program Spotlight (80 jobseekers)
- Apprenticeship Virtual Career Fair (300 job seekers)
- How to Apply for City Jobs, Train-the-Trainer Workshops for community-based organizations. (93 attendees representing 31 agencies)

### **Alternative Testing Options**

During the pandemic DHR successfully moved many required tests, including the 1244 senior human resource analyst exam and the 1220 payroll clerk exam, to an online format where feasible while simultaneously maintaining test integrity.

### **Launch of New Applicant Tracking System** (Action 1.3.3/ 1.4.4 / 1.4.5)

DHR launched the new applicant tracking system, *SmartRecruiters*, which allows:

- Better connection with applicants throughout the application process.
- Tracking of where applicants are learning about open positions.
- Structured data analysis at each step in the hiring process, making time-to-hire data more granular and resulting in better focused interventions.

### **Relaunch of the City Fellows Program** (Action 1.3.4)

DHR relaunched the San Francisco Fellows program in 2021, offering a cohort of diverse recent college graduates and young professionals a paid educational leadership opportunity.

### **Learning Dashboard and Training Requirements** (Action 1.4.3)

The Workforce Development team held workshops on the Fairness in Hiring online module requirement and the new Learning Dashboard which allows human resources professionals to access employee training records. 100 citywide human resources professionals attended these sessions. Following these workshops, the number of users of the Learning Dashboard increased by 248%, with the number of training completion reports generated increasing by 360%.

## **Priority Actions for CY 2022**

- **Explore Expansion of Alternative Testing Options:** DHR will continue to explore alternative testing options and our analysis on whether these formats result in more diverse applicant pools.
- **Decrease Time to Hire:** DHR will make several changes to expedite the recruitment, assessment, and selection processes for city positions including: Temporary position exchange (TX) control changes, Management and Supervisory Test Batteries (MTB/STB) Optional, and new hiring (RTF) approval path changes. In addition, DHR will review other process changes, rule changes, and other options to speed up the hiring process.

- **Collect and Analyze Applicant Data:** DHR will utilize the increased reporting and analytical capabilities of new applicant tracking system to better identify lags and delays in the application process, increasing our opportunity to recruit and hire diverse staff.
- **Update Employee Orientation Module:** An updated online training module will replace the 2012 module and include information on new workplace policies such as the Transgender Inclusion Policy and the Respect in the Workplace Policy. Voiceovers and images in the new module will be more diverse.

## **2. Retention and Promotion**

**Primary Goal:** Identify and implement strategies that shorten gaps in key employee retention areas such as promotional opportunities, use of leave, educational opportunities, and acting assignments.

**Goals:**

- 1) Create paths to promotion that are transparent and work to advance equity.
- 2) Explore best practices in telecommuting and flexible scheduling.
- 3) Ensure employee leave benefits and family friendly policies are accessible to employees and support employee well-being.

### **CY 2021 Accomplishments**

**Disaster Service Worker Analysis** (*Action 2.1.1*)

During the response to COVID-19, DHR activated employees from all city departments as Disaster Service Workers. DHR's Policy Division and Emergency Planning Director conducted an analysis of the 5,400 DSW activations by race/ ethnicity, age, gender, and classification.

**Telecommute Analysis** (*Action 5.3.4*)

DHR's Policy Division conducted an analysis of city employee telecommute data pulled from the employee telecommute survey and identified the need for better telecommute agreement tracking.

- Met with the Department of Technology on the Service Now Telecommute Agreement form.
- Updated the telecommute webpage and agreement template to include the ServiceNow form as a preferred method to paper forms.
- Presented to human resource professionals about the online Service Now form.

### **Priority Actions for CY 2022**

- **Employment Pathway Mapping:** DHR will develop examples of standard career pathways and will detail various career trajectories. This career pathway mapping will support employees' understanding of career mobility in the city structure.

- **Dream Keepers Initiative:** DHR is playing a key role in the Dream Keepers Initiative (DKI) by:
  - Supporting departments to fill the 30 new program positions.
  - Training, mentoring, and providing career development support to DKI employees.
  - Collaborating with host departments on strategies to support the success of DKI city employees.

### **3. Discipline and Separation**

**Primary Goal:** Intervene early and provide appropriate level of coaching, support, motivation, and guidance to employees while maintaining clarity about the progressive discipline process. Research and implement new equity-based discipline strategies where feasible.

**Goals:**

- 1) Identify and monitor disparities in discipline and separation across employee race/ethnicity occur by job classification, division, and department.
- 2) Set citywide standard for equitable and transparent discipline and corrective action process to reduce disparities across race/ethnicity.
- 3) Provide managers and supervisors with enhanced training on conflict resolution, employee support, and coaching.
- 4) Implement Gould Report recommendations on employee discipline and corrective action.

#### **CY 2021 Accomplishments**

**Training Managers and Supervisors on Conflict Management** (Action 3.1.3 / 3.1.5 / 3.2.1)

Workforce Development (WD) augmented the 24 Plus Performance Management Program for Supervisors and Managers training to:

- Further emphasize expectation setting, coaching, performance management, conflict management, and equitable discipline and corrective action.
- Include conversations on bias surrounding Performance Planning and Appraisal Reports (PPARs), Performance Improvement Plans, and Progressive

Additionally, WD now offers the one-hour webinar on Managing with an Equity Mindset monthly as a free offering to all city supervisors and managers.

**Peer Mediation Program Pilot Launch** (Action 3.1.4)

The Peer Mediation Program launched with a small set of initial cases. 50 city employees have been trained and selected as peer mediators.

#### **CY 2022 Priorities**

- **Employee Discipline Tracking:** DHR has partnered with the Controller’s Office People & Pay Division to create a PeopleSoft database for discipline reporting. This will help to more accurately

identify where disparities in discipline issuance lie and develop strategies for intervention where needed.

- **Complete Discipline Survey:** DHR will complete the survey of discipline best practices and begin exploring the implementation of the most feasible and impactful options.
- **EEO Case Management:** DHR EEO is configuring a new customized case management system which will allow DHR to work with departments to track and report on cases and better support complainants. The case management system is expected to launch in Summer 2022.

#### **4. Diverse and Equitable Leadership**

**Primary Goal:** DHR and city leadership should reflect the diversity of San Francisco and should be an example of advancing racial and gender equity in leadership.

**Goals:**

- 1) Develop and support a diverse and equitable leadership at DHR and citywide.

**DHR Supervisor/Managers Demographics FY21-22:**

Race/Ethnicity	% of Total DHR Supervisors/Managers	% of Supervisors/Managers Citywide
Asian	16.7%	19.9%
Black	29.2%	12.3%
Filipinx	8.3%	6.1%
Latinx	8.3%	10.3%
White	37.5%	50.2%

Total Supervisor/Managers=24

- 2) Expand the desired qualifications for leadership positions to include professional experiences working with diverse communities and position expectations around employee equity and inclusion.
- 3) Include a commitment to building equity inclusion amongst division teams as part of the annual Performance Plan and Appraisal Reports.

#### **CY 2021 Accomplishments**

**PPAR Update** (Action 4.1.2)

DHR partnered with large city departments to begin identifying changes to PPAR template and guidelines to improve the PPAR process with the goal of better supporting employee development. DHR revised the managers, supervisors, and department leadership PPAR template to include goals specific to fostering equity and inclusion in the workplace.

**Employee Feedback Form** (Action 4.1.4)

DHR implemented an internal online feedback form for DHR employees to submit anonymous input to senior leadership. Leadership reviews these suggestions and implements/reports quarterly on them at the all-staff meetings.

**Emerging City Leaders Training Program**

This year, DHR focused on recruiting a diverse group for DHR’s emerging leaders program, a series of workshops to help build the skills and relationships of emerging city leaders. As a result, DHR accepted 52 participants into the Fall 2021 Emerging City Leaders program, doubling the previous year participation. In addition, the program was updated to include a focus on communication, coaching, conflict management, and facilitation skills to enhance managers ability to provide equitable, compassionate, effective support for their employees.

**CY 2022 Priorities**

- **Expand Citywide Equity Trainings:** DHR’s Workforce Development Division has created an initial outline for an Equity Foundational Training course. The foundational course will provide city employees a basic understanding of what Racial Equity is, why it is important, and how their work ties into racial equity.
- **Racial Equity Workgroup Training Collaboration:** DHR’s Workforce Development (WD) manager will continue to participate in the Office of Racial Equity Training Workgroup. WD’s manager has presented on DHR’s Racial Equity Training Series which includes Communicating Across Cultures, Effects of Privilege on Equity, and Managing with an Equity Mindset trainings.

***5. Mobility and Professional Development***

**Primary Goal:** City and County of San Francisco employees are able to advance in their careers based on their merits and regardless of their race/ethnicity or gender.

**Goals:**

1. Expand opportunities for employee learning and career development through increasing participation in city sponsored education advancement options and acting assignments.

**CY 2021 Accomplishments**

**Work Training Program** (Action 5.1.3)

DHR launched the SEIU Work Training Program which provides up to 8 hours per week of paid release time for SEIU employees accepted into the program, this program allows employees to attend classes at an accredited educational institution for a degree or certificate program that will help the employee meet minimum qualifications for a job-class they aspire to.

### **DHR Staff Training Opportunities**

Workforce Development completed a Training Demographics report on which DHR staff have participated in trainings over the last three years.

### **CY 2022 Priorities**

- **City University Participation Analysis:** Workforce Development will be conducting a data analysis on the utilization of the City University program. The analysis will identify where there may be inequities with employee utilization to inform targeted outreach to employees and unions.
- **DHR Career Counseling:** In 2022, DHR hopes to launch a career counseling program for city employees. This program will support employees 1:1 as well as in group settings with resume review, understanding career pathways, and helping employees take advantage of the existing training and learning opportunities available to them.
- **DHR Staff Training Opportunities:** DHR management will identify any disparities by race and gender in DHR staff training access. DHR will engage with staff who do not regularly participate in trainings to identify professional development opportunities available to them.

## ***6. Organizational Culture of Belonging and Inclusion***

**Primary Goal:** Create a work environment that is safe and healthy where every individual (employees and members of the public) is treated with civility, dignity, and respect.

**Goals:**

1. Build the expectation for a respectful, ethical, and supportive workplace.
2. Internally, DHR's mission, vision, and work plan reflect a commitment to an organizational culture of inclusion and belonging and incorporates staff feedback to this end.
3. Internally, provide opportunities for staff input in department culture and initiatives.

### **CY 2021 Accomplishments**

**Department Racial Equity Workgroup** (*Action 6.1.6*)

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.

- Coordinated an internal 21 Day Challenge focused on foundational learning about racism and equity. (60 DHR staff participants in at least one session)
- Provided bi-weekly discussion group for DHR staff to discuss the 21-day challenge learnings.



- Hosted heritage month celebrations within the department, including Asian Pacific Heritage month, Women’s History Month, Black History Month, and LGBTQ Pride Month.

**Transgender 101 Training Launch** (Action 6.3.5)

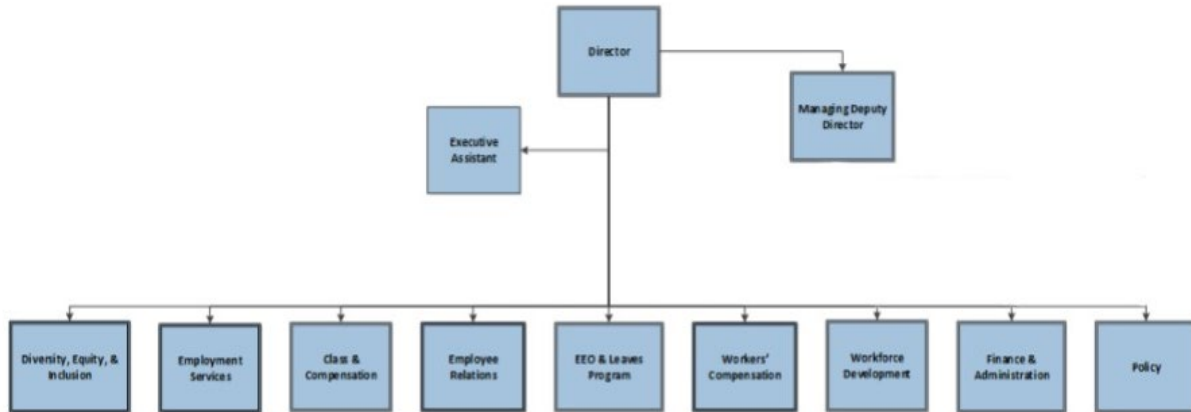
In partnership with the Office of Transgender Initiatives (OTI), DHR’s Instructional Design team has completed its creation of the Transgender 101 online training. OTI provides departments with an in-person training, so creating an online module supplements the in-person support as well as allows the information to reach a broader audience of city employees. DHR announced the training availability to all employees through a citywide email.

**CY 2022 Priorities**

- **Respect in the Workplace Policy:** DHR has created an Equitable, Fair, Respectful Workplace policy that provides clear definitions of inappropriate and disrespectful behavior, as well as examples of positive workplace behaviors that foster welcoming and inclusive workplaces. The policy has been reviewed and will be adopted as the city’s new policy following the conclusion of meet and confer process and will be accompanied by training for all employees with specific training for managers and supervisors.
- **Internal Strategic Planning:** DHR will undergo a review and revision of the department’s mission, vision, values, and policies to underscore and further embed racial equity into all of the work the department does. DHR is currently identifying an agency to assist in strategic planning.
- **Citywide Culture and Climate Survey:** DHR will launch an employee culture and climate survey citywide. The survey will measure employee views, feeling of support, and attitudes and perceptions of their work and workplaces.
- **Online Employee Handbook:** The employee handbook, last edited in 2012, will be updated with inclusive language, easy to read policy summaries, and linked resources. 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.
- **Citywide Intranet:** DHR has begun to work with Digital Services and other stakeholders to perform a needs assessment for an employee intranet. An employee intranet would create a one stop website for citywide employee updates, events, and interesting projects to establish a connection with employees to the city as a single employer.
- **Disability Data Collection:** DHR has begun to explore methods to collect and report data on employees with disabilities in collaboration with the Mayor’s Office on Disability.

## Department Resourcing for Phase 1 RE Action Plan

### Department of Human Resources Org Chart



### Full-time Racial Equity Work

Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)

- Porsche Bunton, Diversity Recruitment Manager
- Danielle Anderson, Diversity Recruiter
- John Weber, Diversity Recruiter

### Part-time Racial Equity Work

Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)

- Mawuli Tugbenyoh, Director of Policy and External Affairs\*
- Julia Ma, Director, Workforce Development
- Maggie McHale, Policy Analyst\*
- Kate Howard, Managing Deputy Director

### Voluntary Racial Equity Work

Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work).

- |  |   |
|--|---|
| • Ishani Baruah, Learning & Development Manager                | • Heather Johnson, Senior HR Consultant       |
| • Joseph Carrillo, W.C. Compliance Officer                     | • Julieta Kusnir, W.C. Compliance Officer     |
| • Suzanne Choi, Administrative Analyst                         | • Ru Lin, IT Operations Support Admin         |
| • Jessica Comes, Citywide Reasonable Accommodation Coordinator | • Elizabeth Maier, Exams Systems Supervisor   |
| • Daniel Esparza, Learning & Development Partner               | • Helene Paz, Junior Management Assistant     |
| • Joyce Ganthavorn, Peer Mediation Program Manager             | • Andrea Sparrock, Clerk                      |
| • Ian Hart, Deputy Director, Finance & Administration          | • Terry Stanley, Personnel Technician         |
|  | • Estevan Villarreal, EEO Programs Specialist |

**What changes, if any, do you plan for 2022?**

Hiring staff for Racial Equity Work.

**Attachments**

**DHR Employee Race/Ethnicity**

	American Indian/ Alaskan Native	Asian	Black	Filipinx	Latinx	Multiracial	White	Total Employees
FY 21-22		25%	11%	14%	13%	5%	29%	221
FY 20-21*		26%	14%	17%	10%		31%	175
FY 19-20		28%	12%	17%	11%		29%	195

\*Note: In FY 20-21 the SF Fellows program was inactive due to budget constraints and the pandemic.

**DHR Employee Gender**

	Female	Male
FY 21-22	65%	35%
FY 20-21	63%	37%
FY 19-20	67%	33%

**FY21-22 DHR Employee Race/Ethnicity and Gender**

	American Indian/ Alaskan Native	Asian	Black	Filipinx	Latinx	Multiracial	White
F		29%	10%	16%	14%		26%
M		18%	14%				36%

**DHR Employee Appt Type**

	PCS	PEX	TEX
FY 21-22	58.8%	27.6%	13.6%
FY 20-21	73.1%	16.6%	10.3%
FY 19-20	65.6%	20.0%	14.4%

**DHR Employee Average Hourly Rate**

FY 21-22	\$56.46
FY 20-21	\$54.84
FY 19-20	\$52.23

**DHR Employee Age**

	20-25	25-30	30-35	35-40	40-45	45-50	50-55	55-60	60-65	65-70	70-75	Above 75
FY 21-22	5.0%	9.5%	14.5%	15.8%	15.4%	10.9%	8.6%	8.1%	8.6%			
FY 20-21		7.4%	13.1%	18.9%	17.1%	7.4%	8.0%	12.0%	10.3%			
FY 19-20	7.7%	9.7%	12.3%	16.9%	14.9%	8.7%	5.1%	13.3%	8.2%			

**Racial Equity Action Plan**

<https://sfdhr.org/sites/default/files/documents/Reports/DHR-Racial-Equity-Action-Plan-2020.pdf>

# Departmental Racial Equity Progress Report

## Annual Report for 2021

### Part B

*Submit final to ORE by May 2, 2022*

*Attend ORE working sessions February-April 2022 to develop Part B.*

<b>Attachment</b>
<b>Budget Equity Tool: Department Inventory</b> <i>Completed department inventory spreadsheet.</i>

**Department Inventory Tool: FY 21-22 Budget**

ORE Version: Dec 31, 2021, with updates Feb 9, 2022  
 For guidance and upcoming workshops, click here

About this worksheet		
Department name	Date last updated	Notes
Department of Human Resources	5.2.2022	Initial inventory submitted as part of department progress report, per guidance from Office of Racial Equity. Will be further refined during development of Phase Two Racial Equity Action Plans

A. Department priority issue areas for improving racial equity or closing racial equity gaps, especially within its existing services		
Issue area	Brief description	Notes or examples
1. Diverse Hiring and Recruitment	DHR has focused on several key initiatives to strengthen the Department and the City's work in recruiting and hiring diverse talent at all levels in the organization.	Applicant Tracking System / Diversity Recruitment Team/ Pipeline Programs
2. Reducing Time to Hire	We often lose candidates including diverse job seekers in the time it takes to complete the hiring process. DHR is working to change this.	HR Modernization Improvements / Temporary Position Exchange control changes/ New Hire approval path changes / Management and Supervisory Test Batteries Optional
3. Employee Mobility and Promotion	DHR has and will continue to identified and implemented strategies that shorten gaps in key employee retention areas such as promotional opportunities, use of leave, educational opportunities, and acting assignments.	Educational Opportunities/ Employment Pathway Mapping
4. Alternatives to Discipline and Improvements in the Equal Employment Opportunity Program	Intervening early and providing appropriate level of coaching, support, motivation, and guidance to employees while maintaining clarity about the progressive discipline process. Researching and implementing new equity-based discipline strategies where feasible.	Data Collection/ Training Opportunities/ Transparency of Progressive Discipline Model
5. Improving Workplace Climate and Culture	DHR aims to create a work environment that is safe and healthy and where every individual (employees and members of the public) is treated with civility, dignity, and respect.	Respect in the Workplace Policy/ Climate and Culture Survey

B. Item name and description			C. Overall resources				D. Racial equity alignment	E. Racial equity-related activity information							
Name of activity, function, program, service, or initiative			Estimated FTEs and/or budget amount	Funding type	Estimated number of contracted service providers or consultants for this activity/service, if any	Names of 5 largest contracted service providers or consultants for this activity/service, if any	Department priority equity issue areas	Locations	Open to general public or application/referral required	Estimated number of people served	Estimated racial/ethnic demographics of people served	Additional demographics of people served	Community input and decision-making opportunities	Estimated FTEs and/or budget specifically for racial equity improvements	Names of contracted providers or consultants for racial equity improvements, if any
Brief description of purpose															
Activity/service type															
Suggest 10 words or less															
Suggest 50 words or less. Note any intended demographics or communities															
1 - Public-facing activity or service 2 - For other City departments 3 - Within department only															
Suggest 10 words or less															
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<b>Workforce Development (WD) Division</b>	WD 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.	2 - For other City departments	Salary Budget: \$3,647,432.00 FTEs: 18.77	General Fund	0										
<b>Diversity Recruitment Team</b>	The Diveristy Recruitment Team (DRT) actively recruits talent, educates the community and job seekers, and identifies pathway opportunities to promote a diverse City workforce. DRT hosts workgroups with city department recruiters to establish citywide standards and best practices in diverse recruitment strategies.	2 - For other City departments	Budget: \$582,366 FTEs: 3	General Fund	0		1.Diverse Hiring and Recruitment	To be updated	1 - General public	Added 1,600 additional organizations to outreach list. Over 1,000 jobseekers or community agencies attended presentations, career fairs, and day in the life events held in CY2021.	To be updated	Applicants with Disabilities	Citywide department Diveristy Recruitment Working Group with over 30 departments participating. Regular meetings with non-profit and community based agencies to improve the ACE program and diverse hiring initiatives.	Budget: \$582,366 FTEs: 3	
<b>Dream Keepers Initiative</b>	DHR is playing a key role in the DKI by: 1) Provide support to departments to recruit, hire, and onboard diverse community members to fill the 30 new City positions funded through the program; 2) Provide training, mentoring, and career development support to DKI City employees; 3) Collaborate with host departments on strategies to support the success of DKI City employees and to transition DKI employees to long term stable City employment.	2 - For other City departments	Budget: \$188,094.00 FTEs: 2	General Fund	0		1.Diverse Hiring and Recruitment	To be updated	2 - Application or referral required	30 DreamKeeper positions	Black/ African American			Budget: \$188,094.00 FTEs: 2	
<b>City Workforce Trainings</b>	In addition to the trainings offered to city employees around career growth, management strategies, and team building, WD's Equity Trainings include 24 Plus, Implicit Bias, Effects of Privilege on Equity, Communicating Across Cultures, and Managing Performance with an Equity Mindset.	2 - For other City departments	Trainers: Budget: \$701,570 FTEs: 5 Instructional Designers: Budget: \$358,328 FTEs: 2	General Fund	0		3.Employee Mobility and Promotion		2 - Application or referral required	To be updated			Racial Equity Training Working Group	To be updated	
<b>City Fellows Program</b>	The Fellows Program is one of DHR's employment pathway programs, designed to engage diverse candidates in City employment.	2 - For other City departments	Budget: \$223,988 FTEs: 1	Work Order Supported	0		1.Diverse Hiring and Recruitment		2 - Application or referral required	25 fellows in 2021 Cohort 9 Department hosts	2021 Fellows cohort was comprised of 85% people of color	2021 Fellows cohort was comprised of 66% women		Budget: \$223,988 FTEs: 1	
<b>Peer Mediation Program</b>	Voluntary program that aims to promote a positive, healthy work environment through a facilitated problem-solving process. The participants will develop and agree upon resolutions to conflict. DHR has launched the pilot program with a small set of initial cases.	2 - For other City departments	Within Workforce Development Salary Budget	General Fund	0		4. Alternatives to Discipline and Improvements in the Equal Employment Opportunity Program		2 - Application or referral required	To be updated					



