

**HUMAN SERVICES AGENCY: THE STAY INTERVIEW REPORT
(2020)**

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I. Introduction

For any organization, including the Human Services Agency (HSA), employee turnover is an expensive problem. A vacant position not only causes a higher workload for staff, it also requires more resources for recruitment and training. To be proactive in addressing any underlying employee issues and highlight the positive attributes of an organization, performing stay interviews is an effective method. A stay interview is a one-on-one structured retention interview between a manager or human resources staff and a current employee which identifies the reasons that a current employees stays at the organization. It also identifies and aims to minimize any triggers that might cause employees to leave. The stay interview is an engagement tool because it allows current employees to impact the current and future policies, protocols, processes, hiring, and other important work of HSA. Employees are able to share their reason for staying with the organization and provide insight into what is working while also identifying areas needing improvement.

In addition, the Stay Interview Project aimed to incorporate concepts and goals from the Government Alliance on Race and Equity (GARE) at the Human Services Agency (HSA). GARE is a national network of governments working to achieve racial equity and advance San Francisco Mayor London Breed's Opportunities for All initiative. HSA is working in partnership with GARE in an effort to build capacity to normalize, organize for, and operationalize racial equity work. Some of the interview questions were designed to the personal or institutional barriers employees face when entering employment or earning promotions at HSA. The data will be shared with HSA's Racial Equity Work Group and will be useful in analyzing employee's perception on racial equity as well as specific areas that HSA can improve upon.

The project provided qualitative data of why employees stay at HSA based on a seventy-three semi-structured interviews. A semi-structured interview format allows for flexibility by having pre-selected follow-up questions, which lead to more comprehensive and detailed answers while still allowing the interview to follow a standardized format. The analysis of the answers are objective and systematic. Each interview was approximately 30 - 40 minutes. The employees were asked fourteen questions related to: Employee Engagement, Government Alliance on Racial Equity (GARE), Leadership, Organizational/Work Culture, Promotional Pathways, and Recruitment. When we analyzed the interview data, the prominent themes were Employee Benefits, Employee Pay, Helping Others, Job Security, Leadership, and Relationships.

The sample size (73 employees interviewed) was roughly 2.85% of HSA's population. Since our sample was small (73 employees) compared to HSA's employee population as a whole (2,489 employees), we wanted to ensure that the sample was representative of HSA. In order to figure out the representation percentage of HSA employee categories (Race, Gender, and Program) per category, we calculated the percentage of total employees per category and then among all employees within HSA. We then looked at the representation of each employee in the sample by race, gender, and program/unit and compared to HSA as a whole.

II. Background of the Human Services Agency (HSA)

a. What is HSA?

The Human Services Agency was founded in 2004 from two existing City Departments — the Department of Human Services and the Department of Disability and Aging Services. In 2012, The Office of Early Care and Education was established to improve access to high quality care and education for children and families. Each Department is overseen by a specially appointed Commission

or Committee that helps ensure Departmental activities are aligned with the Agency's mission, as well as the City's values and objectives ([HSA Website](#)).

The Departments of Human Services, Aging and Adult Services, and the Office of Early Care and Education form one Agency charged with the building well-being in our communities and ensuring that all San Franciscans can reach their full potential. The Agency delivers a safety net of services and public benefits that are designed to meet the unique needs of low income individuals, children and families; older adults; and adults with disabilities. The Agency offers cash assistance, food and nutritional support, health insurance, employment training, and child care. Specialized supportive care and protective services are available to children and seniors ([HSA Website](#)).

b. HSA's Mission and Vision

The HSA's mission and vision is what guides the Agency's goals and objectives to ensure that the Agency does not stray from its purpose to be the City's safety net.

Mission: The Human Services Agency promotes well-being and economic security among individuals, families, and communities in San Francisco.

Vision: San Francisco is a diverse community whose children, youth, families, adults, and older adults are safe, economically secure, and thriving ([HSA Website](#)).

c. HSA's Impact in the San Francisco Community

Of the 800,000 people that call San Francisco home, more than one in four is at risk of not meeting their basic needs — like access to food, health insurance, or supportive care. The HSA helps more than 225,000 San Franciscans bridge this gap every year by connecting them with the services and resources they need. This is just the beginning of the Agency's impact. Every day, the Agency helps

thousands of San Franciscans find and retain jobs, remain safe from abuse, build healthy families, stay supported late in life, and much more. Offering over 60 services provided by more than 2,200 employees and hundreds of dedicated community partners, the Agency is committed to the health, safety, and success of all San Franciscans ([HSA Website](#)).

III. Purpose of the Study

For any organization, including the HSA, employee turnover is an expensive problem. The vacancy of a position not only causes a higher workload for the other staff, but it also requires resources for recruitment and training. To be proactive in addressing any underlying issues and improve upon the positive attributes of an organization, performing stay interviews is an effective method. A stay interview is a one-on-one structured retention interview between a manager or human resources professional and an employee and identifies the reasons that drive that employee to stay at the organization. It also identifies and aims to minimize any triggers that might cause an employee to leave. Stay interviews are interviews conducted with current employees. Research has shown that employee engagement is highly correlated with employee job satisfaction, which is a variable that has been shown to predict employee retention.

The stay interview is an engagement tool because it allows current staff to impact the current/future policies, procedures, and culture of the organization. Employees are able to share their reasons for staying with the organization and provide insight into what is working while also sharing areas that need improvement. Organizational challenges in the HSA can be moved to the forefront and guide strategic planning.

In addition, the Stay Interview Project aimed to incorporate concepts and goals from the Government Alliance on Race and Equity (GARE) at the Human Services Agency (HSA). GARE is a national network of governments working to achieve racial equity and advance Mayor London Breed's Opportunities for All initiative. The HSA is working in partnership with GARE in an effort to build capacity to better normalize, organize for, and operationalize racial equity work. Some of the interview answers will be used to understand what personal or institutional barriers employees face when entering employment or earning promotions at HSA. This data will be shared with the HSA's Racial Equity Work Group and will be useful in analyzing employee's perception on racial equity as well as specific areas that the HSA can improve upon. Finally, recruitment and training are very expensive ventures for any organization, so if we can capitalize on what is working, we can focus on improvement, efficiency, building bench strengths, and succession planning.

IV. Stay Interview Project Methodology

The project provided qualitative interview data, and we utilized a semi-structured interview format to gather the data. A semi-structured interview format allows for flexibility by having pre-selected follow-up questions, which lead to more comprehensive and detailed answers while still allowing the interview to follow a standardized format. This ensures a more objective and systematic analysis compared to an open ended interview, which is highly subjective.

Each interview was approximately 30 – 40 Minutes. The employees were asked fourteen questions related to Employee Engagement, Government Alliance on Racial Equity (GARE), Leadership, Organizational/Work Culture, Promotional Pathways, and Recruitment. We analyzed the interview data for common themes. There were and identified seven: Employee Benefits, Employee Pay, Helping Others, Job Security, Leadership, and Relationships.

a. 1249 Stay Interview Project Plan

This Project was staffed by six Human Resources Trainees on rotation through San Francisco's Department of Human Resources (DHR) for six months (February, 2019 through August, 2019). Each trainee had a specific assignment within the project plan and the steps that built on each other ([see Appendix A](#)). The final trainee analyzed and wrote a preliminary report, which included trends and recommendations for next steps. This final report will be shared with all project stakeholders. All stakeholders will have a chance to offer feedback, and the final document will only be shared upon approval by the stakeholders.

b. Preliminary Stay Interview Questions

An exhaustive study of stay interview questions using the 2015 HSA All Employee Survey ([see Appendix B](#)), current Gallup research on stay interviews ([see Appendix C](#)), and academic research articles was conducted. Based on our research, we decided that the interview questions would be grouped to assess five categories: Employee Engagement, Government Alliance on Racial Equity (GARE), Leadership, Organizational/Work Culture, Promotional Pathways, and Recruitment ([see Appendix D](#)). Three of these categories (Leadership, Organizational/Work Culture, Promotional Pathways, Recruitment and Hiring,) are topics that the HSA's Racial Equity Work Group has focused on to improve racial equity within the HSA.

c. Stay Interview Questions Tested through Mock Interviews

Mock interviews with several employees were informally performed to test the questions and receive further feedback. The questions were reworded, reordered, and clarified based on the results and feedback that we received from the mock interviews. The questions were reordered to have broad positive questions in the beginning ("Why do you like working for the HSA"), constructive questions in the middle ("What would you improve in your unit?"), and individual based questions towards the end

(“Can you describe your career aspirations and where you would like to be in 2 years?”). This helped the employee feel comfortable in the beginning and to progress to more personal questions at the end that they may have perceived as less comfortable.

d. 1249 Script for participant interviews/interviewer bias

To insure objectivity and to decrease interviewer bias we created a 1249 Trainee interview guide/instruction. These instructions served as the standard method for interviews by the 1249s ([see Appendix F](#)). Felix Caraballo trained the six 1249s in how to conduct an interview and shadowed them in their first two interviews to ensure they were following directions. Furthermore, participation in this Project was voluntary, with employees voluntarily submitting interest cards (Google form: [see Appendix H](#)) and voluntarily scheduling an interview. Voluntary (self-selected) samples often have bias towards extremes, as people with strong opinions are more likely to respond. Based on the interviews we conducted we had consistent answers from all levels of employees.

e. Sample plan

The study’s sample was a cross representation of HSA employees from managers to line staff. We recruited employees who attended the HSA all-employee Town Hall (four meetings) because Trent Rhorer, Executive Director of the HSA, was marketing the Stay Interview Project at these meetings. Using the sign in sheet, we sent a recruitment email to 106 Town Hall attendees and 62 responded to volunteer to be interviewed.

V. Stay Interview Participant Demographics

a. Number of stay interview participants

According to the Department of Human Resources’ (DHR) website, the total number of HSA employees in FY18-19 is 2,489. The total number of employees who were interviewed was 73. The

sample size was roughly 2.85% of the HSA’s population. We used demographic information for the employees using six categories: race, gender, program/unit, job classification, supervisory level, and years of service.

b. Percentage of stay interview participants by Race

We sourced the HSA’s FY18/19 race demographics from the DHR’s website. The stay interview sample included at least one employee in every race category except American Indian/Alaskan Native. We looked at the race representation of each employee in the sample compared to the HSA as a whole. We then compared the percentages of each race category to determine which race(s) were overrepresented or underrepresented in our study. Considering how relatively small the sample size was and how easily percentages can vary based on small changes, we used a 5% margin. We considered anything less than 5% but greater than -5% representative of the total population size.

The Asian and Black employees were underrepresented in our study (Differences: -11% and -5%, respectively), with the Asian population significantly underrepresented (-11%). In contrast, the White employees were overrepresented (16%). The Filipino (-4%), Hispanic (3%), Multi-Racial (1%), and America Indian/Alaskan Native (0%) populations were relatively well represented in our study. While we did not include any employees who identify as American Indian or Alaskan Native in our sample, the HSA only has seven such employees, which makes up less than 0.3% of the total HSA employees ([see Appendix J](#)).

Race	Sample	HSA	*Difference
White	34%	18%	16%
Asian	19%	30%	11%
Hispanic	24%	21%	3%
Multi-Racial	2%	1%	1%
Black	14%	19%	-5%

Filipino	7%	11%	-4%
A.Indian	0.3%	0%	0%

**Using a 5% margin*

c. Percentage of stay interview participants by Gender

Using the same method, we identified the breakdown of the employees according to their gender and compared the percentages to the breakdown of all HSA employees. We found that while the HSA has more female employees than male employees, the number of female versus male employees in our sample was skewed significantly towards females. Female employees make up 64% of all HSA employees, but made up 72% of all our volunteer employees. We can conclude the female population was overrepresented, while the male population was underrepresented ([see Appendix K](#)).

Gender	Sample	HSA	*Difference
Female	71%	64%	7%
Male	29%	36%	-7%

**Using a 5% margin*

d. Percentage of stay interview participants by Program/unit

The employees were asked to identify their program when they first submitted an interest card for this Project, and we used those categories to separate the employees:

<ul style="list-style-type: none"> • Administration (Admin) • Department of Aging and Adult Services (DAS) • CalWORKs • County Adult Assistance Programs (CAAP) 	<ul style="list-style-type: none"> • Family and Children Services (FCS) • SF Benefits Net (SFBN) • Welfare-to-Work (WtW) • Workforce Development (WDD)
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The employees who identified “SF Benefits Net,” “MediCal,” and “CalFresh” were grouped under the category “SF Benefits Net”. The employees who identified “Administration,” “Budget,” “Contracts,” “Human Resources,” “Planning” and “Operations” were grouped under “Administration,” since the units are all under the Deputy Director of Administration.

The data showed that Administration was overrepresented significantly when compared to the seven programs/units (DAS, CalWorks, CAAP, FCS, SFBN, WtW, and WDD) in the Project. Conversely, DAS, FCS, and SFBN were underrepresented; CalWORKs, CAAP, OECE, and WDD were well represented in our study. We can attribute the overrepresentation of Human Resources employees who were interviewed during the initial phase of this Project. HR employees make up 20% of the sample. If we remove the HR employees in our calculations, employees who work in Administration are still overrepresented and DAS and FCS are still underrepresented ([see Appendix L](#)).

Program	Sample	HSA	*Difference
Admin	39%	17%	22%
SFBN	17%	26%	-9%
DAS	7%	16%	-9%
FCS	12%	17%	-5%
WDD	4%	6%	-2%
CAAP	7%	8%	-1%
OECE	0%	1%	-1%
CalWORKs	9%	9%	0%

**Using a 5% margin*

e. Percentage of participants by Job Classification

The employees were divided based on their job classifications. The data showed that the 1241 Human Resources Analyst, 1823 Senior Administrative Analyst, and the 2917 Program Support Analyst were overrepresented in our Project. The HR Analysts were most likely overrepresented because of how many HR employees participated in this study. The data also showed that 2905 Senior Eligibility Workers were significantly underrepresented in our study. They make up a little under 23% of the HSA’s workforce, but only made up 13% of the study’s employees ([see Appendix M](#)).

f. Percentage of participants by Supervisory Level

For the Stay Interview Project, supervisory level was separated into 3 different categories: Managers, Supervisors and Front Line/Non-supervisory. To determine supervisory level of all HSA

employees, we used HSA's position control report of all HSA employees' employment data. We classified Managers as employees who were in the 0922 and above job classifications. Supervisors were those who appear in the "Supervisor" column of other employees. The remaining employees were classified in the "Front Line/Non-supervisory" category. For future studies, employees should be asked if they supervise other employees ([see Appendix N](#)).

The data showed that supervisors (8%) were overrepresented, front-line employees were underrepresented (-12%) and Managers were well represented (4%). The percentages of over/under-represented employees may be attributed to overall interest and supervisor approval. Managers and supervisors may be more invested in this study, as employee turnover would directly affect them more than non-supervisory employees. Managers and supervisors are also more autonomous and can create time to participate.

g. Percentage of participants by Years of Service

Employees were asked how many years of service they had with the HSA when they initially submitted their interest cards. The data showed that employees with 1-5 years of service were overrepresented (9%), while employees with less than 1 year of service were underrepresented (-9%). Employees in the other categories were well represented in our study ([see Appendix K](#)).

h. Percentage of participants by Total Differences

Participation in this Project was voluntary, with employees choosing to submit interest cards and choosing to schedule an interview. The number of employees that volunteered for the study made up 3% of all HSA employees; however, we believed that given the representation percentages and the trends in the interview data, the study's sample size is representative of the HSA in terms of race, gender, department, job classification, supervisory level, and years of service ([see Appendix O](#)).

The following employees were *overrepresented*

Categories	Sub-Category	*Percent Difference
Race	White	16%
Gender	Female	8%
Department	Administration	22%
Job Classification	1241 Human Resources Analyst	7%
	1823 Senior Business Analyst	10%
	2917 Program Support Analyst	5%
Supervisory Level	Supervisor	8%
Years of Service	1-5 Years	9%

**Using a 5% margin*

The following employees were *underrepresented*

Categories	Sub-Category	*Percent Difference
Race	Asian	-12%
Gender	Male	-8%
Department	Adult and Aging Services	-9%
	Family and Children Services	-7%
	SF Benefits Net	-8%
Job Classification	2905 Senior Eligibility Worker	-10%
	2918 HSA Social Worker	-5%
	2940 Protective Service Worker	-5%
Supervisory Level	Front Line/Non-Supervisory Employees	-12%
Years of Service	Less than 1 year	-9%

**Using a 5% margin*

VI. Stay Interview Data Analysis

The stay interview data was analyzed for common themes. The most prominent themes among the 73 employees were Employee Pay, Employee Benefits, Helping Others, Leadership, and Relationships. Some cited the HSA’s mission aligned with their own personal beliefs and morals. Many employees even mentioned that if not for how much they value their work, they would have considered leaving.

Employee Engagement

a. helping others/purpose

Employees interviewed stated that helping people or making a difference in the lives of the clients they serve was a major reason why they chose to stay at the HSA. They find extreme reward in

the work they do and value how important it is. Employees enjoy helping their peers and the San Francisco community. They feel they have a purpose and are a part of the organization. Furthermore, they take pride in their work and aligning themselves with the HSA's mission, vision, and values, which they attributed as an important part of their jobs. When the employees were asked why they like working for the HSA, they *all* answered having the opportunity to serve the community and one another. Employees who do not work directly with external clients also believe their work to support internal clients is just as important, as that support will in turn help staff support external clients even more effectively and efficiently. Overall, employees value knowing they are making a difference.

Leadership

b. Relationship with Supervisors and Managers

Research has consistently shown that an employee will stay or leave an organization based on their relationship with their supervisor. The data from this Stay Interview Project has also confirmed that employees are much happier and more likely to stay if they have a positive relationship with their supervisor and secondarily, a positive relationship with members of their unit. It is recommended that all leaders (supervisors and managers) at HSA attended the Learning and Organization Development's 24 Plus for Supervisors and Managers training series and/or University of California Davis Supportive Supervision Series. If they are eager to continue working on their leadership skills, we recommend attending the Department of Human Resources – Emerging Leaders Workshop Series in addition. The Learning and Organization Development (L&OD) unit also has a SharePoint site where all the Success Roadmaps are housed with leadership development resources. If HSA makes an effort to develop its leaders, employees will not only want to stay but will have a more positive experience at work, which in turn increases employee performance. Lastly, it is important to highlight that many employees

believe in their work, their supervisors, and feel supported. These positive attributes are paramount to the success of any organization.

The recommended next steps will be used to plan employee and supervisor/manager training focused on skill and competency building, improve recruitment efforts, and encourage succession planning. The final report will be shared with all Project stakeholders in written form. All stakeholders will have the opportunity to offer feedback, and the final document will only be shared upon approval by the stakeholders.

Employees point to relationships with direct supervisors as an important factor in an employee's overall outlook and drive to do good work. The majority of employees reported as having a positive relationship with their supervisor and feel they have a voice and their suggestions are heard. One employee went as far to say that they do not want a promotion because they do not want to leave their supervisor. Some of the qualities attributed to effective leadership include active listening, recognizing/praising employees' accomplishments, and an absence of micromanagement. By incorporating these characteristics, employees feel valued, and in return, they commit themselves to their work even more. The employees who reported ineffective leadership displayed feelings opposite to their counterparts. Although they remain committed to their work, they do not feel as valued. These employees noted their supervisors or managers as being scrutinizing, constantly micromanaging, and displaying a lack of clear direction for their work. As a result, they have considered leaving the HSA. However, over 50% of employees highly approve of their supervisor's and/or manager's leadership style and they credit it as motivation to work harder and to remain with the HSA.

c. Recognition

Most employees said they received recognition but there were 20% who stated they were never recognized. Many received recognition verbally, through email, or in passing (e.g. “thank you” or “good job”) from their supervisors from time to time. Three employees mentioned that they were chosen or nominated for employee of the month. One employee stated that their unit has employee appreciation events and their supervisors bring in donuts or pastries. Some front-line employees receive recognition from their clients. They feel very encouraged when they get that recognition. Some employees say that their supervisors give them praise for things they felt were basic, or part of their job descriptions. They did not feel like their actions went above and beyond, but supervisors and managers were still very grateful. In contrast, several employees did mention that their managers do not give out recognition, not even a “good job”. They assume that it is because management is afraid that employees will ask for more once they receive praise, i.e. different schedules, less work, etc. However, overall, employees feel they receive recognition from their supervisors but are seldom recognized by management for their work.

d. Co-Worker Supportive Relationships

Employees reported the relationships they created with their peers and supervisors being important to them. These relationships help improve their work environment and make coming to work more enjoyable. Additionally, they are a source of aid. One employee recounted how they were completely lost when they first worked for the city and their co-workers were the only source of aid they received. Establishing positive relationships greatly influences current and future opportunities for employees as they help develop professional and personal skills. More importantly, employees claim that their relationships create a sense of belonging, which is why employees stay at the HSA.

Employee Pay and Benefits

e. Employee Pay and Benefits

Employees interviewed stated the pay was a huge factor in joining the HSA. Consistently, employees brought up the pay being a major reason they either joined the HSA or they stay with the HSA. Many employees in client facing roles or those who have come from non-profits speak about how they are making almost double than they were before. Pay is a major reason why they stay with the HSA. Some stated they came from other counties and are doing the exact same work for more money. Additionally, employees who are right out of graduate school state that the HSA's pay rate attracted them, especially when compared with other public agencies. Overall, pay is an important factor in why employees stay at the HSA.

In addition to overall pay, employees were attracted to the HSA because of the benefits, particularly the pension. Many stated how difficult it is to find a guaranteed retirement and this was a major attraction to joining the HSA. One employee mentioned that her family member recently retired from the HSA and is not worried about expenses, as they have a steady pension. Other employees noted the location (1650 Mission St) as being convenient for life outside work. Besides pension and health/dental/vision, other benefits employees attributed to the HSA were parking (for managers), flexible schedules, and availability of resources. On the other hand, resources were also a point of critique. The lack of space and outdated technology were the two most noted resources employees wished were improved. Moreover, employees would like to have known about these sparse resources before they joined the HSA. Overall, benefits and resources are strong points in attracting employees to the HSA and a main reason that they stay.

Promotional Pathways**f. Professional Growth**

The Civil Service and recruitment process regularly came up as a major challenge to entering employment with the HSA along with a barrier to promotional opportunities. Components of the processes such as getting Permanent Civil Service (PCS) status, passing the exams, placement on the reachable list were common themes from almost every employee. Many employees said meeting the minimum qualifications for promotional opportunities is a challenge. Some employees question if some requirements are necessary for certain jobs. They cannot gain supervisory experience in their current role; therefore, they do not qualify for the next promotional opportunity in the series that requires supervisory experience. Several employees said they like the opportunity to take temporary (TEX) positions to gain experience while having the safety net of their PCS class to go back to. Collectively, among employees, there was a strong desire to pursue higher level HSA positions with potential for additional experience, to learn from other departments, and for promotional opportunities.

Government Alliance on Race and Equity (GARE)

g. GARE/Diversity

Employees stated that the HSA as a whole is diverse in terms of race/ethnicity. Employees also stated that the HSA is less diverse at the management and director levels. They noted that the demographics of management do not represent the demographics of the HSA staff and the San Francisco ethnic communities they serve. Some employees expressed concern that not belonging permeates among many employees. They believe that the feeling of not belonging is the reason that employees of the same ethnic group “tend to stick together” or self-segregate to help them feel that they belong. The answers of employees in minority groups had a tendency to be more attuned to the impact (negative and positive) of belonging at the HSA. This illustrates the impact of implicit bias and highlights the need for belonging in the workplace in order to help employees stay at the HSA.

Recruitment and Hiring

h. Recruitment and hiring process

One of the biggest and consistent concerns among most employees was the difficulty of the recruitment and hiring process. Employees cited the exams, placement on eligible lists, and overall long wait for everything to be some of the primary obstacles in opportunity and promotion. Moreover, the inflexibility of scheduling interviews, which negatively impacts low income adults that do not have the flexibility to make in person interviews because of children, a job that will not allow someone to leave for an interview, and limited access to transportation. On management's side, recruitment was also a concern because of the unsteady workforce that is created from hiring numerous temp workers. Some managers noted how difficult it is to build a team when they do not know if employees will remain. Similarly, an employee noted how the increase in temp workers creates higher concern around job security where workers do not want to take time off due to fear of losing their jobs. Overall, the majority felt the Civil Service and recruitment process took too long and led to frustration and confusion.

When asked if there was anything they would like to have known before starting at the HSA, employees were surprised by an institutional mindset and union environment. Many employees were not prepared for the way the union changes interactions with management. Management fears Union intervention so it manifests in not holding employees accountable.

VII. Stay Interview Qualitative Data Comparison Analysis

We reviewed the 73 interviews to understand high-level themes and trends. Overall, interview responses did not differ significantly. We decided to take a sub-sample of the interview data in order to understand the differences between pilot study employees (13), leaders (managers (6) and supervisors (6)), and non-supervisory employees (12) and a do comparative analysis by race (Asian, Black, Hispanic,

and White) employees (24). The comparative analysis was conducted using the same five themes of the interview questions: Employee Engagement, Government Alliance on Racial Equity (GARE), Leadership, Organizational/Work Culture, Recruitment/Hiring, and Promotional Pathways. When the data was analyzed by levels of leadership, the common themes were: Are they heard?, Barriers to Promotion, Mission and Vision, and Racial/Ethnic Diversity. For the comparative analysis, only significant differences from the groups are included in this report.

a. Pilot Study Demographics

A total of 13 pilot interviews were conducted with Human Resources employees. The pilot study provided an opportunity to gain insight into the number of employees willing to volunteer for the Stay Interview Project as well as successful outreach methods to best recruit the desired quantity of volunteers, and to finalize the interview questions. The lessons learned in the pilot study were implemented into the Stay Interview Project.

Pilot Study Participant Demographics (13)

Categories	Sub-Category	Total
Race	White	1
	Asian	5
	Hispanic	3
	Black	4
Gender	Female	11
	Male	2
Job Classification	0931 Manager III	2
	1244 Senior Human Resource Analyst	2
	1241 Human Resource Analyst	5
	1842 Management Assistant	1
	1426 Senior Clerk Typist	1
	1203 Personnel Technician	1
	1202 Personnel Technician	1
Years of Service	Range: 12, 11, 5, 4, 3.5, 2, 1.5 1, 1, 1, .7, .7, .75	Average = 3.4

b. Pilot Study Data Analysis

Our comparative analysis was conducted using the same five themes of the interview questions: Employee Engagement, Government Alliance on Racial Equity (GARE), Leadership, Organizational/Work Culture, Promotional Pathways, and Recruitment/Hiring. The interview questions and length were adjusted after the pilot study to make the interviews shorter and more concise, so the question sets given to the two groups were different even though they shared the same themes. Our analysis by themes was not separated by pilot and final interviews because there were no significant difference when compared to the overall interview data.

c. Sample Demographics by Race

Categories	Sub-Category	Total
Race	White	8
	Asian	5
	Hispanic	6
	Black	4
Gender	Female	16
	Male	7
Job Classification	1824 Principal Administrative Analyst	1
	1823 Senior Administrative Analyst	3
	1454 Executive Secretary III	1
	9703 Employment Training Specialist II	2
	2940 Protective Service Worker	2
	2920 Medical Social Worker	2
	2917 Program Support Analyst	2
	2916 Social Work Specialist	3
	2913 Welfare Fraud Investigator	1
	2903 Eligibility Worker	1
	2905 Senior Eligibility Worker	5
Years of Service	Range: 27, 23, 19, 13, 12.5, 11, 7.5, 7.25, 6(3), 5, 4, 3(5) 3.5, 2, 1.5(2), 1.2	Average =7.2

d. Stay interview data analysis by Race

The 24 employees were selected based on the percentage of the racial demographic of the stay interview participants. Four ethnic groups — White, Hispanic, Asian and Black — were selected for our analysis. Only the ethnic groups that represented more than 10% of the participants were included in a sample to establish valid and reliable data trends. We also compared the ethnic group ratios of the 24 samples to the HSA as a whole to determine the representation status as shown below. The comparative analysis was conducted using the same five themes as the interview questions: Employee Engagement, Government Alliance on Racial Equity (GARE), Leadership, Organizational/Work Culture, Promotional Pathways, and Recruitment/Hiring.

Organizational Work Culture

a. Mission and Vision

The majority of employees included the phrases “to support” or “to serve” when they described their programs or units values. Many employees also valued compassion, respect and providing excellent customer service. Employees of all races expressed personal alignment and affinity to the HSA’s mission, vision, and value statements.

Leadership

b. Are They Heard?

Employee answers differed when describing their views on whether “they are heard” by leadership when we compared data by race. Most Hispanic employees expressed a positive relationship with their supervisors and reported that they were heard by leadership. Most White and Asian employees thought their voices were heard by their supervisors, but felt these employees did not go anywhere after they expressed them. Many employees expressed that there seemed to be a disconnect between the supervisor level and the management level as their concerns or suggestions

did not seem to be considered when management made changes changes. Lastly, a majority of Black employees did not feel their voices were heard and did not feel their supervisors cared or understood their concerns or needs.

Promotional Pathways

c. Barriers to Promotion

A majority of White employees said they were willing to stay in their current positions and learn more for the next two years. They mentioned lack of support and lack of defined promotional structure or guidance as potential barriers to future promotions. Many Hispanic employees mentioned they were passed over for promotional opportunities in the past, and some Hispanic employees said their ranks on the eligible lists were higher than the employees who received the promotions. These negative experiences made them feel stuck and discouraged because they felt their years of experience were not taken into consideration when they should be. Some Asian employees expressed distrust in the hiring process saying they saw unfairness and nepotism in the past. Black employees mentioned their obstacles for promotion were lack of guidance from their supervisors and Minimum Qualifications (MQs), which often require Bachelor's degrees.

Government Alliance on Race Equity (GARE)

d. Racial/Ethnic Diversity

All employees believe that the HSA is diverse in terms of race/ethnicity. However, many stated that it is less diverse towards the management level. The demographics of management do not represent the general demographics of the communities they serve and the overall staff at the HSA. Many employees suggested more "cultural celebration" activities or events where they get a chance to

learn about different cultures and get to know more about their co-workers who represent different cultures.

e. Leadership vs non-supervisory employee demographics

After reading all 73 interviews, we decided that a random small sample of 24 interviews would be used to do a comparison analysis. We made sure to compare an equal number of leaders (6 managers and 6 supervisors) and 12 front line staff. All responses from the 6 employees in managerial positions who were interviewed were included in the sample. We included 6 out of the 25 interviewed employees in supervisory positions and 12 out of 55 interviewed non-supervisory employees to closely represent the larger sample and HSA employees overall. Managers and supervisors were considered in “leadership” positions and were grouped together for the analysis of the leaders versus non-supervisory employees. The following is the demographic information of the 24 sample employee interviews:

Managers (6)

Categories	Sub-Category	Total
Race	White	3
	Asian	2
	Hispanic	1
Gender	Females	6
Job Classification	0923 Manager II	3
	0931 Manager III	2
	0932 Manager IV	1
Years of Service	Range: 19, 5, 5, 2, 2, 2	Average =5.8

Supervisors (6)

Categories	Sub-Category	Total
Race	White	3
	Asian	1
	Hispanic	1
	Black	1

Gender	Female	3
	Male	3
Job Classification	1823 Senior Administrative Analyst	2
	2907 Eligibility Worker Supervisor	2
	2935 Senior Marriage, Family and Child Counselor	1
	2917 Program Support Analyst	1
Years of Service	Range: 16, 10, 8, 3, 3, 2	Average =7

Non-Supervisory Employees (12)

Categories	Sub-Category	Total
Race	White	3
	Asian	2
	Hispanic	2
	Black	2
	Filipino	1
	Multi-Racial	1
Gender	Female	10
	Male	2
Job Classification	2905 Senior Eligibility Worker	3
	2940 Protective Service Worker	2
	2916 Social Work Specialist	2
	2913 Program Specialist	1
	2920 Medical Social Worker	1
	9703 Employment Training Specialist	1
	1822 Administrative Analyst	1
	9252 Communication Specialist	1
Years of Service	Range: 27, 23, 13, 9, 6, 5, 4, 3.5, 3(3), 2	Average =8.4

(see Appendix O)

a. Leadership vs non-supervisory employee data analysis

A comparative analysis was conducted using the study’s five themes: Recruitment/Hiring, Employee Engagement, Promotional Pathways, Organizational/Work Culture, Leadership and Government Alliance on Racial Equity (GARE) comparing leadership (managers and supervisors) and non-supervisory employees. A new sub-theme “Process Improvement” under the category “Leadership” was included in the analysis because leaders stated this was an important topic.

Recruitment/Hiring

When asked why they sought initial employment with the HAS, some leaders indicated that it was a promotional opportunity that brought them to their current department. Compared to most non-supervisory employees who came to the HSA based on their specialized work in their fields, many leaders came for promotional opportunities.

b. Employee Engagement

When the leaders were asked what about their work mattered most to them, their general responses were providing better internal service on a higher level. One leader expressed that the policies and procedures that leaders put into place ultimately affect the families and children their employees work with.

Leadership

c. Process Improvement

An employee mentioned that supervisors should be held accountable for their subordinates' actions, instead of just the employees being accountable. Some of the leaders expressed issues in top-down communication saying that messages from management would sometimes fail to be delivered to the employees by the supervisors. Or, sometimes the way the messages were delivered to the employees would be misleading and would not serve the purposes they were supposed to. Some employees also expressed that they want clearer directions on their work. Many don't feel they receive much feedback in leadership positions and that makes them feel unsure of their performance levels and that there is a lack of guidance. Overall, it seems that many leaders feel there should be improvements in the communication process. One solution to this process challenge is to ensure

enrollment in 24-Plus and any other leadership focused training. These trainings provide instruction on communication and performance management, which are essential skills for leaders.

d. Promotional Pathways

Even though many of the leaders felt they were able to steadily get promoted throughout their City employments, some felt they will have a hard time getting a promotion from the current positions. As they are already in leadership positions and there are less positions for them to be promoted to, they feel realistically it will be harder to move up from where they are now. However, I recognized that their concerns in promotion are mainly based on their assumptions, not from their actual experience. Successful roadmaps to promotion can be helpful for not only non-supervisory employees, but also for supervisors and managers.

VIII. HSA Recommendations

a. Yearly stay Interviews

All employees interviewed believed stay interviews yearly were necessary to help management understand how to retain their employees and keep them happy. They believed that the data gathered and analyzed would be given to management and inform and improve their managers' behavior. The employees are optimistic that if management understands the problems that employees are experiencing, they will make the necessary changes to alleviate the problems. This is a positive view that employees have about leadership. It means that even though they might be experiencing negative aspects at work, that there is hope for change. How does this relate to leadership? Obviously, if all leaders show a genuine interest in their employees and also an interest to rectify the challenges the employees may be experiencing, employees are more likely to stay at the HSA. Lastly, if these

recommendations are implemented, the HSA will likely see a positive responses from the employees. This can be measure in the yearly HSA stay interview reports

b. Succession Plan/Mentorship

Employees hope to be promoted within the HSA but many employees face several barriers to promotion: 1. Employees stated they cannot gain the necessary supervisory experience in order to be promoted to another Job Classification. 2. Employees also stated that the Minimum Qualifications (MQs) are too because of the educational requirements, even though they have the work experience. One recommendation is to roll out a mentorship program. The mentorship program would help employees figure out how to maneuver through the civil service process and also to help them grow as professionals. We believe that a mentorship program could be of great value to all employees in the HSA. The employees would be supported and meet their professional goals, and HSA would promote leaders that have been mentored to success.

c. Leadership

Leaders expressed that they wanted clearer directions on their work. Many felt they have not received necessary feedback about their work as leaders and that makes them feel unsure of their performance levels; they feel there is lack of guidance. One leader suggested providing supervisory trainings on communication as a solution. Current DHR training 24-PLUS for supervisors and managers already provides training on communication, performance management and employee assessment for City leaders. One solution to this process challenge is to ensure enrollment in 24- Plus and any other leadership focused training.

d. Recruitment

If the recruitment process is not improved, it may systematically filter out talent. Comments regarding the onboarding process include a desire to have a *Work Plan* in place with attainable monthly goals when starting in a new position; one employee mentioned it was frustrating to not have access to a computer for over a week when starting. Employee suggestions included having computers and IT systems available, meeting their managers, touring the work site and meeting coworkers on the first day of work. Several employees would like HR to explain new hire information such as pay, benefits, pay steps, and probationary periods.

e. Diversity/Cultural Celebrations

Employees suggested more “*cultural celebration*” activities or events where they get a chance to learn about different cultures and get to know more about their co-workers who represent these cultures.

IX. Conclusion

We performed a comparative analysis of HSA employees’ supervisory level and race. We summarized common responses from all employees and stated any distinct responses from different race groups. Even though many responses were similar, there were big differences in tone in some themes that may be more sensitive based on the race of the employees. However, all employees were on the same page in terms of how the HSA as a whole provides crucial services for communities and that they feel proud to be a part of it. All employees, including those who expressed negative views, also appreciated the HSA’s continuous efforts in organizational improvement. Overall, employees were on the same page on the need to improve the current status and to increase communication and create more occasions where employees can get together to help create a more inclusive organizational environment where everyone feels that they belong.

X. Appendices

A. Appendix: 1249 Trainee Stay Interview Project Assignments and Steps

Rotation Number	Start Date	End Date	# of Days	Resource	Task	Project Milestone 1	Project Milestone 2
Rotation 1	2/2019	3/2019	32	Tony W.	Research the stay interview concept and establish questions.	2/2019	3/2019
Rotation 2	3/2019	4/2019	32	Daniel V.	Conduct interviews with HR employees (Pilot Project): Total of 6.	3/2019	4/2019
Rotation 3	4/2019	5/2019	32	Kristen E.	Research representative sample strategy. Conduct interviews with HR employees (Pilot Project) and HSA Town Hall attendees: Total of 19.	4/2019	5/2019
Rotation 4	5/2019	6/2019	32	Shelby S.	Conduct interviews with HSA town hall attendees. Total 30.	5/2019	6/2019
Rotation 5	6/2019	7/2019	32	Emily L.	Conduct interviews with HSA town hall attendees: Total 30.	7/2019	7/2019
Rotation 6	7/2019	8/2019	32	Stella C	Analyze the qualitative interview results and a preliminary write up of the Project: Total 19.	8/2019	8/2019

B. Appendix: Gallup's Twelve Factors that Drive Engagement and Performance. Used to guide employee engagement interview questions.

Application: Twelve Items That Drive Engagement and Performance



<p>Q01 I know what is expected of me at work.</p>	<p>Q04 In the last seven days, I have received recognition or praise for doing good work.</p>	<p>Q07 At work, my opinions seem to count.</p>	<p>Q10 I have a best friend at work.</p>
<p>Q02 I have the materials and equipment I need to do my work right.</p>	<p>Q05 My supervisor, or someone at work, seems to care about me as a person.</p>	<p>Q08 The mission or purpose of my company makes me feel my job is important.</p>	<p>Q11 In the last six months, someone at work has talked to me about my progress.</p>
<p>Q03 At work, I have the opportunity to do what I do best every day.</p>	<p>Q06 There is someone at work who encourages my development.</p>	<p>Q09 My associates or fellow employees are committed to doing quality work.</p>	<p>Q12 This last year, I have had opportunities at work to learn and grow.</p>

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C. Appendix: Worker engagement questions and response trends. Diagram from 2015 HSA All Staff Survey (pg. 5)

Question	2008			2012			2015		
	Total	% Agreed	Avg Rating	Total	% Agreed	Avg Rating	Total	% Agreed	Avg Rating
I know what is expected of me at work.	738	85%	4.1	826	87%	4.1	1,565	83%	4.1
I have access to training that will help me to do my job better.	715	65%	3.6	814	70%	3.7	1,553	59%	3.6
At work, I have the opportunity to do what I do best every day.	731	63%	3.6	816	70%	3.8	1,569	61%	3.6
There is someone at work who encourages my development.	722	56%	3.3	786	55%	3.4	1,474	57%	3.6
At work my opinion seems to count.	733	47%	3.2	807	47%	3.3	1,583	51%	3.4
I understand the mission of the program I work in.							1,587	83%	4.1
The mission of the Human Services Agency (HSA) makes me feel that my job is important.	731	74%	3.9	813	77%	3.9	1,561	75%	4.0
My co-workers are committed to doing good quality work.	725	69%	3.8	805	71%	3.8	1,582	62%	3.7
My supervisor provides useful performance feedback.							1,483	64%	3.7
This last year I have had opportunities to learn and grow.	822	65%	3.6	796	65%	3.6	1,560	67%	3.7
My supervisor, or someone at work, seems to care about me as a person.							1,600	72%	3.9
Overall, my workload is manageable.							1,562	57%	3.4

D. Appendix: Preliminary Stay Interview Questions

Recruitment/Hiring

1. Why did you originally join CCSF/HSA? What attracted you?
 - a. (For employees who transferred)
2. What about your old position prompted you to transfer?
3. What were some of the challenges or barriers you had to entering into your current position?
4. What would you have liked to have known about CCSF as an employer before you were hired?

Organizational/Work Culture

5. What do you feel that your division/department does right?
6. Are there things you would like to change about your team or department?
7. Can you describe why you would or would not recommend HSA as a great place to work?

Employee Engagement

8. What about your work matters most to you?
9. What do you look forward to the most when you come into work each day?
10. What areas of your work are you least satisfied with? What frustrates you or makes you anxious? (ALTERNATE: Can you list some reasons why you do not want to come into work some days?)
11. Do you feel like you make a positive impact in the work you do? Do you feel like you have a voice and your suggestions are heard by management?
12. Do you have the tools and resources you need to effectively do your job? If not, barriers have you face to get the resources that you need?

13. Do you regularly receive recognition or praise for doing good work?
14. What kind of training and responsibilities would you like more of to make your job more rewarding and challenging? (*ALTERNATE*: What skills are you currently learning at work, whether personal or professional?)
15. What can the department do to help you further develop these skills?
16. What have you felt good about accomplishing in your job and in your time here?

Leadership Development and Promotional Pathways

17. Can you describe your work relationship with your current supervisor? What is your supervisor doing well and what can he/she improve upon?
18. Do you feel that you have ample opportunity to be promoted? (*FOLLOW UP*: What barriers have you faced for promotion?)
19. Can you describe to me what your career aspirations are, and where you would you like to be 2 years from now? Do you still hope to work for the City?

Retention

20. What is it that has kept you with the City and County of San Francisco for this long?
21. Have you ever considered leaving CCSF/HSA for another job, or change departments or divisions? If so, what were the main reasons you considered it?

E. Appendix: Stay Interview Questions

Recruitment/Hiring

1. Why did you originally join HSA? What attracted you?
2. What would you have liked to have known about HSA as an employer before you were hired?
3. What were some of the challenges or barriers you had to entering your current position?
 - What was your overall experience with the hiring process?
 - How can HSA make the hiring experience better for you?

Employee Engagement

4. Why do you like working for HSA?
5. What about your work matters most to you?
6. Can you describe the recognition and praise that you get for doing good work, if any?

Organizational/Work Culture

7. If your unit wrote a mission and value statements, what would they be?
8. Describe why you would recommend HSA as a great place to work.

Leadership

9. Can you describe your working relationship with your current supervisor?
10. Do you feel like you have a voice and your suggestions are heard by your supervisor or manager? Please explain.

Promotional Pathways

11. Can you describe your career aspirations, and where you would like to be 2 years from now? Do you still hope to work for HSA?
12. What obstacles, if any, have you faced in obtaining opportunity for promotion?

Government Alliance on Racial Equity (GARE)

13. Do you feel that your work environment is diverse and inclusive in race and ethnicity? Why or why not?
 - Do you feel a sense of belonging in your work environment?

- Do you feel a sense of belonging in terms of race/ethnicity and gender?
14. How can HSA help to make you feel more involved in developing a more diverse and inclusive environment?

F. Appendix: 1249 introducing the interview to participant's template

- Thank you so much for taking the time to meet with me today.
- We are conducting a project to identify the reasons why people stay at HSA
- We will be asking you questions related to hiring, work culture, employee satisfaction, leadership, and retention.
- We will compile and summarize the responses we receive to assist in the identification of the reasons why people stay at HSA.
- **Your name will not be attributed to any particular remarks.**
- Feel free to ask any clarification questions along the way.
- You may skip any questions that you do not wish to answer
- Do you have any questions before we begin?

G. Appendix: Stay Interview Volunteer Email

Hello,

The Learning and Organizational Development (L&OD) team is conducting stay interviews for current employees at HSA in an attempt to understand why employees remain with HSA. Currently, the L&OD team conducts exit interviews for employees who have decided to leave HSA. The exit interview data has helped guide HSA as we strive to be a top employer in San Francisco. Similarly, the goal of the stay interview project is to be proactive in possibly addressing any underlying issues and improve upon the positive attributes of working at HSA.

The interview will be anonymous and no particular remarks will be referenced with any identifiable information (e.g., name, direct quote, etc.) in the final report. The interview will take no more than an hour of your time.

If you are interested in being interviewed, please fill out the following form and we will reach out to you to schedule a date and time that fits your schedule.

Click [here](#) to access and fill out the form.

Thank you for your support! Please respond to this email (stay.interview.hsa@sfgov.org) if you have any questions or concerns.

Sincerely,

Learning and Organizational Development Team

H. Appendix: Stay Interview Google Form

Stay Interview - Human Services Agency

* Required

Thank you for your interest in participating in our stay interview! To get started, please fill out the following form so that we can get in touch with you. We will reach out to you to schedule a date and time that works best for you. The interview will be anonymous and no particular remarks will be referenced with any identifiable information (e.g., name, direct quote, etc.) in the final report.



First Name *

Your answer

Last Name *

Your answer

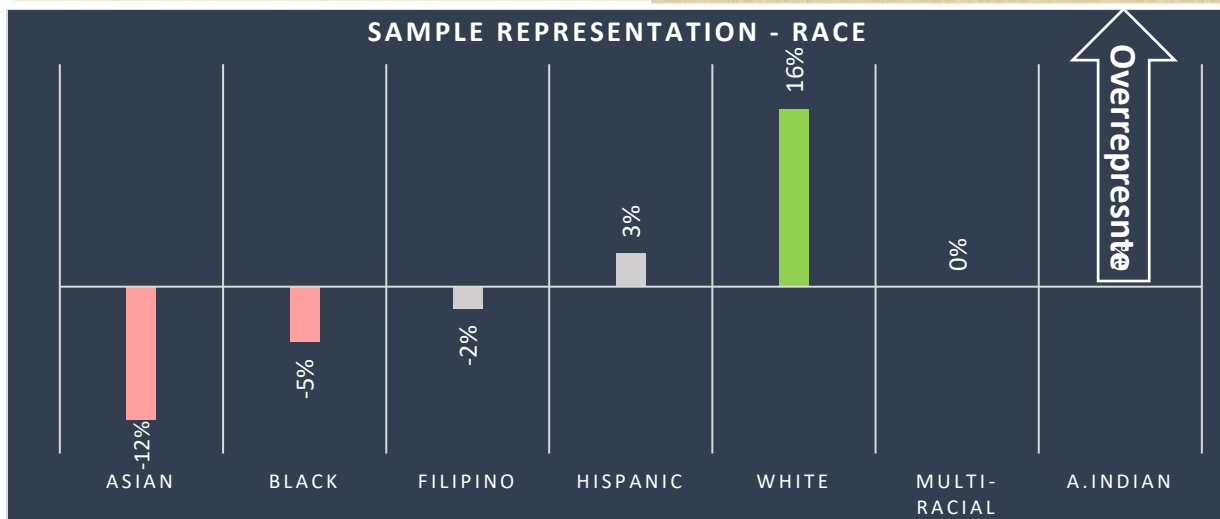
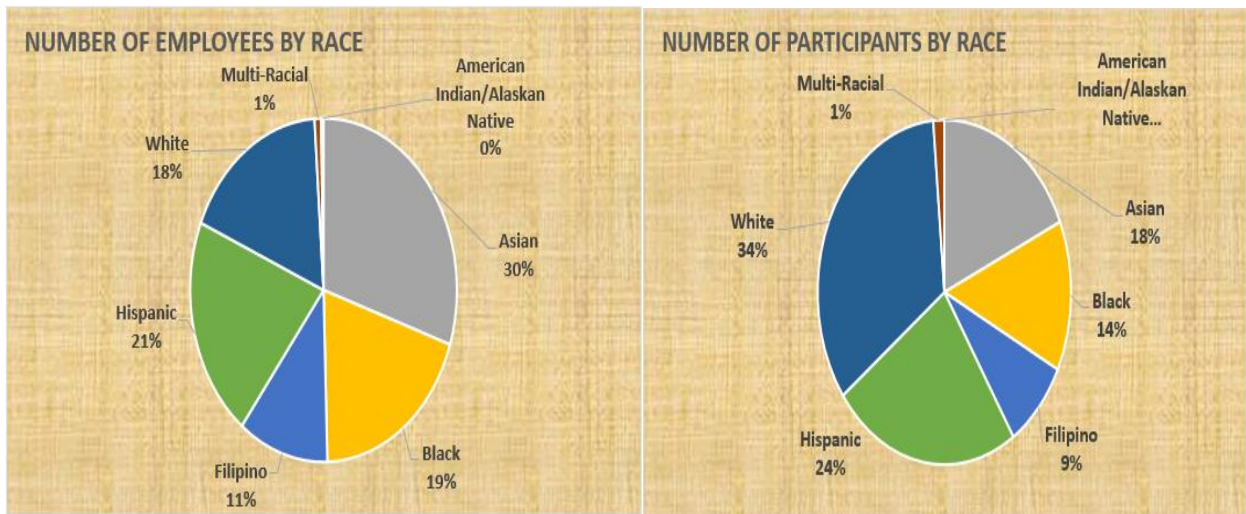
I. Appendix: Interview Instruct Guide for 1249s

A guide/instruction sheet was created to instruct the 1249 interviewers. These instructions served as the standard method for the 1249s to base their interviews.

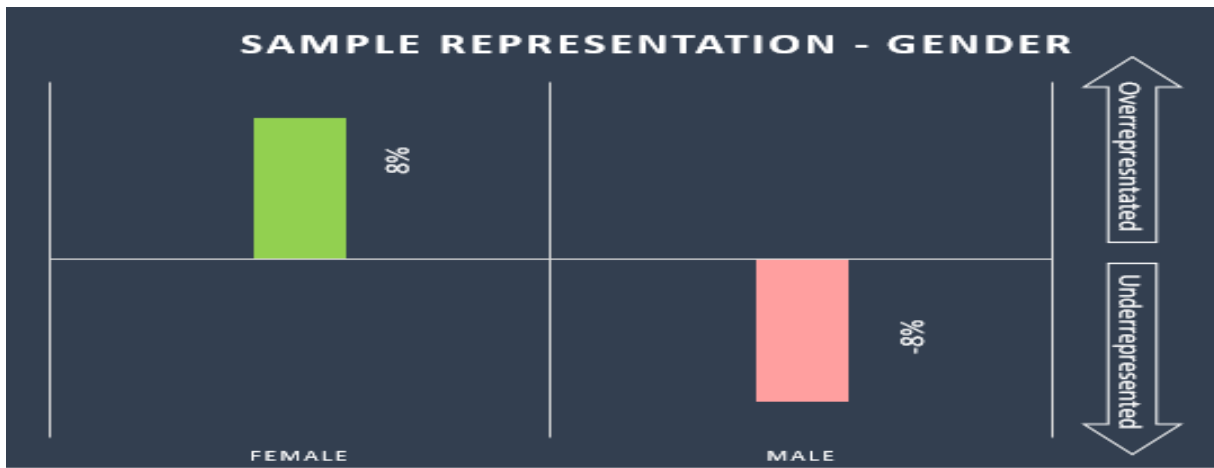
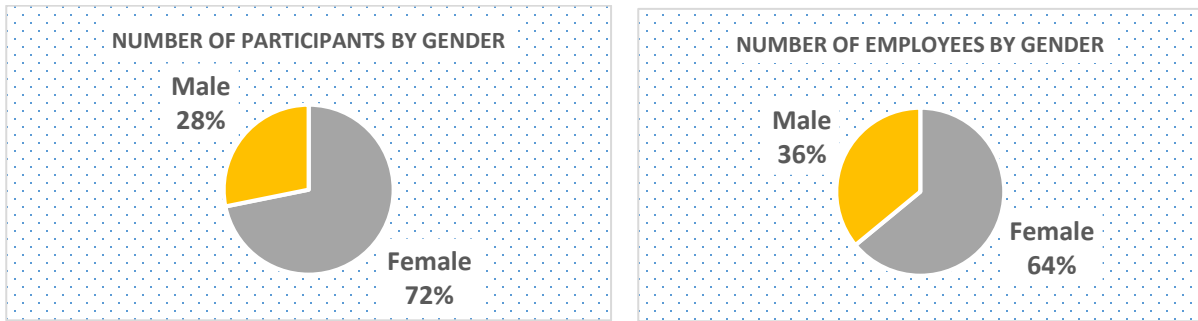
- To obtain accurate and detailed answers in a stay interview, research has shown that it is very important build trust between you and the employee. Be friendly and open, and make the employee feel comfortable. Try to add a personal effect to the interview, so it is not too strict or formal.
- Prior to interviewing the employees in a job classification, look up the class specification to get an idea of his or her job position and duties.
- If the employee says something that you don't understand or is vague with one sentence/one word answers, it is okay to ask for clarification or ask for an example(s). Ask probing questions, such as "Can you give me an example?" or "Tell me more about...", which will help you and the employee be more engaged in the interview (p. 30): "Great probers don't accept broad-based concerns but instead find that pearl in the oyster that leads to real solutions" (p. 33).
- Don't interrupt silences, it usually means the employee is thinking how to answer the question. Stay silent and maintain eye contact with a smile. It is okay after a few seconds to let them know to take their time (p.92).

- Do not make any promises about what the project will do for them, their unit, their program or HSA.
- Be flexible. There are employees from many different educational, ethnic cultural backgrounds, and English language proficiency. Adjust or rephrase questions if the employee does not understand the question.
- For questions that the employee does not want to answer, make a note of it (e.g., "Not applicable" or "Skipped question"), as it is data to be used in analysis. If one question is consistently skipped, we can use the data in the final report.
- Use active listening skills: "Let me tell you what I heard to see if I got it right." This helps to let the employee know you are listening to them while also making sure that you recorded the answer correctly (p.29). It is almost impossible to transcribe everything the employee speaks verbatim, but it is possible to summarize everything they have said.
- If asked who will see the answers, mention that it is only the interviewers and your direct supervisor, and that the report will only be distributed to HR and higher management. Mention again that it will be anonymous.

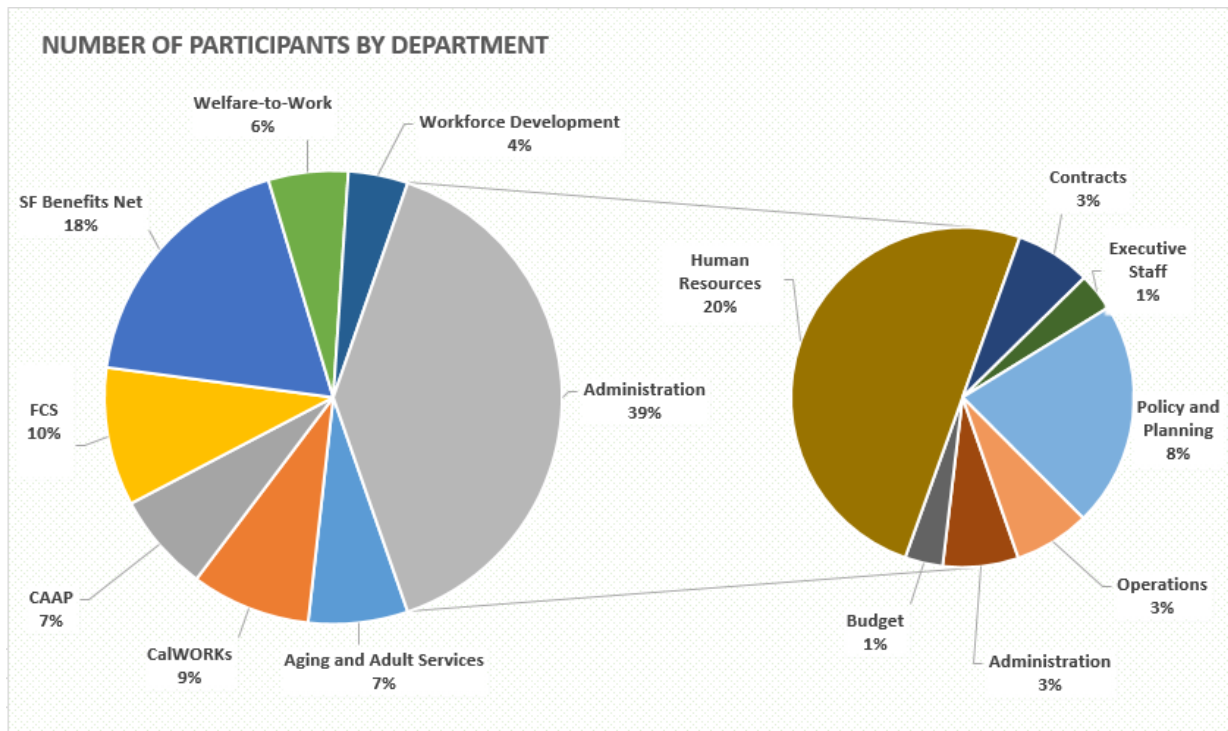
J. Appendix: Graphs for percentage of participants and all HSA employees by Race

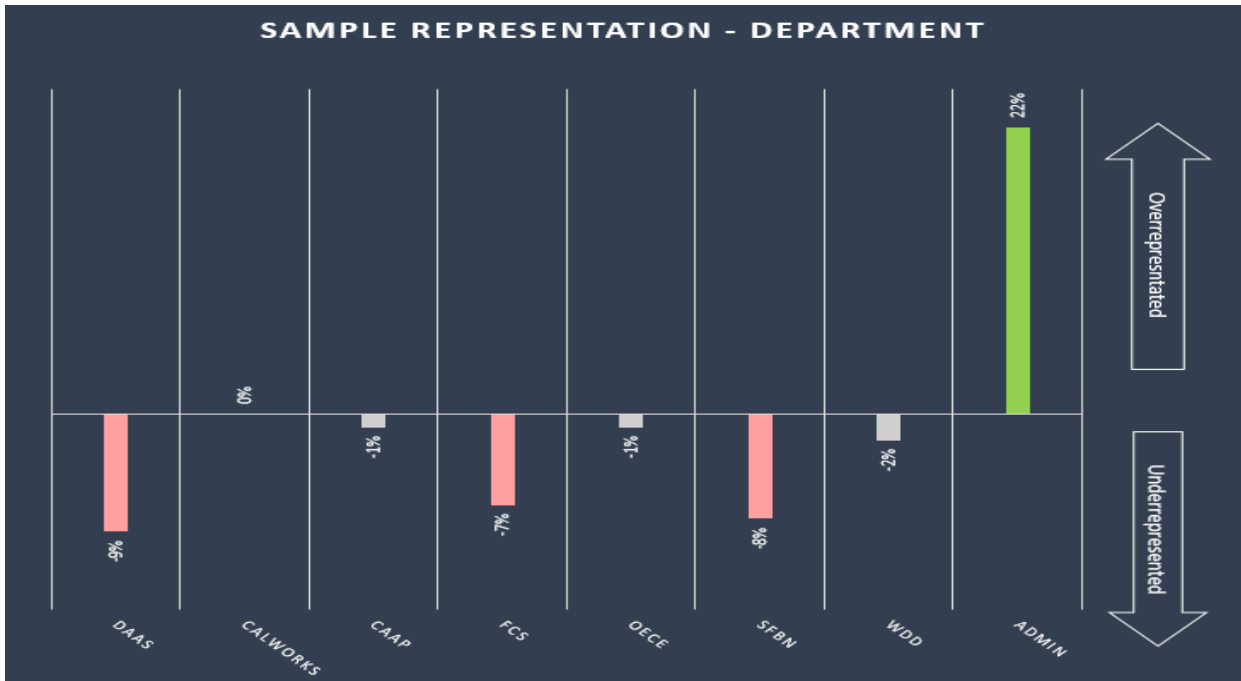
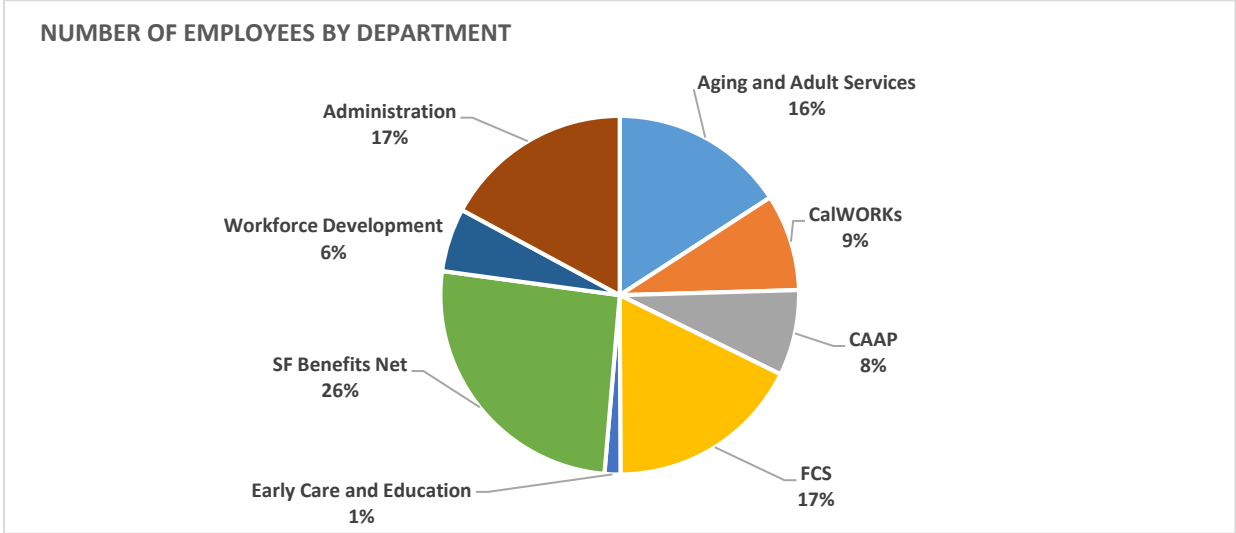


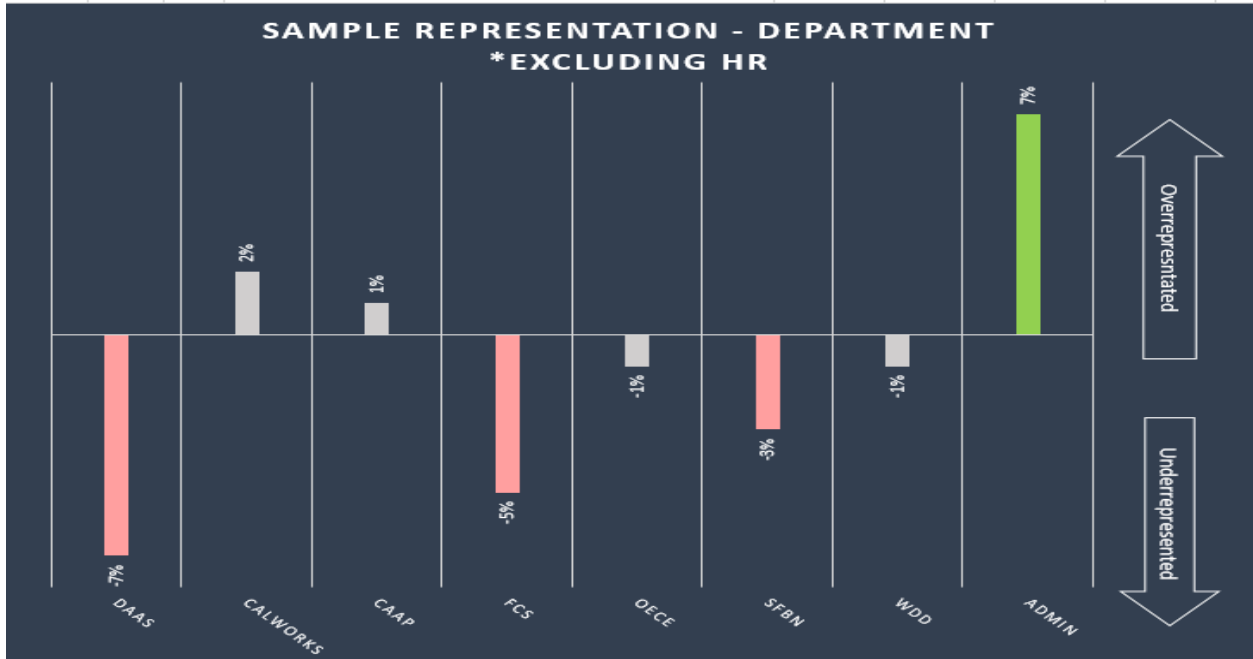
K. Appendix: Graphs for percentage of participants and employees by Gender



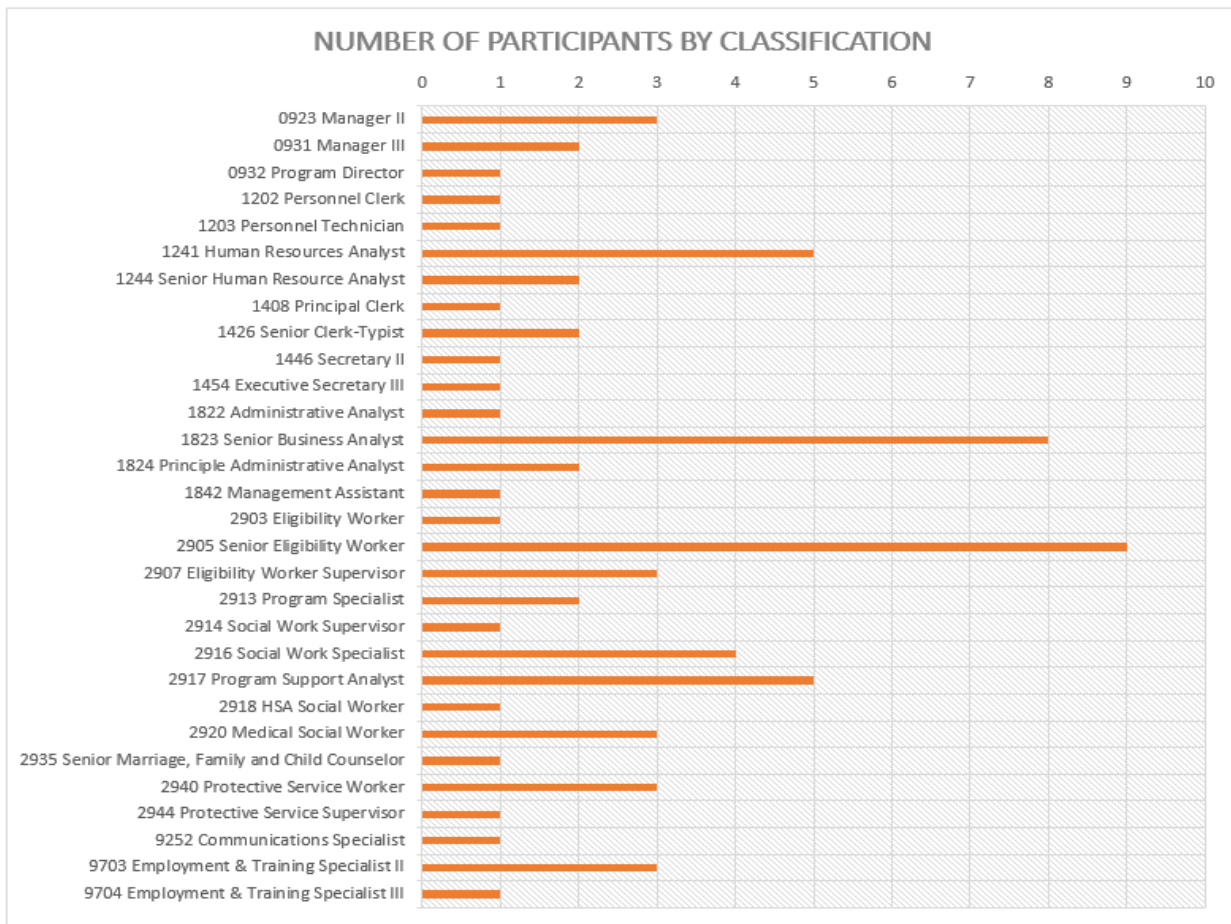
L. Appendix: Graphs for percentage of participants and all HSA employees by Department

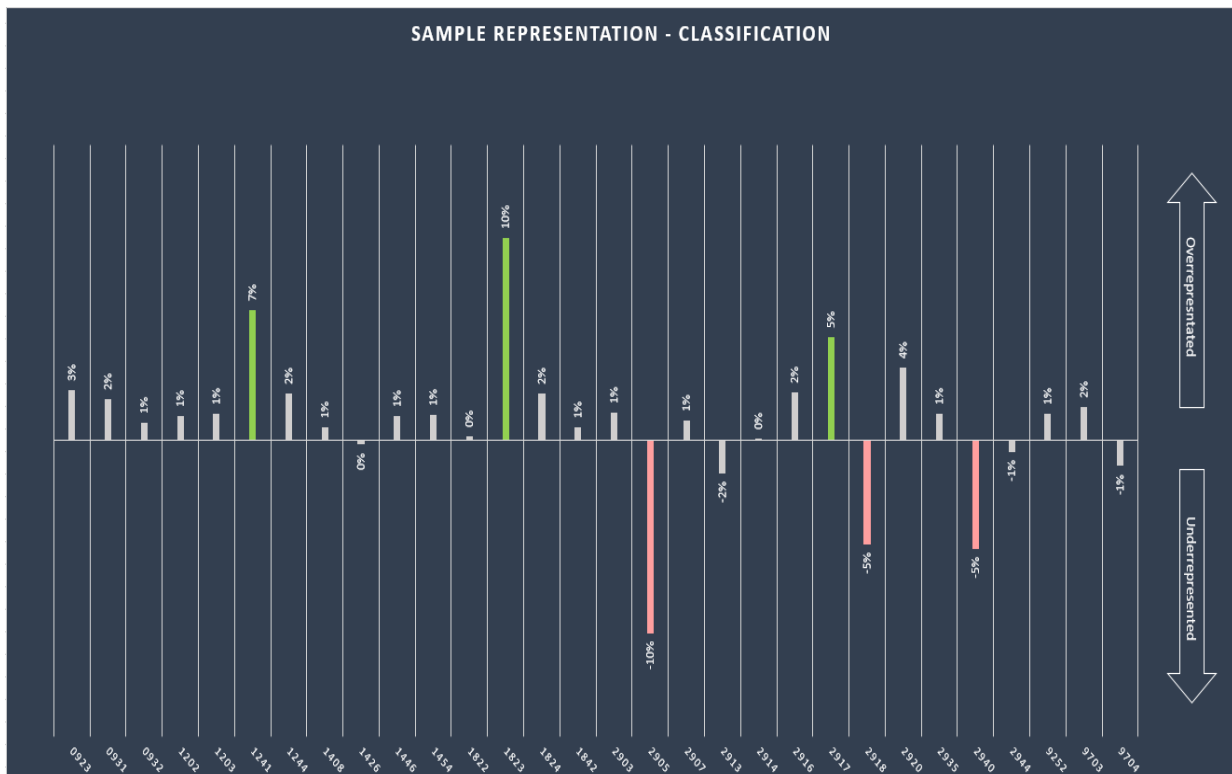
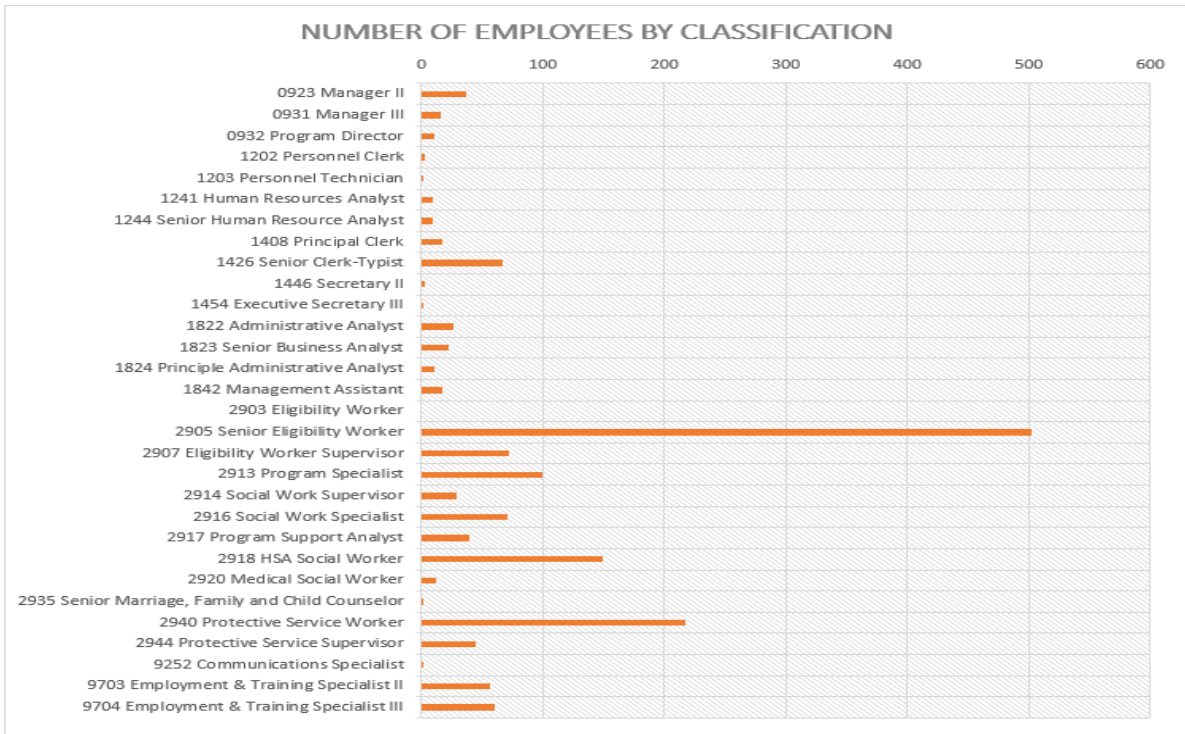




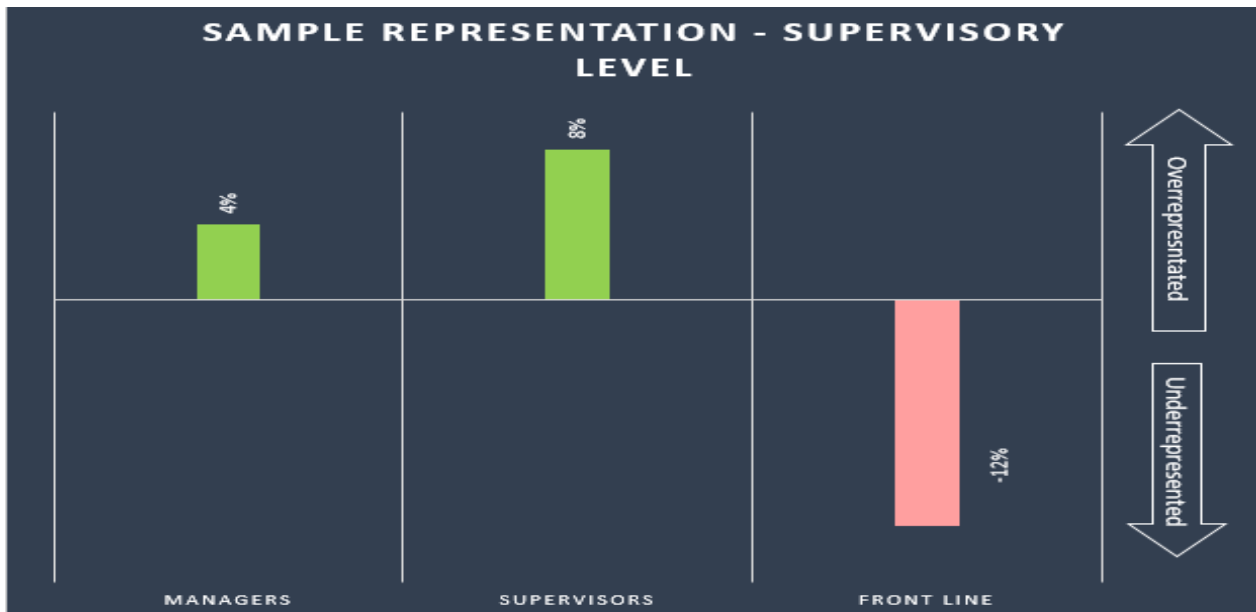
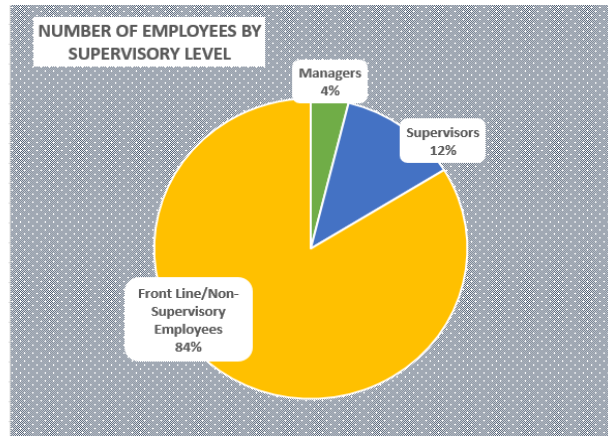
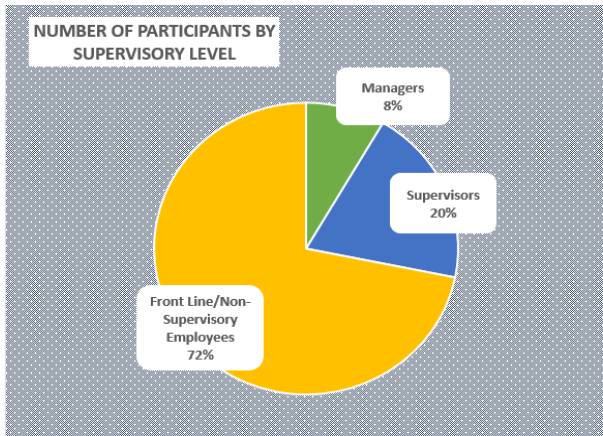


M. Appendix: Graphs for participants and all employees by Job Classification

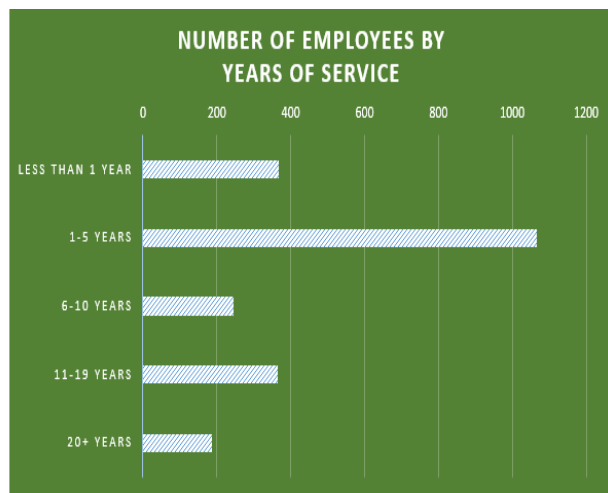
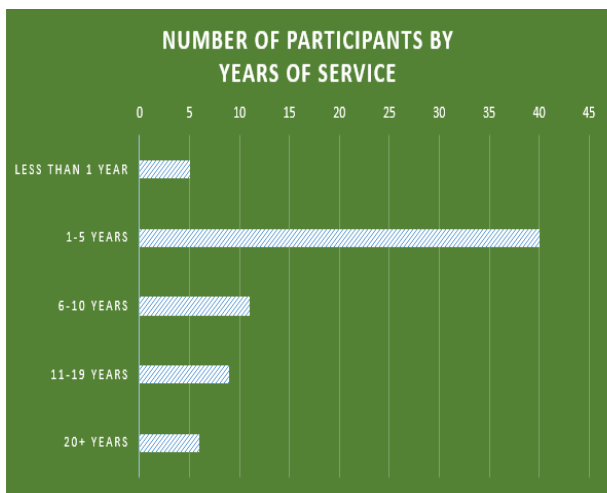


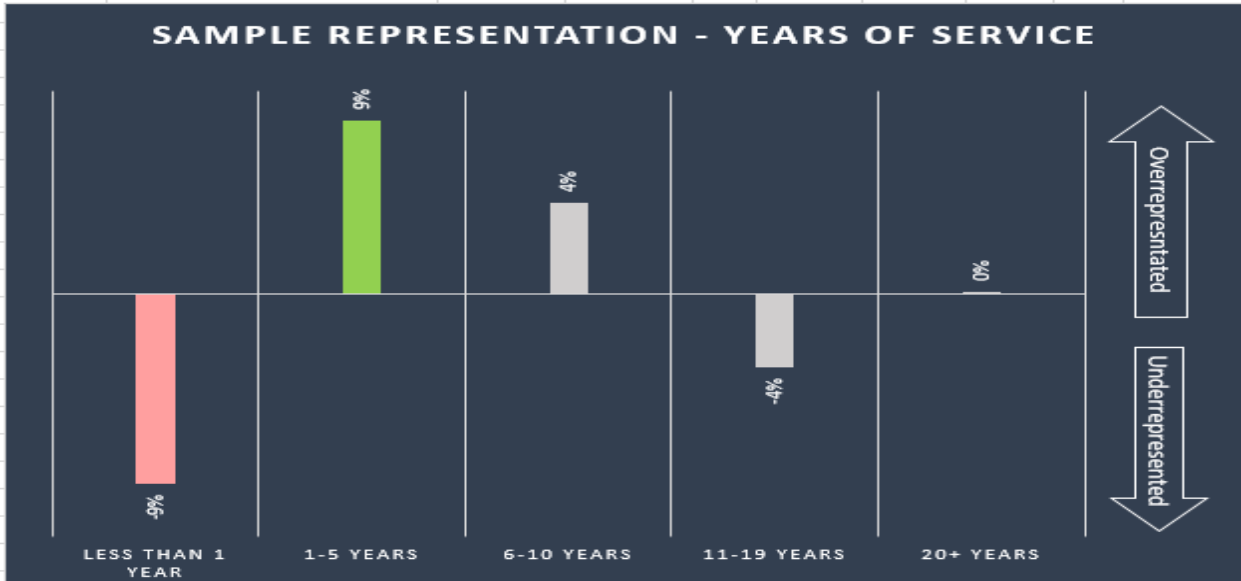


N. Appendix: Graphs for participants and all employees by Supervisory Level



O. Appendix: Graphs for participants and all employees by Years of Service





P. Appendix: Graphs of participant representation percentage by Total Differences (all categories)

Categories	Sub-Category	*Percent Difference
Race	American Indian/Alaskan Native	0%
	Asian	-12%
	Black	-5%
	Filipino	-2%
	Hispanic	3%
	White	16%
	Multi-Racial	0%
Gender	Male	-8%
	Female	8%
Department	Adult and Aging Services	-9%
	CalWORKs	0%
	County Adult Assistance Program	-1%
	Family and Children Services	-7%
	Earl Care and Education	-1%
	SF Benefits Net	-8%
	Workforce Development	-2%
	Administration	22%
Job Classification	0923 Manager II	3%
	0931 Manager III	2%
	0932 Program Director	1%
	1202 Personnel Clerk	1%
	1203 Personnel Technician	1%

	1241 Human Resources Analyst	7%
	1244 Senior Human Resource Analyst	2%
	1408 Principal Clerk	1%
	1426 Senior Clerk-Typist	0%
	1446 Secretary II	1%
	1454 Executive Secretary III	1%
	1822 Administrative Analyst	0%
	1823 Senior Business Analyst	10%
	1824 Principle Administrative Analyst	2%
	1842 Management Assistant	1%
	2903 Eligibility Worker	1%
	2905 Senior Eligibility Worker	-10%
	2907 Eligibility Worker Supervisor	1%
	2913 Program Specialist	-2%
	2914 Social Work Supervisor	0%
	2916 Social Work Specialist	2%
	2917 Program Support Analyst	5%
	2918 HSA Social Worker	-5%
	2920 Medical Social Worker	4%
	2935 Senior Marriage, Family and Child Counselor	1%
	2940 Protective Service Worker	-5%
	2944 Protective Service Supervisor	-1%
	9252 Communications Specialist	1%
	9703 Employment & Training Specialist II	2%
	9704 Employment & Training Specialist III	-1%
Supervisory Level	Manager	4%
	Supervisor	8%
	Front Line/Non-Supervisory Employees	-12%
Years of Service	Less than 1 year	-9%
	1-5 Years	9%
	6-10 Years	4%
	11-19 Years	-4%
	20+ Years	0%

**Using 5% margin*

Q. Appendix: Sample Demographics (Human Resources Employees) of Pilot Study

Job Classification		Race	Gender	Years of Service
0931	Manager III	Asian	F	2
0931	Manager III	White	F	5
1244	Senior Human Resource Analyst	Black	F	0.7

1244	Senior Human Resource Analyst	Hispanic	F	4
1241	Human Resources Analyst	Black	F	1
1241	Human Resources Analyst	Asian	F	1
1241	Human Resources Analyst	Black	F	0.7
1241	Human Resources Analyst	Hispanic	F	0.75
1241	Human Resources Analyst	Asian	M	1
1842	Management Assistant	Black	F	12
1202	Personnel Clerk	Asian	F	3.5
1203	Personnel Technician	Asian	F	11
1426	Senior Clerk-Typist	Hispanic	M	1.5

R. Appendix: Sample Demographics by Race

Demographic – White (8)

Job Classification		Gender	Years of Service
1823	Contracts Manager	F	19
2905	Senior Eligibility Worker	F	13
9703	Employment & Training Specialist II	F	7.5
2905	Senior Eligibility Worker	M	6
1824	Principle Administrative Analyst (Supervisor)	F	6
2940	Protective Service Worker	F	4
2917	Program Support Analyst	M	3
1454	Executive Secretary III	F	1.2

Demographic – Hispanic (6)

Job Classification		Gender	Years of Service
2913	Welfare Fraud Investigator	F	27
2940	Protective Service Worker	F	23
2916	Social Work Specialist	M	12.5
2905	Senior Eligibility Worker	F	11
2905	Senior Eligibility Worker	F	6
2917	Program Support Analyst	F	2

Demographic – Asian (5)

Job Classification		Gender	Years of Service
2903	Eligibility Worker	M	7.25
2920	Medical Social Worker	F	3
2916	Social Work Specialist	F	3
1823	Senior Administrative Analyst	F	3

2905	Senior Eligibility Worker	M	1.5
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Demographic – Black (4)

Job Classification		Gender	Years of Service
2920	Medical Social Worker	F	5
9703	Employment & Training Specialist II	F	3.5
1823	Senior Administrative Analyst (Supervisor)	M	3
2916	Social Work Specialist	M	1.5

S. Appendix: Sample of Leadership vs Supervisory Employees**Managers (6)**

Job Classification		Race	Gender	Years of Service
0932	Program Director	Hispanic	F	19
0931	Manager III	White	F	5
0931	Manager III	Asian	F	2
0923	Manager II	Asian	F	5
0923	Manager II	White	F	2
0923	Manager II	White	F	2

Supervisors (6)

Job Classification		Race	Gender	Years of Service
2935	Senior Marriage, Family and Child Counselor	White	F	16
2907	Eligibility Worker Supervisor	Asian	F	10
2907	Eligibility Worker Supervisor	Hispanic	M	8
2917	Program Support Analyst	White	F	3
1823	Senior Administrative Analyst	Black	M	3
1823	Senior Business Analyst	White	M	2

Non-Supervisory Employees (12)

Job Classification		Race	Gender	Years of Service
2913	Program Specialist	Hispanic	F	27
2940	Protective Service Worker	Hispanic	F	23
2940	Protective Service Worker	White	F	4
2905	Senior Eligibility Worker	White	F	13
2905	Senior Eligibility Worker	Filipino	M	2
2905	Senior Eligibility Worker	White	M	6
2916	Social Work Specialist	Filipino	F	9

2916	Social Work Specialist	Asian	F	3
2920	Medical Social Worker	Black	F	5
9703	Employment & Training Specialist II	Black	F	3.5
1822	Administrative Analyst	Asian	F	3
9252	Communications Specialist	Multi-Racial	F	3