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# ADVANCING RACIAL EQUITY HUMAN SERVICES AGENCY



We are committed to a culture of inclusion where our differences are celebrated. Everyone should have what they need to thrive –no matter their race, age, ability, gender, sexual orientation, ethnicity, or country of origin.

We are committed to combating systematic racism and advancing racial equity.



**Our Values**

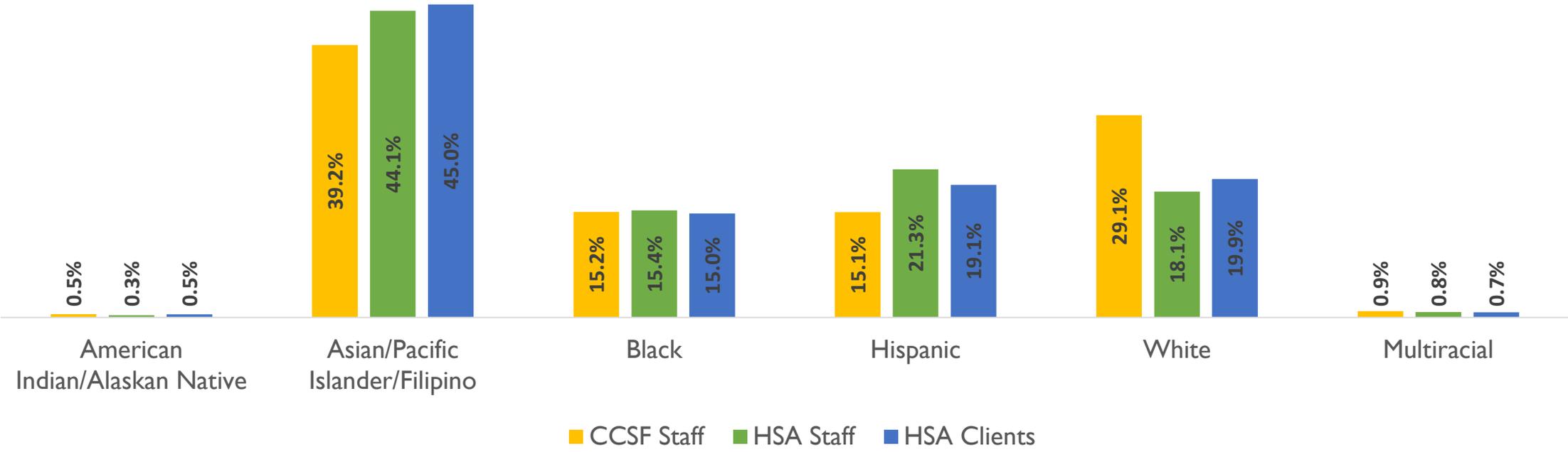


# Our Impact

- HSA is comprised of 3 departments with more than 25 programs and over 2200 employees.
- Nearly 1 in 3 San Francisco residents is an HSA client.
- We serve 260,000 unique persons, including seniors and persons with disabilities, indigent single adults, and ‘at risk’ families.

# Workforce Demographics

We aim for a staff composition that reflects the communities we serve.



# Our Work

- **Participated in GARE:** In 2018, joined Government Alliance and Race and Equity (GARE).
- **Engaged Staff:** Conducted staff focus groups, surveys, and town halls on ways to advance racial equity; and convened staff cohorts for Racial Equity Work Group.
- **Researched Disparities:** Released report, “Advancing Racial Equity at the San Francisco Human Services Agency: Opportunities in Hiring, Promotion, and Organizational Culture” identifying areas of racial disparity in the Agency and recommendations for change.
- **Increased Organizational Capacity:** In 2020, created Office of Diversity, Equity, Inclusion, and Belonging.
- **Created Collaborations:** Partnered with Department of Human Resources (DHR) and Office of Racial Equity (ORE) on diverse hiring and racial equity training.



# Phase I Racial Equity Plan

<b>HIRING AND RECRUITMENT</b>	<b>RETENTION AND PROMOTION</b>	<b>DISCIPLINE AND SEPARATION</b>	<b>DIVERSE AND EQUITABLE LEADERSHIP</b>
<ul style="list-style-type: none"><li>• Active recruitment in diverse communities.</li><li>• More inclusive language in job descriptions.</li><li>• Continued participation in DHR Diverse Recruitment Work Group.</li></ul>	<ul style="list-style-type: none"><li>• Making acting assignments more accessible to staff.</li><li>• Analyzing disaggregated salary data by race.</li></ul>	<ul style="list-style-type: none"><li>• Creating alternatives to discipline through restorative justice.</li><li>• Regularly monitor disaggregated data by race.</li></ul>	<ul style="list-style-type: none"><li>• Committing resources and opportunities for staff develop skills to lead inclusively and equitably.</li></ul>

# Phase I Racial Equity Plan

<b>MOBILITY AND PROFESSIONAL DEVELOPMENT</b>	<b>ORGANIZATIONAL CULTURE</b>	<b>BOARDS AND COMMISSIONS</b>
<ul style="list-style-type: none"><li>• Structured continual learning opportunities.</li><li>• Providing opportunities for coaching and mentorship to promote internal career advancement.</li></ul>	<ul style="list-style-type: none"><li>• Increased communication and expanded feedback loops with staff.</li><li>• Expanding collective understanding and responsibility to advance equity.</li></ul>	<ul style="list-style-type: none"><li>• Ensuring that our governing bodies reflect our commitment to equity.</li></ul>



**HSA IS MOVING FORWARD  
ON RACIAL EQUITY!**