



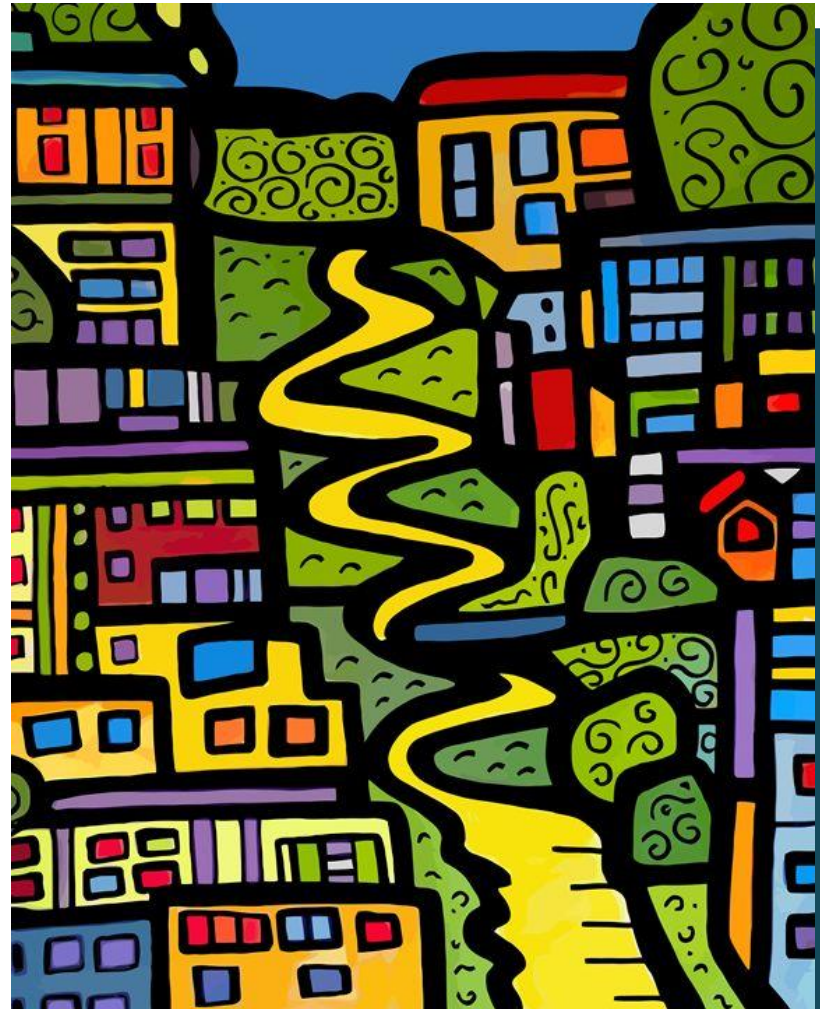
Department of Human Resources
Independent Report on EEO Reform
Board of Supervisors

October 5, 2021



Roadmap to Reform

- Centering Racial Equity
- Enhancing Efficiency
- Strengthening Accountability
- Increasing Transparency
- Promoting Ethical Behavior



Overview

- **EEO Process and Reforms**
Amalia Martinez
- **Expanding Employee Options for Redress of Complaints**
Ardis Graham
- **Pathways for Equity in Discipline**
Ardis Graham
- **Respect in the Workplace**
Mawuli Tugbenyoh
- **Recruitment and Apprenticeship**
Carol Isen
- **Measuring Progress**
Carol Isen



EEO Process & Reforms

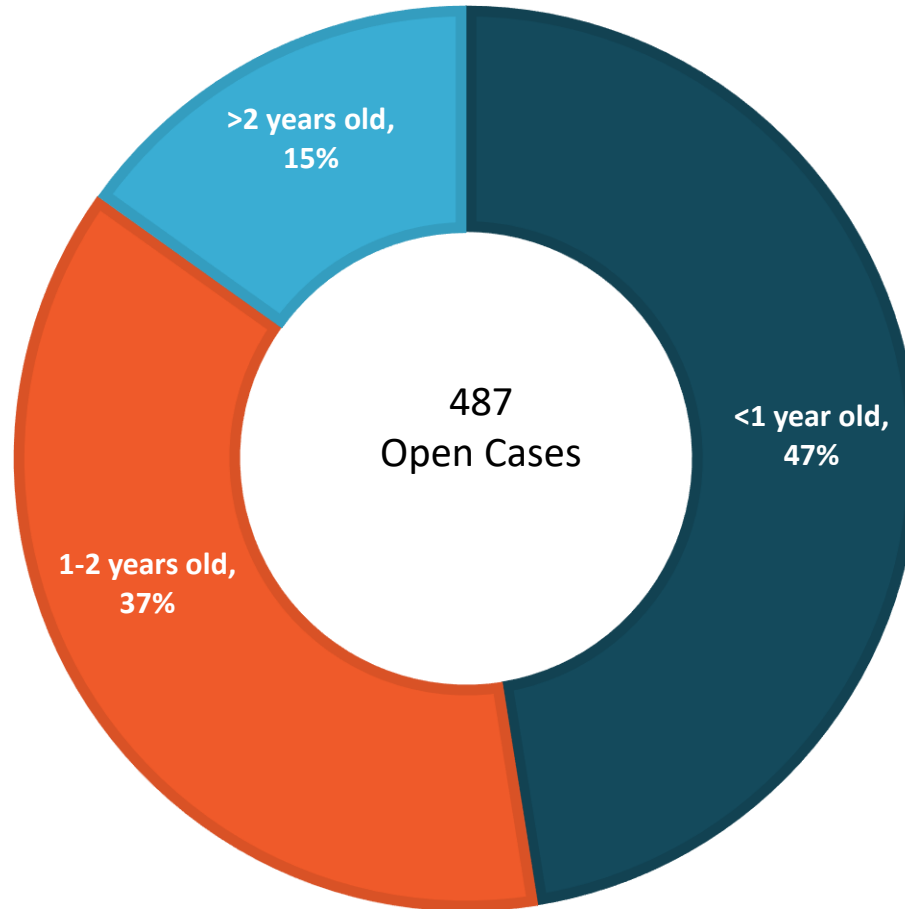
- 1) Addressing caseload
- 2) Workflow analysis
- 3) Improving communications

EEO Caseload

■ <1 year old

■ 1-2 years old

■ >2 years old

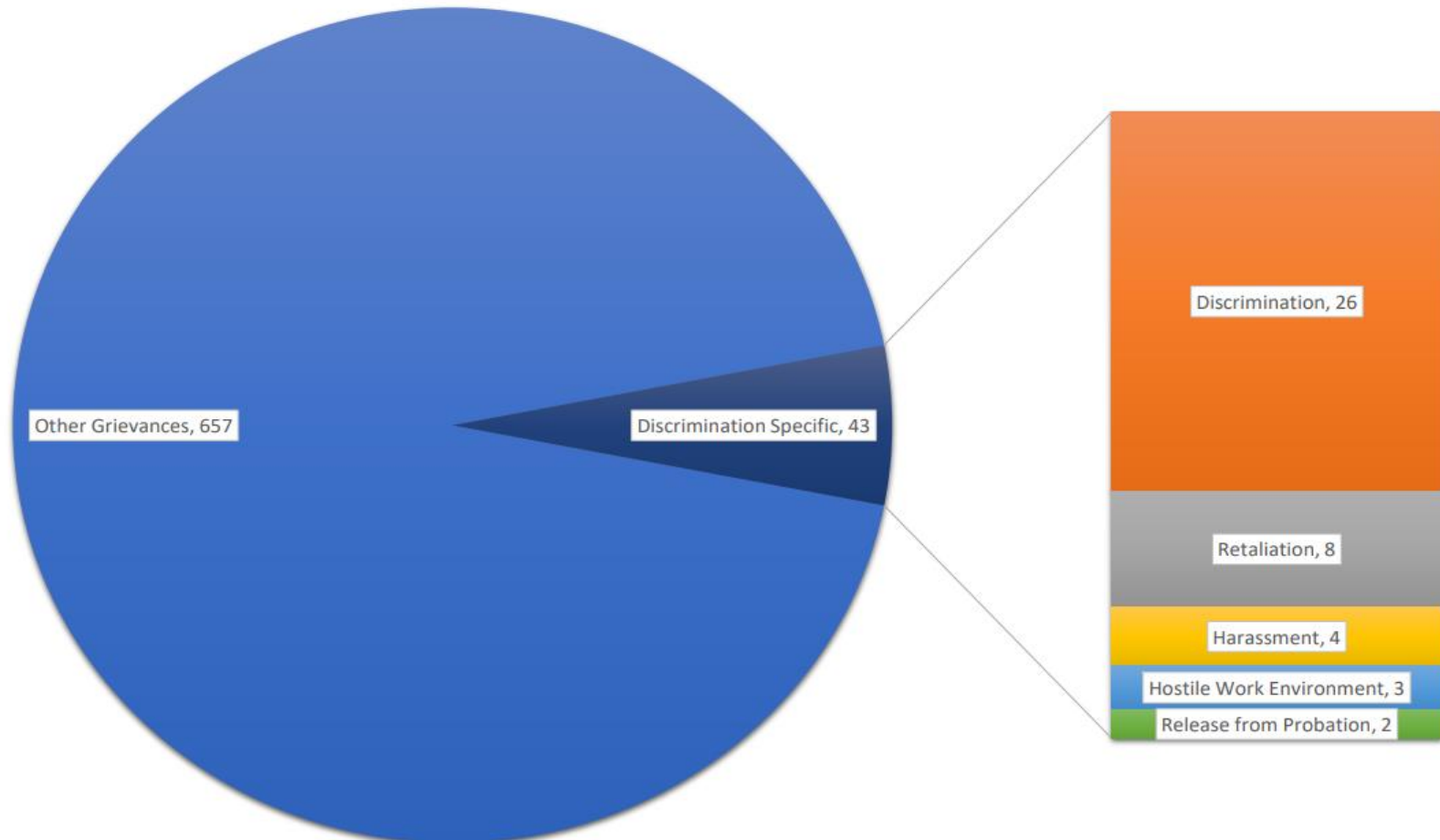


Workflow Analysis

- **Front end triage of cases**
- **Clear Communication**
- **New database**
- **Complaint resolution
timeline**

Step 3 Grievances

July 2017 to August 2021





Pathway for Equity in Discipline

- Analyze citywide discipline for effectiveness and equity
- Best practices survey of discipline processes
- Establish disciplinary standard recommendations
- Expanding pool of arbitrators
- Skelly Officer training modernization
- Raising awareness of implicit bias

A Skelly meeting is a pre-disciplinary due process meeting. An employee receives a A Skelly hearing notice with the proposed discipline and information on which the decision-maker relied in making the decision. The Skelly meeting is an opportunity to present information in response to or mitigation of the allegations and proposed discipline before the discipline is imposed. An employee is entitled to a representative at the Skelly meeting.



Respect in the Workplace Policy



- Setting tone and expectation for a positive, inclusive, and welcoming culture
- Promoting accountability
- Setting clear definitions of unacceptable behavior
- Defines management responsibilities



- ApprenticeshipSF
- Diversity Recruitment Team
- Access to City Employment (ACE)

Closing the Gap

*Measuring Progress
and Equity in Key Areas*

- Barriers to Entry and Promotions
- Workplace Climate
- Discipline
- Management
- Wages and Pay Equity
- Resignations

