



MEMORANDUM

DATE: March 10, 2020
TO: London N. Breed, Mayor
Norman Yee, President, Board of Supervisors
FROM: Micki Callahan
Director, Human Resources Department
SUBJECT: 2020 Annual Workforce Report, Phase I

Pursuant to ordinance no. 188-19 I am pleased to submit to you the first Workforce Report prepared by the Department of Human Resources to Mayor London N. Breed and the Board of Supervisors.

The data in this report highlights existing inequities in the City workforce with respect to wages, discipline and corrective action, and promotional opportunities. DHR is committed to expanding the diversity of the City's workforce and to supporting all of our employees once they have been hired. Some of our recent steps include:

- Launching our Diversity Recruitment Team, whose goals are to provide targeted outreach to communities underrepresented in City workforce, and to remove barriers to hiring and promotion that are experienced by underrepresented groups.
- Implementing de-identification to remove implicit biases by redacting the names, schools, and addresses of applicants who are being considered for interview.
- Expanding the scope and number of trainings offered in City departments in order to reduce discrimination and improve workplace culture.
- Collaborating with our partners in GARE, the Mayor's Task Force on Diversity and Inclusion, labor committees on diversity and equity, and the Office of Racial Equity to answer questions and discuss solutions.
- Creating an interactive database on the DHR website so individuals can access and compare data on workplace demographics by department, classification, race, gender, and appointment status.

Due to data limitations, this report represents a Phase I analysis. The 2020 Phase II analysis and report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, medical separations, and compensation decisions for all City employees.

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I extend my appreciation to DHR, Controller, and Office of Racial Equity staff who assisted with the preparation this report. If you have any questions or concerns, please contact me at (415) 557-4845 or Micki.Callahan@sfgov.org.

The Department of Human Resources

2020 ANNUAL WORKFORCE REPORT

Phase I





2020 Annual Workforce Report

An Analysis of the Diversity of the City and County of San Francisco Workforce

Phase I Report

March 2020

Produced by

The Department of Human Resources

in collaboration with

City Performance Group of the Controller's Office

The Office of Racial Equity

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I. INTRODUCTION

The mission of the San Francisco Department of Human Resources (DHR) is to use fair and equitable practices to hire, develop, support, and retain a highly qualified workforce. Our vision is one of empowered and diverse employees delivering excellent services to our communities through innovation, collaboration, and human-centered values. The way to achieve our mission and turn that vision into reality is to make our San Francisco City workplaces inclusive, equitable, and supportive for all employees.

Our City worksites are not immune from the systemic and institutional racism that pervades our society. While City policies and our merit system have positive impacts on the diversity of our workforce, the data show serious disparities between demographic groups, particularly along racial lines. Most notably, in comparison to those of other races, our Black employees have lower-paying jobs, are less likely to be promoted, and are disciplined and fired more frequently. Until we address these disparities in the experience of our Black employees, we cannot achieve our vision of an inclusive and welcoming workforce for everyone.

There is no one solution to these disparities in the workplace, and the most effective tool to address inequity in the workplace is not even available to us. As a public agency in California, the City is prevented by Prop 209 from using affirmative action to address workplace disparities. We must therefore collaborate to identify and implement a broad spectrum of other policies, controls, and training intended to offset and ultimately eliminate racial disparities in the City workplace.

The data in this report highlights existing inequities in the City workforce with respect to wages, discipline and corrective action, and promotional opportunity. DHR is committed to expanding the diversity of the City's workforce and to supporting these diverse employees once they have been hired. Some of our recent steps include:

- Launching our Diversity Recruitment Team, whose goals are to provide targeted outreach to communities underrepresented in City workforce, and to remove obstacles to hiring and promotion that are experienced by underrepresented groups.
- Implementing de-identification to hide the names, schools, and addresses of applicants who are being considered for interview. Hiring managers must decide whom to interview without knowing information that might give them clues as to the race, gender, or ethnicity of job applicants.
- Expanding the scope and number of trainings offered in City departments in order to reduce discrimination and improve workplace culture. These include trainings in Implicit Bias, Respect in the Workplace, Fairness in Hiring, Communicating Across Cultures, and Preventing Harassment.

- Collaborating with our partners in GARE, the Mayor’s Task Force on Diversity and Inclusion, labor committees on diversity and equity, and the Office of Racial Equity to answer questions and discuss solutions. Normalizing conversations about race is one of the first steps toward addressing racial equity.
- Creating an interactive database on the DHR website so individuals can access and compare data on workplace demographics by department, classification, race, gender, and appointment status. This increases transparency and allows individuals to do their own comparisons of workforce disparities and trends.

DHR and our human resources partners across the City will continue to learn and listen to thought leaders in the field of racial equity and the San Francisco community to gather insights on the equity challenges faced by our employees and applicants. We will look critically at ourselves and our policies and rules to determine whether they have unintended impacts and thereby inadvertently contribute to racial disparities in discipline, promotions, hiring, and other workplace actions.

The data in the report will guide DHR and policymakers in determining where we need to focus our efforts. However, DHR cannot implement change on its own. Change must come from the collaboration of all stakeholders, including the leadership of City departments and the Civil Service Commission with good faith efforts to hear each other and be open to change. And while each change we make is not enough on its own to eliminate discrimination and the impacts of racism, the cumulative effect of many changes will make a very real positive shift in our workplace culture.

II. DATA AND ANALYSIS

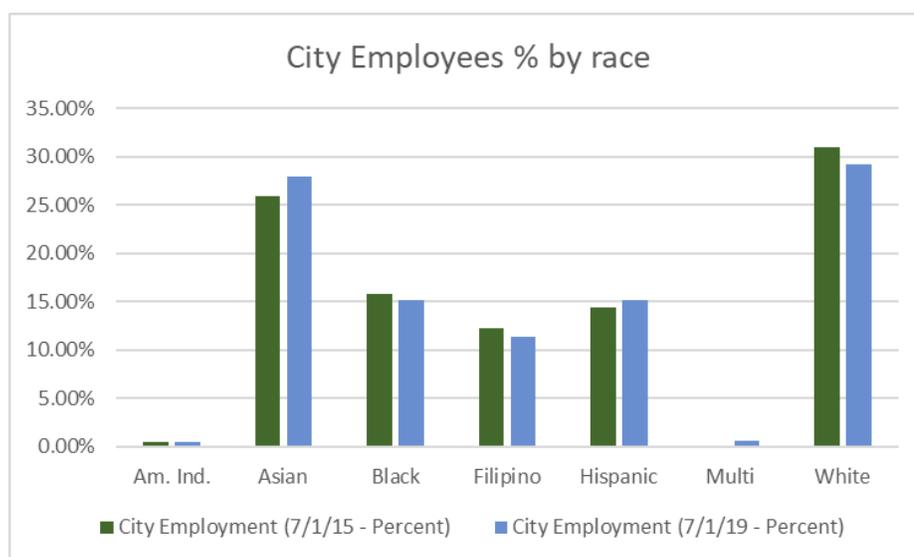
The information in this section is disaggregated by race. Race is self-reported by individuals at the time of application using race and ethnicity standards based on Federal statistics and administrative reporting. It is important from a public policy perspective to have data that is disaggregated on racial and ethnic lines to identify necessary changes in public policies and institutional practices. It is necessary to have a deeper level of disaggregated data because an individual’s experiences based on their identity may not be captured in a broadly defined racial group. Racial and ethnic workplace disparities can only be addressed if there are tools to track inequities. Our current data has limitations in this regard. For example, San Francisco has a significant Pacific Islander/ Hawaiian population but because of Federal race and ethnicity standards, those individuals are not individually tracked, they are grouped under Asian.

This section addresses the data that DHR has collected, identifies trends, and offers an analysis of the data. In addition, this section identifies information gaps and further analysis that may be needed to understand apparent disparities and the appropriate interventions to address these disparities.

A. Employees by Race

The City and County of San Francisco is San Francisco’s largest employer, with more than 37,000 people across sixty departments, encompassing a wide span of missions and responsibilities. Recognizing the importance of a diverse workforce is key to advancing racial equity and supporting robust employee engagement. The chart below provides a comparison by race of the City’s workforce demographics between the years 2015 and 2019.

Exhibit 1: CCSF Employees by Race ¹



¹ <https://sfdhr.org/available-workforce-vs-city-employment>

Exhibit 2: CCSF Employees by Race 2015 v. 2019 ²

Year	Am. Ind.	Asian	Black	Filipino	Hispanic	Multi	White
2015	0.54%	25.90%	15.82%	12.23%	14.38%	0.14%	30.99%
2019	0.49%	27.92%	15.21%	11.33%	15.22%	0.67%	29.16%
Percent Difference	-0.05%	+2.02%	-0.61%	-0.90%	+0.84%	+0.53%	-1.83%

As of July 2019, the City and County of San Francisco workforce was 29.16% White, 27.92% Asian, 15.21% Black, 15.22% Hispanic, 11.33% Filipino, 0.67% Multiracial and 0.49% American Indian. As compared with the 2015 workforce, the 2019 San Francisco workforce has an increased percentage of employees who are Asian, Hispanic, or multi-racial. The 2019 workforce shows a small decrease in percentage of American Indian employees, and a larger decrease in Black, Filipino, and White employees.

B. Employment Type and Wages

Exhibit 3: CCSF Employees by Appointment Type ³

Employment Type	Am. Ind.	Asian	Black	Filipino	Hispanic	Multi	White	Total
Permanent Civil Service (PCS)	73.18%	79.89%	76.95%	84.98%	78.43%	38.37%	73.47%	77.62%
Permanent Exempt (PEX)	7.82%	6.03%	5.79%	3.27%	5.48%	15.10%	10.50%	6.97%
Temporary Exempt (TEX)	18.99%	14.08%	17.25%	11.74%	16.09%	46.53%	16.04%	15.42%

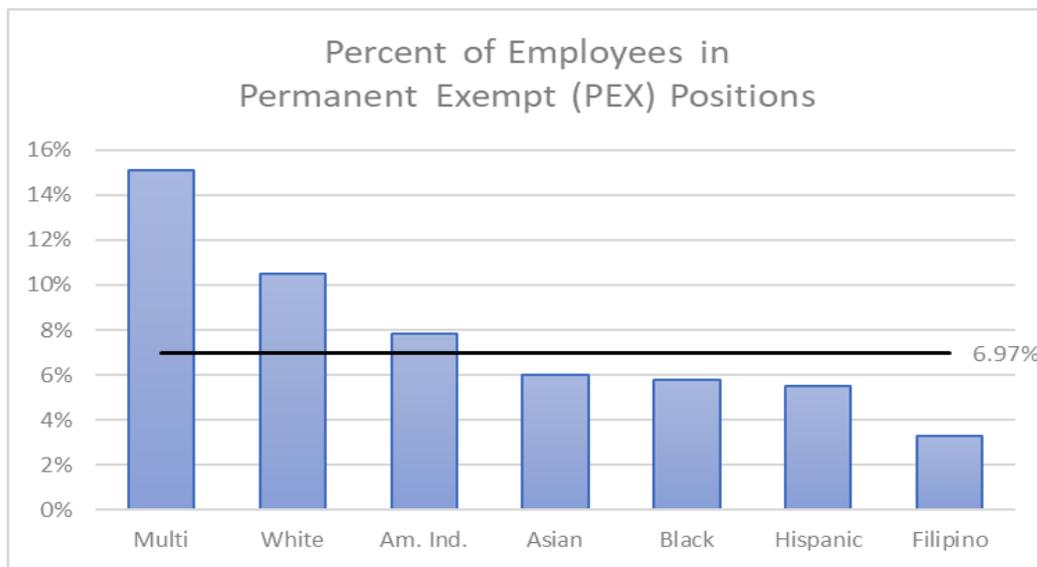
² <https://sfdhr.org/available-workforce-vs-city-employment>

³ <https://sfdhr.org/race-ethnicity-and-appt-type>

The table above shows the composition of our workforce by race for each of the three civil service status categories. On average, 77.6% of all city employees are Permanent Civil Service (PCS) employees. Black, Asian and Hispanic employees are all close to the average, while Multiracial, White and Asian employees are less likely to be PCS than average. There are very few employees who are noted in the City’s data system as Multiracial, because that category was only added in 2013. Before that date, employees who identified as Multiracial were included in another racial or ethnic category. As a consequence, the number of Multiracial City employees is under-reported.

The graphs that follow focus on Permanent Civil Service (PCS) and Permanent Exempt (PEX) employees. On average, nearly 7% of employees are classified as PEX. White employees represent the highest percentage of PEX positions, at 10.5%, while Asian, Black, Hispanic, and Filipino employees are less likely than average to be appointed to PEX positions.

Exhibit 4: Permanent Exempt Employees by Race⁴



Does it matter that employees of color are under-represented in PEX positions? When it comes to our concerns about equity, the answer is yes. The type of appointment has everything to do with the rate of pay of the employee. The next section of the report addresses average wage by race as well as by exempt status.

⁴ <https://sfdhr.org/race-ethnicity-and-appt-type>

C. Employment Wages by Race

Exhibit 5 shows the average wage for each of our three categories of employee appointments by race but does not include job classes. Employees who are in the same job class are largely compensated equally due to our very structured classification and compensation system, with salary steps corresponding to the length of time in the job class. The differences we see reflected in the chart below stem from what is known as occupational clustering. Demographic groups are over-represented or underrepresented in certain jobs, and as a consequence they benefit from or are disadvantaged by the pay rate associated with that job. For example, nurses are more likely to be women than men and are overrepresented, at about 90%, in these positions compared to their share of the workforce population. Examples in the San Francisco workforce where we see occupational clustering by race include: the accounting series (Asian), transit operators (Black and Asian) and Patient Care Assistants (Filipino).

Exhibit 5: CCSF Average Wages by Race⁵

Employment Type	Am. Ind.	Asian	Black	Filipino	Hispanic	Multi	White	Total
Average Wages Permanent Civil Service (PCS)	\$48.75	\$47.36	\$42.93	\$48.63	\$46.96	\$43.55	\$56.14	\$49.20
Average Wages Permanent Exempt (PEX)	\$66.47	\$68.53	\$60.75	\$60.71	\$64.97	\$53.96	\$78.86	\$71.02
Average Wages Temporary Exempt (TEX)	\$32.11	\$35.77	\$31.02	\$42.72	\$33.41	\$24.74	\$46.60	\$38.22

As exhibit 5 shows, the average wage for a PCS employee is \$49.20 per hour, while the average wage for a PEX employee is \$71.02 an hour. The average wage for PEX employees is 44% higher than that of PCS employees.

White employees have a higher average salary than the average citywide salary across all three Civil Service status categories. With the exception of Filipino TEX employees, all other racial groups are below the citywide average in all three status categories. Black employees are the lowest paid PCS employees, and among the lowest paid PEX employees. For PCS employees in particular, it appears this trend is driven by the jobs that people are doing, which is itself impacted by the occupational clustering by race.

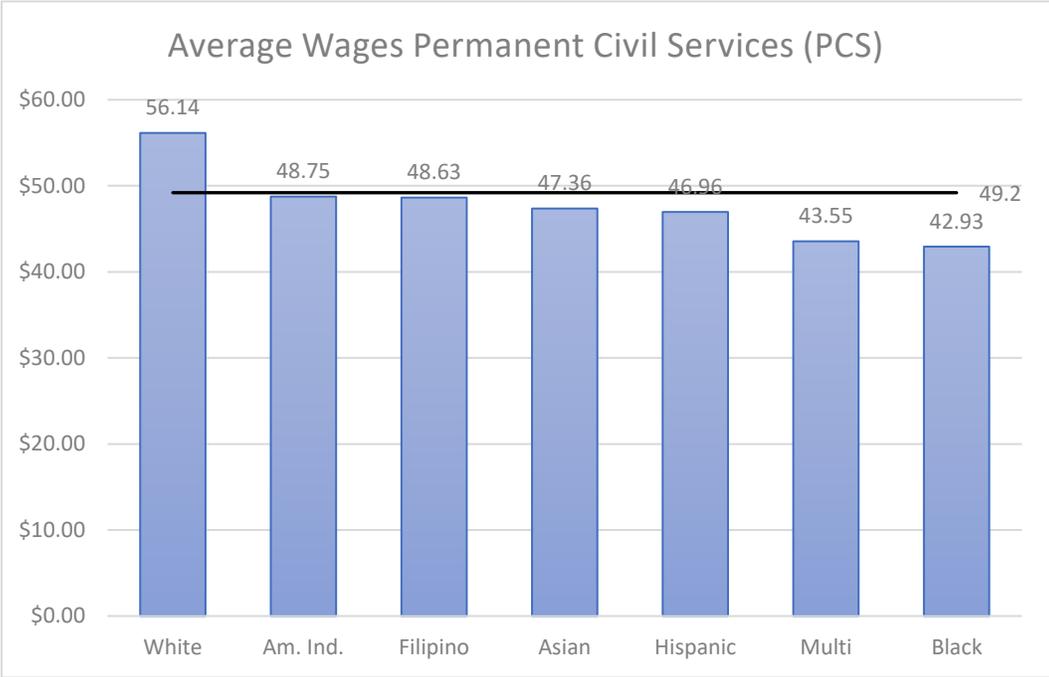
The PCS average wage for White employees is \$56.14, while for Black employees it is \$42.93. The PEX average wage for White employees is \$78.86, while for Black employees it is \$60.75. American Indian employees have the highest rate of temporary exempt appointments, at 18.99%, with Black employees at 17.25%. Hispanic and White employees are appointed to PCS positions

⁵ <https://sfdhr.org/race-ethnicity-and-avg-hourly-rate>

at virtually the same rate, 16.09% and 16.04% respectively. It is here where we see the effects of occupational clustering. While Black employees are around the average for PCS appointments, the type of jobs they are doing are lower wage jobs. This is an indication of a racial pay gap that we see Nationwide for minority employees. Lower wages often mean less economic mobility and stability for the worker. Exhibit 6 shows that Black employees are at the bottom of the PCS average wage scale.

Nationwide, the public sector is the leading employer of Black men and the second-largest employer of Black women, according to the Department of Labor⁶. About 20 percent of Black workers are employed by the government. Whites and Hispanics are employed by the government at a rate of 15% and 11% respectively. Public sector employment has for years been the gateway to the middle class for many Black families and has provided a pathway to stabilization for Black communities. Further analysis may be necessary to identify when this trend began and to identify what the most efficient interventions that are needed to ensure government agencies continue to lead ahead of the private sector in creating well-paying professional employment for minority workers.

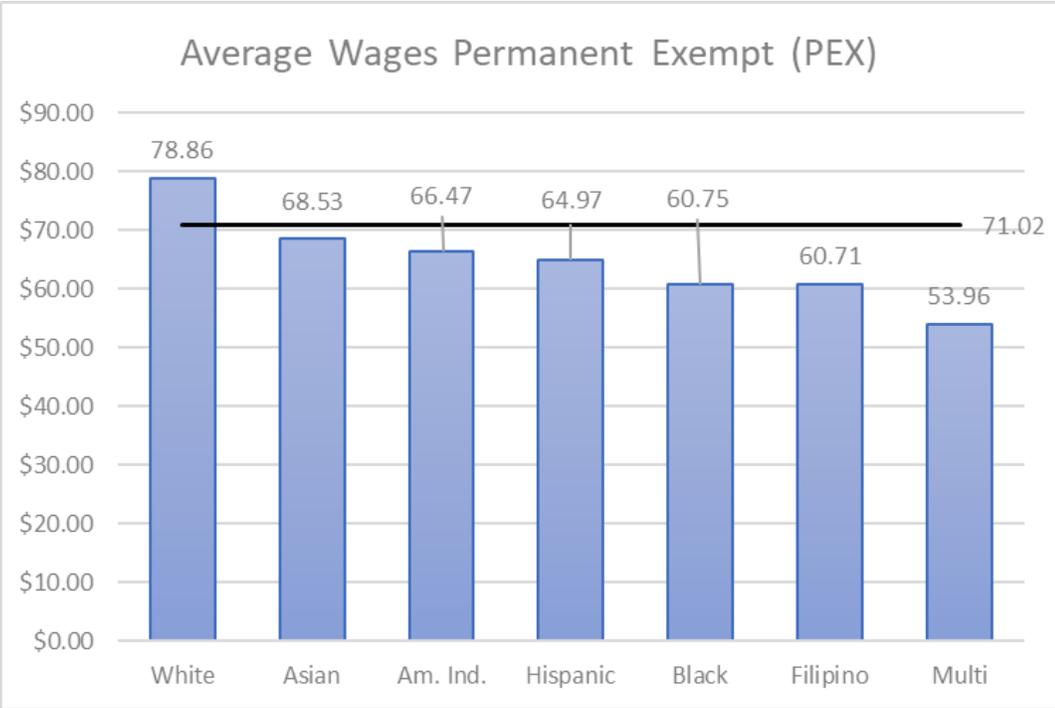
Exhibit 6: Average Wages for Permanent Civil Service Employees ⁷



⁶ <https://www.bls.gov/>

⁷ <https://sfdhr.org/race-ethnicity-and-avg-hourly-rate>

Exhibit 7: Average Wages for Permanent Exempt Employees⁸



⁸ <https://sfdhr.org/race-ethnicity-and-avg-hourly-rate>

Employee Residency

Nearly 43% of City Employees live in San Francisco.⁹ The chart below shows the distribution of all employees by County. Asian employees are the most likely to be City residents, with 56.5% of Asian employees residing in San Francisco. Black, Filipino, and Hispanic employees are far less likely to live in San Francisco than the average.

Exhibit 8: CCSF Employees by Residency¹⁰

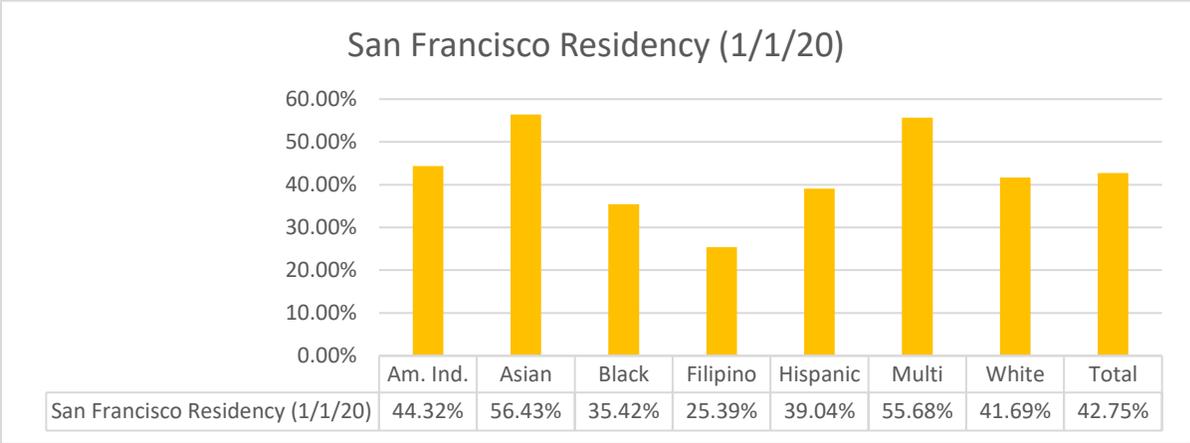
<u>County</u>	<u>Employees</u>	<u>Percent</u>
San Francisco	15,846	42.75%
San Mateo	7,397	19.96%
Alameda	4,951	13.36%
Contra Costa	4,303	11.61%
Solano	1,277	3.45%
Other¹	1,178	3.18%
Marin	918	2.48%
Sonoma	561	1.51%
Santa Clara	438	1.18%
Napa	138	0.37%
Santa Cruz	60	0.16%
Total:	37,067	
¹ Residence outside of the Bay Area		



⁹ <https://sfdhr.org/residency>

¹⁰ <https://sfdhr.org/available-workforce-vs-city-employment>

Exhibit 9: CCSF Employees by Residency as of January 1, 2020¹¹



In recent decades, Census data suggests that there has been significant Black out-migration from metropolitan cities across the country to the suburbs. In San Francisco, the total overall population of African Americans has decreased significantly in part due to out-migration as a result of urban renewal and other factors. While other populations have either increased or remained stagnant, the Black population has decreased by over 30% since the year 2000. The Latino population has decreased by approximately 10% since 2000. This has a significant impact on the availability of individuals in these groups for City employment.

¹¹ <https://sfdhr.org/residency>

D. Section V: Employee Discipline

Corrective Action and Discipline is defined as written warnings, suspensions, probationary extensions, performance improvement plans, and dismissals of permanent employees. In this area we find some of the greatest level of disparity between races among city employees. In this area we are also seeing some reductions in the disparities due to recent interventions.

1. City (Non-MTA) Corrective Actions

Exhibit 10: Corrective Action/ Discipline by Race¹²

Employment Type/Action	Am. Ind.	Asian	Black	Filipino	Hispanic	Multi	White	Total
Percent by Race	0.45%	27.07%	12.70%	11.66%	15.46%	0.77%	31.90%	31060
City - Corr. Action/Discip. (1/1/19 - 6/30/19) ¹	0.54%	19.14%	25.34%	7.28%	21.29%	1.08%	25.34%	371
City - Corr. Action/Discip. (7/1/19 - 12/31/19) ¹	0.65%	22.15%	20.52%	9.45%	20.85%	2.28%	24.10%	307
<i>Share of Discipline compared to Share of Workforce</i>	<i>0.20%</i>	<i>-4.92%</i>	<i>7.82%</i>	<i>-2.21%</i>	<i>5.39%</i>	<i>1.51%</i>	<i>-7.80%</i>	
<i>Change in Discipline from Period 1 to 2</i>	<i>0.11%</i>	<i>3.01%</i>	<i>-4.82%</i>	<i>2.17%</i>	<i>-0.44%</i>	<i>1.20%</i>	<i>-1.24%</i>	<i>-64</i>

Black and Hispanic workers are over-represented compared to their share of the workforce in receiving corrective action and discipline. White and Asian workers are underrepresented. Across the country, research shows that Black and Hispanic workers often receive a higher level of scrutiny in the workplace, leading to more corrective action and discipline, and eventually a higher rate of terminations as compared to their White and Asian counterparts. Higher rates of corrective action and discipline have a negative impact on the City's ability to successfully recruit, retain, and engage Black and Hispanic employees. This suggests that our implicit bias training is needed to continue to normalize the premise that everyone has implicit biases that need to be managed.

Exhibit 11 indicates the reasons for discipline, as a percentage of overall discipline, are similar across racial groups.

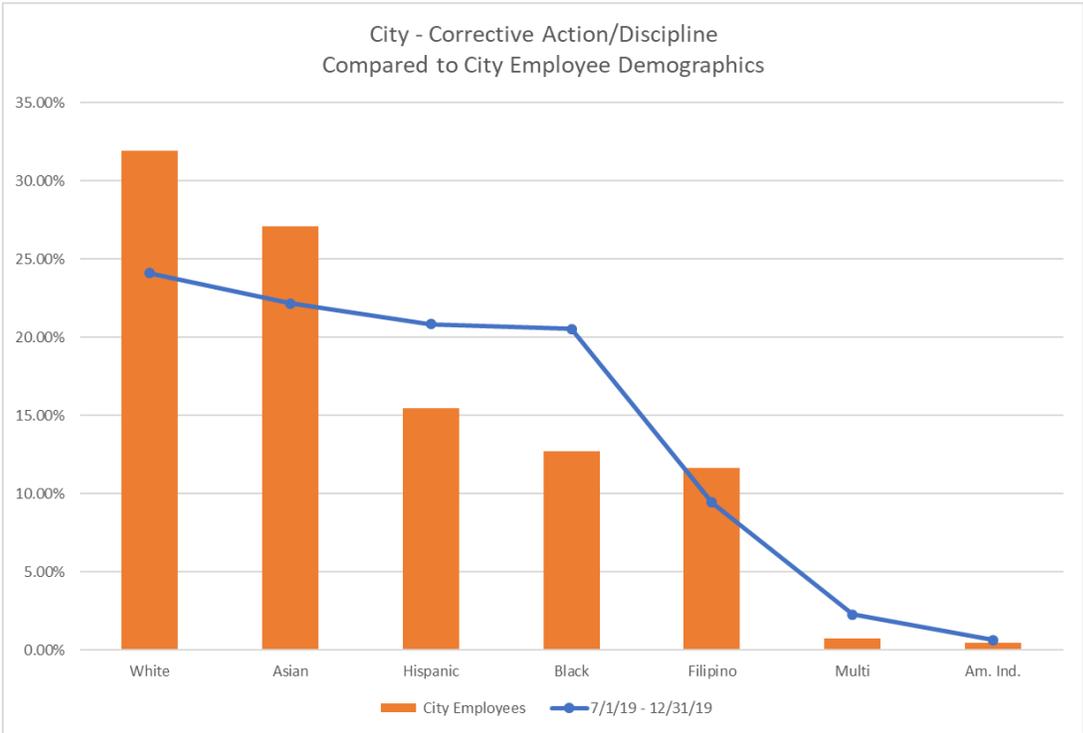
¹² <https://sfdhr.org/sites/default/files/documents/Resources/Corrective-Action-and-Discipline-by-Race-Ethnicity-and-Gender.pdf>

Exhibit 11: Employee Discipline Type by Race ¹³

Reason	Am. Indian	Asian	Black	Filipino	Hispanic	Multiracial	White	Female	Male
Attendance	0.00%	9.26%	15.19%	15.38%	12.86%	0.00%	6.10%	13.28%	9.73%
AWOL	0.00%	5.56%	6.33%	0.00%	8.57%	0.00%	14.63%	5.47%	10.27%
Dishonesty	0.00%	1.85%	3.80%	7.69%	5.71%	0.00%	4.88%	6.25%	3.24%
Insubordination	0.00%	9.26%	7.59%	7.69%	7.14%	0.00%	9.76%	7.81%	8.65%
Inattention to Duty	0.00%	20.37%	24.05%	15.38%	25.71%	0.00%	28.05%	17.19%	29.19%
Moral Turpitude	100.00%	5.56%	6.33%	7.69%	0.00%	0.00%	1.22%	2.34%	4.32%
Misuse of Resources	0.00%	7.41%	1.27%	7.69%	2.86%	0.00%	3.66%	4.69%	3.24%
Other	0.00%	1.85%	0.00%	0.00%	1.43%	0.00%	0.00%	1.56%	0.00%
Performance	0.00%	37.04%	31.65%	30.77%	32.86%	100.00%	31.71%	41.41%	27.03%
Substance Abuse	0.00%	0.00%	0.00%	0.00%	1.43%	0.00%	0.00%	0.00%	0.54%
Violence	0.00%	1.85%	3.80%	7.69%	1.43%	0.00%	0.00%	0.00%	3.78%

* 1/1/19 through 6/30/19
 Analysis excludes MTA

Exhibit 12: Employee Corrective Action and Discipline Compared to Demographics ¹⁴



¹³ <https://sfdhr.org/sites/default/files/documents/Resources/Corrective-Action-and-Discipline-by-Race-Ethnicity-and-Gender.pdf>

¹⁴ <https://sfdhr.org/sites/default/files/documents/Resources/Corrective-Action-and-Discipline-by-Race-Ethnicity-and-Gender.pdf>

As Exhibit 12 shows, over the time that we have been centrally collecting data on discipline and corrective actions, discipline and corrective actions have been moving towards greater alignment with the demographics of our workforce. The implementation of implicit bias training in 2013 has likely had a positive effect on reducing disparities in discipline and corrective actions. More recently, additional training for human resources representatives, along with publication of statistics that highlight these racial disparities, seem to have had a positive effect as well.

2. MTA Corrective Actions

MTA operates under strict federal guidelines for its transit operators. This includes the imposition of discipline for specific infractions.

Overall, 5.3% of employees on average have experienced a disciplinary or corrective action in the last 6 months. 27.8% of MTA employees are African American, but they are significantly overrepresented, receiving 50.1% of discipline and corrective actions. This is an overrepresentation by 22.3 percentage points.

Exhibit 13: MTA Employee Corrective Action and Discipline by Race ¹⁵

	<u>Am. Ind.</u>	<u>Asian</u>	<u>Black</u>	<u>Filipino</u>	<u>Hispanic</u>	<u>Multi</u>	<u>White</u>
1. MTA Employees % by Race	0.6%	33.5%	27.8%	9.6%	13.3%	0.4%	14.7%
2. MTA - Corr. Action/Discip. (1/1/19 - 6/30/19)	1.6%	19.3%	51.4%	5.6%	11.5%	0.9%	9.7%
3. MTA - Corr. Action/Discip. (7/1/19 - 12/31/19)	0.8%	23.6%	50.1%	7.1%	11.9%	0.4%	6.1%
<i>Difference 1 compared to 3</i>	0.2%	-9.9%	22.3%	-2.5%	-1.4%	0.0%	-8.7%

E. Applicant Pool by Ethnicity

The charts and tables below illustrate the San Francisco applicant pool for calendar year 2019. The data is separated by applicant pools for permanent civil service (PCS) and exempt recruitments. The charts provide the percentage of applicants by ethnicity while the tables provide the number and percentages of applicants by ethnicity. Also included is the applicant pool broken down by department, race and ethnicity.

The ethnicity data is self-reported at the time of application and is optional for an applicant. Those who do not declare an ethnicity are classified in the charts and tables as undeclared. Ethnicity categories were changed on May 10, 2019. Asian or Pacific Islanders (except Filipino) became Asian (except Filipino) and Native Hawaiian or Pacific Islander and Multiracial were added as new categories. The total number of applicants may include individuals who have applied for multiple recruitments.

¹⁵ <https://sfdhr.org/sites/default/files/documents/Resources/Corrective-Action-and-Discipline-by-Race-Ethnicity-and-Gender.pdf>

Exhibit 14: Permanent Civil Service Applicants by Ethnicity

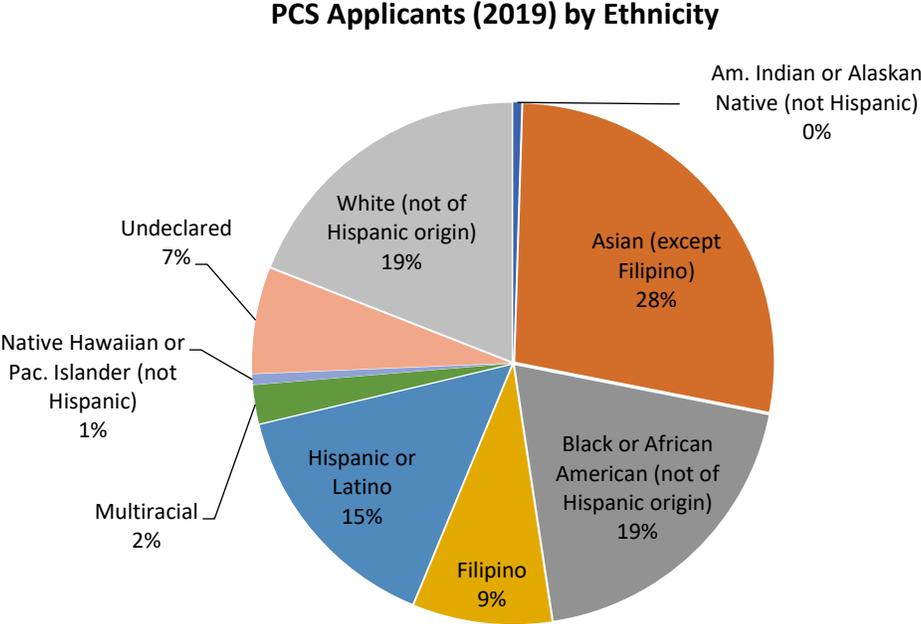


Exhibit 14a: Permanent Civil Service Applicants by Race

Ethnicity	# of Applicants	% of Applicants
Am. Indian or Alaskan Native (not Hispanic)	324	0%
Asian (except Filipino)	17915	28%
Black or African American (not of Hispanic origin)	12661	19%
Filipino	5599	9%
Hispanic or Latino	9764	15%
Multiracial	1562	2%
Native Hawaiian or Pac. Islander (not Hispanic)	427	1%
Undeclared	4295	7%
White (not of Hispanic origin)	12360	19%
Grand Total	64907	100%

From 2015 through 2019, the CCSF applicant pool for recruitments fluctuated in total number of applicants who have applied for PCS positions. The ethnicity demographics have not significantly changed over time for PCS applicants, but there have been some slight increases and decreases in diversity between 2015 and 2019. The ethnicity represented at the highest percentage in the 2019 applicant pool for PCS positions was Asian (except Filipino) at 28% of the total applicant pool. The next-highest representation was White (not of Hispanic origin) and Black or African American, both at 19% of the total applicant pool, and Hispanic or Latino at 15% of the applicant pool. The lowest representation of ethnicities are those of American Indian or Alaskan Native (not Hispanic) at 0%, Native Hawaiian or Pacific Islander (not Hispanic) at 1%, and Multiracial at 2%.

Looking at the applicant pool for permanent exempt positions in the chart below, we see a very similar trend to that of the PCS applicant pool with Asian (except Filipino) at 27% of the total applicant pool. The next-highest representation was White (not of Hispanic origin) at 21%, Black or African American (not of Hispanic origin), at 18%, and Hispanic or Latino at 14% of the applicant pool. The lowest representation ethnicities in the applicant pool are American Indian or Alaskan Native (not Hispanic) at 1%, and Native Hawaiian or Pacific Islander (not Hispanic) at 1%. Also, applicants were given the option to identify as Multiracial in 2019, and there were 3% who selected this option.

Between 2015 and 2019, the total number of applicants who have applied for exempt positions decreased; the applicant pool dropped by 15% between 2015 to 2019. As with the PCS applicant pool, the ethnicity demographics have not significantly changed over time for exempt applicants. This could be an indication that targeted recruitment efforts should be bolstered.

Exhibit 15: Exempt Applicants by Race

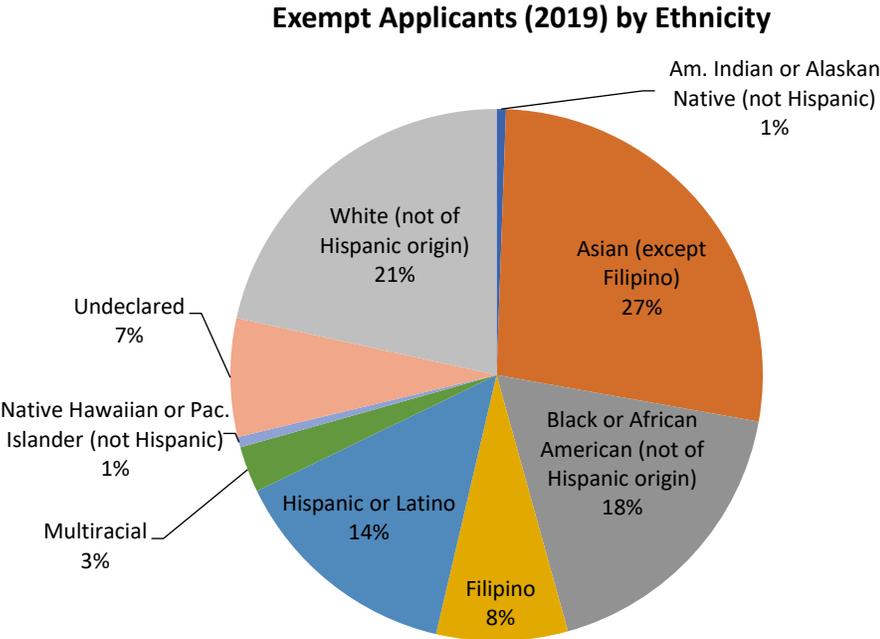


Exhibit 15a: Exempt Applicants by Race

Row Labels	# of Applicants	% of Applicants
Am. Indian or Alaskan Native (not Hispanic)	327	1%
Asian (except Filipino)	15691	27%
Black or African American (not of Hispanic origin)	10299	18%
Filipino	4596	8%
Hispanic or Latino	8158	14%
Multiracial	1614	3%
Native Hawaiian or Pac. Islander (not Hispanic)	365	1%
Undeclared	4144	7%
White (not of Hispanic origin)	12419	21%
Grand Total	57613	100%

F. Applicant Pool by Department

The applicant pool of our candidates is largely diverse, as we see that in the overall applications to individual city departments. This does not always translate into a workforce that is as diverse as the applicant pool. Asians (excluding Filipino) represent the highest number of applications overall for Permanent Civil Service positions at 27%; Black or African Americans are second at 20%; Whites represent 19% of applications; and Hispanic or Latinos represent 15%. For exempt position applications by department, we see a very similar trend to that described above. Exhibits 16 and 16a below provide a detailed look into our applicant pool by race and department by appointment type for calendar year of 2019.

Exhibit 16: Permanent Civil Service Applicant Pool by Department

Permanent Applicant Ethnicity by Department Applications Received from January 1, 2019 to December 31, 2019												
Department	Am. Indian or Alaskan Native (not Hispanic)	Asian (except Filipino)	Black or African American (not of Hispanic origin)	Filipino	Hispanic or Latino	Multiracial	Native Hawaiian or Pac. Islander (not Hispanic)	Undeclared	White (not of Hispanic origin)	Total % of Aps.	Total # of Aps.	
	% of Aps. # of Aps.	% of Aps. # of Aps.	% of Aps. # of Aps.	% of Aps. # of Aps.	% of Aps. # of Aps.	% of Aps. # of Aps.	% of Aps. # of Aps.	% of Aps. # of Aps.	% of Aps. # of Aps.	% of Aps.	# of Aps.	
Administrative Services*	0%	26%	18%	7%	17%	3%	1%	8%	19%	100%	1049	
Department of Technology	0%	44%	12%	13%	35	27	0%	5%	14	12%	33	
General Services Agency	0%	11%	10%	8%	7	10	0%	16%	14	31%	28	
San Francisco Public Works	0%	29%	15%	7%	69	150	2%	8%	83	22%	230	
Adult Probation	0%	23%	16%	4%	3	14%	0%	10%	7	16%	11	
Airport - San Francisco International	0%	32%	11%	7%	212	368	1%	8%	217	25%	719	
Asian Art Museum	0%	24%	6%	12%	3	8%	0%	8%	2	36%	9	
Assessor-Recorder's Office	0%	42%	14%	9%	67	110	1%	6%	47	14%	104	
Board Of Supervisors	0%	38%	30%	13%	10	8	0%	3%	2	18%	14	
Building Inspection	1%	37%	14%	9%	9	13	2%	7%	7	16%	16	
Child Support Services	0%	10%	8%	7%	6	21%	1%	2%	2	9%	7	
Children and Families Commission	0%	45%	19%	0%	6	0%	0%	2%	1	10%	4	
Children Youth and Families	1%	30%	86%	2%	7	15%	1%	8%	22	21%	59	
City Attorney	0%	0%	0%	25%	1	0%	0%	25%	1	50%	2	
City Planning	0%	30%	269%	5%	48	10%	0%	7%	67	35%	315	
Citywide **	1%	38%	2993%	10%	771	13%	0%	7%	530	18%	1416	
Community College District	0%	48%	32%	9%	6	4%	1%	1%	1	15%	10	
Controller	0%	48%	377%	8%	60	9%	1%	11%	83	14%	108	
Department of Emergency Management	1%	16%	284%	7%	119	18%	1%	8%	135	20%	338	
Department of Police Accountability	1%	13%	17%	6%	8	16%	0%	11%	14	26%	33	
District Attorney	0%	21%	23%	10%	6%	7	0%	3%	3	29%	33	
Economic and Workforce Development	1%	27%	94%	5%	18	16%	1%	5%	18	21%	74	
Environment	1%	22%	109%	5%	26	16%	1%	8%	42	36%	184	
Ethics Commission	1%	33%	24%	9%	3	11%	0%	8%	6	24%	17	
Fine Arts Museum	0%	25%	14%	6%	9	5	0%	12%	7	35%	20	
Fire Department	1%	8%	140%	3%	53	22%	1%	6%	103	41%	729	
Health Service System	0%	33%	200%	11%	66	14%	0%	7%	41	12%	75	
Homelessness and Supportive Housing Services	1%	33%	321%	7%	69	11%	0%	6%	60	18%	178	
Human Resources	1%	25%	536%	10%	213	15%	0%	11%	234	17%	350	
Human Rights Commission	2%	16%	20%	3%	4	18%	0%	8%	10	26%	33	
Human Services Agency	0%	24%	1803%	8%	508	1117	1%	6%	356	13%	835	
Juvenile Probation	1%	21%	28%	8%	10	16%	1%	5%	6	20%	27	
Mayor	0%	25%	366%	5%	67	17%	0%	6%	93	21%	313	
Municipal Transportation Agency	1%	56%	24%	7%	594	14%	1%	5%	474	11%	1004	
Police	1%	32%	271%	11%	91	108	0%	9%	77	19%	161	
Port	0%	38%	90%	8%	19	8%	1%	7%	17	23%	56	
Public Defender	1%	16%	31%	3%	5	22%	0%	7%	13	16%	32	
Public Health	0%	27%	2636%	15%	1457	14%	0%	6%	603	18%	1744	
Public Library	3%	20%	69%	4%	15	15%	1%	12%	41	32%	111	
Public Safety ***	0%	15%	456%	7%	219	26%	1%	5%	161	27%	878	
Public Utilities Commission	1%	23%	1078%	8%	279	13%	1%	7%	267	24%	876	
Recreation and Parks	1%	14%	604%	6%	145	15%	1%	7%	166	24%	543	
Rent Arbitration Board	1%	37%	61%	8%	14	13%	0%	7%	12	19%	31	
San Francisco Employees' Retirement System	0%	42%	162%	4%	17	2%	0%	7%	26	30%	114	
San Francisco Unified School District	0%	51%	227%	11%	50	6%	0%	9%	40	14%	64	
Sherriff	0%	15%	153%	8%	86	25%	2%	4%	47	15%	162	
Treasurer/Tax Collector	0%	36%	186%	10%	61	3%	1%	7%	34	12%	59	
Grand Total	0%	28%	17915%	9%	5599%	15%	1%	7%	4295%	19%	12360%	

* Administrative Services is an umbrella agency for certain other departments, including Department of Technology, General Services Agency and San Francisco Public Works.

**Citywide is a designation DHR uses for examinations and exempt recruitments on behalf of multiple departments.

*** Public Safety is the umbrella for recruitments of sworn officers in the Fire, Police, and Sheriff departments.

Ethnicity data are self-reported by each applicant at the time of application. Effective May 10, 2019, applicants could select Native Hawaiian or Pacific Islander and Multiracial in addition to the other categories above. For classification-based testing (CBT), a city department may oversee the process using their department designation on the announcements on behalf of multiple departments.

For position-based testing (PBT), a city department oversees the process using their department designation on the announcement, but other departments may ask to utilize the eligible list for their positions.

Total # of applicants above may reflect individuals who have applied for multiple recruitments.

Exhibit 16a: Exempt Applicant Pool by Department

Exempt Applicant Ethnicity by Department												
Applications Received from January 1, 2019 to December 31, 2019												
Department	American Indian or Alaskan Native (not Hispanic)	Asian (except Filipino)	Black or African American (not of Hispanic origin)	Filipino	Hispanic or Latino	Multiracial	Native Hawaiian or Pac. Islander (not Hispanic)	Undeclared	White (not of Hispanic origin)	Total # of Aps	Total # of Aps	Total # of Aps
	% of Aps	% of Aps	% of Aps	% of Aps	% of Aps	% of Aps	% of Aps	% of Aps	% of Aps	% of Aps	% of Aps	% of Aps
Academy of Sciences	10%	20%	20%	0%	20%	0%	0%	10%	20%	1	2	10
Access to City Employment Program	2%	16%	30%	5%	18%	4%	0%	5%	25%	46	230	937
Administrative Services *	1%	12%	21%	10%	15%	5%	1%	6%	16%	122	327	2064
Department of Technology	1%	8%	12%	8%	11%	2%	0%	8%	27%	105	341	1275
General Services Agency	0%	3%	28%	6%	37%	7%	0%	9%	32%	57	208	642
San Francisco Public Works	1%	13%	34%	8%	17%	3%	1%	7%	16%	159	358	2175
A Adult Probation	0%	1%	17%	4%	11%	3%	0%	7%	17%	20	53	307
Airport - San Francisco International	0%	15%	15%	9%	15%	3%	1%	6%	17%	274	751	4454
Arts Commission	0%	23%	11%	5%	12%	5%	0%	9%	35%	65	255	733
Asian Art Museum	0%	25%	2%	0%	13%	1%	0%	0%	25%	2	2	8
Assessor-Recorder's Office	0%	46%	8%	4%	6%	2%	1%	9%	19%	52	105	556
Board of Supervisors	0%	20%	15%	7%	16%	7%	0%	7%	27%	29	110	411
Building Inspection	0%	45%	12%	10%	9%	1%	0%	8%	17%	7	15	86
Child Support Services	1%	22%	20%	7%	20%	1%	0%	7%	13%	9	18	138
Children and Families Commission	0%	0%	50%	0%	0%	0%	0%	0%	50%	1	1	2
Children Youth and Families	0%	29%	24%	0%	14%	4%	2%	8%	17%	10	22	133
City Attorney	0%	19%	43%	5%	12%	3%	0%	12%	29%	26	65	222
City Planning	1%	6%	7%	5%	14%	1%	0%	10%	36%	103	385	1082
Community College District	1%	17%	15%	10%	22%	4%	1%	13%	21%	21	27	157
Controller	0%	5%	9%	8%	8%	2%	0%	8%	20%	88	212	1086
Department of Elections	0%	8%	7%	11%	16%	4%	1%	5%	17%	171	519	3360
Department of Emergency Management	0%	8%	16%	3%	7%	2%	0%	5%	4%	4	50	86
Department of Police Accountability	2%	10%	23%	6%	12%	0%	0%	10%	38%	5	20	52
District Attorney	0%	3%	14%	4%	20%	5%	0%	9%	31%	96	332	1086
Economic and Workforce Development	1%	5%	26%	11%	13%	2%	0%	8%	23%	50	136	598
Environment	1%	5%	8%	5%	14%	4%	0%	9%	41%	69	330	809
Ethics Commission	0%	0%	0%	0%	0%	0%	0%	100%	0%	1	0	1
Fine Arts Museum	1%	4%	31%	12%	13%	3%	1%	7%	18%	53	137	781
Fire Department	0%	1%	9%	7%	19%	3%	0%	8%	23%	23	39%	277
Health Service System	1%	4%	13%	7%	13%	4%	1%	7%	25%	37	107	504
Homelessness and Supportive Housing Services	1%	12%	23%	6%	13%	1%	0%	9%	25%	139	405	1614
Human Resources	0%	8%	19%	9%	14%	3%	1%	7%	18%	139	353	1947
Human Rights Commission	0%	18%	9%	0%	26%	0%	0%	8%	34%	4	17	50
Human Services Agency	1%	36%	26%	8%	18%	3%	1%	6%	12%	257	506	4111
Juvenile Probation	0%	1%	16%	11%	15%	3%	0%	7%	18%	17	41	233
Mayor	0%	7%	23%	5%	9%	3%	1%	7%	23%	123	380	1663
Municipal Transportation Agency	1%	18%	18%	6%	11%	3%	1%	7%	23%	215	758	3278
Police	0%	3%	15%	6%	17%	4%	1%	7%	26%	48	187	711
Port	0%	20%	67%	7%	17%	2%	0%	7%	34%	25	115	341
Public Defender	0%	15%	3%	0%	25%	5%	0%	5%	35%	1	7	20
Public Health	1%	48%	12%	7%	14%	2%	0%	7%	19%	575	1590	8179
Public Library	1%	5%	23%	4%	13%	3%	0%	10%	31%	34	108	353
Public Utilities Commission	1%	46%	14%	7%	13%	3%	1%	8%	22%	465	1359	6175
Recreation and Parks	1%	17%	19%	5%	14%	5%	1%	8%	28%	239	871	3077
Rent Arbitration Board	0%	26%	18%	1%	12%	0%	3%	7%	39%	5	27	69
San Francisco Employees' Retirement System	1%	1%	9%	4%	11%	2%	0%	14%	41%	14	41	100
San Francisco Unified School District	1%	6%	12%	5%	10%	1%	4%	9%	23%	94	246	1056
Sheriff	1%	1%	14%	6%	10%	7%	1%	8%	16%	16	34%	198
Status of Women	0%	13%	7%	0%	13%	5%	0%	4%	2%	2	51%	23
Treasurer/Tax Collector	0%	32%	11%	9%	32%	11%	1%	6%	21%	20%	69	345
War Memorial	0%	25%	4%	0%	13%	2%	0%	13%	2%	2	25%	16
G and Total	1%	327	27%	8%	14%	3%	1%	7%	22%	4144	12419	57613

* Administrative Services an umbrella agency for certain other departments, including Department of Technology, General Services Agency and San Francisco Public Works.

** Citywide is a designation DHR uses for examinations and exempt recruitments on behalf of multiple departments.

*** Public Safety is the umbrella for recruitments of sworn officers in the Fire, Police, and Sheriff departments.

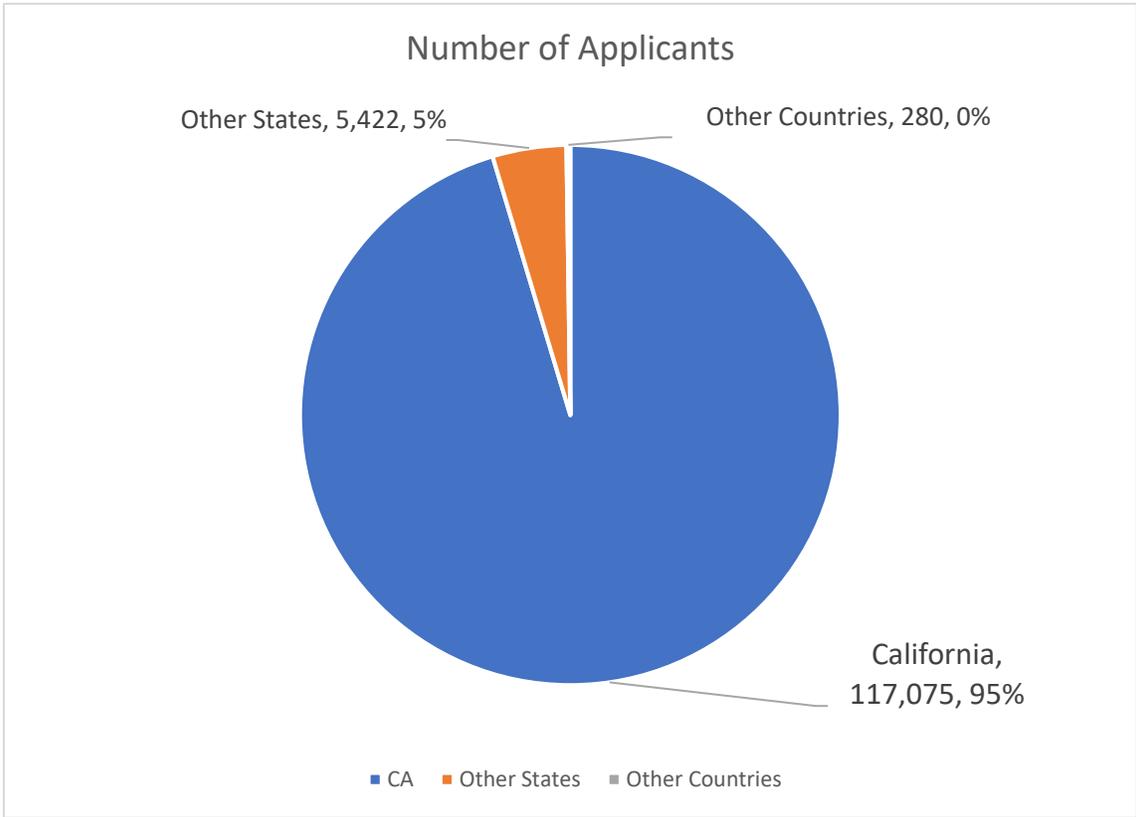
Ethnicity data are self-reported by each applicant at the time of application. Effective May 10, 2019, applicants could select Native Hawaiian or Pacific Islander and Multiracial in addition to the other categories above.

Total # of applicants above may reflect individuals who have applied for multiple recruitments.

Exhibit 17: Number of Applicants

2019 Residency Data of Applicants

Row Labels	Sum # of Applicants	% of Applicants
California *	117075	95%
Other Countries	280	2%
Other States	5422	5%
Grand Total	122,777	100%



Disclaimers:

- Residency data are self-reported by each applicant at the time of application.
- Other States included the 49 States plus the District of Columbia.
- Other Countries included all residency choices outside of the United States.
- Total # of applicants above may reflect individuals who have applied for multiple recruitments.

*The current applicant tracking system does not allow us to generate reports by city. DHR will need to pull data for San Francisco manually.

G. Analysis of Diversity in Targeted Classifications

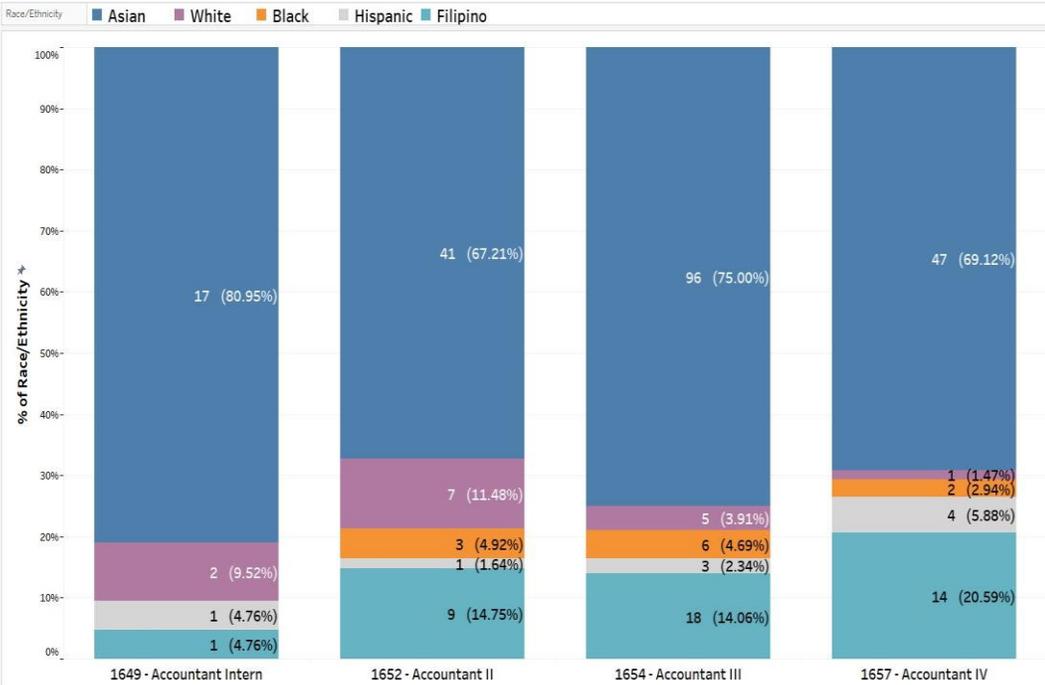
DHR's newly formed Diversity Recruitment Team (DRT) has begun to identify and examine classifications facing diversity challenges. The team interviewed over 25 city departments with the goal of identifying which classifications have recruitment challenges and which have notable diversity disparities. Using workforce demographic data, the DRT is beginning to understand whether a particular recruitment challenge was also accompanied by a diversity disparity in the classification.

Data on these classifications was pulled from multiple platforms, including DHR's workforce demographics data via People and Pay and Job Aps, and qualitative data retrieved via City Departmental interviews. Data included the gender and ethnic makeup of employees, class specifications including minimum qualifications, concerns regarding where diversity decreased in the course of the hiring process, hard to fill classifications, succession and attrition, and general information on the diversity of applicant pools. The DRT is focusing on citywide classifications because they have a larger number of positions and impact multiple city departments.

Below we provide examples of some of the research the DRT has begun. Identifying where diversity challenges exist allows the team to begin to modernize and diversify City recruitment efforts through Marketing, Branding, and Social Media.

1. Accounting Internship

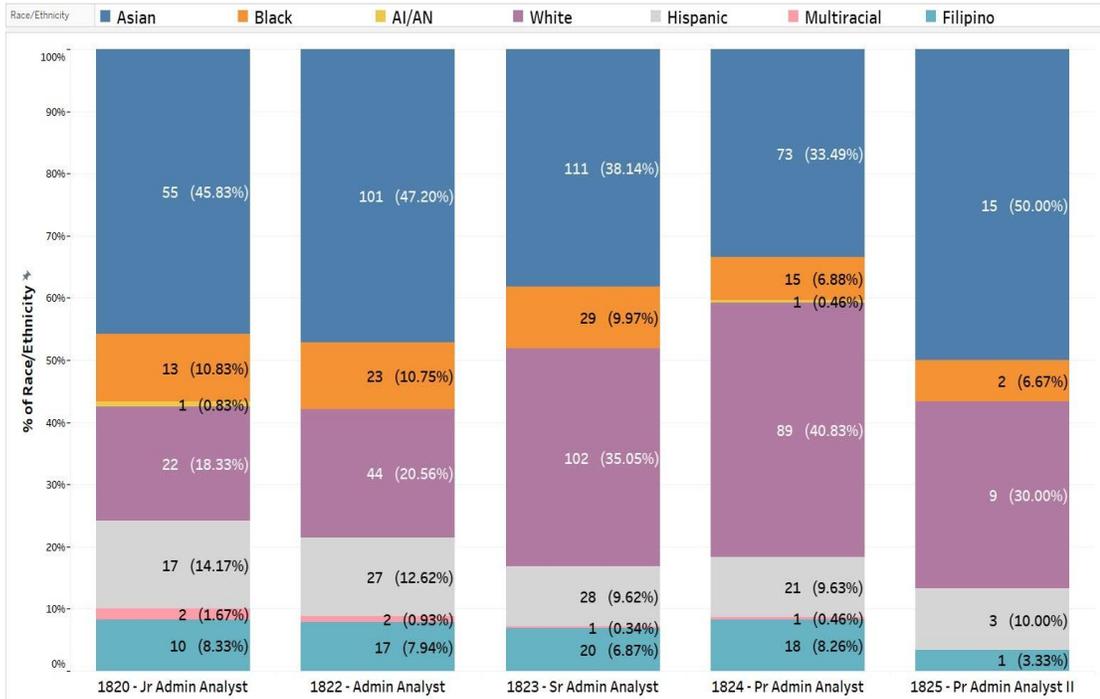
The Accounting Series lacks racial diversity in its employees. In FY 19-20, the entry-level, pipeline 1649 Accounting Internship had no Black employees, and only one (1) Hispanic employee. Additionally, Asian and Filipino employees combined make up at least 80% of those employed in all Accountant classifications. Over thirty (30) City departments utilize the Accountant Series, and over 300 Accountants & Accountant Interns are employed throughout the City. Diversifying the Accounting Internship is the initial focus our efforts to increase representation across the series.



2. Administrative Analyst Series (182X series)

The 182X classification has a diverse pool of applicants. However, we find that diversity drops as employees move up into higher classifications in the series, especially for Filipino and Black employees. Over forty (40) City departments utilize the 182X Administrative Analyst Series, and over 900 administrative analysts are employed across the City.

Based on analysis of the data and recent interviews with departments, this classification examination was noted as difficult and challenging for current employees to pass. Within the FY 18-19 recruitment for the 1820 classification, only 20% of Black applicants who met the minimum qualifications successfully made it onto the eligible list, compared to over 63% of Asian applicants. In addition, most of the positions have a wide range of special conditions attached such as a background clearance requirement, driver license, language, or a certain level of administrative or oversight experience. These special conditions sometimes seem to be a barrier for current employees in some ethnic groups to successfully promote into higher administrative analyst positions.



a. Guidance for Using Workforce Tools

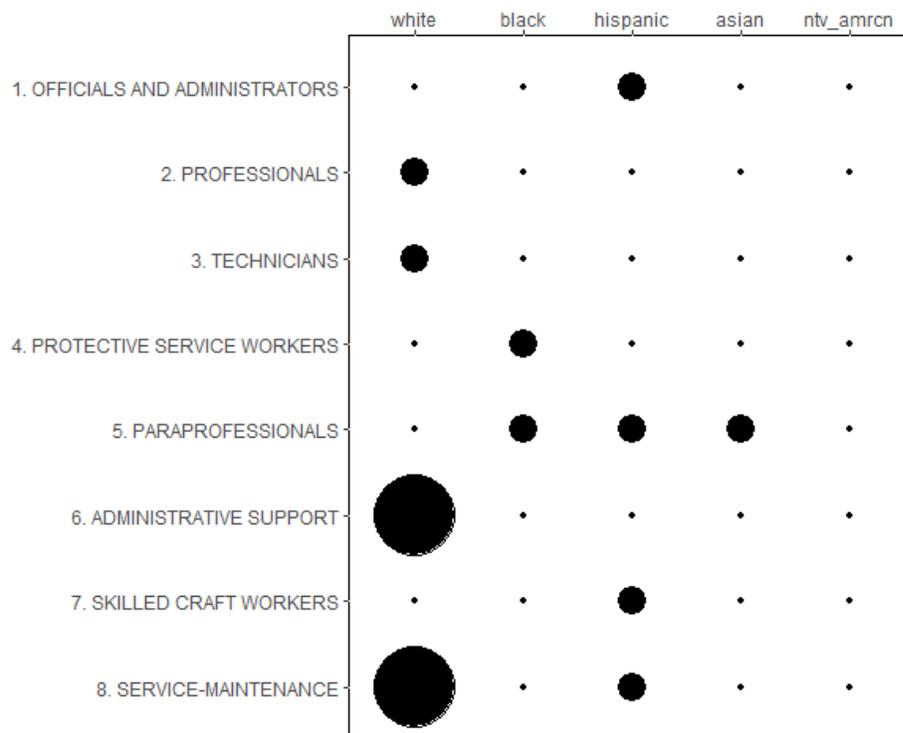
DHR recently developed a series of online demographic tools, two of which provide department-specific filters and can be helpful in compiling departments' future Racial Equity Action Plans as required by the City Administrative Code. While most of these tools are convenient ways to identify citywide racial demographic trends (such as for new hires, promotions, average salary, and appointment type), two of the tools are especially helpful for departments in that they provide department-specific employment filters. The "Race/Ethnicity and Department"¹⁶ tab allows users to filter by a specific department and observe the overall racial makeup of the department across the most recent five years of data. Similarly, DHR's "Corrective Action and Discipline by Race/Ethnicity and Gender" data¹⁷ allows the largest departments (AIR, HSA, DPH, DPW, PUC, and MTA) to identify disparities by comparing their overall racial demographics with the racial demographics of their corrective and disciplinary actions.

In addition, the attached utilization analysis identifies the degree to which departments may have underrepresentation of particular races within specific occupational categories. The analysis compares the racial composition of each department with the broader pool of employed individuals within the 11 counties where City employees reside. Utilizing data from the City's EEO-4 reports, job groups are summarized by eight occupational categories: (1) officials and administrators, (2) professionals, (3) technicians, (4) protective service workers, (5) paraprofessionals, (6) administrative support, (7) skilled craft workers, and (8) service-maintenance. The example below provides the results of this analysis for the Airport and similar charts for all departments can be found in Appendix A. Larger dots represent a greater degree to which a department's workforce is underrepresented compared to the broader labor pool, whereas the smaller dots represent areas in which the department's workforce is roughly equal to or exceeds the labor pool.¹⁸

¹⁶ <https://sfdhr.org/race-ethnicity-and-department>

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

Exhibit 18: Example Utilization Analysis for the San Francisco International Airport—Larger Dots Associated with Greater Underrepresentation Compared to Available Labor Market



Departments should consider the degree to which groups of employees are underrepresented when they develop their forthcoming Racial Equity Action Plans. While it is illegal to consider race when making an employment decision, departments may engage in practices to make the hiring process and workplace more accommodating and welcoming to those groups of employees who are underrepresented. In the example above, the Airport may focus on employing more Hispanic officials and administrators through efforts such as:

- Engaging in targeted outreach for job openings to organizations of Hispanic officials and administrators,
- Reviewing minimum qualifications, special conditions, or other job requirements that may disproportionately disqualify Hispanic applicants,
- Identifying and implementing examination instruments which reduce potential adverse impacts in the testing process,
- Developing Hispanic affinity groups within the department,
- Assessing factors that contribute to the termination (voluntary and involuntary) of Hispanic employees.

The Office of Racial Equity and the Department of Human Resources have resources to assist departments with recruitment and engagement strategies to improve the diversity of their workforces.

Using DHR's disciplinary action report, departments can compare the distribution of their disciplinary actions by racial category to the racial makeup of their departments. As mentioned before, the publicly posted report includes department-specific disciplinary actions by racial category for the Airport, Human Services Agency, Department of Public Health, Public Works, the Public Utilities Commission, and the San Francisco Municipal Transportation Agency. These departments should reference page 3 of the report and assess whether the distribution of disciplinary actions by race exceeds 120% of the racial distribution of employees. If so, these departments should consider efforts to reduce disciplinary actions for these groups of employees and detail these efforts within their racial equity action plans. For example, a department that may appear to overissue disciplinary actions to certain races of employees may assess how similar infractions tend to be addressed for other racial groups and communicate these findings to relevant supervisors issuing the disciplinary actions.

The Department of Human Resources, the Office of Racial Equity, and the Office of the Controller will develop additional tools for departments to utilize in compiling their Racial Equity Action Plans over the next six months. These tools will provide department-specific assessments of employment actions by race, including hiring, promotion, termination, and compensation decisions.

III. INTERVENTIONS AND RECOMMENDATIONS

To reach our goal of a more diverse and inclusive workforce a strategic plan incorporating recruitment, retention, and growth opportunities is necessary. The above data illustrates the need for focused strategies to keep and improve the diversity of our City workforce. Although the percentage change in racial demographics was not severe from 2015 to 2019, it does seem static. With more interventions and a focus on diversity and inclusion we expect to see higher percentages of representation and retention of diverse employees. Below are some of the ways DHR has increased the positive workspace for employees and opportunities for employee growth.

A. Discipline and Corrective Actions

In order to improve the consistency and fairness of the administration of discipline and corrective actions, DHR has taken the following steps:

1. Citywide standardized training for HR staff who serve as Skelly (disciplinary) Officers.
2. Issuance of checklists and additional training for HR representatives on discipline, performance improvement plans, probationary extensions, and probationary releases.
3. Integration of these checklists and topics of fairness in the performance planning process into DHR's 24 Plus training for new supervisors and managers citywide.
4. The MTA is implementing department wide standardized discipline procedures. This means that all employees will receive the same level of discipline for a particular policy violation. MTA is also developing a policy that outlines the Management / HR review process for all discipline for rule violations. MTA will train Employee Labor Relations staff and managers on all new policy and new procedures.
5. Similarly, in the Human Services Agency, there will be a scaled back discipline process that will require managers and supervisors to complete a checklist before discipline is issued to an employee to identify what level of discipline is appropriate, if any.

The Department of Public Health will collaborate with DHR to begin performing discipline audits to determine where there are disparities in discipline and why.

The availability and publication of data on racial disparities in discipline and corrective actions has already made an impact. In the second six-month reporting period, we saw a reduction in the disparity of these actions. While the racial disparities still continue, the direction is promising.

B. Recruitment

1. Hiring Modernization Project- Job Recruitment Page

DHR is in the process of acquiring a new applicant tracking system (ATS) that will provide widely expanded functionality to advertise recruitments on multiple platforms giving us the ability to reach a much broader audience and different communities. The ATS system will also have 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 our applicants are coming from and what types of communications and advertisements are most successful.

2. Minimum Qualifications

In the past several years DHR has undertaken a systematic review of the minimum qualifications of the City's more than 1,100 classifications. The intent of the project is to eliminate any minimum qualifications that may present unnecessary barriers to employment and unfairly screen out qualified candidates who could be successful employees. DHR's Classification and Compensation Division has revised the minimum qualifications of hundreds of job classifications in order to broaden access to City employment. A recent notable example is the revision of the IT series qualifications, which now allows for complete substitutions of experience for secondary education. This will help adjust for society's inequity of educational opportunities and allow more diverse candidates to compete for and promote into higher-level City jobs. DHR will continue to evaluate minimum qualifications on an ongoing basis.

3. Diversity Recruitment Team

In order to increase diversity and generate a more robust applicant pool for City recruitments, In fall 2019, DHR established a Diversity Recruitment Team (DRT) that works in partnership with City departments to conduct outreach for targeted classifications through social media, and collaboration with educational institutions, professional organizations, and community-based organizations to reach a diverse audience of jobseekers. The Diversity Recruitment team's scope of work includes the following:

a) Analysis of Diversity in Targeted Classifications

The DRT conducts data analysis of workforce demographic data to identify classifications facing diversity challenges in which there is underrepresentation of groups based on gender and/or race. The DRT pulls data from multiple platforms including DHR's workforce demographics data via People and Pay and Job Aps and is focusing on

citywide classifications that have a larger number of positions and impact multiple city departments.

b) Conducting City Departmental Interviews and Establishing Diversity Recruitment Partnerships

To better understand the City's diversity recruitment challenges, the DRT met with over 25 City Departments throughout Quarter 2 and 3 of the 2019-20 fiscal year to discuss recruitment needs regarding specific classifications, identify best practices, and discuss how DHR can support outreach efforts to diverse candidates.. These initial meetings have set the groundwork for partnership between DHR and the HR teams at each department to support diversity recruitment efforts. The DRT will continue to build on these partnerships by supporting departments with the development of diversity outreach plans and promoting recruitments for specific classifications through social media and through DHR's participation in career fairs and other community outreach opportunities.

c) Convening New Citywide Diversity Recruitment Workgroup

To promote coordination and sharing of best practices between recruiters and HR analysts To better understand the City's diversity recruitment challenges, the DRT met with over 25 City Departments throughout Quarter 2 and 3 of the 2019-20 fiscal year to discuss recruitment needs regarding specific classifications, identify best practices, and discuss how DHR can support outreach efforts to diverse candidates.. These initial meetings have set the groundwork for partnership between DHR and the HR teams at each department to support diversity recruitment efforts. The DRT will continue to build on these partnerships by supporting departments with the development of diversity outreach plans and promoting recruitments for specific classifications through social media and through DHR's participation in career fairs and other community outreach opportunities.

To promote coordination and sharing of best practices between recruiters and HR analysts across multiple City departments, the DRT launched a citywide Diversity Recruitment Workgroup. Over thirty (30) City departments were represented during the first workgroup meeting held on January 28, 2020. The workgroup provides participants with the opportunity to establish citywide connections with other HR professionals who are diligently working to increase City workforce diversity. Participants are interested in cross-departmental collaboration to increase the diversity in applicant pools, find candidates for classifications facing employee shortages (e.g., Crafts & Trades), and develop effective recruitment strategies. The Diversity Recruitment Team will continue to support citywide collaboration by hosting monthly Diversity Recruitment Workgroup meetings.

d) Creating New Diversity Recruitment Toolkit

The Toolkit is intended to be one of many resources available for HR professionals, supervisors and hiring managers to consult as they seek to maximize their outreach efforts and build an inclusive and diverse workforce. The Toolkit will contain resources to help guide and support HR Professionals in the outreach, recruitment, and hiring of highly qualified diverse employees. Additionally, the Toolkit will aim to provide a consistent framework for City departments to utilize throughout the recruitment process. The Toolkit will include an extensive list of community partners, educational institutions, and professional organizations that will be important sources of diverse candidates. This Toolkit will be available at the beginning of the 2020-21 fiscal year.

e) DHR Community Outreach and Social Media Efforts

To promote City employment in general, to increase the City and County of San Francisco's presence in the community and direct interactions with a diversity of jobseekers, and to help department partners promote specific job vacancies, the DHR Diversity Recruitment team is actively participating in numerous community outreach events including career fairs. They are also meeting with community organizations and Neighborhood Access Points to share information about City job opportunities. They plan to begin conducting educational workshops for community members to help them understand how to navigate through the City's job application process. Additionally, the Diversity Recruitment team is working in partnership with DHR's Communication & Policy team to develop a coordinated communication strategy using different social media platforms including LinkedIn and Facebook.

f) Partnering with ApprenticeshipSF Program to Recruit for Skilled Crafts and Trades

On February 13, 2020, DHR's ApprenticeshipSF Program co-sponsored a major citywide recruitment fair at Port 50 for skilled crafts and trades. The DRT was instrumental in conducting outreach for this career fair, including reaching out to schools and youth-serving organizations. Youth and adult job seekers who attended the career fair learned about future careers in the skilled crafts and trades. They also learned about the City's paid apprenticeship and career pathway opportunities. The City's "learn while you earn" apprenticeship opportunities provide diverse individuals with career pathway opportunities into City employment.

The City's recently negotiated labor agreements with the building trades unions specifically promote diversity in apprenticeship, including allowing the City to review apprenticeship examinations to ensure they are job-related and non-discriminatory, and to partner with the unions to ensure a recruitment process that focuses on diversity. The City's ApprenticeshipSF staff and DRT will continue to collaborate with the unions, with

community based organizations, and with local educational agencies to promote the City's apprenticeship opportunities to diverse audiences, and ensure there are fair hiring practices that will help diversity the City's skilled crafts and trades classifications.

g) Access to City Employment (ACE) Program

The DRT leads the City's ACE Program. The ACE program provides an alternative path to permanent City employment for people with disabilities. It allows qualified disabled individuals to enter City service without going through the competitive hiring process. Employees in the program have a one-year evaluation period with three performance appraisals. After successful completion of that one-year period, the employee will receive permanent civil service status in the classification. The ACE program is an important strategy to diversify the City's workforce.

C. Employee Retention

DHR's Workforce Development team offers trainings and team building workshops that support positive workplace culture within City departments. DHR also provides a five week 24-PLUS management workshop for supervisors and managers providing them with the tools necessary to lead a large or small team. These workshops build leadership skills and promote positive relationship building between employees which increases employee engagement, satisfaction, and retention. These workshops include the following efforts.

1. Respect in the Workplace Training

At the beginning of the 2019 calendar year, DHR partnered with SFMTA to design and deliver a new Respect in the Workplace training. Designed to help the agency with organizational culture change and promote its core value of respect, DHR trainers delivered 18 sessions of this new training to over 500 SFMTA supervisors, managers and employees over the 2019 calendar year. DHR's Respect in the Workplace training is now available to other City departments who similarly want to provide foundational training to employees on respect in the workplace. This training teaches employees at all levels that how we interact, listen, and learn to understand each other, are all necessary for a more inclusive workplace. This Spring, DHR will begin a new organizational culture change initiative in partnership with the Department of Public Health and the Human Services Agency. This initiative will involve providing the Respect in the Workplace trainings broadly across both organizations.

2. Managing Implicit Bias: Creating Awareness and Building Inclusion

To promote a diverse, equitable, and inclusive community across City departments, DHR continues to offer a full day, in-person implicit bias training to hundreds of City employees across all levels of the organization. DHR continues to partner with the San Francisco Police

Department to deliver implicit bias training to all levels of its workforce, including sworn officers and civilian staff. Additionally, in the Fall of 2019, DHR delivered the implicit bias training to the City's department heads, including Mayor Breed. In this training, participants understand the effects of bias on decision-making, and learn tools to create inclusive workplace environments. Since DHR's inception of the implicit bias training in 2016, DHR has trained almost 5,000 City employees.

3. Communicating Across Cultures

Participants in this session will explore various strategies to enhance communication and build a culture of trust. This is particularly helpful in breaking down barriers between employees of different racial and ethnic backgrounds. DHR successfully piloted this training in 2017 and 2018 to teams at Laguna Honda Hospital, and now offers this workshop to intact teams of any requesting City department. In Spring 2020, DHR will launch a Train the Trainer program to share this program with Learning and Development colleagues at other City departments. Our goal is to build the capacity of numerous trainers across the City to deliver this training to their own departments, in order to scale cross cultural communication training across the City.

D. Employee Promotions

DHR is exploring a number of promising practices to support more equitable access to promotive opportunities. These include:

Mentorship

One way to increase diversity in our workforce and in leadership roles is to improve mentoring opportunities for women and people of color. For mentorship programs to be successful, they must have buy-in by the entire leadership including the mentor. Both mentors and mentees must be supported and coached on how to build productive relationships that support the mission of the organization or department. DHR is identifying best practices for implementation of a mentorship program in San Francisco. A program such as this helps create a pathway for talented employees that do not always have the direct access to management that other groups may have.

Career Coaching

Career coaching empowers employees to make informed decisions about their trajectory in the workplace. Career coaching can be done at any level, career coaches can work with new employees as well as more established employees. Career coaches work in partnership with employees to provide direction, provide job applications or write cover letters or resumes. Career coaches assist with navigating career challenges, job application processes, and give advice about career opportunities. DHR is exploring the possibility of implementing a career coaching program for city employees. Implementation of this strategy will depend on funding that is available. 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 navigate the City's job application and exam processes.

Rotation of Acting Assignments

In the event of a long-term absence of a supervisor or manager, it has been practice in the past to appoint a single individual as the interim or acting appointment. DHR now recommends as a best practice that all qualified and interested employees have the opportunity to serve equal amounts of time in an acting role during long term absences or during the period prior to filling a permanent vacancy. 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. This is a more fair and equitable approach to filling acting assignments, so that several qualified and interested employees get the chance to experience work at the promotional level.

Stretch Assignments

One way that individuals develop and have the opportunity to demonstrate their skills and potential is by taking on stretch assignments. A stretch assignment is a project or task given to employees which is within their abilities, but may be something they have not done before, perhaps beyond their current knowledge or skills level. Stretch 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. One promising practice is to ensure that stretch assignments rotate between employees and to ensure that they have support from management to succeed.

IV. PHASE II STRATEGY / RECOMMENDATIONS

Scope of Phase II analysis

As a follow-up to the Phase I report publication, DHR will work with the Office of Racial Equity and the Office of the Controller to produce a Phase II analysis. The key distinction from the Phase I and Phase II analyses is that Phase II will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. There are two ways that the Phase II analysis will be more robust than that of Phase I – it will be based both on job classes and employment decision ratios:

- *Analysis Based on Job Classes* – Phase I examines Citywide employment outcomes, with the exception of the utilization analysis that looks at occupational categories by department. Phase II will be more robust by evaluating all employment decisions at the job class level for similarly situated employee groupings, based on shared knowledge, skills, and availability. Such an approach will allow the City to identify disparate employment outcomes within various levels of an organization. (For example, identifying that a particular racial group is less likely to be promoted into higher-level positions than lower-level positions within a department.) Although work will be ongoing to identify appropriate employee groupings, job families will likely serve as a starting point for this approach.
- *Employment Decision Ratios*. Rather than identifying the racial composition of the outcomes of employment decisions, Phase II will assess the likelihood that race may have played a role in the employment decisions themselves. The analysis will achieve this by considering the number of applicants, by race, for openings within a job class versus the racial composition of individuals that are ultimately successful in being hired. In comparing these applicant-to-hire ratios, by race, statistical techniques will be utilized to identify whether the hire ratios are statistically significant at the 5% significance level. Similar analyses will be completed for promotion and termination (involuntary vs. voluntary) decisions by utilizing pools of individuals eligible for promotions and terminations.

Key elements of the Phase II analysis will include:

- *Report Summary*. A written description of the various employment issues identified within the analysis, the need for further assessments at the department level, and a reminder of the resources available through ORE/DHR for addressing disparities.
- *Assessment of Employment Outcomes by Job Class*. By department, a disparate impact analysis comparing hire/promotion/termination ratios of job classes at the 5% level of

significance. Qualitative accounts of job seekers'/employees' experiences will also be included within the analysis.

- *Compensation Analysis.* By department, an ordinary least squares (OLS) regression analysis of job classes comparing readily available employment data likely to impact pay (tenure with City, time on job, etc.) and race. Results of the analysis for those job classes in which race is a statistically significant factor (at the 5% level of significance) and amounts to a greater than \$1,000 per-year income disparity will be published within the Phase II workforce report.
- *Disciplinary Actions, Probationary Releases, and Medical Separations.* Similar to the employment outcomes analyses, disciplinary actions, probationary releases, and medical separations will be assessed at the department level by racial category, then compared to the broader racial makeup of the department. In instances where these ratios (on the basis of race) differ at the 5% level of significance, the results will be published as part of the Phase II analysis and departments will be asked to conduct further investigations.

These statistically significant job-class disparities will be shared with departments for consideration and development of their Racial Equity Action Plans. Additional guidance will be provided to departments at that time.

Should departments have any questions throughout this process, they shall consult the Office of Racial Equity or the Department of Human Resources.

- Diversity Recruitment During Quarters 3 and 4 of this fiscal year and continuing in the new fiscal year, the Diversity Recruitment Team will continue to meet with City Departments and community stakeholders, conduct Civil Service Application workshops in the community, launch a Diversity Recruitment website, build a Diversity Recruitment Toolkit, and hold Citywide Diversity Recruitment Workgroups for City HR Professionals to collaborate and discuss best practices around hiring diverse and qualified candidates.

Additional data analysis is necessary to better understand where diversity decreases in the hiring process. This process includes identifying if diversity exists in applicant pools, identifying if diversity decreases when determining if minimum qualifications are met, during the examination phase, at the interview phase, and analyzing those who were hired. This thorough analysis would provide insight on necessary interventions.

The DRT will pilot some interventions by focusing on a few targeted classifications where diversity is lacking, including the accountant entry level position, the Administrative Analyst series, and the Medical Exam Assistant entry level position. These interventions include collaborating with the Controller's Office to engage in comprehensive outreach efforts to numerous Bay Area colleges to promote the accountant internship to diverse students studying foundational finance courses. For the Administrative Analyst series, the DRT will collaborate with the DHR Employment Services Division to analyze the exam and determine where diversity drops off in the hiring and selection process. For the Medical Exams Assistant, the DRT will explore the development of career pathways that would attract job seekers to this entry level position by linking this position to other opportunities such as firefighter and EMT.

Hiring Modernization Project- Applicant Tracking System

1. Testing

The Department of Human Resources leads the citywide effort in developing selection instruments that are valid and culturally sensitive. Valid instruments reflect industry best practice, and cultural sensitivity can lead to a more diverse workforce.

2. Administrative Analyst Series (182X series)

The Diversity Recruitment Team will focus their efforts on the internal hiring process for this class; look at where the diversity drops and working with RAS Team to review the examination and talking to Departmental Subject Matter Experts on a possible Pilot Management Program to support the current employees and provide equal access to move up in the series.

The Diversity Recruitment Team will focus their outreach on recruiting for a diverse pool of qualified candidates for the 182X series with the hopes of increasing diversity along the series.

The Diversity Recruitment Team will work on a Recruitment Toolkit, including discussing best practices for hiring, ways to recruit for diverse and qualified candidates. In addition, activity recognizing City departments best practices is essential.

3. Registered Nurses (2320)

The Diversity Recruitment team will work in collaboration with DHR's Employment Services Division to address these challenges. Diversity Recruitment Team is currently working on a Recruitment Tool Kit specifically for this classification. The toolkit will include the best practices for recruiting, hiring and retaining nurses within Department of Public Health. In addition, it will list National and Professional Organizations where we can outreach and recruit. Job Boards (paid and free), as well as career events and conferences to attend. The

Diversity Recruitment Team will focus on recruiting specialized registered nurses in the Bay Area with the hopes of increasing the Hispanic and Black percentages in this class.

4. Accounting Internship

The Diversity Recruitment team plans to create a specialized Recruitment Toolkit for the Accountant classification. The Recruitment Toolkit will include a list of diverse job boards to post recruitments, national/professional organizations to send job leads, colleges/universities to post, agencies to outreach. The Diversity Recruitment Team will conduct outreach to high schools alongside the Controller's Office and encourage young students to look into an Accountant career. The Diversity Recruitment Team will conduct outreach to community colleges and SFUSD. The Diversity Recruitment Team plans to conduct outreach to CBO's that focus on assisting job seekers with a degree in Accounting. The Diversity Recruitment Team will look into the Top 10 undergraduate Accounting Programs in California. The Diversity Recruitment Team will collaborate effectively with the Office of the Controller and other City Departments that are working on this effort. The Diversity Recruitment Team will assist the Controller's office with outreach and marketing on DHR's social Media Accounts such as Facebook, Handshake and Twitter.

Conclusion

The San Francisco Department of Human Resources is uniquely positioned and committed to making a significant and positive difference in the lives of all City employees. Unfortunately, not all City employees have the same experiences in their role as public employees. It is our goal to identify those different experiences through both quantitative and qualitative data and implement interventions that will close the disparity gaps in corrective action and discipline, promotional opportunities, salaries and others.

Focusing on inclusion as well as diversity ensures that employees feel welcomed, understood, and respected in the workplace. Diversity with inclusion provides a healthy work environment leading to higher retention rates and better employee engagement. Identifying disparities in promotions, underrepresentation within classifications, better recruitment and employee engagement strategies are all central to the success of city government. We will focus on clearly identifying where the gaps are in these critical areas in Phase II of the 2020 annual workforce report and also focus on the interventions being implemented by the Department of Human Resources.

Across the country, cities are making a commitment to work towards racial equity and to right the wrongs that began at the inception of our country and which persist through the present day. The City is committed to breaking the chain of racial inequities and addressing the underlying causes of the inequities that exist. San Francisco has been at the forefront of many critical equity policies that have been replicated across the country, from the Fair Chance Ordinance and deidentification policies, to criminal justice reform, to the Access to City Employment Program, we have always championed the goal of a more equitable city. Achieving racial equity requires ongoing and persistent, daily practice and commitment from all employees, especially those in management.

Conducting further analysis and more importantly, implementing the interventions and recommendations in this report will undoubtedly be challenging, but it is necessary. San Francisco is a beacon of hope and held up as an example of diversity and inclusion for millions of people around the world. It is our duty to live up to that expectation.

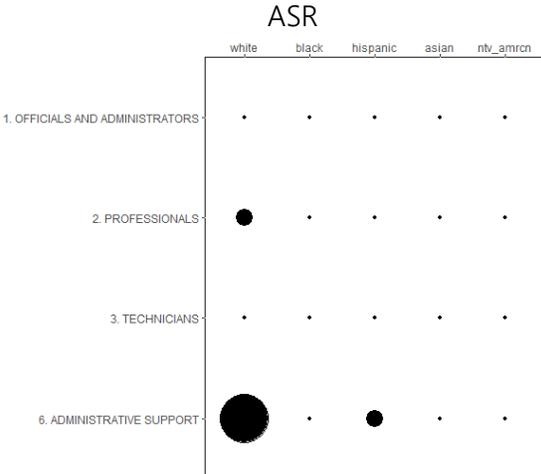
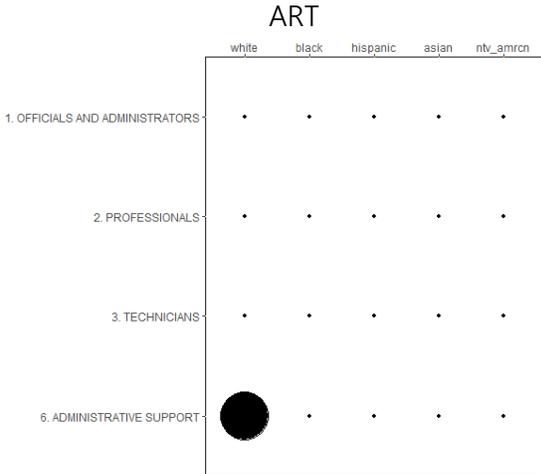
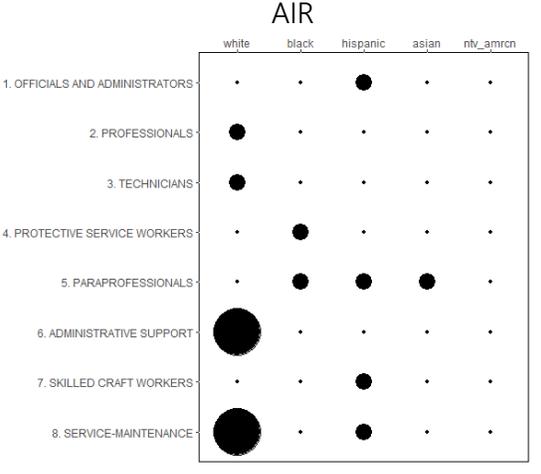
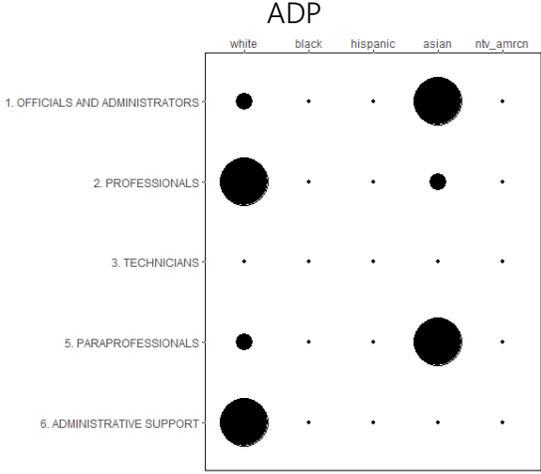
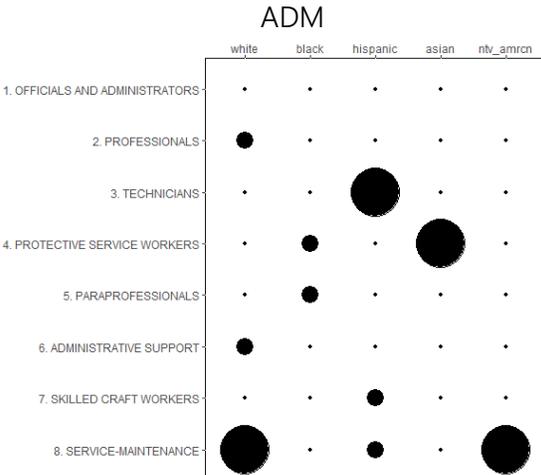
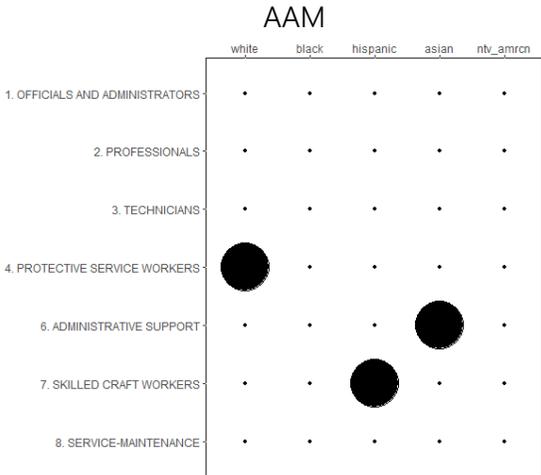
V. Appendix A - Statistical Overview by Race, Ethnicity, and Gender

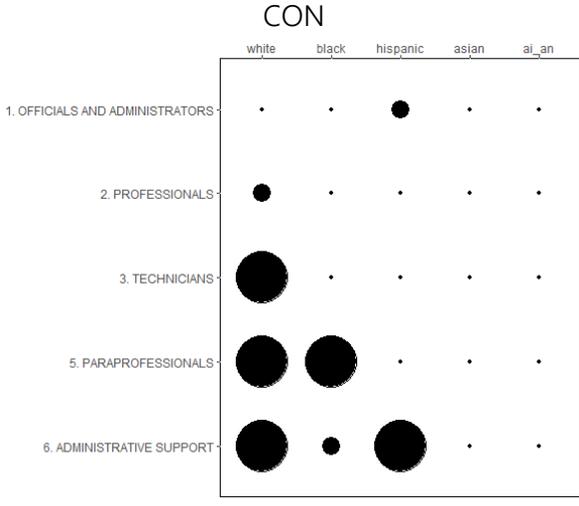
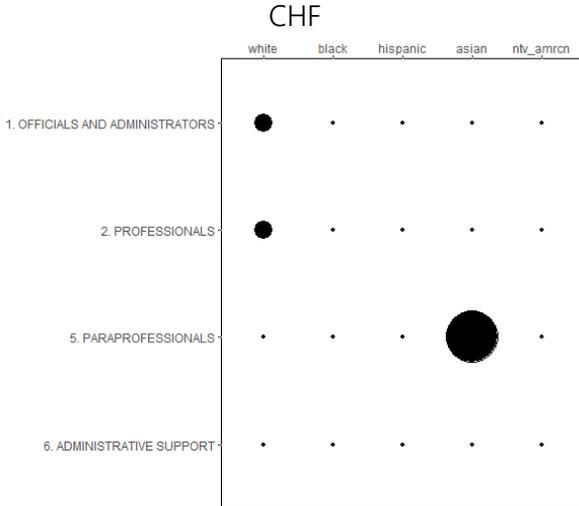
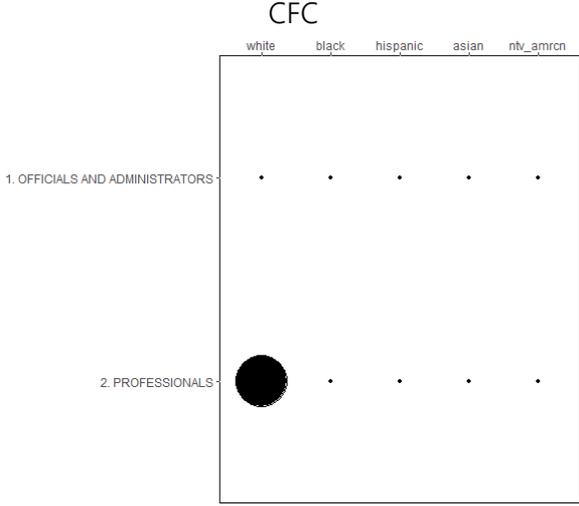
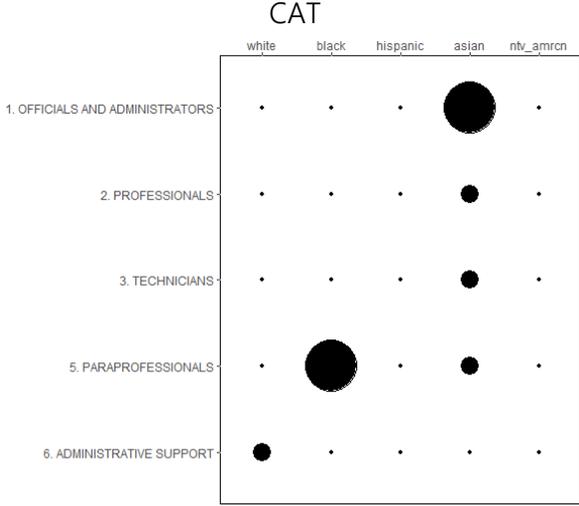
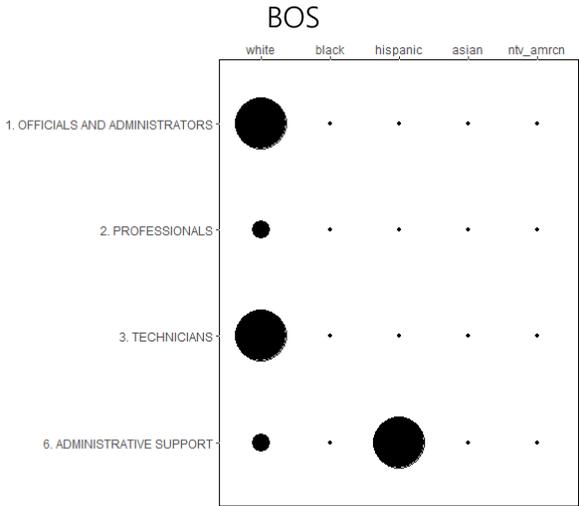
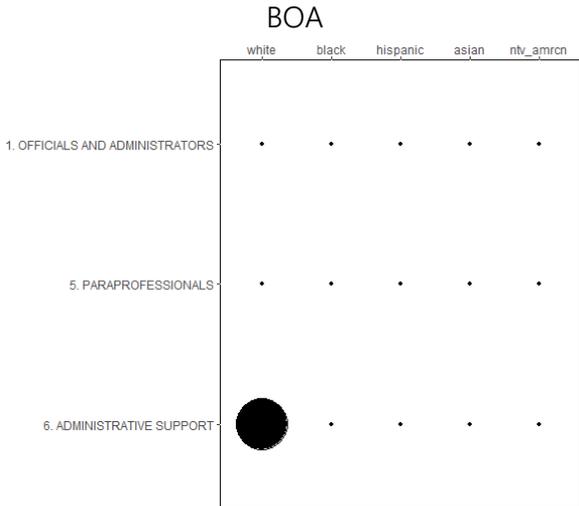
Summary of Workforce Demographics Last Updated on 3/5/20											
Employment Type/Action	Am. Ind.	Asian	Black	Filipino	Hispanic	Multi	White	Male	Female	Total/Average	
Permanent Civil Service (PCS)	73.18%	79.89%	76.95%	84.98%	78.43%	38.37%	73.47%	80.75%	73.57%	77.62%	
Permanent Exempt (PEX)	7.82%	6.03%	5.79%	3.27%	5.48%	15.10%	10.50%	5.96%	8.27%	6.97%	
Temporary Exempt (TEX)	18.99%	14.08%	17.25%	11.74%	16.09%	46.53%	16.04%	13.29%	18.16%	15.42%	
San Francisco Residency (1/1/15)	46.37%	57.45%	38.84%	25.87%	39.77%	61.90%	42.82%	41.05%	46.56%	43.44%	
San Francisco Residency (1/1/20)	44.32%	56.43%	35.42%	25.39%	39.04%	55.68%	41.69%	40.15%	46.12%	42.75%	
Difference	-2.05%	-1.02%	-3.42%	-0.48%	-0.73%	-6.22%	-1.13%	-0.90%	-0.44%	-0.69%	
Average Hourly Wage	\$47.03	\$46.99	\$41.90	\$48.33	\$45.75	\$36.37	\$56.95	\$48.94	\$49.11	\$49.01	
City Employment (7/1/15 - Percent)	0.54%	25.90%	15.82%	12.23%	14.38%	0.14%	30.99%	56.71%	43.29%	100.00%	
City Employment (7/1/19 - Percent)	0.49%	27.92%	15.21%	11.33%	15.22%	0.67%	29.16%	56.40%	43.60%	100.00%	
Difference (Percent)	-0.05%	2.02%	-0.61%	-0.90%	0.84%	0.53%	-1.83%	-0.31%	0.31%	-	
City Employment (7/1/15 - Count)	179	8,650	5,283	4,084	4,803	46	10,348	18,937	14,456	33,393	
City Employment (7/1/19 - Count)	180	10,259	5,588	4,163	5,591	245	10,714	20,722	16,018	36,740	
Difference (Count)	1	1,609	305	79	788	199	366	1,785	1,562	3,347	
New Hires	0.73%	25.54%	17.37%	8.47%	17.56%	2.59%	27.75%	50.80%	49.20%	4,134	
Promotions	0.34%	31.47%	12.93%	9.25%	15.22%	0.61%	30.17%	53.00%	47.00%	2,615	
Releases (Exempt)	0.79%	22.16%	21.73%	7.99%	15.32%	2.45%	29.57%	50.36%	49.64%	1,390	
Resignations	0.41%	20.57%	16.54%	9.66%	13.52%	1.96%	37.34%	45.82%	54.18%	1,687	
City - Corr. Action/Discip. (1/1/19 - 6/30/19) ¹	0.54%	19.14%	25.34%	7.28%	21.29%	1.08%	25.34%	61.46%	38.54%	371	
City - Corr. Action/Discip. (7/1/19 - 12/31/19) ¹	0.65%	22.15%	20.52%	9.45%	20.85%	2.28%	24.10%	58.96%	41.04%	307	
Difference	0.11%	3.01%	-4.82%	2.17%	-0.44%	1.20%	-1.24%	-2.50%	2.50%	-64	
MTA - Corr. Action/Discip. (1/1/19 - 6/30/19)	1.56%	19.31%	51.40%	5.61%	11.53%	0.93%	9.66%	77.57%	22.43%	321	
MTA - Corr. Action/Discip. (7/1/19 - 12/31/19)	0.81%	23.64%	50.10%	7.07%	11.92%	0.40%	6.06%	76.57%	23.43%	495	
Difference	-0.75%	4.33%	-1.30%	1.46%	0.39%	-0.53%	-3.60%	-1.00%	1.00%	174	
Available Workforce (2013) ²	0.42%	20.76%	4.66%	N/A	18.01%	2.95%	46.38%	53.14%	46.86%	5,068,828	
Available Workforce (2018) ²	0.40%	21.01%	4.48%	N/A	18.55%	3.63%	43.10%	54.23%	45.77%	5,312,659	
Difference	-0.02%	0.25%	-0.18%	N/A	0.54%	0.68%	-3.28%	1.09%	-1.09%	243,831	

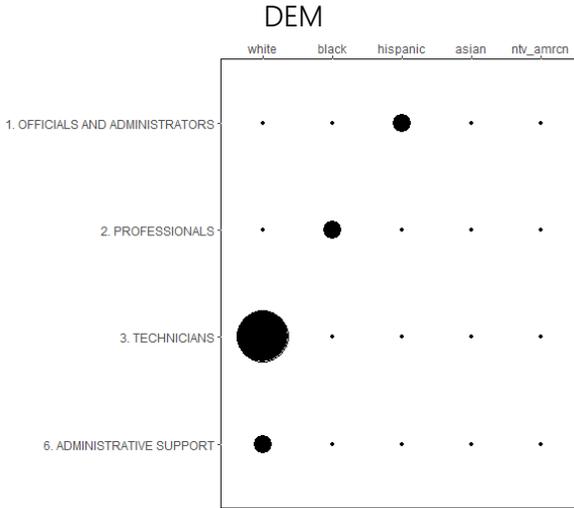
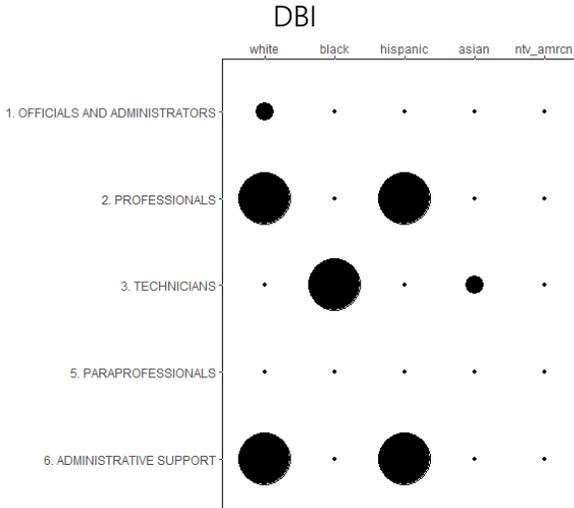
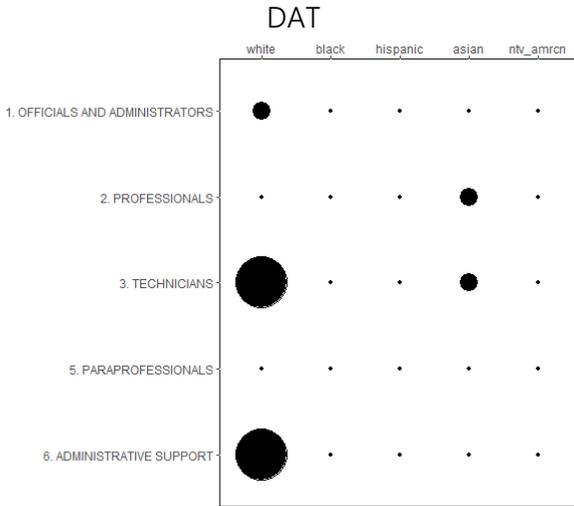
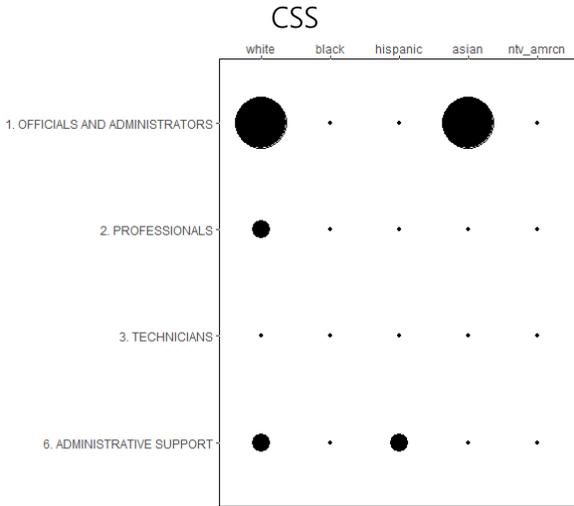
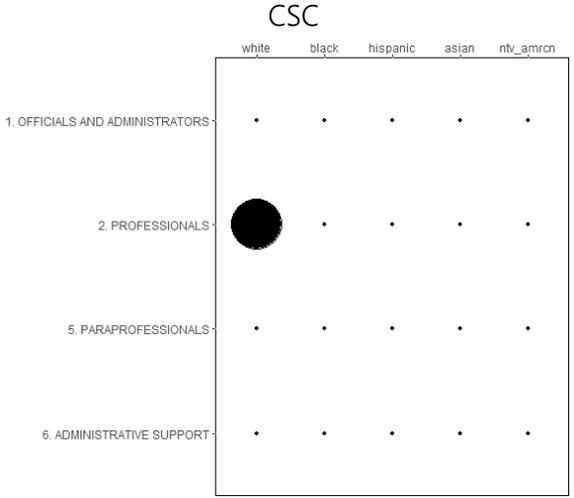
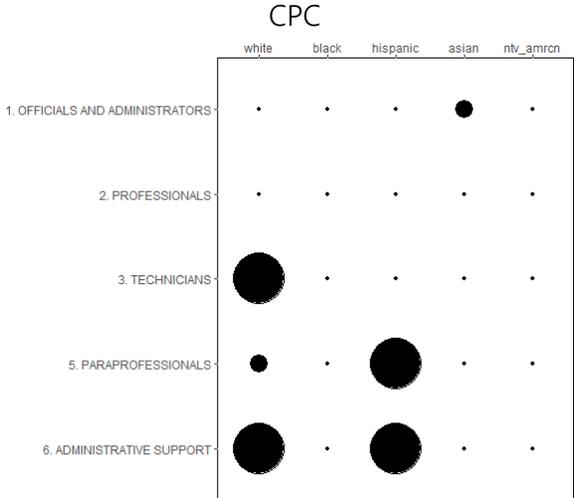
• Employment Type/Action as of 7/1/19 / FY18-19 unless noted otherwise.
 • Appointment Types and San Francisco Residency are percentages of the noted race/gender. City Employment, New Hires, Promotions, Releases (Exempt), Resignations, and Corr. Action/Discip. are percentages of the total.
 • Totals for Appointment Types and San Francisco Residency are Citywide percentages. City Employment, New Hires, Promotions, Releases (Exempt), Resignations, and Corr. Action/Discip. are actual counts.

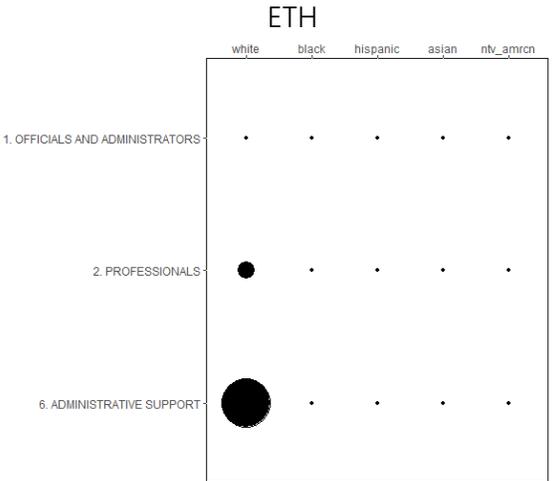
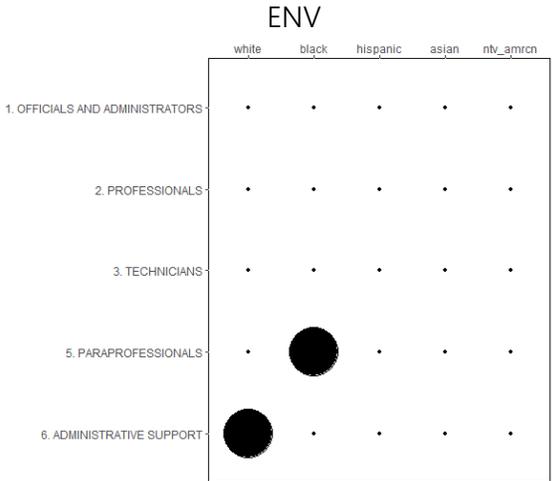
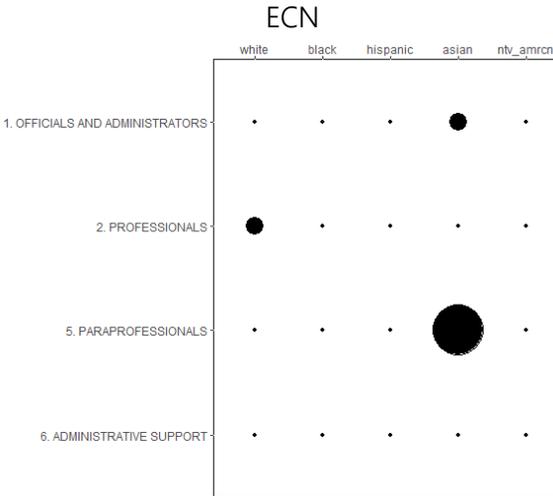
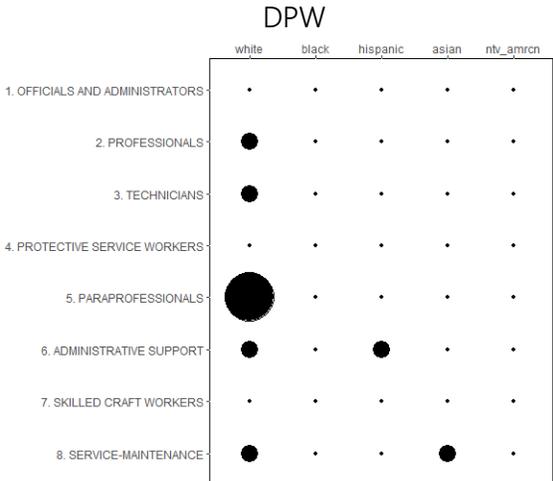
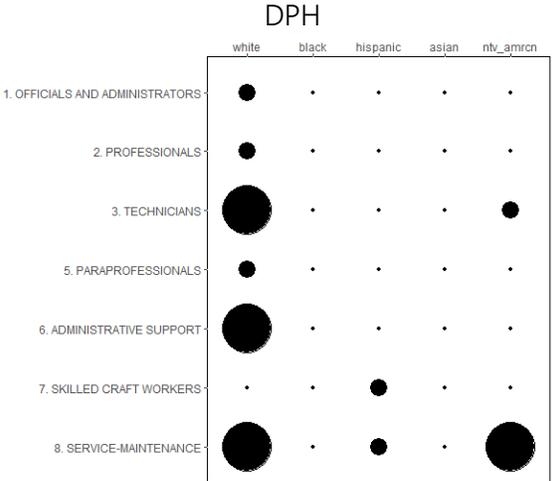
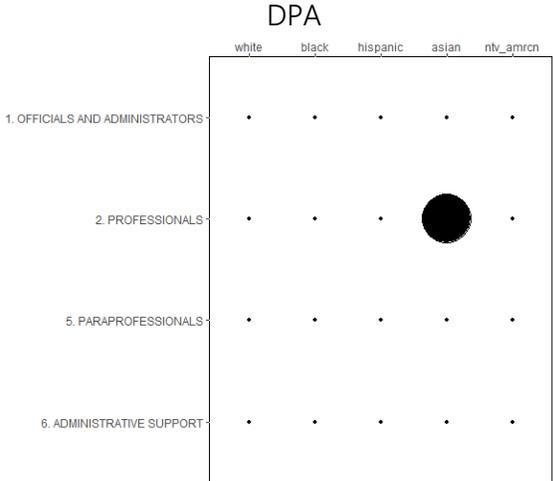
¹ Analysis excludes MTA.
² Available Workforce is comprised of data for 10 Bay Area counties from the American Community Survey (ACS) 5 Year Estimate. Percentages are of total available workforce in Bay Area. ACS estimates include race/ethnicity categories not captured in City data. ACS combines Filipino data in Asian category.

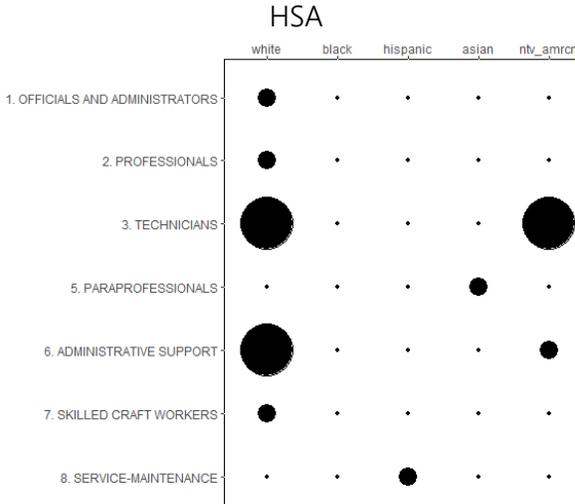
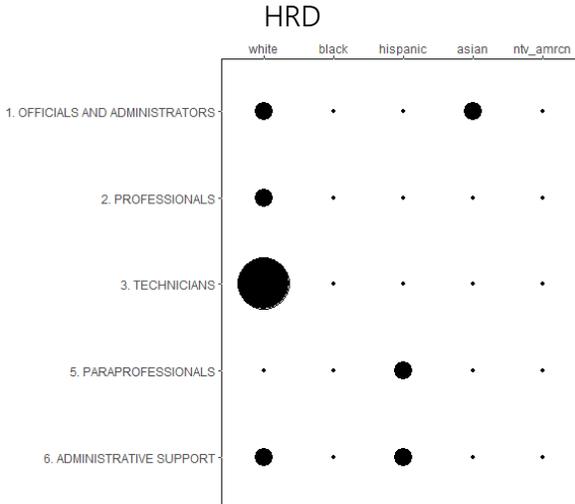
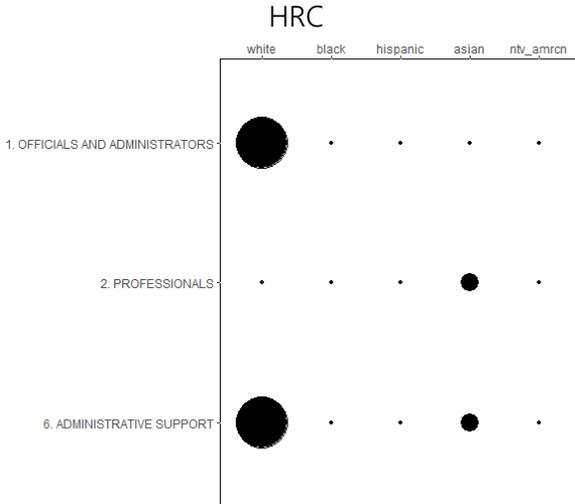
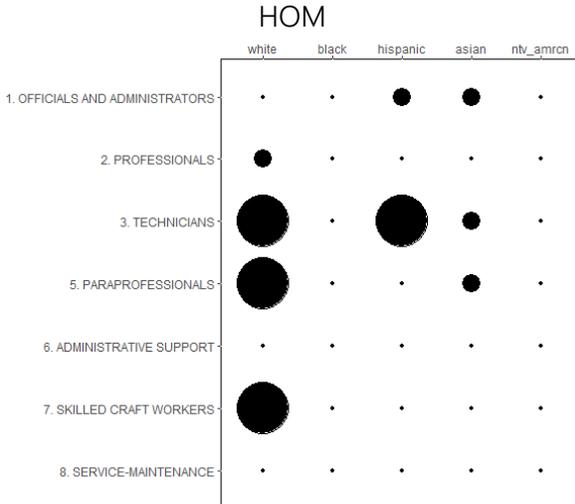
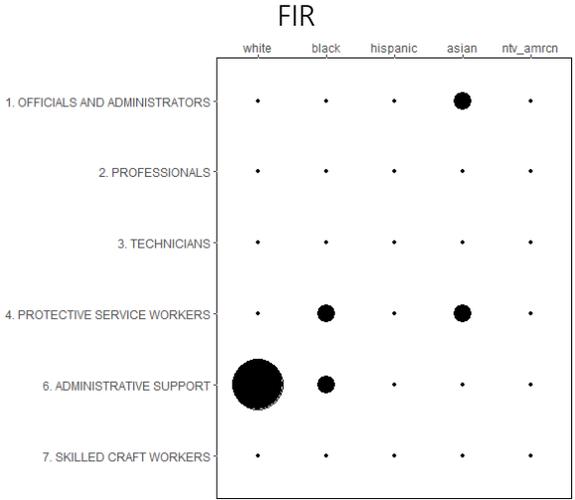
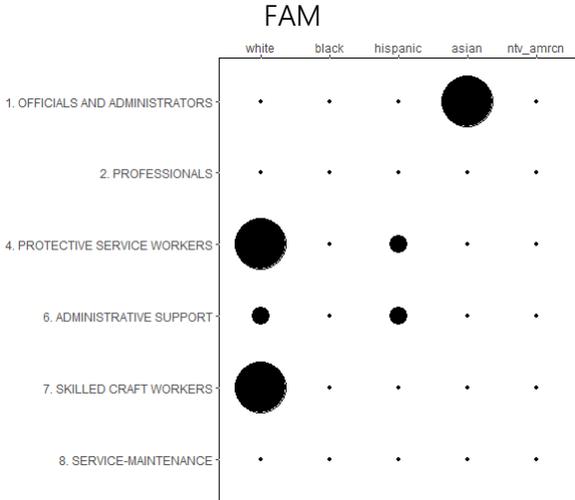
VI. Appendix B—Utilization Analysis by Department

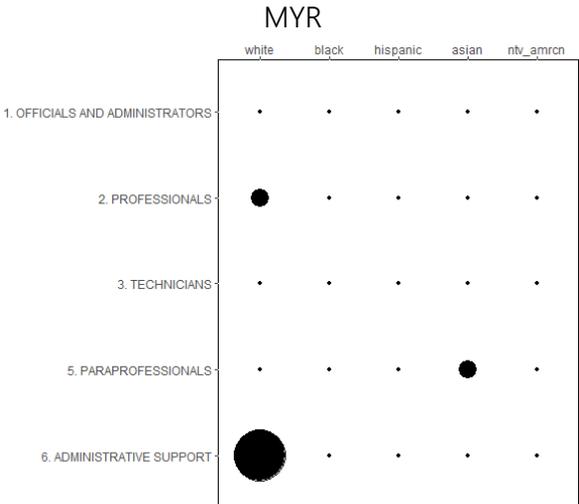
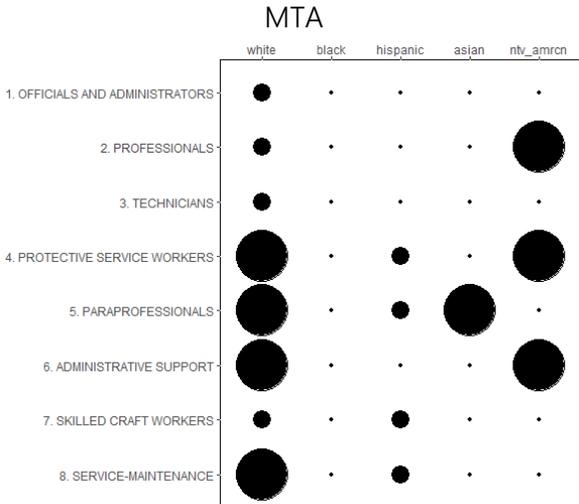
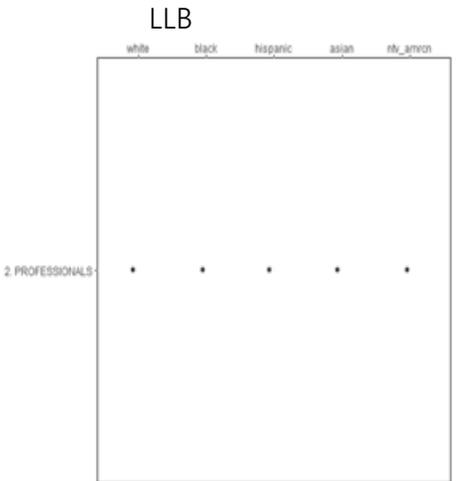
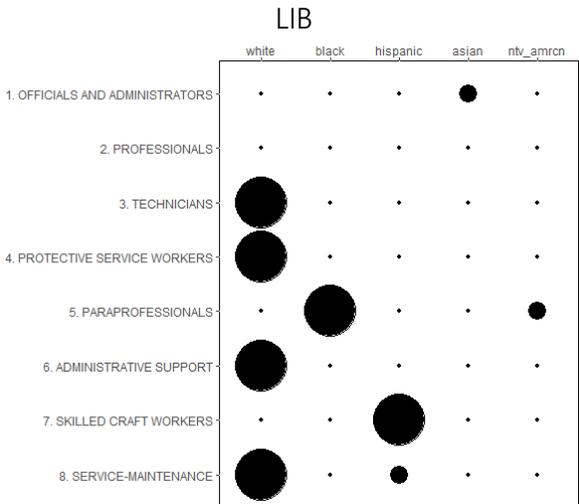
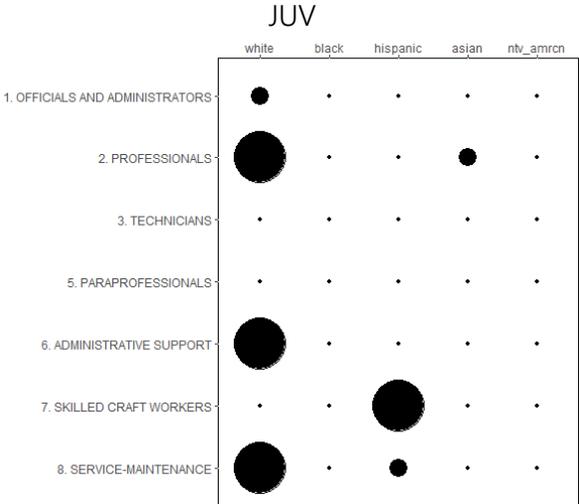
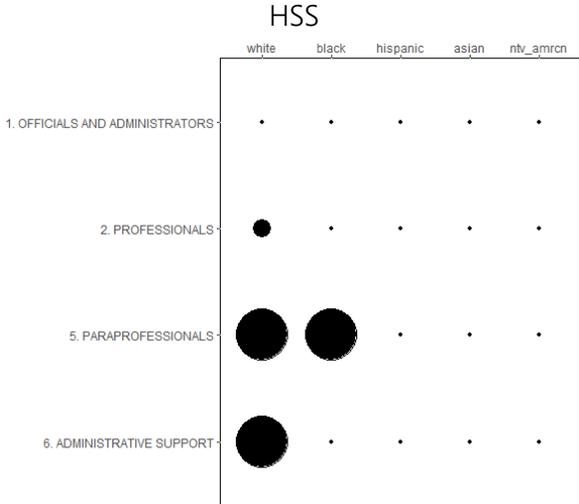






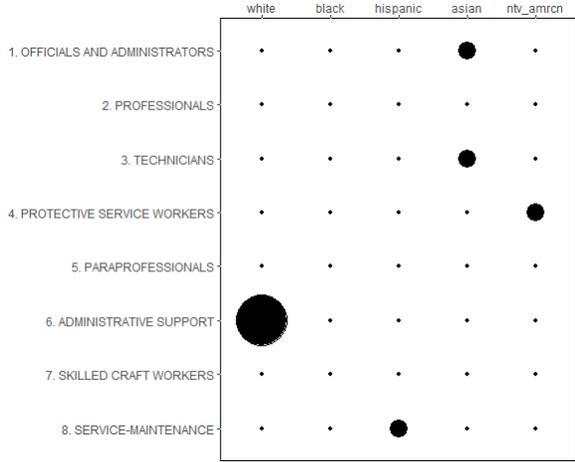
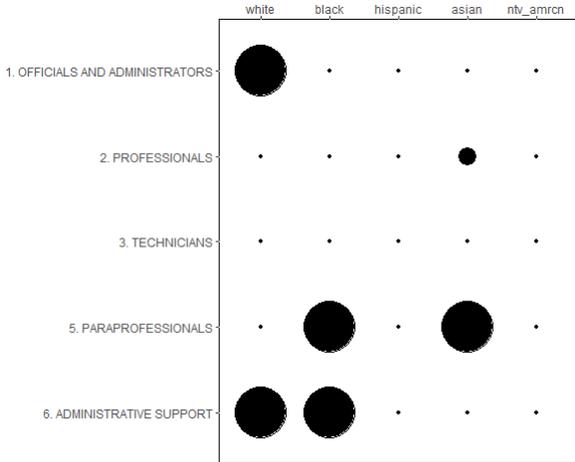




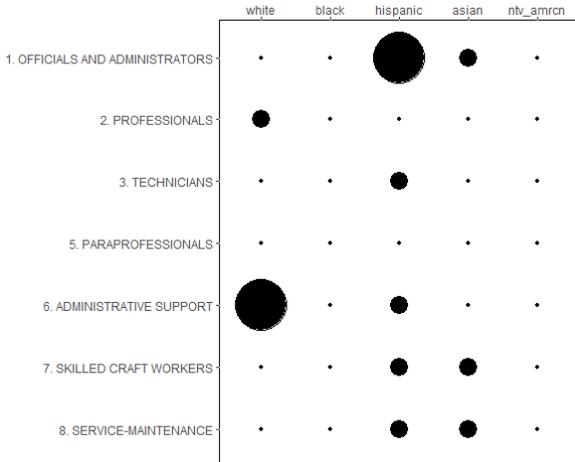


PDR

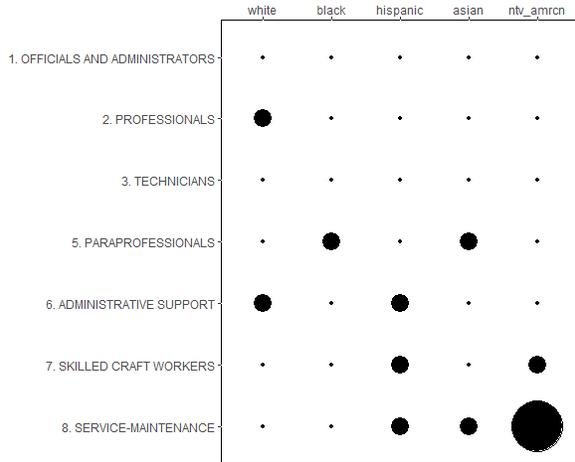
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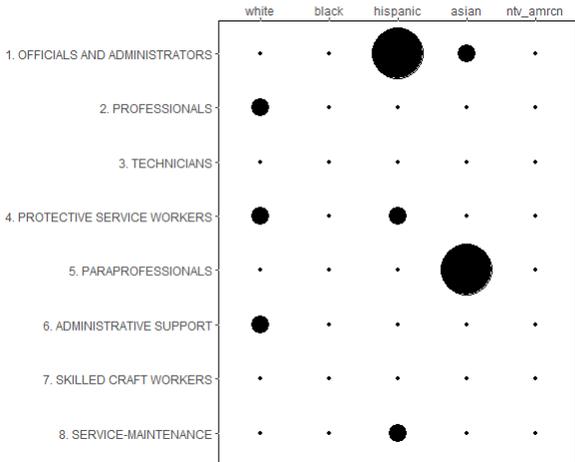
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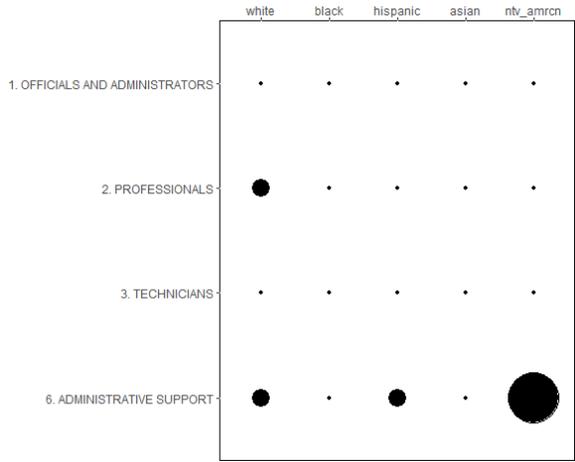
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REC

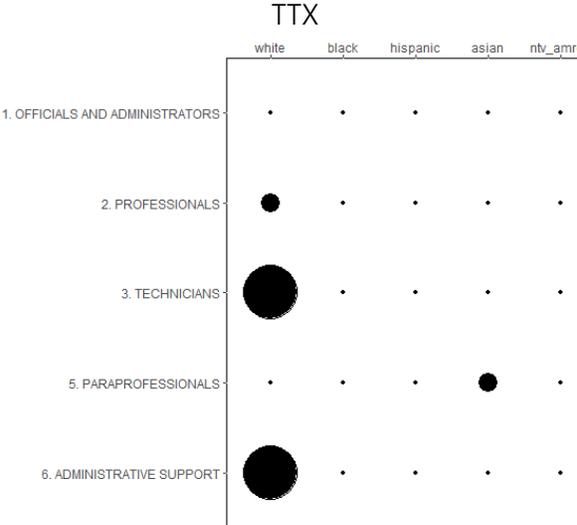
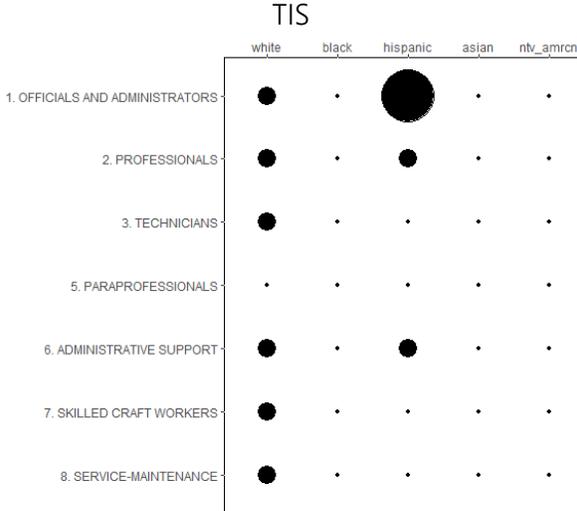
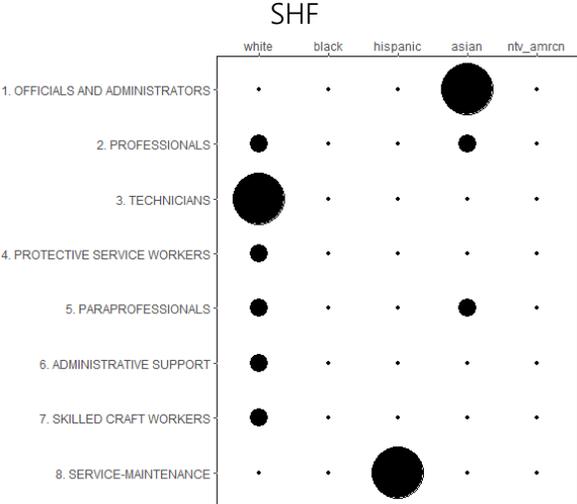
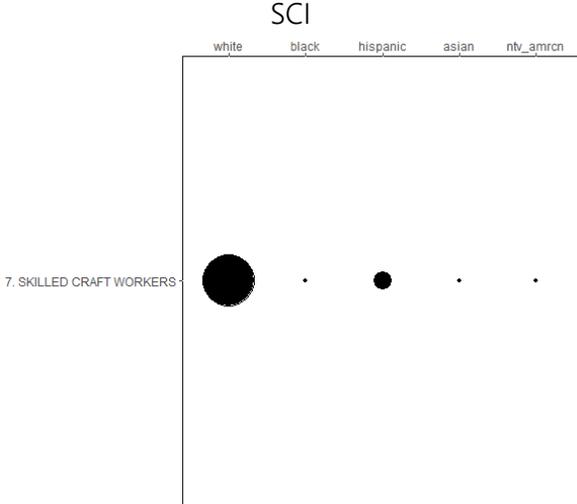
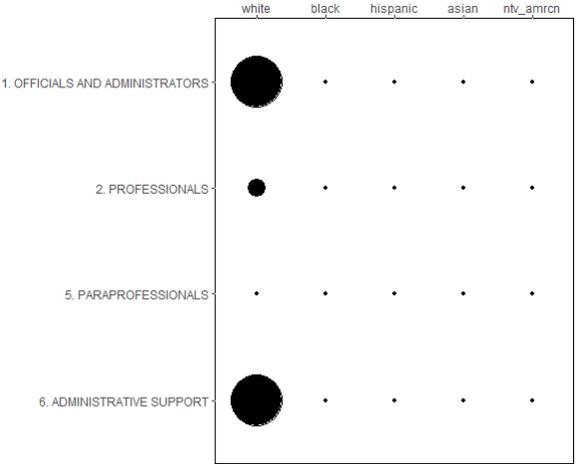
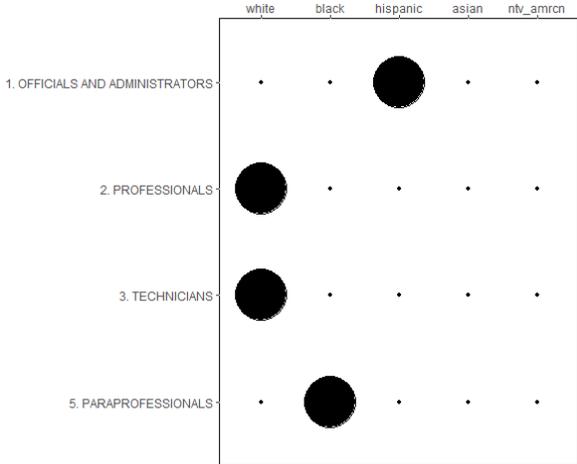


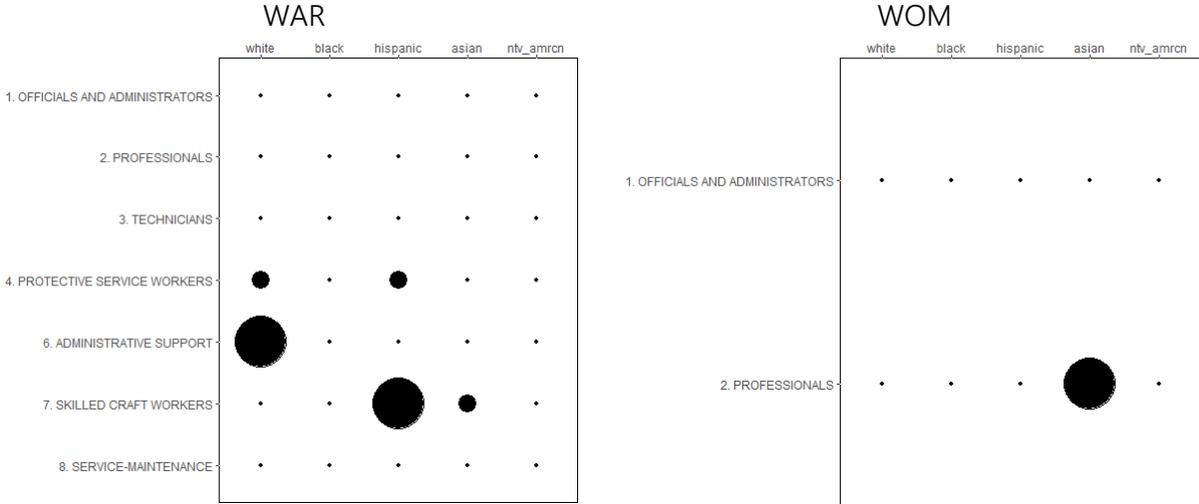
REG



RET

RNT





The smallest dots represent instances where the department’s utilization ratio of a particular racial class of employees is 80% or higher than the 11 Bay Area counties’ availability of workers within that occupational category, the medium dots represent employees that fall between 40-80% of the local availability, whereas the biggest dots represent instances in which the utilization falls below 40% of what would otherwise be expected from the local labor market availability.

