

File No. 180630

Committee Item No. 6

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Government Audit and Oversight

Date: Sept. 19, 2018

Board of Supervisors Meeting:

Date: _____

Cmte Board

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| <input type="checkbox"/> | <input type="checkbox"/> | Motion |
| <input type="checkbox"/> | <input type="checkbox"/> | Resolution |
| <input type="checkbox"/> | <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | <input type="checkbox"/> | Legislative Digest |
| <input type="checkbox"/> | <input type="checkbox"/> | Budget and Legislative Analyst Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Introduction Form |
| <input type="checkbox"/> | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/> | <input type="checkbox"/> | MOU |
| <input type="checkbox"/> | <input type="checkbox"/> | Grant Information Form |
| <input type="checkbox"/> | <input type="checkbox"/> | Grant Budget |
| <input type="checkbox"/> | <input type="checkbox"/> | Subcontract Budget |
| <input type="checkbox"/> | <input type="checkbox"/> | Contract/Agreement |
| <input type="checkbox"/> | <input type="checkbox"/> | Form 126 – Ethics Commission |
| <input type="checkbox"/> | <input type="checkbox"/> | Award Letter |
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OTHER

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| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>DHR Report - July 10, 2018</u> |
| <input type="checkbox"/> | <input type="checkbox"/> | <u>Referral FYI - June 13, 2018</u> |
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Prepared by: John Carroll

Date: Sept. 14, 2018

Prepared by: John Carroll

Date: _____

Carroll, John (BOS)

From: Callahan, Micki (HRD)
Sent: Wednesday, July 11, 2018 2:56 PM
To: Board of Supervisors, (BOS)
Cc: Calvillo, Angela (BOS); Buick, Jeanne (HRD); Simon, Linda (HRD); BOS-Legislative Aides
Subject: Demographic information--SEIU City employees
Attachments: SEIU Information Request 071018.pdf; Copy of SEIU PCS FT 6-27-18 (for SEIU).xlsx

Dear Board Members,

We have provided SEIU a comprehensive response to the union's request for demographic information about its membership, including information on negative separations from employment. As these topics will be discussed at the upcoming GAO hearing on African Americans in City employment, I am providing them to you as well. We will also be preparing a report for the hearing once we learn more about what questions the committee would like us to address, and will provide that to you.

Feel free to contact me or EEO Director Linda Simon if you should have any questions or concerns.

Regards,



Connecting People with Purpose

Micki Callahan
Human Resources Director
Department of Human Resources
One South Van Ness Ave., 4th Floor
San Francisco, CA 94103
Phone: (415) 557-4845
Website: www.sfdhr.org

City and County of San Francisco
Micki Callahan
Human Resources Director



Department of Human Resources
Connecting People with Purpose
www.sfdhr.org

July 10, 2018

Via U.S. Mail and email(david.canham@seiu1021.org)

David Canham
SF Regional Director
SEIU 1021
350 Rhode Island
South Bldg, Suite 100
San Francisco, CA 94103

Re: SEIU 1021 Request for Information

Dear David:

The City received your Request for Information for various demographic data breakdowns of your Citywide membership via email on March 19, 2018. This request stemmed from an agenda item being discussed at the monthly Citywide JLMC meeting. As part of a framework for a more detailed response, the City provided the *2013 Equal Employment Opportunity – Workforce Utilization Report* to the Committee on April 30, 2018 and the *Individual Employee Data Privacy Policy* on May 16, 2018. Contained here is the City's detailed response within the limits of our data confidentiality policy:

- **Race / Ethnic and Gender breakdown of all citywide disciplines by department/ work location including, written warnings, suspensions, terminations, probationary releases, probationary extensions, PIP's and medical separations of SEIU 1021 represented employees**

It is the City's policy that we do not provide information regarding race / ethnicity or gender that would allow individual employees to be identified. As there are so few dismissals for cause, probationary releases and medical separations citywide, we cannot provide this information by department and work location without risking identifying individual employees. Accordingly, we can only provide this information in aggregate form citywide.

Further, this information can only be provided to the extent it is centrally collected in our Human Resources Management System (HRMS). Written warnings, suspensions, probationary extensions and performance plans are not in our HRMS system so they cannot be centrally provided.

For calendar year 2017, there were the following citywide separations based on dismissal for cause, probationary release and medical separations for PCS, FT SEIU, Local 1021 employees covering Miscellaneous, Nurses and H-1 MOUs by race / ethnicity and gender.

Please note that the City only started actively collecting data for the multiracial category in 2013.

Dismissal for cause

<u>Race / Ethnicity</u>	<u>Employees</u>
American Indian/Alaskan Native	
Asian/Pacific Islander	1
Black	7
Filipino	1
Hispanic	1
Multiracial	
White	4

Probationary Release

<u>Race / Ethnicity</u>	<u>Employees</u>
American Indian/Alaskan Native	
Asian/Pacific Islander	15
Black	9
Filipino	6
Hispanic	18
Multiracial	
White	10

Medical Separations

<u>Race / Ethnicity</u>	<u>Employees</u>
American Indian/Alaskan Native	
Asian/Pacific Islander	1
Black	1
Filipino	2
Hispanic	3
Multiracial	
White	2

Dismissal for cause

<u>Gender</u>	<u>Employees</u>
F	6
M	8

Probationary Release

<u>Gender</u>	<u>Employees</u>
F	30
M	28

Medical Separations

<u>Gender</u>	<u>Employees</u>
F	6
M	3

- **Breakdown of the City's workforce by department, work location, classification, hourly rate, race/ethnicity, gender, age**

The City already provides the Union a breakdown of its workforce by department, work location, classification and hourly rate every pay period. Regarding race / ethnicity, gender and age, the City shall provide this information in aggregate citywide for PCS, FT SEIU, Local 1021 employees covering Miscellaneous, Nurses and H-1 MOUs as of June 27, 2018. For age, this information will be categorized by those under age 40 and those 40 and over.

<u>Race / Ethnicity</u>	<u>Employees</u>
American Indian/Alaskan Native	36
Asian/Pacific Islander	3,489
Black	1,661
Filipino	1,889
Hispanic	1,741
Multiracial	22
White	1,811

<u>Gender</u>	<u>Employees</u>
F	6,731
M	3,918

<u>Age</u>	<u>Employees</u>
<40	2,986
≥40	7,663

Additionally, these numbers have been broken down by class and department to the extent the data can be provided in a manner that does not risk identifying individuals. In those instances, the data for those classes or departments is provided in aggregate at the bottom of the worksheet.

This data can be accessed from the attached excel document that contains the following worksheets:

- Classes – list of all SEIU classes and number of incumbents in those classes
- Dept. – list of all departments and number of SEIU incumbents in those departments
- Race and Class – list of incumbents by race and class for SEIU represented classes; de-identified provided at the bottom
- Gender and Class – list of incumbents by gender and class for SEIU represented classes; de-identified provided at the bottom
- Age and Class – list of incumbents by age and class for SEIU represented classes; de-identified provided at the bottom
- Race and Dept. – list of incumbents by race and dept. for SEIU represented classes; de-identified provided at the bottom

- Gender and Dept. – list of incumbents by gender and dept. for SEIU represented classes; de-identified provided at the bottom
- Age and Dept. – list of incumbents by age and dept. for SEIU represented classes; de-identified provided at the bottom

We will be available to discuss this information at our next JLMC meeting scheduled for July 18, 2018 at 1:30 at the SEIU office.

Sincerely,



Victoria Carson
Senior Employee Relations Representative

Attachments: Excel spreadsheet – SEIU PCS FT Data Request 6/27/18

cc: Members of Citywide SEIU JLMC
Luenna Kim, HR Director HSA
David Coleman, Manager SFO
Lori Regler, HR Director SFPL
Charles Castillo, HR Director FAM
Rhonda Simmons, LR Director DPH
Jesse Stanton, SEIU
Brenda Barros, SEIU
Mandana Siyadat, SEIU
Harold Powell, SEIU
Marisol Pastran, SEIU
Joseph Bryant, SEIU
Micki Callahan, Director DHR
Carol Isen, ER Director DHR
Steve Ponder, CC Director DHR
Linda Simon, EEO Director DHR
Susan Gard, Chief of Policy DHR

Classes

<u>Class</u>	<u>Title</u>	<u>Grand Total</u>
2708	Custodian	686
2320	Registered Nurse	527
2905	HSA Sr Eligibility Worker	519
2303	Patient Care Assistant	384
8214	Parking Control Officer	310
2736	Porter	300
1406	Senior Clerk	288
9209	Community Police Services Aide	232
2940	Protective Services Worker	196
2430	Medical Evaluations Assistant	195
1404	Clerk	188
2586	Health Worker 2	174
8238	Public SafetyComm Disp	160
2918	HSA Social Worker	154
2312	Licensed Vocational Nurse	151
1822	Administrative Analyst	139
1632	Senior Account Clerk	136
2930	Behavioral Health Clinician	135
1426	Senior Clerk Typist	130
2587	Health Worker 3	126
2302	Nursing Assistant	111
9102	Transit Car Cleaner	107
3630	Librarian 1	104
2604	Food Service Worker	95
2913	Program Specialist	94
8300	Sheriff's Cadet	90
2903	Hospital Eligibility Worker	85
1842	Management Assistant	84
1408	Principal Clerk	78
2908	Sen Hospital Eligibility Wrkr	78
2328	Nurse Practitioner	74
2907	Eligibility Worker Supervisor	72
2920	Medical Social Worker	70
1324	Customer Service Agent	69
8226	Museum Guard	69
2409	Pharmacy Technician	68
2904	Human Services Technician	68
2916	Social Work Specialist	66
1428	Unit Clerk	62
9704	Employment & Training Spec 3	62
1222	Sr Payroll & Personnel Clerk	61
1446	Secretary 2	61
1820	Junior Administrative Analyst	61
2583	Home Health Aide	59

<u>Class</u>	<u>Title</u>	<u>Grand Total</u>
2706	Housekeeper/Food Service Clnr	57
1424	Clerk Typist	56
2917	Program Support Analyst	54
3632	Librarian 2	54
9212	Airport Safety Officer	52
1840	Junior Management Assistant	51
2830	Public Health Nurse	51
3286	Recreation Coordinator	51
3616	Library Technical Assistant 1	50
9131	Station Agent, Muni Railway	50
9774	Sr. Community Devl Spc 1	50
2110	Medical Records Clerk	49
9703	HSA Emp & Training Spec II	49
1630	Account Clerk	48
1929	Parts Storekeeper	48
1636	Health Care Billing Clerk 2	47
2931	Marriage, Family & Child Cnslr	47
9110	Fare Collections Receiver	47
1458	Legal Secretary 1	46
8207	Bldg & Grounds Patrol Officer	46
3618	Library Technical Assistant 2	45
1204	Senior Personnel Clerk	44
1844	Senior Management Assistant	44
2454	Clinical Pharmacist	44
2944	Protective Services Supervisor	44
2716	Custodial Assistant Supervisor	43
2932	Sr Behavioral Health Clinich	43
1934	Storekeeper	41
2468	Diagnostic Imaging Tech II	40
1634	Principal Account Clerk	39
8158	Child Support Officer II	39
1478	Senior Water Services Clerk	38
2112	Medical Record Technician	38
8108	Senior Legal Process Clerk	38
1220	Payroll and Personnel Clerk	36
3610	Library Assistant	36
8320	Counselor, Juvenile Hall	35
1450	Executive Secretary 1	34
2450	Pharmacist	34
2588	Health Worker 4	33
4308	Senior Collections Officer	32
8216	Senior Parking Control Officer	32
2424	Diagnostic Imaging Assistant	31
2914	Social Work Supervisor	29
8208	Park Patrol Officer	29
2585	Health Worker 1	28

<u>Class</u>	<u>Title</u>	<u>Grand Total</u>
1637	Patient Accounts Clerk	26
2390	Sterile Processing & Dist Tech	26
2467	Diagnostic Imaging Tech I	26
6322	Permit Technician II	25
7524	Institution Utility Worker	25
8239	Public SafetyComm Supv	25
9775	Sr Community Dev Spec 2	25
8202	Security Guard	24
2654	Cook	23
6321	Permit Technician I	23
8141	Worker's Compensation Adjuster	23
2305	Psychiatric Technician	22
1704	Communications Dispatcher 1	21
9506	Snr Permit and Citation Clerk	21
1209	Benefits Technician	20
1932	Assistant Storekeeper	20
2574	Clinical Psychologist	20
7470	Watershed Keeper	20
1812	Assistant Retirement Analyst	19
6108	Environmental Hlth Tech 1	19
8124	Investigator, Police Accountab	19
8562	Counselor, Juvenile Hall SFERS	19
9202	Airport Communications Disp	19
9504	Permit and Citation Clerk	19
2323	Clinical Nurse Specialist	18
4215	ASR Senior Office Specialist	18
9234	Airport Security ID Technician	17
1429	Nurses Staffing Assistant	16
1444	Secretary 1	16
2310	Surgical Procedures Technician	16
2624	Dietitian	16
2718	Custodial Supervisor	16
7392	Window Cleaner	16
8106	Legal Process Clerk	16
9705	Emp & Training Spec 4	16
1202	Personnel Clerk	15
2202	Dental Aide	15
2314	Behavioral Health Team Leader	15
8217	Comm Pol Svcs Aide Supervisor	15
2105	Patient Svcs Finance Tech	14
3634	Librarian 3	14
4321	Cashier 2	14
8249	Fingerprint Technician 1	14
8420	Rehabilitation Svcs Coord	14
9772	Community Development Spec	14
1210	Benefits Analyst	13

<u>Class</u>	<u>Title</u>	<u>Grand Total</u>
1635	Health Care Billing Clerk 1	13
1705	Communications Dispatcher 2	13
1708	Senior Telephone Operator	13
2606	Senior Food Service Worker	13
9116	Sr Fare Collections Receiver	13
1224	Pr Payroll & Personnel Clerk	12
3302	Admission Attendant	12
8142	Public Defender's Investigator	12
2740	Porter Supervisor 1	11
2820	Senior Health Program Planner	11
3289	Recreation Supervisor	11
4213	ASR-Office Assistant	11
8321	Counselor, Log Cabin Ranch	11
9220	Airport Operations Supervisor	11
1410	Chief Clerk	10
1813	Senior Benefits Analyst	10
2470	Diagnostic Imaging Tech IV	10
2554	Therapy Aide	10
2578	Med Examiner's Investigator II	10
2909	Hospital Elig Wrk Supervisor	10
2975	Citizens Complaint Officer	10
4320	Cashier 1	10
1480	Principal Water Services Clerk	9
1936	Senior Storekeeper	9
2330	Anesthetist	9
7362	Communications Systems Tech	9
8250	Fingerprint Technician 2	9
8529	Probation Assistant	9
9104	Transit Car Cleaner Asst Sprv	9
9203	Sr Airport Communications Disp	9
1460	Legal Secretary 2	8
1706	Telephone Operator	8
2469	Diagnostic Imaging Tech III	8
7219	Maintenance Scheduler	8
7368	Senior Comm Systems Technican	8
8143	Sr Public Defenders Invstgtor	8
8159	Child Support Officer III	8
8228	Museum Sec Supv	8
9706	Employment & Training Spec 5	8
1226	Chf Payroll & Personnel Clerk	7
1326	Customer Service Agent Supv	7
1663	Patient Accounts Supervisor	7
2114	Medical Records Tech Sprv	7
2406	Pharmacy Helper	7
2416	Laboratory Technician II	7
2818	Health Program Planner	7

<u>Class</u>	<u>Title</u>	<u>Grand Total</u>
3210	Swimming Instr/Pool Lifeguard	7
3232	Marina Assistant	7
4214	Assessor-Recorder Office Spec	7
4331	Security Analyst	7
6220	Inspector, Weights & Measures	7
8452	Criminal Justice Specialist 2	7
9508	Prpl Permit and Citation Clerk	7
1662	Patient Accounts Asst Sprv	6
2618	Food Service Supervisor	6
2622	Dietetic Technician	6
2719	Janitorial Svcs Asst Sprv	6
2910	Social Worker	6
2919	Child Care Specialist	6
2935	Sr Marriage, Fam & Cld Cnslr	6
3213	Aquatics Facility Asst Supv	6
3310	Stable Attendant	6
3522	Senior Museum Preparator	6
3549	Arts Program Assistant	6
4334	Investigator, Tax Collector	6
7227	Cement Finisher Supervisor 1	6
8165	Worker's Comp Supervisor 1	6
8204	Institutional Police Officer	6
9236	Airport Ground Transport Tech	6
9770	Community Development Asst	6
1403	Elections Clerk	5
3215	Aquatics Facility Supervisor	5
6323	Permit Technician III	5
8446	Court Alternative Specialist 1	5
1310	Public Relations Assistant	4
1430	Transcriber Typist	4
1814	Benefits Supervisor	4
1931	Senior Parts Storekeeper	4
2106	Med Staff Svcs Dept Spc	4
2204	Dental Hygienist	4
2533	Emergency Med Svcs Agency Spec	4
2770	Senior Laundry Worker	4
2922	Senior Medical Social Worker	4
2991	Coord, Human Rights Comm	4
2996	Rep, Human Rights Comm	4
3556	Museum Registrar	4
3602	Library Page	4
5322	Graphic Artist	4
8210	Head Park Patrol Officer	4
8211	Supv Bldg Grounds Patrol Ofcr	4
9122	Transit Information Clerk	4
9126	Transit Traffic Checker	4

<u>Class</u>	<u>Title</u>	<u>Grand Total</u>
1218	Payroll Supervisor	3
1402	Junior Clerk	3
1431	Senior Unit Clerk	3
1440	Medical Transcriber Typist	3
1664	Patient Accounts Manager	3
1750	Microphoto/Imaging Technician	3
1752	Sr. Microphoto/Imaging Tech.	3
1760	Offset Machine Operator	3
1764	Mail & Reproduction Svc Sprv	3
1770	Photographer	3
2392	Sr Cent Proc & Dist Tech	3
2656	Chef	3
2738	Porter Assistant Supervisor	3
3283	Recreation Specialist	3
3558	Senior Museum Registrar	3
7243	Parking Meter Repairer Sprv 1	3
7416	Book Repairer	3
8234	Fire Alarm Dispatcher	3
8251	Fingerprint Technician 3	3
8564	Counselor,Log Cabin Rnch SFERS	3
9117	Pr Fare Collections Receiver	3
1802	Research Assistant	2
1920	Inventory Clerk	2
1938	Stores & Equip Asst Sprv	2
2536	Respiratory Care Practitioner	2
2575	Research Psychologist	2
2579	Med Examiner's InvestigatorIII	2
2619	Senior Food Service Supervisor	2
2626	Chief Dietitian	2
2650	Assistant Cook	2
3376	Animal Care Asst Supv	2
3450	Agricultural Inspector	2
3525	Chief Preparator	2
3554	Associate Museum Registrar	2
4306	Collections Officer	2
5264	Airport Noise Abatement Spec	2
7259	Water & Power Maint Sprv 1	2
7270	Watershed Keeper Supervisor	2
8139	Industrial Injury Investigator	2
8316	Assistant Counselor	2
9124	Sr Transit Information Clerk	2
1432	Senior Transcriber Typist	1
1435	Shelter Officer Supervisor	1
1437	Shelter Office Asst Supv	1
1474	Claims Process Clerk	1
1710	Chief Telephone Operator	1

<u>Class</u>	<u>Title</u>	<u>Grand Total</u>
1771	Media Production Specialist	1
1922	Senior Inventory Clerk	1
1924	Materials/Supplies Supervisor	1
1926	Sr Materials & Supplies Sprv	1
1937	Supervising Parts Storekeeper	1
2325	Nurse Midwife	1
2408	Senior Pharmacy Helper	1
2436	Electroencephalograph Tech 1	1
2514	Orthopedic Technician 1	1
2515	Orthopedic Technician 2	1
2522	Senior Morgue Attendant	1
2523	Forensic Autopsy Technician	1
2552	Dir of Act, Therapy & Vol Svcs	1
2565	Acupuncturist	1
2608	Supply Room Attendant	1
2720	Janitorial Services Supervisor	1
2915	Program Specialist Supervisor	1
2998	Rep, Comm Status of Women	1
3292	Asst Superintendent Rec	1
3371	Animal Care Supervisor	1
3375	Animal Health Technician	1
3518	Assoc Musm Cnsrvt, AAM	1
3520	Museum Preparator	1
3633	Librarian 2 - Asian Arts	1
4322	Cashier 3	1
4337	Pr Investigator, Tax Collector	1
4366	Collection Supervisor	1
5271	Sr Airport Noise Abatement Spe	1
7211	Cement Finisher Supervisor 2	1
7268	Window Cleaner Supervisor	1
7324	Beautician	1
7418	Senior Book Repairer	1
7454	Traffic Signal Operator	1
8109	Document Examiner Technician	1
8236	Chief Fire Alarm Dispatcher	1
8318	Counselor 2	1
9128	Senior Transit Traffic Checker	1
9204	Airports Communications Sprv	1
9708	Employment & Training Spec 6	1
H001	Fire Rescue Paramedic	1
0035	Management Assistant II (OCII)	1

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 415-554-5184
Fax No. 415-554-5163
TDD/TTY No. 415-554-5227

MEMORANDUM

TO: Micki Callahan, Department of Human Resources
Barbara A. Garcia, Director, Department of Public Health
Jon Givner, Office of the City Attorney
Ben Rosenfield, City Controller
Naomi Kelly, City Administrator
Ken Rich, Acting Co-Director, Office of Economic and Workforce Development
Joaquin Torres, Acting Co-Director, Office of Economic and Workforce Development

FROM: John Carroll, Assistant Clerk, Government Audit and Oversight Committee,
Board of Supervisors

DATE: June 13, 2018

SUBJECT: HEARING MATTER INTRODUCED

The Board of Supervisors' Government Audit and Oversight Committee has received the following hearing request, introduced by Supervisor Kim on June 5, 2018:

File No. 180630

Hearing on African-American workforce hiring, retention, promotional opportunities, and data tracking of work place discrimination complaints at the City and County of San Francisco; and requesting the Department of Human Resources, Department of Public Health, City Attorney's Office, Controller's Office, City Administrator, and other applicable departments to report.

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

c: Susan Gard, Department of Human Resources
Dr. Naveena Bobba, Department of Public Health
Sneha Patil, Department of Public Health
Todd Rydstrom, Office of the Controller
Tonia Lediju, Office of the Controller
Lynn Khaw, Office of the City Administrator
Lihmeei Leu, Office of the City Administrator
J'Wei Vaughan, Office of Economic and Workforce Development
Lisa Pagan, Office of Economic and Workforce Development

Introduction Form

By a Member of the Board of Supervisors or Mayor

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

2018 JUN -5 PM 3:01

Time stamp
or meeting date

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee. (An Ordinance, Resolution, Motion or Charter Amendment).
- 2. Request for next printed agenda Without Reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning : "Supervisor [] inquiries"
- 5. City Attorney Request.
- 6. Call File No. [] from Committee.
- 7. Budget Analyst request (attached written motion).
- 8. Substitute Legislation File No. []
- 9. Reactivate File No. []
- 10. Topic submitted for Mayoral Appearance before the BOS on []

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Youth Commission
- Ethics Commission
- Planning Commission
- Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use the Imperative Form.

Sponsor(s):

Kim, Breed, Peskin, Fewer, Ronen, Cohen, Safai

Subject:

African-American workforce hiring, retention, and promotional opportunities and data tracking of work place discrimination complaints at the City and County of San Francisco. Description of Departmental and citywide efforts to ensure a workplace free of implicit bias.

The text is listed:

See attached. ~~All Departments, but primarily~~ Department of Human Resources, Department of Public Health, City Attorney, and Controller's Office, *City Administrator, and other applicable departments.*

Signature of Sponsoring Supervisor: [Signature]

For Clerk's Use Only