

Annual Progress Report

Phase I Racial Equity Action Plan (2021-2023)

March 2022



SAN FRANCISCO
HUMAN SERVICES AGENCY



Letter from the Executive Directors

Today, we are pleased to share this report of activities, accomplishments, and challenges in the first year of implementing our Phase 1 Racial Equity Action Plan. In doing so, we acknowledge and understand that our work takes place against the backdrop of a long, complex history of systematic racial discrimination and exclusion, resulting in hard to navigate social programs that fail to adequately address the underlying racial inequities our clients face daily. The impact of this systemic racism is evident in the profoundly disparate outcomes of Black/African American and Latinx/Hispanic San Franciscans in our foster care, education, healthcare and public assistance systems.

And yet, at the San Francisco Human Services Agency (SFHSA), we still hold a vision where all communities in San Francisco have equitable access to the resources they need to thrive throughout life's journey.

In the past year, we developed the organizational infrastructure needed to advance our racial equity goals by tasking the recently-established Office of Diversity, Equity, Inclusion and Belonging with leading the work to infuse racial equity into the Agency's policymaking, service delivery, community partnerships and internal workplace. However, we cannot be successful in making significant policy and organizational change unless advancing racial equity is an intentional goal of every SFHSA employee.

The Phase I Racial Equity Action Plan (2021-2023) provides a shared framework for creating an equitable and inclusive workforce and organizational culture. In 2021, we focused on cultivating spaces where staff could engage in learning, dialogue and shared solution-making in our racial equity work. This foundational work has grown our internal capacity to dismantle institutional and systemic racism at SFHSA. Our staff's collaborative efforts and dedication have led to significant achievements in the implementation of our Action Plan.

Moving forward, we will build on this strong foundation as we advance our Action Plan goals. In 2022, we will continue building community within our Agency to ensure our staff feel supported, valued, and connected to one another. We will continue to weave racial equity into how we hire and cultivate leaders and the culture we create for employees.

As the Agency's leadership, we shoulder the responsibility and are accountable for prioritizing, resourcing, and exemplifying the work to advance racial equity and rooting out racism. We are committed to engaging in self-reflection, challenging and uncomfortable conversations, and the intentional decision-making it takes to advance racial equity. The work to undo systemic racism and advance racial equity is a long journey, and it will take time to achieve our goals. Nevertheless, we remain steadfast in our resolve to cultivating an inclusive and equitable San Francisco where everyone has the opportunity and support they need to thrive.

Trent Rhorer



Executive Director
Human Services Agency

Kelly Dearman



Executive Director
Department of Disability and Aging Services

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Introduction

The San Francisco Human Services Agency (SFHSA) serves as San Francisco’s lead agency in the fight against poverty and as its chief provider of social services. Comprised of two distinct departments — the Department of Benefits and Family Support and the Department of Disability and Aging Services — we provide over 60 essential programs and services to one in four City residents. These services include: financial assistance; nutrition support; health care coverage; employment and workforce development; protective services for children and youth, older adults, and people with disabilities; wellness and social engagement; and many others. While we are committed to delivering essential services that improve the well-being of our communities, **our vision of a San Francisco where everyone has the support to achieve their full potential through all stages of life cannot be realized unless we actively work to advance racial equity within our policies and organization.**

As a government agency, we recognize that we are complicit historically and presently in perpetuating structural racism. **This is especially true in our social services context, where many existing policies and practices can trace their histories back to racist and paternalistic ideologies.** Policies and practices governing social services have perpetuated negative stereotypes that Black, Indigenous, and people of color (BIPOC) experiencing poverty are less deserving of support and need to be incentivized to work. In the child welfare context, biased definitions of neglect have resulted in disproportionate rates of Black and Indigenous children removed from the care of their biological families and placed into foster care. The impact of this structural racism is evident today in the racial disproportionality of the San Franciscans who need and access our services; systematic displacement of BIPOC communities from the City; and separation of BIPOC biological family units. As such, **we have a responsibility to address and redress our role in perpetuating systemic racism**, and to make a positive impact on the individuals, families and communities that call the City home. To do so, we are committed to examining our processes, using a racial equity lens in everything we do, and partnering with diverse staff across our Agency and community to help hold us accountable.

We have worked for the past decade to improve our engagement with communities of color to be more responsive to their needs in SFHSA’s services and to address long-standing structural racism; and, with equity a central pillar in our five-year strategic plan, which will be

OUR RACIAL EQUITY JOURNEY

- 2018 ● *Joined GARE & began two-year strategic planning process.*
- 2019 ● *Released “Advancing Racial Equity at SFHSA: Opportunities in Hiring, Promotion, & Organizational Culture.”*
- 2020 ● *Created the SFHSA Office of Diversity, Equity, Inclusion, and Belonging.*
- 2021 ● *Released & began implementation of Phase 1 Racial Equity Action Plan, setting the vision for workforce equity at SFHSA.*

released later this year, we will continue to further this work. However, **to better engage communities of color and design services which undo historic and systemic inequities, we must also work on improving equity within our own workforce.** Partnering with the Government Alliance on Racial Equity (GARE) in 2018, we became more explicit about our responsibility to advance racial equity within our organization. Through this partnership, we spent the next two years completing a strategic planning process to examine current conditions at our Agency related to hiring, promotion, and organizational culture, and to identify strategies for advancing racial equity at SFHSA. This process centered the perspectives of diverse staff represented by SFHSA's first Racial Equity Work Group, staff focus groups and over 70 stakeholder interviews. This work culminated in the publication of **Advancing Racial Equity at SFHSA: Opportunities in Hiring, Promotion, & Organizational Culture** in 2019, a report outlining 24 recommended actions for advancing racial equity at our Agency across these key areas.

One of the top priorities identified in this report was to develop a formalized structure for leading SFHSA's racial equity work by establishing a fully-staffed and financially resourced Office of Diversity, Equity, Inclusion and Belonging (DEIB) within the Agency. The Office of DEIB was established in January 2020. Embedded within SFHSA's Human Resources Division, **the Office of DEIB currently has six dedicated full-time staff who work to create and revise policies and procedures to promote equity, and to develop a culture of belonging in our Agency.**

Currently the Office of DEIB is leading the Agency-wide implementation of the **SFHSA Racial Equity Action Plan (2021-2023)**. In alignment with the Phase I Citywide Racial Equity Framework put forth by the San Francisco Office of Racial Equity, the Action Plan provides a detailed implementation plan for 92 specific actions that we are currently taking and will be carrying out over the next two years to advance racial equity with respect to our workforce, and internal policies and procedures more generally.

We have prepared this Racial Equity Action Plan Annual Progress Report to **show our progress in making change**, and to **promote transparency and accountability** with our staff, stakeholders, and the larger San Francisco community. This report details our Agency's accomplishments over the past year, and our priorities for 2022. We approach this work with humility, recognizing that advancing equity is an evolving process, and that we still have a long road ahead to right past wrongs and address inequities that still exist within our Agency.

Please read on to learn about some of our key achievements in 2021, as we began to implement our Racial Equity Action Plan. These achievements are structured by our goals across the seven strategic areas to advance racial equity outlined in our Action Plan:

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

2021 Racial Equity Highlights: By the Numbers

Over the last year, we have focused on building the capacity necessary to establish a foundation for our racial equity work. Investing in our organizational infrastructure and employees provided us a sustainable foundation to advance racial equity throughout the Agency, enabling us to seek organizational transformation.

RESOURCE INVESTMENTS FOR OUR RACIAL EQUITY WORK

Making meaningful change requires dedicated staff, time, and financial investments. This year, we grew our DEIB team, dedicated time for other staff in the Agency to support our racial equity efforts, and invested in racial equity focused professional development resources.

6 staff

in our Office of Diversity, Equity, Inclusion, and Belonging who are fully dedicated to racial equity advancements.

20,460 staff hours

spent by the Office of DEIB, Racial Equity Work Group members, and SFHSA Human Resources and Planning staff to shape and advance our racial equity efforts.

\$135,500

dedicated to racial equity training and professional development opportunities.

HIRING AND RECRUITMENT

Our staff are our link to the diverse clients we serve. To ensure we're staffed by people who are able to understand, anticipate, and meet the needs of our clients, we're making strategic efforts to expand and diversify how we approach recruitment and hiring.

\$41,100

spent on expanding outreach to potential job candidates.

200+ partners

identified to support recruitment of BIPOC job candidates.

84% of new employees

hired last year identify as BIPOC.

STAFF ENGAGEMENT IN RACIAL EQUITY EFFORTS

Everyone at SFHSA makes an impact through their values, beliefs, and actions. We need staff at all levels to get involved in racial equity work and understand how their individual actions help achieve the organizational change we want to see.

375 staff

attended our second annual Racial Equity Town Hall in March 2021.

303 Racial Equity Champions

completed our 21 Day Challenge.

129 staff

participated in two Racial Equity Lunch and Learn sessions.

6 Employee Resource Groups

have been established in the past year.

STAFF PERSPECTIVES ON RACIAL EQUITY AT SFHSA

In late 2021, we conducted an Agency-wide staff survey to learn more about staff perspectives on and their experiences of racial equity at SFHSA. Survey findings will help inform the ongoing implementation of our Racial Equity Action Plan and other activities coordinated by the Office of DEIB. The survey gathered feedback across **five key areas of racial equity** within SFHSA:

1. **Awareness of Racial Equity at SFHSA**
2. **Availability of Racial Equity Activities and Resources**
3. **Organizational Culture and Work Environment**
4. **Leadership and Organizational Commitment to Advancing Racial Equity**
5. **Suggestions for Change and Identifying Barriers**

Select highlights from the survey are summarized below.

SURVEY RESPONSE

1,229
total participants

60% Agency
response rate

79% of respondents
identifying as BIPOC

STRENGTHS

Overall, survey feedback showed a **positive Agency-wide response**. When asked to rate conditions at SFHSA on a scale from one (strong disagreement) to five (strong agreement), staff responses averaged between a score of 3.0 and 4.0 on most survey items — indicating **positive feedback about the Agency and our ongoing racial equity work**. Items with the most positive Agency-wide average rankings included:

My supervisor makes an effort to create an inclusive work environment.

3.98

I know how to access benefits for taking time off work for a medical, family, or personal issue.

3.94

SFHSA is committed to racial equity.

3.73

OPPORTUNITIES FOR GROWTH

Even when we look at the survey items with the most negative Agency-wide average rankings, we still see that **staff responses are more positive than not** — with average scores greater than 3.0. Nevertheless, it is important for us to recognize those areas staff have identified for the Agency to grow and improve racial equity. Items with the most negative Agency-wide average rankings included:

Everyone has equal opportunities to advance their career at SFHSA.

3.23

The SFHSA Office of DEIB has provided resources that have increased my knowledge about racial equity.

3.45

In the past year, leadership has taken meaningful steps toward reducing racial inequities and advancing racial equity.

3.47

Section 1: Hiring & Recruitment

Goal

Attract, recruit, and hire racially and ethnically diverse job applicants who reflect the demographics and lived experience of HSA clients at all levels of the organization

To attract and hire candidates to advance our Agency's mission, we are working to develop and enhance an equitable hiring process. Over the last year, we have focused on strengthening our relationships and communication with the community, rolling out more proactive recruitment practices, and reshaping parts of the interview process to reduce bias and require a baseline competency in racial equity for anyone who works at our Agency.

BUILDING A MORE RESPONSIVE HIRING PROCESS AND REMOVING BARRIERS TO EMPLOYMENT

Our journey to infuse an equity-lens into our hiring process began by centering candidate needs in how we recruit and engage with candidates. In late 2020, we held a series of interviews with candidates who applied to SFHSA positions — but were not hired — to identify the various challenges they faced during the hiring process. **Common barriers candidates identified included lack of transparency regarding the hiring process overall, and more specifically about the status of their application in the hiring process, as well as the use of minimum qualifications and civil service examinations.** These barriers mirrored those that current SFHSA staff expressed facing when pursuing promotional opportunities during focus groups conducted in 2019 as part of our work in GARE. Within the next year, we plan to develop a process to interview candidates on an ongoing basis to identify additional barriers and determine if our racial equity initiatives are improving the candidate experience.

In the last year, we have taken several steps to increase transparency and build better relationships with our candidates. We updated and standardized our communications to provide helpful and relevant information throughout the hiring process. We **implemented a new practice of sharing interview rating criteria with candidates prior to their interview,** so they have a better understanding of how they will be assessed and may prepare accordingly. We also have begun to revamp the SFHSA website to include additional supportive resources for navigating our hiring process, such as frequently asked questions about each stage of the process.

Furthermore, we are working to reduce rule-based barriers candidates experience during the hiring process. We are **currently reviewing the use of minimum qualifications for several job classifications to identify where we can broaden requirements to be more inclusive.** We conducted a minimum qualification impact analysis of the Employment and Training Specialist (97XX) classification series, and we are proposing to allow for full substitution of the educational requirement to allow candidates with relevant experience, but no higher education, to compete for these positions.

Understanding that qualifying for a position is only the first step in our process, over the next year we will complete an analysis examining the extent to which civil service examinations disproportionately impact BIPOC candidates. We will leverage the findings to support expanding who we can consider for an interview in collaboration with the Department of Human Resources, which is coordinating similar work Citywide.

PIVOTING TO PROACTIVE RECRUITMENT STRATEGIES

This year, we have **shifted to being proactive in promoting SFHSA job opportunities more widely and attracting candidates who share in our Agency's values.** We are active participants in the Citywide Diversity Recruitment Workgroup, allowing us to collaborate and share best practices surrounding proactive recruitment. Specifically, we updated our company description on all job announcements to lead with our commitment to racial equity and **developed a recruitment partner database of over 200 professional**

\$41,100

spent to-date of the allocated FY 2021-22 budget to improve outreach to potential candidates.

associations, academic institutions, and BIPOC community-based organizations. We increased recruitment activities to include sharing all job opportunities via weekly emails to our local community-based partner organizations, using paid postings on diversity job boards, and promoting job openings on social media. This year's transition to a new applicant tracking system, SmartRecruiters, has amplified these efforts significantly by automatically posting our open positions to 23 job aggregators, such as LinkedIn and Indeed.

In addition to expanding recruitment activities for specific positions, we are building relationships with potential applicants through community outreach. We participated in the City's first Departmental Spotlight, providing 115 community members an overview of what it means to work at SFHSA. We have also participated in a series of City career fairs hosted at community centers throughout San Francisco, and **developed the SFHSA Talent Community, a group of candidates who have expressed interest in staying up to date with SFHSA opportunities.** As we continue to build out our talent community, we can share additional career events and information, and create top-of-mind awareness for our Agency among prospective job candidates.

CENTERING RACIAL EQUITY IN THE INTERVIEW PROCESS

Over the last year, our HR team and hiring managers have been working to center racial equity and reduce implicit bias in the interview process. To provide candidates the opportunity to **highlight relevant lived experiences and to assess candidates' commitment to advancing racial equity within their work at SFHSA, an equity-focused question is now required during every interview.** To operationalize this requirement, we have developed an Equity Interview Question Bank and updated the SFHSA Interview Rating Criteria to include rating for equity questions and to build consistency in candidate assessment for varied roles throughout the Agency. We also developed guidelines on diversifying hiring panels as another tool to help reduce implicit bias in the assessment of interviewees. Hiring managers submit their proposed interview questions and panelists to HR for an equity review to ensure that they meet best practices for inclusivity.

Section 2: Retention & Promotion

Goal

Implement systemic approaches to identify and address racial disparities in salary, use of paid time off, and promotional opportunities

To retain a diverse workforce that feels valued and remains committed to the complex work of our Agency, we must invest in our staff and their career advancement. We have spent the past year focused on empowering staff to plan for and pursue their career trajectory at SFHSA. We did this by providing training and resources to help employees navigate career paths, understand job competencies and set professional goals. Simultaneously, we expanded opportunities for staff to gain hands-on professional development experience by expanding access to acting assignment opportunities Agency-wide.

PROVIDING SUPPORT FOR EMPLOYEE CAREER PLANNING

We are developing and enhancing professional resources to support performance management and SFHSA staff career planning. Starting in 2016, we began publishing competency models — a framework defining the skills and knowledge required for successful job performance — for almost all job classifications at the Agency. We are **currently integrating “racial equity” as a required competency within each of SFHSA’s classifications**. Doing so clearly defines what advancing racial equity looks like in practice at every level of our organization, and formalizes it as a competency that is central to staff’s performance.

To support staff in utilizing the competency-based models to engage in career planning, we developed “Success Roadmaps,” which outline the progression of competencies needed to move upwards, and accompanying self-assessment tools, enabling staff to examine their professional strengths and growth opportunities. In the past year, we also **released the Career Planning Guide**, which outlines career ladders by classification series and empowers staff to identify available trainings and resources they can pursue to develop targeted competencies and advance their career. This year, staff also had the option to attend a training on how to utilize these resources to support their career planning.

Despite establishing this structure for staff to engage in career planning, these resources remain underutilized. **Over the next year, we will increase Agency-wide awareness and engagement with the existing professional development tools** by integrating them into other performance management and professional development processes. Specifically, the **Supportive Supervisory Toolkit** — which will be released next year — will link to these tools and give supervisors guidance on how and when to engage their staff in their use. The newly developed **SFHSA Mentorship Program**, described in Section 5 of this report, also uses these resources to support mentees in developing their goals for their participation in the program.

EXPANDING ACCESS TO PROFESSIONAL DEVELOPMENT

This year, our work to expand staff access to professional development opportunities focused on **restructuring and standardizing the acting assignment process**. Acting assignments —

36%

of acting assignments were filled by employees outside of the program with the vacancy.

when staff assume the role and responsibilities of a position that is vacant on a short-term basis — provide staff with hands-on experience to grow within their career and often serve as a stepping stone for promotion.

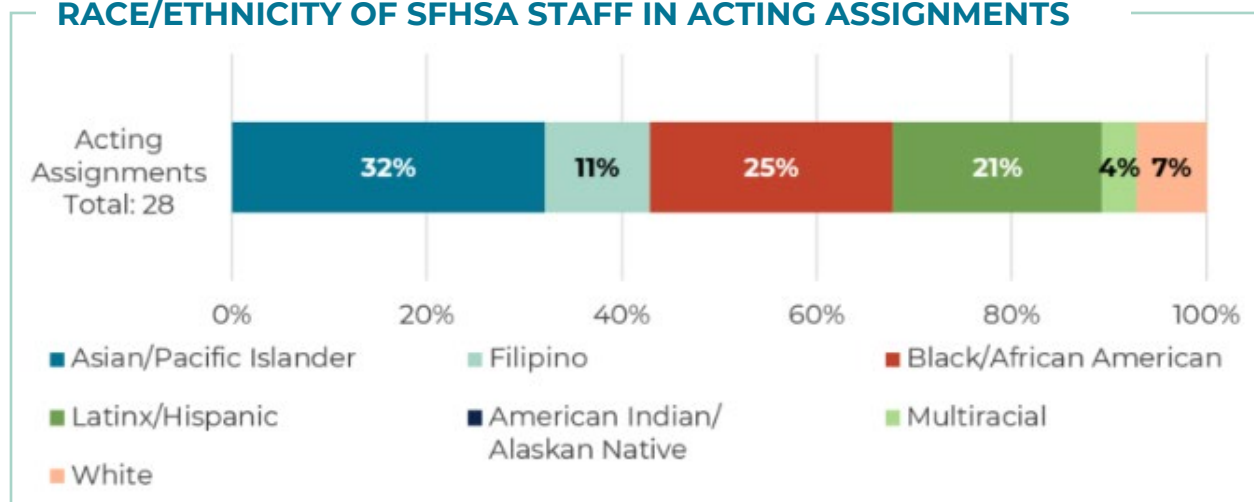
Historically, acting assignment positions have been filled informally or within individual programs rather than through an Agency-wide recruitment, disadvantaging

staff who may be less outspoken in their desire for promotion or those working in smaller programs with fewer acting opportunities.

In 2021, we **established a new Acting Assignment Policy** to create a structured and open process for advertising and filling assignments. The policy requires all acting assignments to be advertised Agency-wide, so that all qualified and interested **employees can apply and be considered through a well-defined and transparent process**. Since the implementation of the policy, 28 acting assignments have been filled. Of those assignments, over a third (36%) were filled by employees outside of the program with the vacancy.

To ensure continuous improvement of the process, we implemented a survey to measure the satisfaction of employees who participated in the acting assignment process. The majority of respondents — about 75% — stated that they applied for the acting assignment to develop new skills needed to promote, indicating that **employees view acting assignments as a valuable hands-on opportunity to grow their career**. Acting assignment participation and survey results are reviewed quarterly, using a racial equity lens.

RACE/ETHNICITY OF SFHSA STAFF IN ACTING ASSIGNMENTS



Section 3: Discipline & Separation

Goal

Provide consistent, compassionate, and communicative support to assist employees in contributing to our mission and meeting performance expectations

To address the racial disparities in our disciplinary process, we are developing stronger accountability mechanisms and promoting a significant culture shift to ensure all employees are provided with consistent, compassionate, and communicative support within our performance management processes. Currently, Latinx/Hispanic and Black/African American employees experience corrective and disciplinary actions at higher rates than their peers of other races. This is an unacceptable trend, and we are working on revising our processes to ensure that we effectively support all employees in being successful from their first day of employment through their tenure with SFHSA.

SUPPORTING EMPLOYEES FROM DAY ONE

Understanding that supervisors have direct influence over the day-to-day experience of employees, we spent this year **developing the foundation for an Agency-wide culture shift of our approach towards a supportive supervision model**. The goal of supportive supervision is to empower employees in their work by leading with empathy, defining and carrying out consistent performance standards, and facilitating employees' professional development throughout the life cycle of their employment. To begin this work, members of the SFHSA HR team completed a series of trainings entitled "Restorative Justice 101 for Workplaces and Organizations" led by Circles for Social Change. This training focused on how to apply restorative justice principles as a means to address and prevent workplace conflict. Our HR team applied this learning in the creation of the **new Supportive Supervision Toolkit, which documents and provides the necessary resources needed to engage in a more empathetic and equitable approach to supervision at SFHSA**.

SUPPORTIVE SUPERVISION TOOLKIT

- includes guidance to help supervisors:
- Welcome and onboard staff
 - Set clear expectations for staff using Success Roadmaps
 - Standardize and minimize implicit bias in staff performance management
 - Navigate team conflict

The SFHSA Racial Equity Work Group provided multiple rounds of feedback to shape the development of the Toolkit, ensuring it reflects staff's vision for a supportive workplace. HR also gathered feedback from more than 60 supervisors and managers to discuss their needs and further refine the tool. The Toolkit will be available to all employees to promote transparency and shared expectations for supervision.

It is our goal to **publish and disseminate the Toolkit to all staff within the next year**. To support this change in our organizational culture, over the next year we will integrate the supportive supervision model into the existing trainings we provide to supervisors.

Section 4: Diverse & Equitable Leadership

Goal

Ensure leadership represents our diverse clients and staff and demonstrates their commitment to advancing racial equity

Given the size and complexity of our Agency, individuals in leadership roles act as critical forces in shaping the mission, priorities, and culture of the organization. SFHSA is dedicated to developing a leadership team that fosters a culture of inclusion and belonging by providing leaders the foundational training they need to effectively drive the Agency's racial equity work and to bring staff voice to these conversations and decision-making.

BUILDING THE FOUNDATIONS TO LEAD WITH EQUITY

SFHSA's leadership is committed to continuing their own racial equity learning to better support the advancement of racially equitable policies, programs and workplace practices. We partnered with Be the Change Consulting to deliver **customized training to approximately 60 managers and HR leaders**. Participants **explored the power dynamics** present when facilitating meetings, trainings or workplace conversations — especially those that are centered on race — and **practiced inclusive facilitation techniques** to hold space for emotional safety and learning within diverse groups.

Agency leadership will continue to build on this learning through a **series of trainings designed to help them to leverage their roles in positions of power** — both as individuals and as a leadership team — **to create an inclusive culture at SFHSA and manage the organizational change needed to drive racial equity work forward**. We procured a racial equity consultant this past year to design a leadership training curriculum specific to our Agency's context and needs. Trainings will be completed in early 2022.

CHAMPIONING RACIAL EQUITY IN PRACTICE

While individuals in leadership are continuing to expand their knowledge and skill around leading with equity, they are also expanding the varied ways in which they integrate racial equity into their daily business. SFHSA executive leadership holds monthly meetings to discuss updates from the Office of DEIB, **ensuring that racial equity work is continuously at the forefront of the Agency's priorities**, and **enabling leadership to provide guidance and support to drive racial equity initiatives forward** across all their programs. Our executive leadership were among the first participants in the SFHSA's 21-Day Racial Equity Challenge. Upon completion of the challenge, one of our executives promoted the challenge to their management team, encouraging a culture of continuous racial equity learning. As a result, we saw a direct increase in participation of their program in the challenge.

FACILITATING COMMUNICATION BETWEEN LEADERSHIP AND STAFF



SFHSA Executive Director Trent Rhorer and DAS Executive Director Kelly Dearman with the 2020-2021 Racial Equity Work Group members and Office of DEIB.

In the past year, we developed space for dialogue centered on racial equity between staff and leadership team members. The Office of DEIB hosted a **listening session with Executive Directors Trent Rhorer and Kelly Dearman and the 27 members of the SFHSA Racial Equity Work Group**. Work Group members spoke about their experiences, challenges and ideas surrounding the Agency's racial equity work. In turn, our Executive Directors shared their vision and perspectives on this work, answering staff's questions about building equity into our organizational culture, daily

operations and professional development processes. We plan to hold a second listening session this year with our new cohort of Racial Equity Work Group members.

We also offered opportunities for staff throughout the Agency to engage with leadership around racial equity issues, like at the Agency-wide Racial Equity Town Hall and the Racial Equity Lunch and Learn events we held this year. In both these forums, leadership shared their vision for what an equitable SFHSA looks and feels like, and staff were able to ask questions or provide comment. Though these events were very successful, we also recognize that large forums may not offer sufficient opportunity for direct dialogue between leadership and staff. As our leaders build the foundations to lead with equity, there is opportunity to expand on these conversations. To support these efforts, **we are launching a new online feedback form for staff to submit their concerns and aspirations for the Agency to our leadership team**. Recognizing the importance of leadership responsiveness to staff feedback and consistent communication with staff, we will leverage leadership-staff touchpoints like our annual Racial Equity Town Hall and quarterly Racial Equity Newsletter to close the feedback loop and ensure accountability.

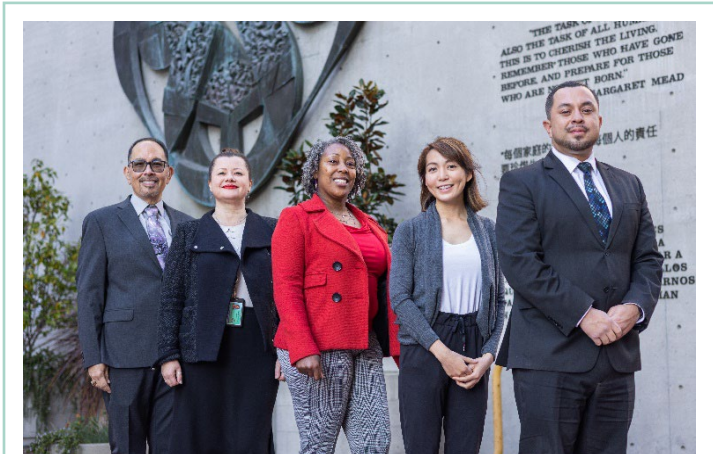
Section 5: Mobility & Professional Development

Goal	Empower SFHSA employees of all racial and ethnic backgrounds to envision and carry out their professional goals, including continuous learning and career advancement
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We believe that investing in staff development is essential to providing quality services to our clients, promoting retention, and creating an internal pipeline for future leadership. We have dedicated the past year to crafting a professional development policy that formalizes this belief, and to building the infrastructure needed to operationalize our goal of empowering staff in their career advancement.

FORMALIZING PROFESSIONAL DEVELOPMENT AS A PRIORITY

We are working **to support consistency in access to professional development opportunities** through a new **Mobility and Professional Development Policy**, which will **authorize all employees to complete up to 40 hours of professional development annually**. Supervisors will support their staff to identify and pursue activities that align with the employee's short- and long-term professional goals at the Agency. To operationalize this policy, our HR Learning and Organizational Development Unit is developing a process for staff to request financial and supervisory support to attend external conferences and professional development activities. We are currently collaborating with internal stakeholders, including our Racial Equity Work Group and SFHSA Budget, to collect feedback on the draft policy and process to ensure it is both functional and staff-centered.

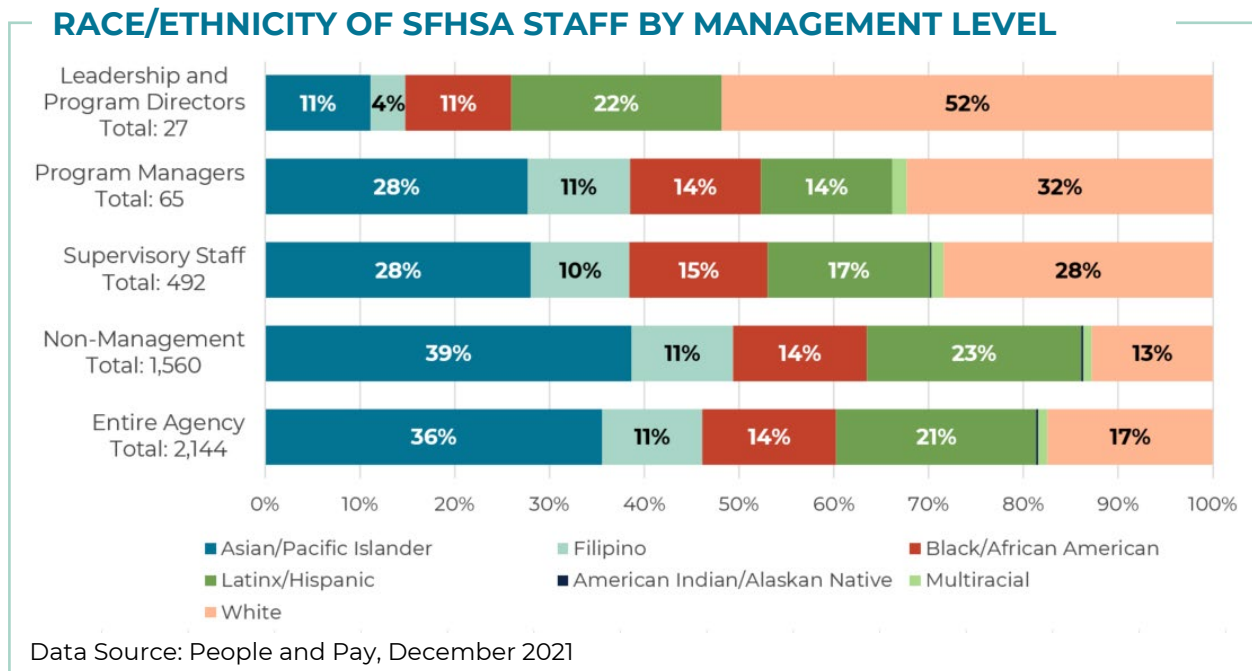


CalWORKs team members. In January 2022 we supported ten eligibility workers in attending the California Chapter of the National Eligibility Worker's Association: Professionals Associated Through Human Services Annual Training Conference.

In addition, **the Agency budgeted resources this year to procure a learning management system**, an online platform where we can warehouse resources for continuous learning and track professional development participation and outcomes. We will begin the procurement process for this system in the upcoming year. Collectively, the new policy and learning management tools are foundational for cultivating an Agency culture that prioritizes investing in employees and developing diverse, internal talent for future leadership positions.

GROWING LEADERS THROUGH MENTORSHIP

This year, we **developed a formal mentorship program to support staff's long-term career plans and facilitate equitable upward mobility**. On the whole, our Agency staff generally reflect the population we serve, and bring diverse perspectives to our work. However, white employees are significantly overrepresented among the leadership ranks at SFHSA.



While BIPOC employees have expressed a continued commitment to our mission, they have experienced a number of barriers in advancing their careers at SFHSA, including a lack of access to training and exposure to influential organizational networks. In our 2021 Racial Equity Survey, over half (54%) of Black/ African American survey respondents expressed that they do not agree that everyone has equal opportunities to advance their career at SFHSA, as opposed to their White and Asian or Pacific Islander peers, the majority of whom responded positively to this question. **In response to our staff's feedback, we designed the SFHSA Mentorship Program to be equity focused and to connect participants to various career-building opportunities.**

The first mentorship cohort launched in February 2022 to support and develop supervisors seeking to advance to a managerial role within the Agency. Mentees are mentored by Program Directors and Deputy Directors, who will provide coaching, career advice, and practical learning opportunities. **Over the six-month program, participants will work on a personalized development plan, connect with their mentors one-on-one, and participate in monthly skill-building labs** on topics such as data analysis, networking, interview skills, and how to develop a strong application for a promotive opportunity. A second mentorship cohort will launch in August 2022, and is focused on the development of non-managerial staff. To ensure continuous improvement and that the program is responsive to staff needs for supportive professional development, we will survey participants — both mentors and mentees — to gather their feedback and measure their outcomes.

Section 6: Organizational Culture of Inclusion & Belonging

Goal	Foster a culture where our clients, community partners, stakeholders, and staff at every level feel respected, included, and empowered to contribute to our mission
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The work of advancing racial equity does not sit with any one person or office, but must be shared by all of us. Over the last year, we focused on cultivating spaces for staff to learn and engage in dialogue about racial equity, and on developing multiple platforms for employees to influence and contribute directly to the racial equity work at SFHSA.

PROVIDING RACIAL EQUITY ENGAGEMENT AND LEARNING OPPORTUNITIES FOR STAFF

We have spent the past year developing many different ways for staff to learn about and engage in our racial equity work. To build in transparency and accountability to the Agency's efforts in advancing racial equity, we held our second annual Racial Equity Town Hall in March 2021. At the Town Hall, we discussed our Racial Equity Action Plan with staff and introduced our Racial Equity Work Group. The Office of DEIB subsequently **launched a quarterly Racial Equity Newsletter to provide ongoing updates to staff on the progress of our Action Plan and to share racial equity related resources and events.**

“
This was the history lesson I wish I had in school, the content was shocking, mind-opening, and invoked a lot of emotions.
- A Racial Equity Champion
”

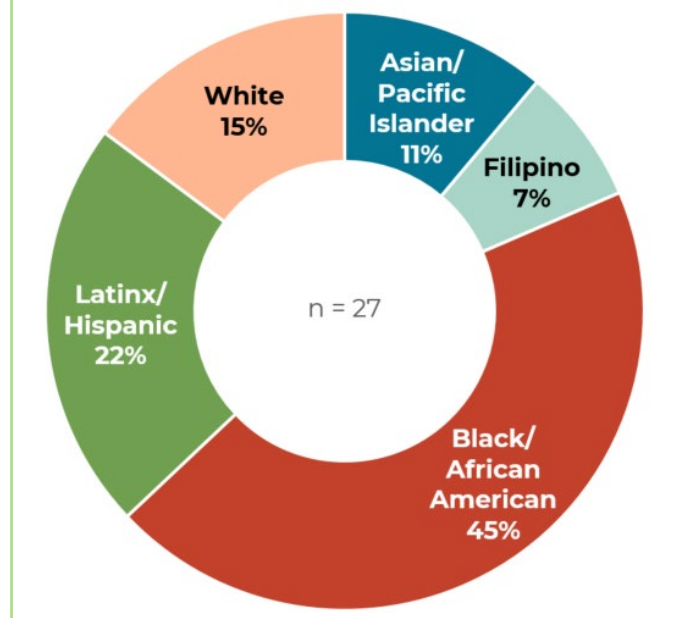
We also began developing opportunities for employees to engage in individual racial equity learning. We started by creating the **SFHSA Champions of Racial Equity Program, which empowers staff to engage with coworkers and explore how to incorporate racial equity into their day-to-day work.** As part of the program, Champions complete the SFHSA 21-Day Racial Equity Challenge, cultivating a shared understanding of key racial equity terminology and the history of systemic racism in the United States. The last seven days of the program focus on how race historically and presently informs the delivery of social services, so that staff learn how they can directly contribute to combating racism through their work.

Building off the foundational learning opportunity offered through the Champions Program, we **launched quarterly Racial Equity Lunch and Learn events to engage staff in discussions on a variety of racial equity topics that intersect with their day-to-day work.** Racial Equity Workgroup members and Racial Equity Champions assisted the Office of DEIB in planning and facilitating the sessions, which included a discussion on dismantling systemic racism in child welfare.

CENTERING STAFF VOICES IN OUR RACIAL EQUITY WORK

In 2018 we established our first Racial Equity Work Group to support the development of our 2019 *Advancing Racial Equity* report. The Office of DEIB convened a new Work Group cohort for 2020-2021, and plan to continue convening a new Work Group cohort annually. **The Racial Equity Work Group brings greater staff voice to critical decisions about our racial equity efforts.** It also provides a professional development opportunity for participants, who can connect with their peers across programmatic silos to discuss shared racial equity issues in the workplace, learn from one another, and grow as racial equity leaders. Including people from diverse personal and professional backgrounds — especially those who are most impacted by systemic racism — in the Racial Equity Work Group has ensured that **diverse perspectives have shaped the implementation of our Racial Equity Action Plan this year.** Led by the Office of DEIB, the 27 participants of the 2020-2021 Racial Equity Work Group cohort engaged in brainstorming and feedback sessions centered on specific action items, such as the Supportive Supervision Toolkit, and met on a regular basis to receive updates and weigh in on the progress of the Action Plan. To **support their active participation** in the Work Group and **formally recognize the importance of their working role in advancing racial equity** at SFHSA, we **restructured Racial Equity Work Group members' duties and assignments to allow members to devote 20% of their time towards this work.**

2020-2021 SFHSA RACIAL EQUITY WORK GROUP PARTICIPANTS



CREATING COMMUNITY AND CELEBRATING CULTURE

Our 2021 Racial Equity Survey results revealed that Black/African American survey participants had higher levels of disagreement than their peers regarding the Agency's organizational culture and commitment to racial equity. Only 36% of Black/African American respondents agreed that concerns about racism in the workplace would be addressed if raised, as compared to 71% of their white colleagues. Similarly Black/African American respondents had the lowest satisfaction rate regarding the inclusivity of SFHSA's work environment (45% agreed that their work environment was inclusive, as compared to 79% of white, 74% of Asian and Pacific Islanders and 61% of Latinx/Hispanic respondents). This information provides a critical baseline for the Agency to measure the effectiveness of its efforts to develop a culture of inclusion and belonging.

Developing a shared sense of community takes time to build as individuals develop trust, enter into dialogue regularly and develop an understanding and appreciation of employees' individuality. Our Family and Children Services Division began this work by hosting four Anti-Blackness Cultural Trauma Healing Circles for Black and BIPOC staff in partnership with the Bay Area Academy. The first two healing circles were reserved for Black/African American social workers within the program, while the subsequent circles were opened to all programmatic BIPOC staff.

Moving forward, our goal is to have more staff-led cultural celebrations and community-building through formalized **Employee Resource Groups (ERGs)**. We released an ERG policy in 2021, which established guidelines and procedures on how to establish an ERG. Forming ERGs will **empower employees with common identities or interests to self-organize and lead initiatives to foster belonging in the workplace** with the formal recognition and financial support of the Agency. To promote the policy, and help interested staff connect across the Agency, the Office of DEIB **hosted an ERG Resource Fair**, which was attended by 121 employees. Since the fair, **we have officially recognized six ERGs**.

BUILDING COMMUNITY THROUGH EMPLOYEE RESOURCE GROUPS

In 2021 SFHSA officially recognized the following ERGs:

- Latinx Employee Association
- Black Employees Association
- 55+ Employee Resource Group
- Above & Beyond
- Stress Busters
- Creative Circle



Images from our 2019 Black History Month Celebration. Members the Black Employees Association participate in the planning and production of the celebration on an annual basis. In 2021 the event was virtual, but we hope to return to an in-person celebration in 2022.

Section 7: Boards & Commissions

Goal	Support development of diverse and inclusive boards and commissions that reflect the clients we serve
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SFHSA’s boards and commissions are important stakeholders in our work, providing a critical avenue for public input, oversight, and accountability of our Agency; as such, these policy bodies must be meaningfully involved in our Agency’s efforts to advance racial equity. In the past year, our boards and commissions have begun to integrate racial equity more formally into their meetings and decision-making.

PROVIDING OVERSIGHT WITH A RACIAL EQUITY LENS

As our Agency continues to lay the groundwork for our racial equity efforts and Agency-wide culture shift, our boards and commissions have shared in this commitment in several ways. Since our commissions passed a “Resolution to Advance Racial Equity and Condemn and Combat all Forms of Discrimination and Racism” in late 2020, commission meetings include dedicated updates pertaining to the Agency’s racial equity work. In addition, in the past year, the Human Services Commission approved the contract to provide racial equity training for our leadership, and **the Disability and Aging Services Commission has begun the practice of beginning each meeting with a Ramaytush Ohlone Land Acknowledgement.**

“ **RAMAYTUSH OHLONE LAND ACKNOWLEDGEMENT**

The San Francisco Disability and Aging Services Commission acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As Guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders and Relatives of the Ramaytush Community and by affirming their sovereign rights as First Peoples.

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To further enhance the racial equity lens our board and commission members are able to bring to their review of policies, programmatic priorities, budget, contracts, and other issues, **we have procured a consultant to provide racial equity training to these policy bodies in early 2022.** This training will ensure that all commissioners and board members have a shared understanding of foundational racial equity concepts and their role in promoting more equitable decision-making and outcomes.

Conclusion

In our first year implementing our Racial Equity Action Plan, we focused on **developing the foundations to engage our Agency** in the collective work of fostering an inclusive workplace, and to advance equitable policies and practices. Our ongoing **investments in our organizational structure and our staff have increased our capacity** to bring about our vision for a more equitable SFHSA in a sustainable fashion, weaving racial equity into the daily operations of our Agency.

BUILDING ON FOUNDATIONS: OUR 2022 PRIORITIES



Increasing staff engagement with the Office of DEIB and our racial equity work.

We will continue to expand communication and collaboration between the Office of DEIB and staff by increasing outreach around the existing engagement opportunities and establishing new touchpoints for employees to engage in dialogue, voice their concerns and share in solution-making.



Investing in staff development opportunities.

Publishing the Mobility and Professional Development Policy and its supporting processes in the upcoming year will empower all staff to pursue their professional development goals. In the next year, we will also allocate funds within the Agency budget to support this policy and consistently fund staff development.



Embracing a culture of accountability around our racial equity work.

The Office of DEIB will begin to develop quarterly reports to examine how our progress in implementing the Racial Equity Action Plan is positively impacting our workplace. These reports will be shared with leadership to inform decision-making, and ensure Agency-wide accountability in advancing racial equity.

Appendix A. Action Plan Summary Table

The table below provides a high-level summary of the 92 actions outlined in our Racial Equity Action Plan, and reflects updated information regarding our progress in implementing these actions as of December 2021. This table contains information including the Agency lead(s) responsible for carrying out the action, the current status of action implementation at the time of this update’s publication, and our estimated timeline for implementing the action.

Notes:

- We have provided streamlined descriptions of each action item and abbreviated the names of some leads (e.g., we refer to the HR Learning & Organizational Development Unit as the HR L&OD Unit) for simplicity. Please refer to the full *Racial Equity Action Plan 2021-2023* report for more complete information.
- **Most completed action items reflect ongoing practices that our Agency has implemented and will maintain beyond the Action Plan’s three-year period — these actions are indicated by an asterisk (e.g., Completed*) and are shaded in a darker green.** We fully implemented some of these action items prior to the release of the Citywide Racial Equity Framework in July 2020; these items do not reflect a specific start and end date associated with our Plan implementation.

Action	Description	Lead(s)	Status	Start Date	End Date
1.1.1	Assess conditions and barriers experienced by job applicants	Innovation Office, Office of DEIB	In Progress	Nov-20	Jun-22
1.1.2	Survey staff to assess issues of diversity and inclusivity	Policy & Planning Unit	In Progress	Nov-20	Mar-22
1.1.3	Create an equitable and inclusive hiring and recruitment policy	HR Exams Unit	In Progress	May-21	Jun-22
1.2.1	Develop a strategic and inclusive recruitment process	Office of DEIB	In Progress	Nov-20	Dec-22
1.2.2	Develop partnerships with organizations for strategic recruitment	Office of DEIB	In Progress	Apr-21	Dec-22
1.2.3	Update job announcements to be more inclusive	HR Exams Unit	In Progress	Nov-20	Dec-23
1.2.4	Remove unnecessary minimum qualification requirements for jobs	HR Exams Unit	In Progress	May-21	Dec-23

Action	Description	Lead(s)	Status	Start Date	End Date
1.2.5	Review and revise supplemental questions used in job applications	HR Exams Unit	In Progress	Mar-21	Dec-23
1.2.6	Remove unnecessary degree requirements for jobs	HR Exams Unit	In Progress	May-21	Dec-23
1.2.7	Ensure outside recruiters use racially equitable recruitment strategies	HR Exams Unit	Not Started	Jan-22	Jun-23
1.3.1	Provide paid internship opportunities	HR Operations Unit	Completed*	Completed*	Completed*
1.3.2	Provide internship placements through the Mayor's Opportunities for All program	HR L&OD Unit	Completed*	Completed*	Completed*
1.3.3	Develop strategic partnerships for more diverse intern recruitment	HR Operations Unit	Not Started	Jul-22	Jun-23
1.3.4	Offer interns shared learning opportunities on equity topics	Office of DEIB	Not Started	Jul-22	Dec-22
1.3.5	Collect and analyze data on internship hiring outcomes and intern experiences	HR Operations Unit	Not Started	Jul-22	Jun-23
1.4.1	Standardize the interview process using inclusive interview questions	HR Operations Unit	In Progress	Sep-20	Dec-23
1.4.2	Ensure a diverse interview panel for each interview	HR Operations Unit	In Progress	Sep-20	Dec-22
1.4.3	Train interview panelists to conduct interviews in an equitable fashion	HR Operations Unit	In Progress	Jan-21	Jun-22
1.4.4	Adopt an application tracking tool and enhance other support for job applicants	HR Exams Unit, HR Operations Unit	In Progress	Aug-20	Dec-23
1.4.5	Share information about all job openings Agency-wide	HR Exams Unit	Completed*	Jan-21	Sep-21
1.4.6	Decrease lags and long applicant wait times during the hiring process	HR Exams Unit, HR Operations Unit	In Progress	Nov-20	Jun-23
1.4.7	Standardize and improve the onboarding experience for new hires	HR Operations Unit	In Progress	Jun-21	Jun-22

Action	Description	Lead(s)	Status	Start Date	End Date
1.4.8	Expand the Certification Rule of Three Scores to address hiring inequities	HR Exams Unit, HR ELR Unit	In Progress	Aug-21	Dec-23
1.5.1	Standardize proactive racial equity review at key stages of the hiring process	Office of DEIB, HR Exams Unit	In Progress	Mar-21	Dec-2023
2.1.1	Track Disaster Service Worker (DSW) deployments	HR Operations Unit	Completed*	Completed*	Completed*
2.1.2	Analyze the Agency budget through a racial equity lens to meet staffing needs equitably	Budget	In Progress	Jul-20	Jun-22
2.1.3	Provide necessary personal protective equipment to DSWs	SF COVID-19 Command, various program staff	Completed*	Completed*	Completed*
2.1.4	Offer and promote benefits for DSWs	HR Operations Unit	Completed*	Completed*	Completed*
2.1.5	Consider employees' caregiving and other obligations when making DSW assignments	Office of Civil Rights	Completed*	Completed*	Completed*
2.2.1	Conduct internal review of salaries to ensure parity with industry standards	HR Operations Unit	Completed*	Sep-20	Aug-21
2.2.2	Conduct internal review of benefits to ensure parity with industry standards	Office of Civil Rights	In Progress	Oct-21	Dec-22
2.2.3	Conduct internal review of paid time off policy and enhance cultural inclusivity	Office of Civil Rights	In Progress	Jul-21	Dec-22
2.3.1	Share information about Citywide standards governing promotions and raises	HR Operations Unit	In Progress	Oct-21	Jun-22
2.3.2	Share information about Citywide processes for promotions and raises	HR Operations Unit	In Progress	Oct-21	Jun-22
2.3.3	Develop an equitable process for staff to serve in acting/interim job roles	HR Operations Unit	Completed	Jan-21	Mar-21
2.3.4	Identify and address drop-offs in employee diversity within job classification series	HR Operations Unit	In Progress	May-21	Dec-23
2.3.5	Create clear pathways for upward mobility for all job classifications	HR Operations Unit	In Progress	Oct-21	Dec-23

Action	Description	Lead(s)	Status	Start Date	End Date
3.1.1	Track disciplinary actions to ensure equity and accountability	HR ELR Unit	Completed*	Jan-19	Jun-21
3.1.2	Track separations to ensure equity and accountability	HR Operations Unit	In Progress	Oct-21	Dec-21
3.1.3	Train supervisors on issues of bias, equity, and compassion pertaining to discipline	HR ELR Unit, HR L&OD Unit	In Progress	Oct-20	Dec-22
3.1.4	Implement alternative dispute resolution practices	HR ELR Unit	In Progress	Nov-20	Dec-22
3.1.5	Standardize disciplinary procedures	HR ELR Unit	In Progress	Nov-20	Jun-22
3.1.6	Create a performance management toolkit for supportive supervision	HR ELR Unit	In Progress	Oct-20	Dec-23
3.1.7	Develop a formalized process for equity review of all proposed disciplinary actions	HR ELR Unit	In Progress	Jan-21	Dec-23
4.1.1	Use a racially equitable hiring and recruitment policy	HR Exams Unit	In Progress	May-21	Jun-22
4.1.2	Commit to ongoing racial equity development for Agency leadership	Office of DEIB	In Progress	Jan-21	Dec-23
4.1.3	Report on Agency leadership demographics regularly	Office of DEIB	Completed*	Jan-21	Dec-21
4.1.4	Create a process for anonymous staff feedback to Agency leadership	Communications	In Progress	Jul-21	Dec-22
4.2.1	Develop a framework shared decision-making at the Agency	Office of DEIB	Not Started	Jul-22	Dec-23
5.1.1	Require formal training and development for all staff	HR L&OD Unit	In Progress	Apr-21	Dec-23
5.1.2	Formalize processes to support staff attendance at conferences	HR L&OD Unit, program leadership	In Progress	Apr-21	Dec-23
5.1.3	Provide staff with opportunities for continuous and extended learning	HR L&OD Unit	In Progress	Jun-20	Dec-23

Action	Description	Lead(s)	Status	Start Date	End Date
5.1.4	Support staff to participate in externally-hosted professional development	HR L&OD Unit	In Progress	Jun-20	Dec-23
5.1.5	Track staff professional development and use data to inform equity strategies	HR L&OD Unit	In Progress	Apr-21	Dec-23
5.2.1	Develop an annual performance evaluation for all staff	HR L&OD Unit	In Progress	Apr-21	Dec-23
5.2.2	Create a staff mentorship program	HR L&OD Unit	In Progress	Nov-21	Aug-22
5.3.1	Create a clear and simple processes for requesting reasonable accommodations	Office of Civil Rights	Completed*	Completed*	Completed*
5.3.2	Incorporate discussion of staff needs into the annual performance evaluation process	HR L&OD Unit	In Progress	Apr-21	Dec-23
5.3.3	Establish dedicated spaces for staff to be in community with each other	Office of Civil Rights	Completed*	Completed*	Completed*
5.3.4	Create processes for Agency leadership to respond to staff needs affecting their work	Office of Civil Rights	Completed*	Completed*	Completed*
5.3.5	Respect all staff's religious and cultural practices	Office of Civil Rights	Completed*	Completed*	Completed*
5.4.1	Use competency modeling to support staff performance and career advancement	HR L&OD Unit	In Progress	Apr-21	Dec-23
6.1.1	Ensure the Agency's mission, policies, etc. align with inclusion and belonging	Office of DEIB, Communications	Completed*	Sep-20	Jan-21
6.1.2	Create a staff Racial Equity Work Group to ensure accountability	Office of DEIB, Racial Equity Work Group	Completed*	Oct-20	Jan-21
6.1.3	Develop and maintain a Racial Equity Action Plan	Office of DEIB	Completed*	Jul-20	Dec-21
6.1.4	Report on Racial Equity Action Plan updates to Agency staff and stakeholders	Office of DEIB	Completed*	Jan-21	Dec-21
6.1.5	Support and provide spaces for affinity groups	Office of DEIB	Completed*	Jul-21	Jun-21

Action	Description	Lead(s)	Status	Start Date	End Date
6.1.6	Provide all staff with trainings and development on racial equity topics	HR L&OD Unit, Office of DEIB	In Progress	Apr-21	Dec-22
6.1.7	Survey staff to assess the Agency's organizational culture	Policy & Planning Unit	In Progress	Nov-20	Mar-22
6.1.8	Ensure that workplace décor and design reflect diversity	Facilities, Communications	Completed*	Completed*	Completed*
6.2.1	Maintain an up-to-date Agency-wide mailing list	Communications	Completed*	Completed*	Completed*
6.2.2	Ensure that staff meetings include diverse speakers and inclusive topics	HR L&OD Unit, Office of DEIB	In Progress	Apr-21	Dec-22
6.2.3	Maintain physical and digital spaces for staff to share information with each other	Communications	Completed*	Completed*	Completed*
6.3.1	Create a shared accessibility protocol for all Agency events and communications	Office of Civil Rights	In Progress	Jul-21	Jun-22
6.3.2	Ensure the Agency's physical spaces to meet or exceed accessibility standards	Office of Civil Rights, Facilities	In Progress	Jun-21	Jun-22
6.3.3	Ensure the Agency's digital spaces/functions to meet or exceed accessibility standards	Office of Civil Rights, IT	In Progress	Jul-21	Jun-22
6.3.4	Invest in translation services	Office of Civil Rights	Completed*	Completed*	Completed*
6.3.5	Encourage inclusive identity expression	HR Operations Unit	Completed*	Completed*	Completed*
6.3.6	Provide accessibility information and proactively rather than upon request	Office of Civil Rights	Completed*	Completed*	Completed*
6.4.1	Incorporate a community feedback process for Agency initiatives and communications	Office of DEIB	Not Started	Jul-22	Dec-23
6.4.2	Find opportunities to invest in and support the communities we serve	Office of DEIB	Not Started	Jul-22	Dec-23
7.1.1	Revise commission bylaws in alignment with the Racial Equity Action Plan	Office of DEIB	Not Started	Jul-22	Jun-23
7.1.2	Report on Agency commission membership demographics regularly	Office of DEIB	Completed*	Jul-20	Dec-21

Action	Description	Lead(s)	Status	Start Date	End Date
7.1.3	Adopt a resolution on racial equity across all commissions	Office of DEIB	Completed	Oct-20	Dec-20
7.1.4	Include racial equity items regularly in commission meeting agendas	Various program staff	Completed*	Completed*	Completed*
7.1.5	Ensure diverse community stakeholders provide input at commission meetings	Various program staff	Completed*	Completed*	Completed*
7.1.6	Adopt a Ramaytush Ohlone Land Acknowledgement across all commissions	Office of DEIB	Completed	May-21	Jun-21
7.1.7	Support diversified commission membership consistent with Proposition C (2020)	Office of DEIB	Completed*	Completed*	Completed*
7.1.8	Adopt racial equity assessment tools to inform commission decision-making	Office of DEIB	Not Started	Jan-22	Dec-22
7.2.1	Standardize protocols for commission members' accommodation requests	Commission Secretaries	Completed*	Completed*	Completed*
7.2.2	Provide ongoing racial equity training and development for commission members	HR L&OD Unit, Commission Secretaries	In Progress	Dec-20	Dec-22
7.2.3	Develop a peer mentorship program for commission members	Commission Secretaries	Not Started	Jan-22	Dec-23

Appendix B. Summary of SFHSA Resources for Advancing Racial Equity

The tables below provide an overview of the staff and other resources SFHSA committed to promote racial equity in 2021, including funds allocated in Fiscal Year 2021-22 to support implementation of action items outlined in our Racial Equity Action Plan.

Note: Staff time estimates below reflect hours dedicated to planning and executing racial equity action items and/or attending DEIB-centered staff engagements. The Office of DEIB is working to identify mechanisms for more precise tracking of staff time spent on racial equity work in the future.

Resource: Staff	
Estimated Hours	Department
Full-time	Office of Diversity, Equity, Inclusion, and Belonging*
7,710 staff hrs.	0923 Manager II (1) 1241 Human Resources Analyst (2) 1244 Sr. Human Resources Analyst (2) 1823 Sr. Administrative Analyst (2) 9252 Communications Specialist (1)
Part-time	Racial Equity Work Group (REWG)*
8,320 staff hrs.	0923 Manager II (2) 1052 IS Business Analyst (1) 1404 Clerk (2) 1446 Secretary II (1) 1823 Senior Administrative Analyst (1) 2574 Clinical Psychologist (1) 2905 Sr. Eligibility Worker (6) 2907 Eligibility Worker (1) 2913 Program Specialist (1) 2914 Social Work Supervisor (1) 2916 Social Work Specialist (1) 2918 Social Worker (2) 2924 Medical Social Work Supervisor (1) 2940 Protective Services Worker (3) 4230 Estate Investigator (1) 9704 Employment & Training Specialist III (2)

Resource: Staff	
Estimated Hours	Department
Part-time	Human Resources
4,250 staff hrs.	0922 Manager I (1) 0931 Manager III (5) 0953 Deputy Director (1) 1031 IS Trainer Assistant (1) 1202 Personnel Clerk (3) 1203 Personnel Technician (1) 1204 Senior Personnel Clerk (7) 1220 Payroll & Personnel Clerk (6) 1224 Principal Payroll & Personnel Clerk (3) 1232 Training Officer (9) 1241 Human Resources Analyst (17) 1244 Senior Human Resources Analyst (10) 1246 Principal Human Resources Analyst (1) 1424 Clerk Typist (1) 1842 Management Assistant (1) 6138 Industrial Hygienist (1)
Part-time	Policy & Planning Unit
180 staff hrs.	0931 Manager III (1) 2917 Program Support Analyst (2)
Volunteer	All SFHSA Staff
3,610 staff hrs.	This estimate likely underestimates the time staff have spent voluntarily engaged in racial equity work at our Agency. It does not include various racial equity-related efforts staff may engage in within their own programs, but does reflect participation in Agency-wide racial equity efforts led or coordinated by the Office of DEIB, such as the: Champions of Racial Equity Program, Racial Equity Lunch and Learns, and Employee Resource Groups.
Total Staff Hours: 20,460	

Resource: Contracts – Budgeted/Allocated Funds		
Item	Description	Amount
Training & Professional Development Contracts		
Racial Equity 101	Agency-wide racial equity training that will educate and support staff's foundational understanding of racial equity.	\$250,000
Executive Leadership Racial Equity Training	Racial equity training that focuses on supporting the organization's leadership (executive directors, deputy directors, program directors, and board/commission members) in leading with equity, gain comfort discussing equity with staff, and better understand the responsibility to take a leading role in carrying out the Agency's new core values.	\$100,000

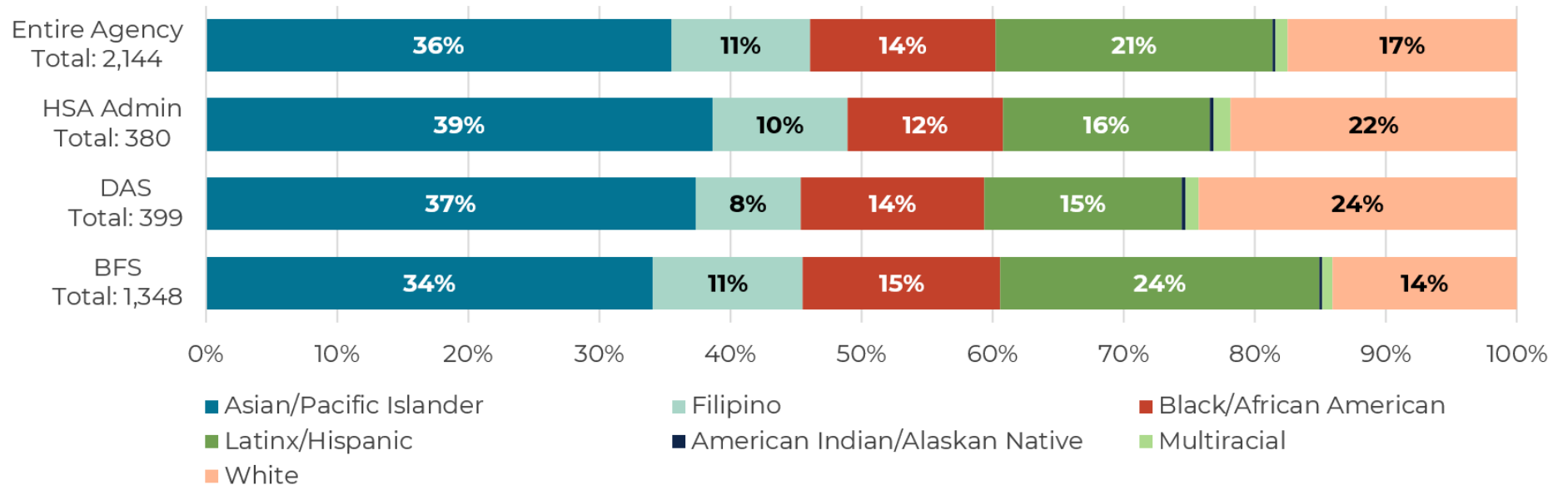
Resource: Contracts – Budgeted/Allocated Funds		
Item	Description	Amount
Training & Professional Development Contracts, contd.		
Office of DEIB Staff and REWG Professional Development	Equity centered conferences, trainings, and professional development activities that will support and equip Office of DEIB staff with tools and skills necessary to plan and implement the action items identified in the Racial Equity Action Plan and provide technical assistance to staff.	\$15,000
Software Licensing Contracts		
Learning Management System (LMS)	A software system that will coordinate, track, and accurately report on staff's participation in racial equity and competency trainings, learnings, and professional development opportunities, ensuring equitable participation in learning opportunities for staff.	\$75,000
Accommodation Online Application System	A secure online system that will allow employees to submit and track their accommodations request, reduce initial response delays, and provide accurate demographics data reports.	\$8,000
Advertising and Membership Fees Contracts		
Diverse Recruitment and Candidate Experience – Advertising	Annual job board site subscriptions and single posting fees, and career fair admission fees to improve outreach, recruitment efforts, and diversity of applicant pools.	\$75,000
Social Service Contracts		
Diverse Recruitment and Candidate Experience – Videos	Informational videos posted to our SFHSA website of existing staff explaining their journey to employment and practical “how-to” successfully apply to an SFHSA job.	\$50,000
Total Funds Budgeted/Allocated for Racial Equity Contracts: \$573,000		

Appendix C. Summary of SFHSA Workforce Demographics

This appendix provides a summary snapshot of SFHSA workforce demographics and trends in 2021.

RACE/ETHNICITY OF SFHSA STAFF BY DEPARTMENT

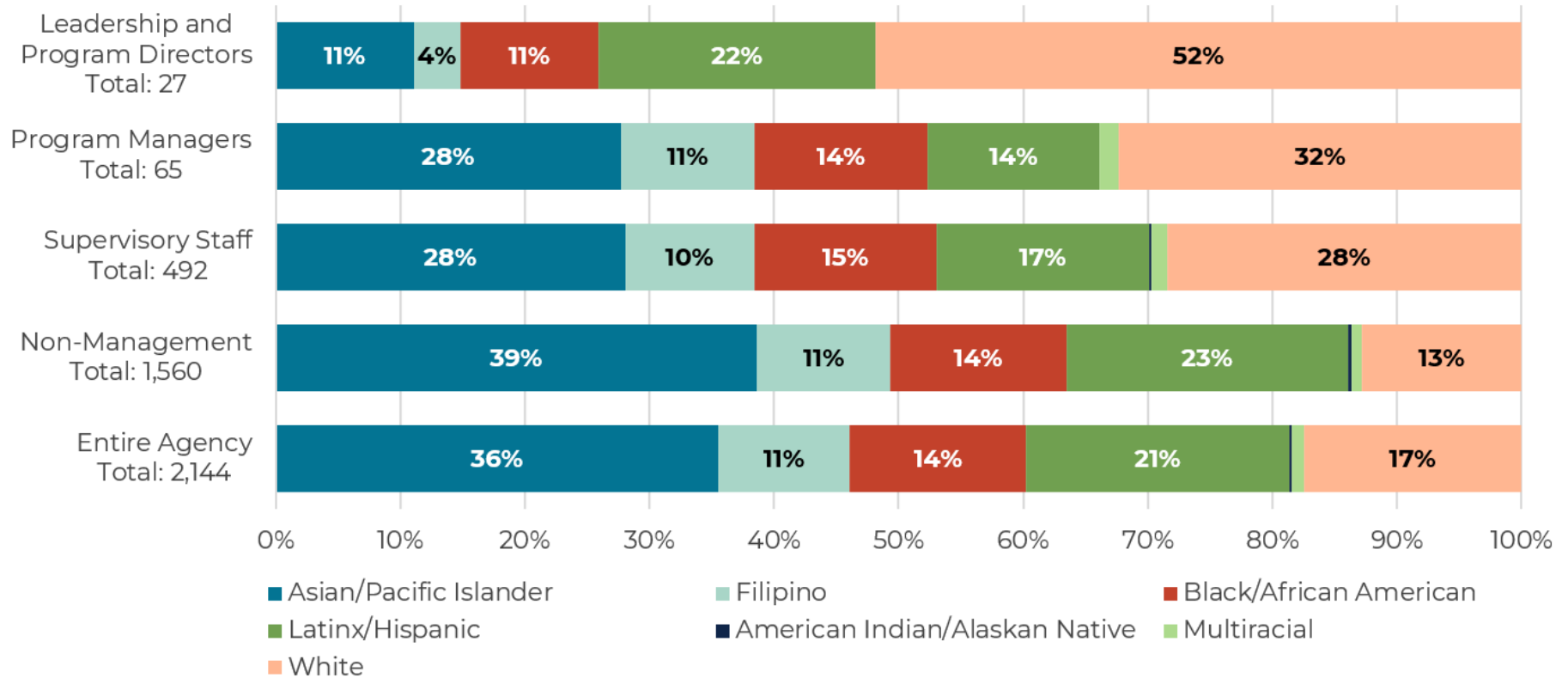
With a workforce of 2,144 employees, our Agency is fortunate to have diverse staff that bring unique perspectives and lived experiences to our work with underserved communities. On the whole, our staff generally reflect the population we serve. Nearly half (47%) are Asian/Pacific Islander (including Filipino individuals), and 21% are Latinx/Hispanic — trends driven by our clients' language needs. About 17% of staff are white, and 14% are Black/African American.



Data Source: People and Pay, December 2021

RACE/ETHNICITY OF SFHSA STAFF BY MANAGEMENT LEVEL

Disaggregated by management level, disparities by race and ethnicity are immediately apparent. White employees are significantly overrepresented among the leadership ranks at SFHSA, while Asian/Pacific Islander (Filipino inclusive) staff are significantly underrepresented; at the highest levels of management, Black/African American staff are also underrepresented, though to a lesser degree than their Asian/Pacific Islander peers. These racial disparities are most pronounced at the highest levels of management.



Data Source: People and Pay, December 2021

SFHSA HIRES BY RACE/ETHNICITY¹

The table on the right summarizes hires at SFHSA in 2021. The Agency hired 316 employees during this period, aligned with the demographic composition of Agency clients and staff. Black/African American employees made up a greater share of hires in 2021 than their share of representation in the SFHSA workforce — about 18% compared to 14%. This trend was largely driven by hiring in BFS.

Race/Ethnicity	Entire Agency		BFS		DAS		HSA Admin	
	#	%	#	%	#	%	#	%
Asian/Pacific Islander	111	35%	65	36%	15	31%	31	36%
Filipino	30	10%	17	9%	3	6%	10	12%
Black/African American	56	18%	36	20%	6	13%	14	16%
Latinx/Hispanic	59	19%	38	21%	7	15%	14	16%
American Indian/ Alaskan Native	0	0%	0	0%	0	0%	0	0%
Multiracial	3	1%	1	1%	0	0%	2	2%
White	54	17%	22	12%	17	35%	15	17%
Total	316	100%	179	100%	48	100%	87	100%

Data Source: People and Pay, January 2022

SFHSA PROMOTIONS BY RACE/ETHNICITY

The table on the right summarizes promotions within SFHSA in 2021. Ninety-eight employees were promoted in 2021, reflecting racial/ethnic backgrounds generally consistent with the demographic composition of Agency clients and staff. Latinx/Hispanic employees were underrepresented in promotions compared to their representation in the Agency's workforce (about 13% compared to 21%). This trend is consistent with lower levels of Latinx/Hispanic representation in supervisor and manager roles at SFHSA.

Race/Ethnicity	Entire Agency		BFS		DAS		HSA Admin	
	#	%	#	%	#	%	#	%
Asian/Pacific Islander	40	41%	22	41%	9	45%	9	38%
Filipino	8	8%	4	7%	1	5%	3	13%
Black/African American	18	18%	14	26%	1	5%	3	13%
Latinx/Hispanic	13	13%	7	13%	2	10%	4	17%
American Indian/ Alaskan Native	0	0%	0	0%	0	0%	0	0%
Multiracial	0	0%	0	0%	0	0%	0	0%
White	19	19%	7	13%	7	35%	5	21%
Total	98	100%	54	100%	20	100%	24	100%

Data Source: People and Pay, January 2022

¹ Data on hires reflect individuals new to SFHSA and promotions within the Agency. They exclude individuals in Public Service Trainees and Career Pathways roles, as most of these roles are selected by and work in departments outside of SFHSA.

AVERAGE SFHSA STAFF SALARY BY RACE/ETHNICITY

The table below summarizes staff salary trends disaggregated by race/ethnicity for SFHSA overall. This table also includes analysis of salary trends for the largest job classification groups in each management level of our Agency, to provide more meaningful insight into potential salary discrepancies. Given the scale and breadth of our staffing — 2,144 staff working in 120 classifications — an Agency-wide salary analysis tends to reflect what we already know: that we need to diversify SFHSA staff at higher management levels and corresponding compensation. Prior analysis of salary data indicates that when staff job classification and tenure in that classification are held constant, there is not notable variation in salary by race/ethnicity.

Management Level	Job Classification	Total Staff	Average Hourly Pay by Race/Ethnicity							
			All Races	Asian/ Pacific Islander	Filipino	Black/ African American	Latinx/ Hispanic	American Indian/ Alaskan Native	Multiracial	White
All Staff	All Staff	2,163	\$ 48.85	\$ 46.96	\$ 47.36	\$ 47.96	\$ 47.99	\$ 49.94	\$ 42.37	\$ 55.69
Direct Service Staff	2905 Senior Eligibility Worker	474	\$ 42.70	\$ 42.57	\$ 43.52	\$ 42.66	\$ 42.98	\$ 44.40	\$ 38.60	\$ 41.70
	2940 Protective Services Worker	193	\$ 56.59	\$ 57.69	\$ 56.23	\$ 55.58	\$ 56.82	\$ 58.68	\$ 48.26	\$ 56.42
	2918 Social Worker	138	\$ 45.10	\$ 45.70	\$ 44.20	\$ 43.66	\$ 45.77	\$ 39.49	\$ 47.56	\$ 45.50
Supervisor	2907 Eligibility Worker Supervisor	65	\$ 50.43	\$ 50.65	\$ 51.48	\$ 50.51	\$ 49.92	.	.	\$ 50.20
Manager	0923 Manager II	39	\$ 74.78	\$ 72.24	\$ 73.55	\$ 75.75	\$ 77.38	.	\$ 65.78	\$ 76.62

Data Source: People and Pay, December 2021

Note: Blank entries do not have any staff of that race/ethnicity.

SFHSA CORRECTIVE ACTION & DISCIPLINE BY RACE/ETHNICITY

The table on the right summarizes corrective actions and discipline carried out at SFHSA in 2021, disaggregated by staff race/ethnicity. Corrective actions include probationary extensions, probationary releases, and performance improvement plans.² Discipline includes written warnings, suspensions, and dismissals of permanent employees. While discipline and corrective actions continue to be issued to less than 2% of employees, Black employees continue to be overrepresented in these actions.

Race/Ethnicity	Total Permanent Staff		Corrective Actions & Discipline	
	#	%	#	%
Asian/Pacific Islander	718	36%	6	17%
Filipino	216	11%	2	6%
Black/African American	286	14%	15	43%
Latinx/Hispanic	435	22%	7	20%
American Indian/ Alaskan Native	5	0.3%	1	3%
Multiracial	17	1%	0	1%
White	345	17%	4	11%
Total	2,022	100%	35	100%

Data Source: Employee and Labor Relations, December 2021

RACE/ETHNICITY OF SFHSA COMMISSION MEMBERS

Within SFHSA, both BFS and DAS are guided by a public commission that advises them and provides input on their Departmental objectives, programs, and outcomes. Commissioners are appointed by the Mayor's Office and approved by the Board of Supervisors. The table on the right summarizes the racial/ethnic composition of commission membership across both of SFHSA's commissions.

Race/Ethnicity	All Commissions	
	#	%
Asian/Pacific Islander	4	33%
Filipino	0	0%
Black/African American	2	17%
Latinx/Hispanic	0	0%
American Indian/ Alaskan Native	0	0%
Multiracial	0	0%
White	6	50%
Total	12	100%

Data Source: People and Pay, January 2022

² Probationary extensions carried out to align with the timing of new employee training were omitted.

Appendix D. Related Reports

The Annual Progress Report details our progress in implementing SFHSA's Racial Equity Action Plan. This work is informed by several years of extensive qualitative research and quantitative analysis, addressing topics such as our organizational health, exploration of staff attitudes about the workplace, and equity in client and employee outcomes. The table below provides a brief description of each of the major analyses which has informed and contributed to our racial equity work, along with a link to the full text of these analyses for those who wish to learn more about them.

Report	Description
<u>SFHSA's Racial Equity Action Plan (2021-2023)</u>	<p>The Action Plan is our three-year roadmap of advancing racial equity within our workforce and creating an inclusive culture for our diverse staff. Following the framework put forth by the Citywide Office of Racial Equity, the Action Plan details information about the steps SFHSA is currently taking and will be carrying out over the next two years to implement 92 specific actions.</p>
<u>SFHSA Response to Office of Racial Equity Vulnerable Populations Engagement Survey (2020)</u>	<p>This memo provides an overview of our Agency's client services and program funding disaggregated by race/ethnicity where possible, and highlights special initiatives launched by SFHSA to improve equity and inclusion among our client populations. This analysis was compiled as part of a broader Citywide assessment of public services and budgets through a racial equity lens, led by the SF Office of Racial Equity. It was used to support discussion at a Board of Supervisors Budget and Appropriations Committee hearing in July 2020.</p>
<u>Advancing Racial Equity at the San Francisco Human Services Agency: Opportunities in Hiring, Promotion, & Organizational Culture (2019)</u>	<p>This report examines workplace conditions at SFHSA with respect to issues of hiring, promotion, and organizational culture, and offers 24 recommendations to advance racial equity within these areas. These recommendations are supported by research findings from a literature review of best practices for advancing racial equity; staff focus groups and stakeholder interviews with over 70 members of our staff from all levels of our Agency; and a quantitative case study examining potential racial inequities in hiring trends for SFHSA's Senior Eligibility Worker role.</p>