




London Breed  
Mayor

Micki Callahan  
Human Resources Director

MEMORANDUM

To: Civil Service Commission  
Through: Micki Callahan, Human Resources Director  
From: Linda C. Simon, Director EEO and Leave Programs   
Date: September 25, 2019  
Subject: **2019 Equal Employment Opportunity Workforce Utilization Update**

Pursuant to Civil Service Commission Rule 103, Equal Employment Opportunity, “it is the policy of the Civil Service Commission of the City and County of San Francisco that all persons shall have equal opportunity in employment . . . .”

On December 6, 2018, the Human Resources Director filed the 2018 Equal Employment Opportunity Workforce Utilization Analysis Report (2018 Report). The 2018 Report provides statistical analyses of the City and County of San Francisco’s (*the City*) progress toward employing a workforce that represents all race/ethnic groups and genders in proportion to their availability in the relevant civilian labor force. Demographic information from the American Community Survey (ACS) 2013-2017 Five-Year Data file released by the U.S. Census Bureau in 2018, serves as the benchmarking tool for evaluating the City’s workforce. The City’s workforce data is compared to the available civilian labor force using similar occupational categories in the 2018 Report and in updates published annually. This update is prepared by the Human Resources Director in accordance with Civil Service Rule 103.2.4, which states:

For each year thereafter until the next five-year report, the Department of Human Resources staff shall report back to the Civil Service Commission on those City classes identified in the last five-year report as having lower percentages of sex, race or ethnic groups than those occupational categories in the relevant job market.

The following 2019 Equal Employment Opportunity Workforce Utilization Update meets requirements in the rule.

**Methodology**

Civilian labor force information (individuals age 16 and older who are working or seeking work) from the Census Bureau’s ACS 2013-2017 Five-Year Data file for the eleven counties where

City employees reside<sup>1</sup> is used to compare labor pool availability and evaluate parity. Discrepancies between the labor market availability and the utilization of groups within the City's workforce are described as above parity or below parity. A group employed at or near its availability in the labor market is considered at parity.

### **Our Commitment to Diversity**

The City and County of San Francisco remains committed to the recruitment, hiring, retention, and promotion of a diverse workforce. The Department of Human Resources (*DHR*) strives to support City departments in creating enriching environments where employees have a sense of purpose and value to do their very best work. Policies and procedures are in place to ensure that all decisions regarding recruitment, hiring, promotions, special assignments, training and other terms and conditions of employment will be made without discrimination on grounds of race, color national origin, sex, sexual orientation, religion, creed, age, disability, marital status, or any other non-merit factor that cannot be used as the basis for an employment decision.

Benchmarking is one of many tools DHR uses for achieving workforce diversity. Regularly comparing the City's workforce demographics to the available civilian labor force helps DHR develop programs for creating and maintaining a workforce that uses the diversity of talents and skills in our communities and reflects the communities we serve.

### **The City's Workforce 2016 to 2019**

A number of groups remain below parity in occupational categories used by the City and the U.S. Census Bureau (shaded areas). For some groups utilization rates have increased slightly and are nearing parity.

Utilization charts on subsequent pages show how the City's workforce compares to the available labor pool.

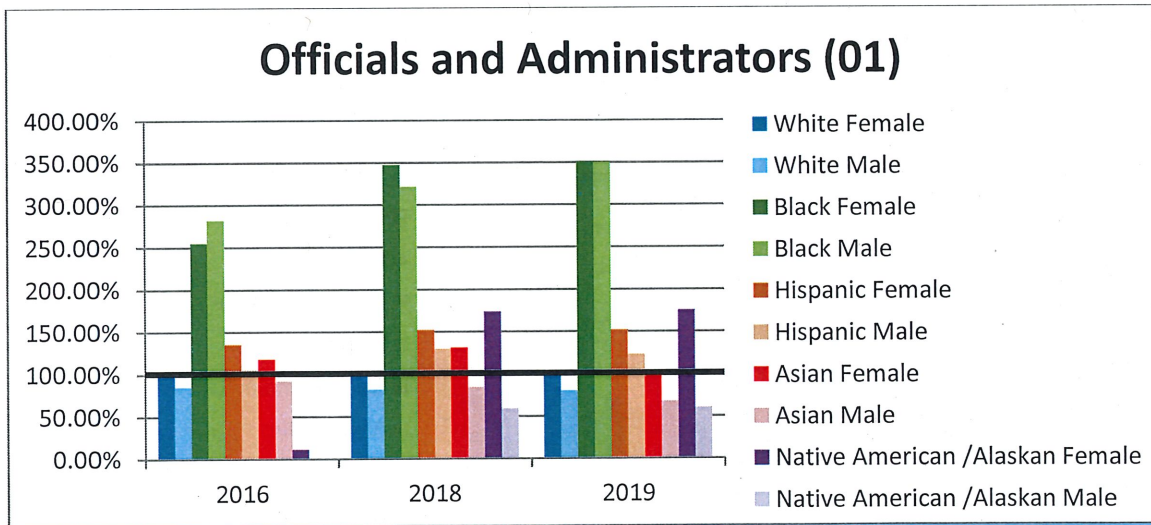
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<sup>1</sup> San Francisco (40.87%), San Mateo (21.68%), Alameda (13.50%), Contra Costa (11.17%), Solano( 2.98%),Marin (2.86%), Sonoma (1.90%), Santa Clara (1.37%), San Joaquin (0.82%), Stanislaus (0.66%), Sacramento (0.51%).

**Officials and Administrators**

*Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. The five largest classifications in this category are: 0922-Manager I, 0923-Manager II, 0931-Manager III, 0932-Manager IV, and 2593-Health Program Coordinator 3*

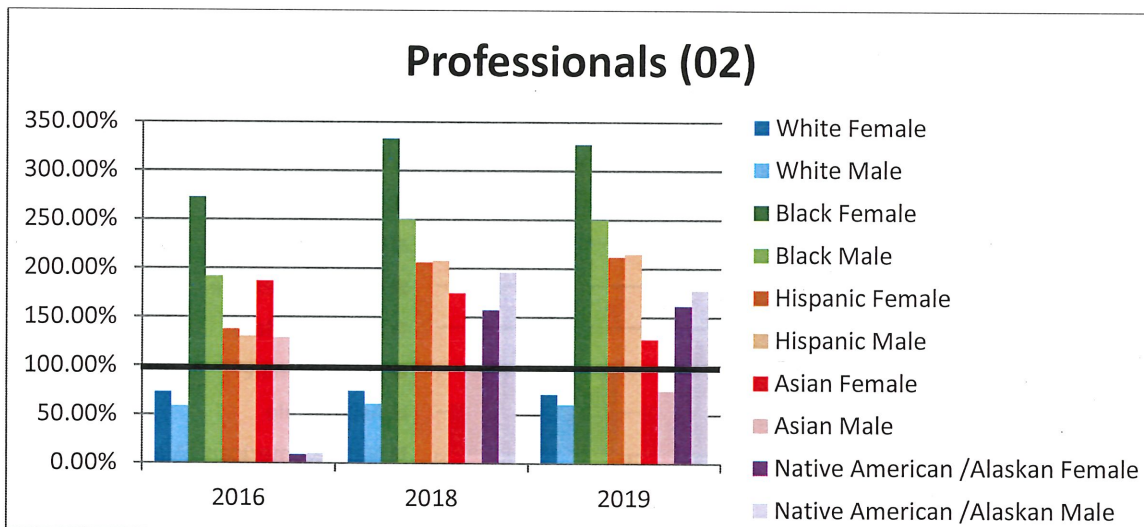
Race/Gender	2016	2018	2019
White Female	99.18%	98.76%	99.76%
White Male	84.51%	81.80%	79.75%
Black Female	254.65%	346.79%	350.30%
Black Male	281.52%	321.04%	350.03%
Hispanic Female	134.89%	151.75%	151.07%
Hispanic Male	104.77%	128.97%	122.13%
Asian Female	117.40%	130.65%	99.60%
Asian Male	91.49%	83.99%	66.76%
Native American /Alaskan Female	11.12%	173.04%	174.79%
Native American /Alaskan Male	0.00%	58.94%	59.53%



**Professionals**

*Occupations that require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. The five largest classifications in this category are: 1823-Senior Administrative Analyst, 1824-Principal Administrative Analyst, 2320-Registered Nurse, 2940-Protective Services Worker, and 8177-Attorney (Civil/Criminal).*

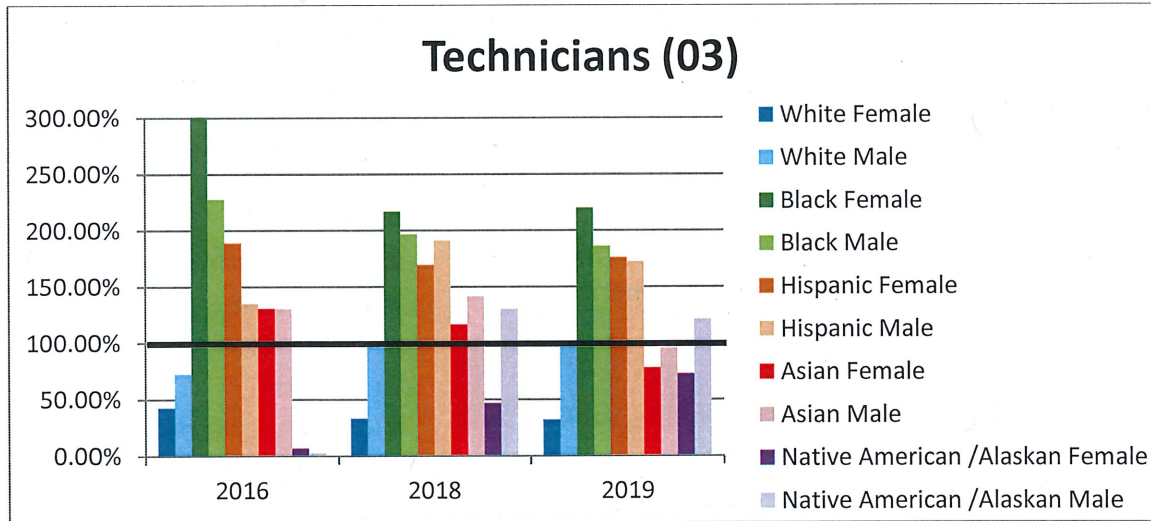
Race/Gender	2016	2018	2019
White Female	73.05%	74.23%	70.95%
White Male	58.75%	61.05%	60.52%
Black Female	272.86%	332.82%	327.04%
Black Male	191.94%	250.61%	250.12%
Hispanic Female	137.82%	206.51%	212.27%
Hispanic Male	130.66%	208.20%	215.09%
Asian Female	187.31%	174.85%	127.61%
Asian Male	128.99%	97.90%	74.87%
Native American /Alaskan Female	9.05%	157.61%	161.76%
Native American /Alaskan Male	10.02%	196.24%	177.71%



**Technicians**

*Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized postsecondary school education or through equivalent on-the-job training. The five largest classifications in this category are: 2905 - HSA Senior Eligibility Worker, Q052 - Sergeant 3, 2312 - Licensed Vocational Nurse, 2903- Hospital Eligibility Worker, and 2913- Program Specialist.*

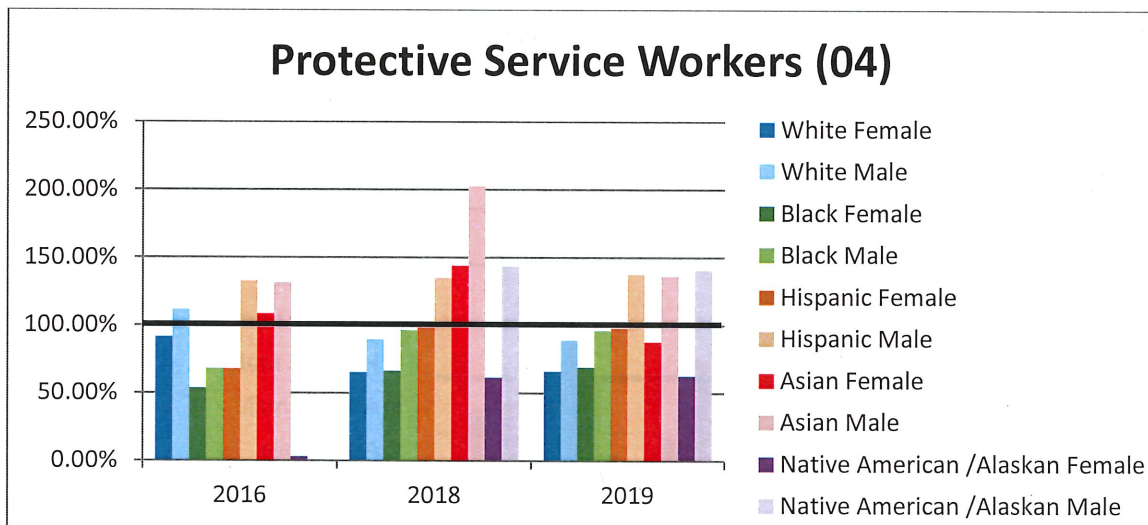
Race/Gender	2016	2018	2019
White Female	42.62%	33.26%	31.87%
White Male	72.32%	96.25%	97.90%
Black Female	299.84%	216.60%	219.83%
Black Male	227.50%	196.47%	185.69%
Hispanic Female	188.30%	169.08%	175.62%
Hispanic Male	134.41%	190.66%	171.83%
Asian Female	130.33%	116.00%	77.51%
Asian Male	129.99%	141.13%	95.07%
Native American /Alaskan Female	6.53%	46.44%	72.48%
Native American /Alaskan Male	2.55%	130.03%	120.79%



**Protective Service Workers Sworn and Unsworn**

*Occupations in which workers are entrusted with public safety, security and protection from destructive forces, including unsworn guards, and all sworn law enforcement officers. The five largest classifications in this category are: H002- Firefighter, Q004- Police Officer 3, Q003 - Police Officer 2, Q002 - Police Officer, and 8304 - Deputy Sheriff*

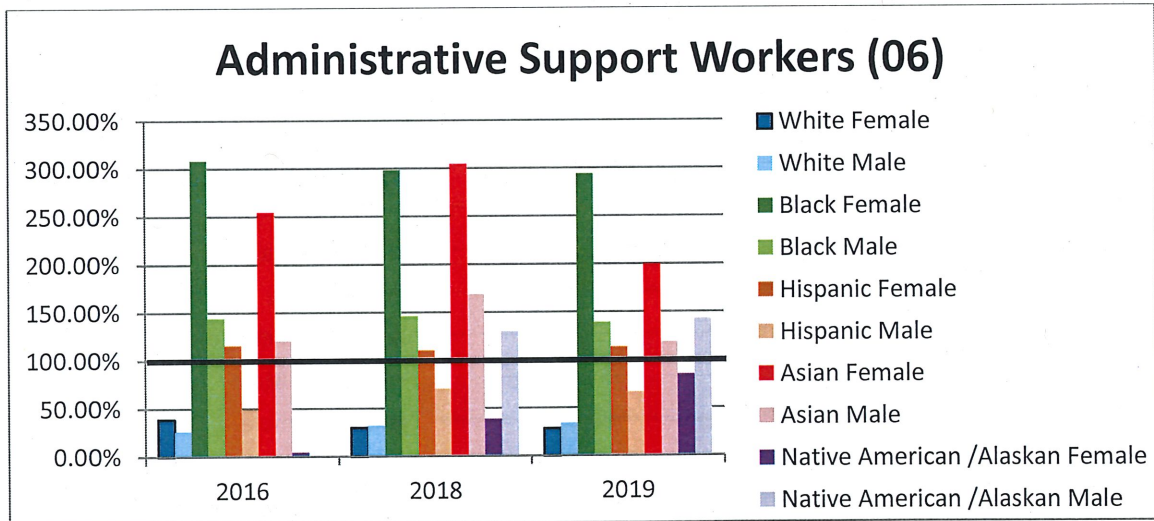
<b>Race/Gender</b>	<b>2016</b>	<b>2018</b>	<b>2019</b>
White Female	91.46%	65.31%	66.04%
White Male	111.54%	89.49%	88.90%
Black Female	53.64%	66.54%	68.92%
Black Male	68.18%	96.34%	96.08%
Hispanic Female	68.08%	100.30%	97.96%
Hispanic Male	132.87%	135.02%	137.73%
Asian Female	108.63%	144.20%	87.94%
Asian Male	131.57%	202.60%	136.26%
Native American /Alaskan Female	3.26%	61.42%	62.55%
Native American /Alaskan Male	1.10%	143.31%	140.74%



**Administrative Support Workers**

*Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. The five largest classifications in this category are: 1406 - Senior Clerk, 1404 - Clerk, 8238 - Public Safety Comm Dispatcher, 1632 - Senior Account Clerk, and 1426 - Senior Clerk Typist*

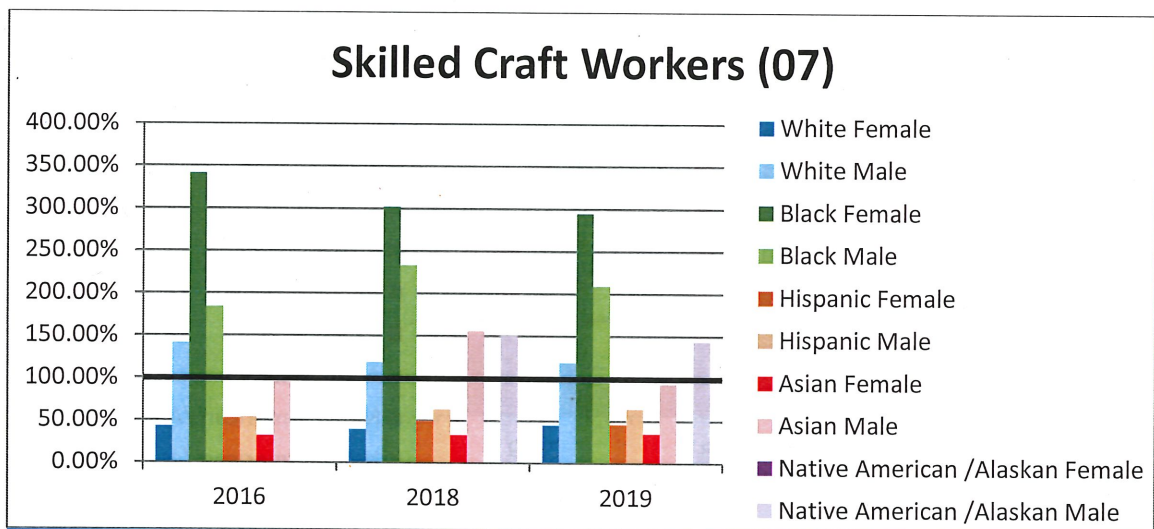
Race/Gender	2016	2018	2019
White Female	38.53%	29.67%	28.13%
White Male	26.01%	31.79%	33.58%
Black Female	308.00%	297.93%	293.63%
Black Male	143.51%	145.56%	138.36%
Hispanic Female	115.15%	109.54%	112.65%
Hispanic Male	48.56%	69.91%	65.81%
Asian Female	254.25%	304.27%	199.24%
Asian Male	119.74%	168.08%	117.65%
Native American /Alaskan Female	3.96%	38.21%	84.22%
Native American /Alaskan Male	0.00%	129.01%	142.18%



**Skilled Craft Workers**

*Occupations in which workers perform jobs which require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work which is required through on-the-job training and experience or through apprenticeship or other formal training programs. The five largest classifications in this category are: 7371- Electrical Transit System Mechanic, 7334- Stationary Engineer, 7381- Automotive Mechanic, 7318 - Electronic Maintenance Tech, and 7372 - Stationary Eng, Sewage Plant*

Race/Gender	2016	2018	2019
White Female	42.89%	39.64%	45.07%
White Male	141.54%	118.69%	118.74%
Black Female	341.62%	302.02%	294.37%
Black Male	184.09%	233.38%	208.94%
Hispanic Female	53.01%	50.04%	45.96%
Hispanic Male	54.06%	63.53%	64.42%
Asian Female	32.14%	33.32%	34.97%
Asian Male	100.87%	156.20%	93.60%
Native American /Alaskan Female	0.00%	0.00%	0.00%
Native American /Alaskan Male	0.00%	151.01%	144.09%

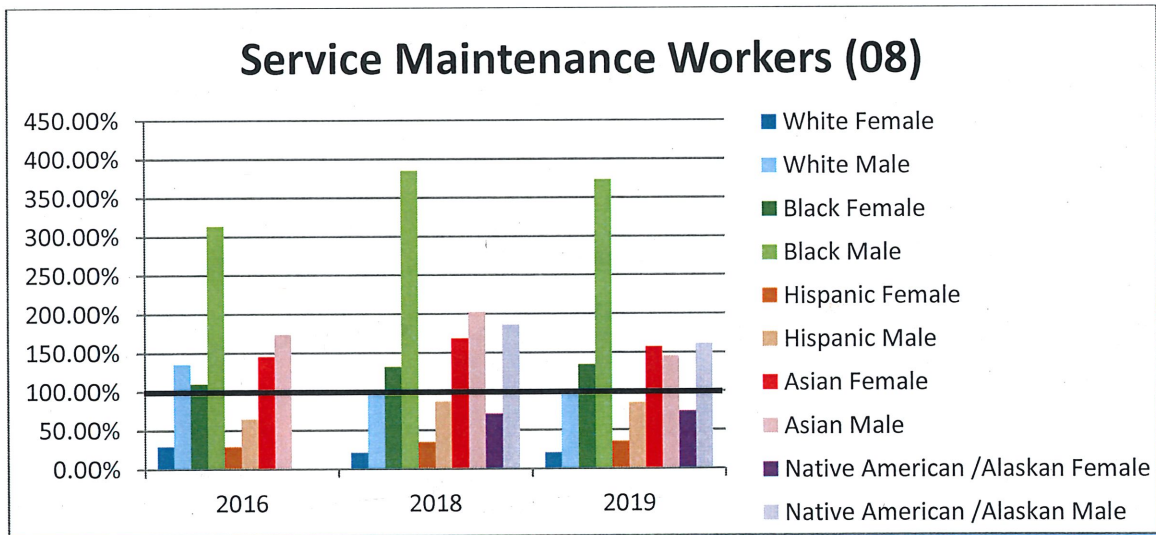




**Service and Maintenance Workers**

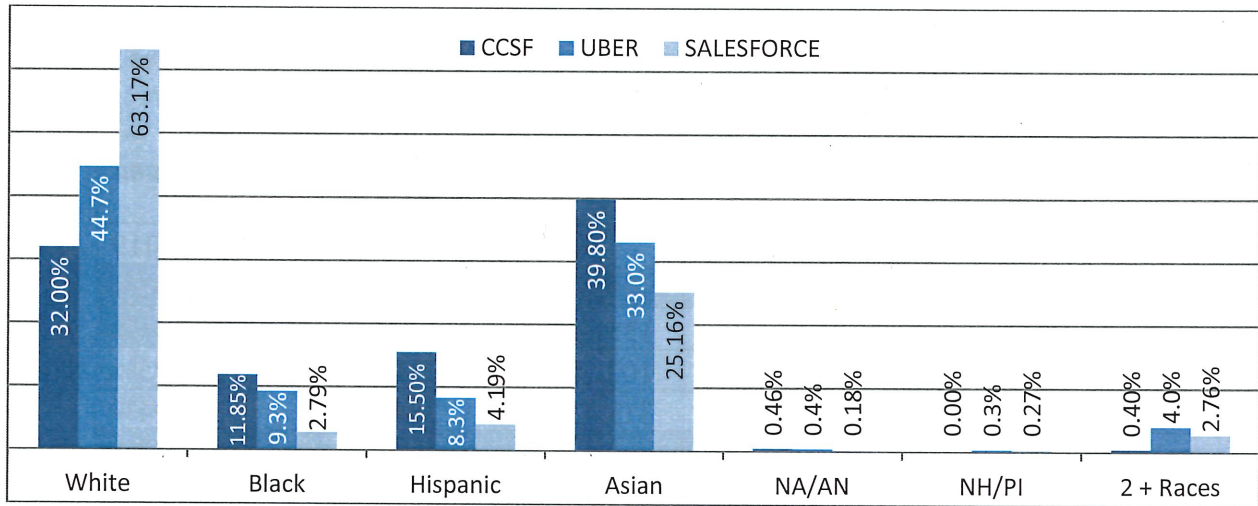
*Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. The five largest classifications in this category are: 9163 - Transit Operator, 2708 - Custodian, 2736 - Porter, 7514 - General Laborer, and 3417 and Gardener*

Race/Gender	2016	2018	2019
White Female	29.10%	21.05%	20.32%
White Male	135.34%	100.54%	97.61%
Black Female	109.58%	131.57%	133.95%
Black Male	313.43%	384.63%	372.94%
Hispanic Female	28.42%	34.28%	34.59%
Hispanic Male	64.10%	86.57%	84.38%
Asian Female	144.56%	167.54%	156.58%
Asian Male	173.21%	201.57%	144.66%
Native American /Alaskan Female	0.00%	70.72%	73.50%
Native American /Alaskan Male	0.00%	185.33%	160.51%



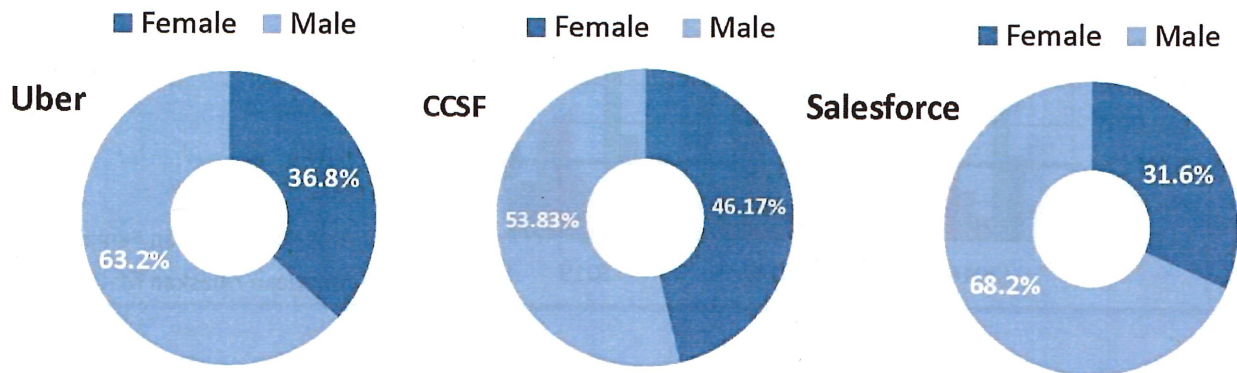
Higher utilization rates for Black Males and Hispanic Females in the Protective Service Worker occupational category; for Hispanic Males and Native American/Alaskan Females in the Administrative Support occupational category; and for Hispanic Males in the Skilled Crafts occupational category are positive reflections on the City’s expanded recruitment and hiring practices. Along with the Mayor’s Office, DHR is leading efforts to implement new recruitment, hiring and retention practices citywide. Several new practices have been implemented to ensure fair hiring and to monitor factors relating to retention.

**Private Sector Comparisons**



	CCSF	Uber	Salesforce
White	32.00%	44.7%	63.17%
Black	11.85%	9.3%	2.79%
Hispanic	15.50%	8.3%	4.19%
Asian	39.80%	33.0%	25.16%
Native American/Alaskan Native	0.46%	0.4%	0.18%
Native Hawaiian/Pacific Islander	0.00%	0.3%	0.27%
Two or More Races	0.40%	4.0%	2.76%

**Gender**



The City’s diversity continues to outpace that of private employers with a large presence in San Francisco. Only three percent of Fortune 500 Companies share detailed diversity data, but no private company shares its federal EEO-1 Report that clearly identifies the race and gender makeup of its workforce. With a lack of transparency on the part of large private employers, it is difficult to make accurate comparisons between the City’s workforce and local offices for large businesses employing a significant number of persons locally.

Nevertheless, Uber, which employs approximately 5,000 of its 17,000 employees in San Francisco, and Salesforce, which employ 7,000 of its 28,000 employees in San Francisco, both publish some race and gender data to underscore the importance of diversity to their success. Their aggregate data provides a general look at the entire workforce for these employers and includes employees in San Francisco and abroad. The comparisons show that San Francisco employs a larger percentage of non-Whites than these locally based large private sector companies. Traditionally the public sector has employed a higher percentage of non-Whites, females and people with disabilities than the private sector does. Citizens benefit from this, as differing backgrounds and perspectives ensure that employees can represent and assist everyone.

## **Recruitment, Hiring and Promotion**

### ***New Diversity, Equity and Inclusion Recruitment Team***

In line with Mayor Breed's Executive Directive 18-02, *Ensuring a Diverse, Fair and Inclusive City Workplace*, DHR has established a new Diversity Recruitment team. The team is led by a manager with support from two Diversity Recruiters who will concentrate on efforts to increase the diversity of applicant pools for City jobs. Working with City departments, the team will strategize and coordinate efforts to increase diversity within job classifications where racial or gender groups are below parity over significant periods. Strategies will use data to determine where there is still much work to do related to diversity and inclusion, and to identify barriers to further progress.

Additionally, this new team will cultivate partnerships with community organizations and educational institutions in the Bay Area and nationwide to promote the benefits of public service careers and to attract talented people of different races, genders and cultures to the City. Partnerships will support City participation in job fairs, career forums and job publication sites. Ultimately, DHR aims to support City departments in creating a workforce that truly reflects the diversity of the larger San Francisco community.

### ***Building on Continuing Work***

DHR will continue building on current strategies for encouraging underutilized groups to apply for jobs in all occupational categories and for mitigating the impact of bias in hiring. Strategies implemented include:

- Redacting names, home addresses, and colleges from applications for Civil Service hiring processes where managers must decide whom to interview
- Providing public access computers, staff assistance and language-line interpretation services to prospective applicants
- Supporting department participation in job fairs for diverse groups, veterans and persons with disabilities, and disseminating information on how to apply for City jobs
- Advertising City jobs on employment websites, including sites for affinity groups, veterans associations, persons with disabilities and on social media

- Participating in multiple and diverse professional and trade organizations to create a broad base of contacts to facilitate distribution of employment information, including apprenticeship opportunities, and to increase knowledge of City career paths
- Periodically reviewing minimum qualifications, selection processes and employment practices, such as discipline and separations, to eliminate barriers to employment and advancement
- Requiring all hiring managers, supervisors and other employees who participate in hiring panels or make hiring decisions to take online “Fairness in Hiring” training focused on understanding and managing implicit bias in the selection process
- Presenting apprenticeship fairs to encourage women and underrepresented groups to apply for training opportunities that lead to jobs in Skilled Crafts occupations
- Ensuring that qualified applications are not unfairly rejected for hiring based on their conviction histories

### ***Police Hiring and Promotions***

Continuous testing programs launched in 2013 for Police and Fire recruitment continue to increasing utilization rates for traditionally underutilized groups, including Black Females, Black Males, and Hispanic Females. The SFPD reports that new academy classes are much more diverse. Furthermore, academy pass rates for underrepresented groups and females have increased.

Promotion rates for females in all race groups have increased compared to prior years. Between 2015 and 2016, females accounted for 15% of all promotions, and underrepresented groups were 51% of sworn promotions. In 2017, females were 26% of promotions, and underrepresented groups were 55% of sworn personnel promoted.

### **Retaining a Diverse Workforce**

To further implement the Mayor’s Executive Directive 18-02, DHR updated its 24-Plus Supervisor Training to increase the focus on fairness and performance management. This training addresses disciplinary actions and related matters that may disproportionately impact retention of non-Whites. DHR teams continue providing enhanced training and interventions to address disparities in suspensions and terminations. Among the interventions is the distribution of a citywide discipline checklist to ensure that adverse actions for similar conduct are consistent across all race and gender groups.

DHR continues to offer training on “Managing Implicit Bias” for all City employees. This training aims to enhance awareness of personal bias and to mitigate its impact on conduct in the workplace. Employees want to stay in a workplace where they feel valued and respected. Consequently, DHR is supporting departments with training that challenges employees to examine their behaviors and the impact they have on creating an inclusive environment.

**Conclusion**

DHR's comprehensive approach and wide-ranging recruitment strategies are supporting new selection and retention practices, and contributing to programs that encourage hiring applicants from underrepresented groups. These efforts, which also include policies in the Mayor's Executive Directives, show that the City is taking affirmative steps that will have a positive impact on workforce diversity.

Recommendation: Adopt Report

