

# Equity, Inclusion and Opportunity

## in the City and County of San Francisco Workforce

Department of Human Resources  
September 19, 2018  
City Hall, GAO Meeting



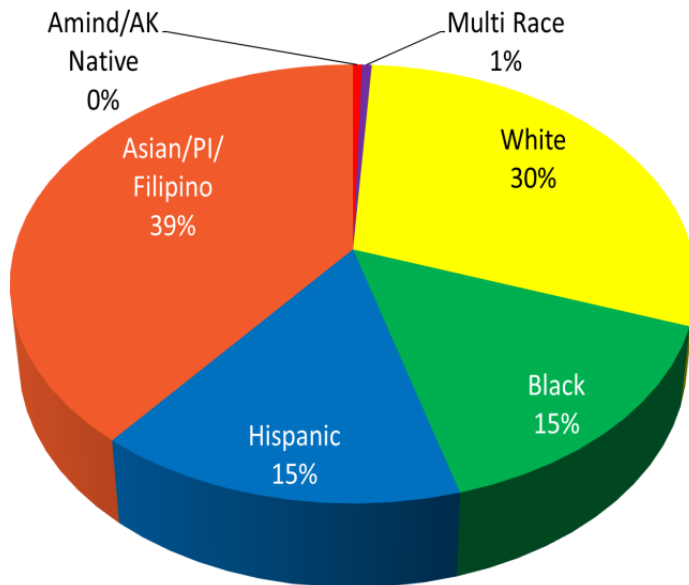


# Agenda

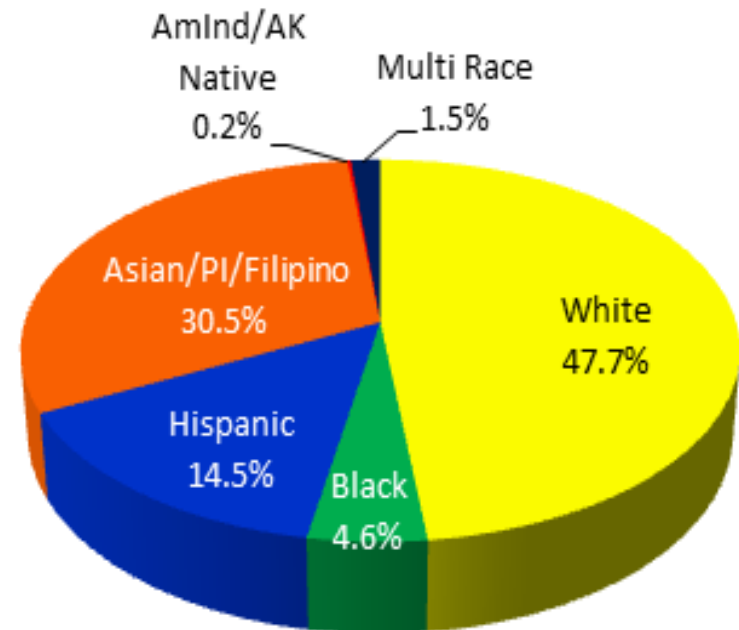
- Current Workforce Demographics & Programs
- What the Data Shows
- Future Focus

# Current Workforce & Programs

## City Workforce Composition by Race/Ethnicity



## Labor Market Composition By Race/Ethnicity





# Current City Programs

Recruitment

Hiring

Training

Enforcement



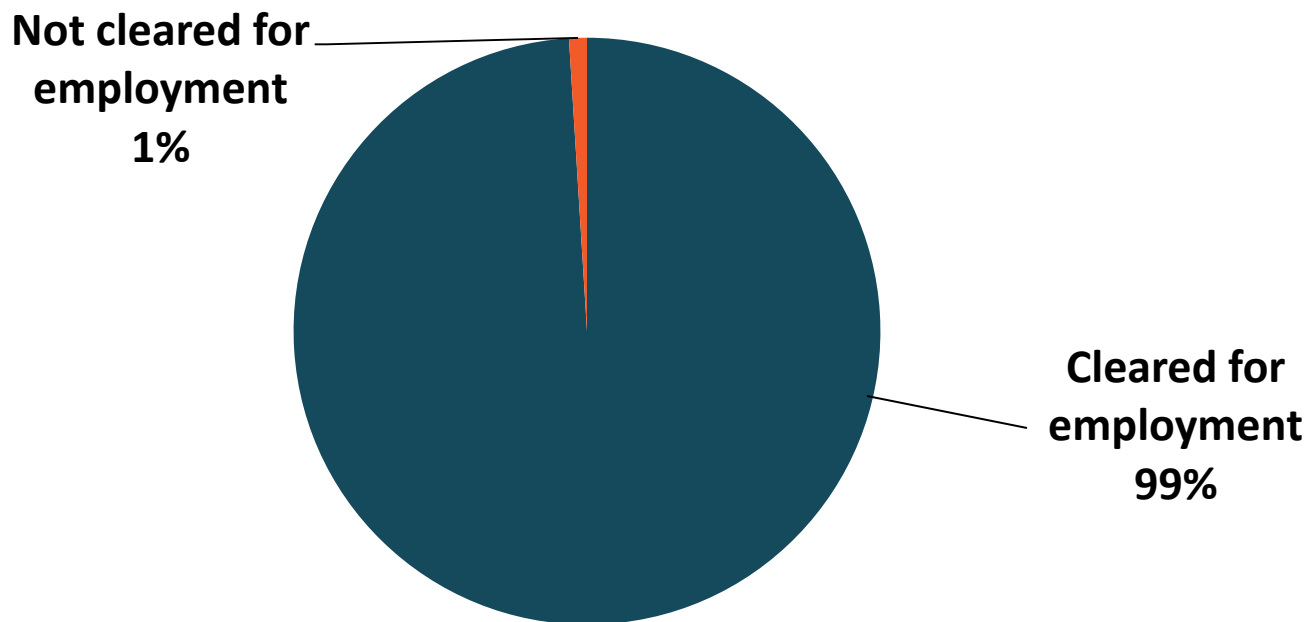
# Recruitment: Opening Doors

- 1) **Clerical Eligibility Test** : The eligibility test allows applicants who don't have any experience to take the entry-level exam.
- 2) **Continuous Testing for Police Officers**: Continuous testing with a new exam has nearly doubled exam pass rates for African American females. African American male officers increased 25% during the period in which overall FTEs increased 9%.
- 3) **Certification Rule**: Requesting unions to allow access to more eligible candidates for hiring. Current requirements limit access to some qualified candidates who could add diversity.
- 4) **MQ Review**: minimum qualifications are reviewed and adjusted to ensure they are job-related and aren't creating unfair barriers to employment.



# Hiring: Conviction History Review Program

## Candidates with Conviction Histories in FY 2017-18



In FY 2017-18 only 9 candidates were not cleared for employment following a conviction history review

- **Access to City Employment (ACE):** matches qualified applicants who have serious disabilities with City jobs



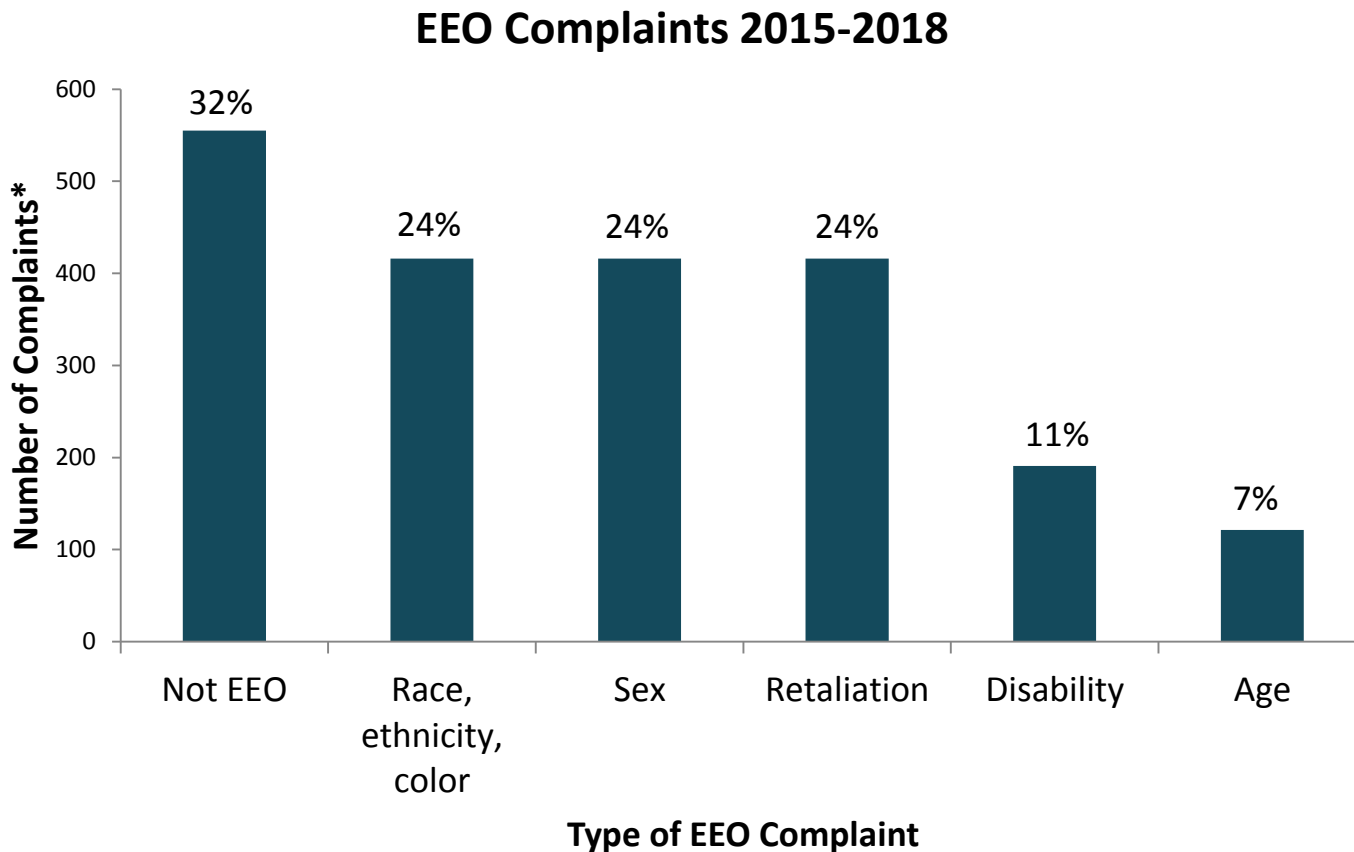
- Candidates interested in the building trades earn while they learn, and qualify for journey-level career positions
- **San Francisco Fellows:** a brilliant and diverse group of recent college graduates spends a year working and learning in City departments, qualifying for analyst positions at the end of the Fellowship



- **Implicit Bias:** Instructor-led and online trainings have reached nearly 3,000 employees in 51 departments, including 900 at SFPD
- **Harassment Prevention :** 14,000 employees trained, including 6,500 supervisors and managers
- **Cross-Cultural Communications:** new DHR program to improve communications skills among co-workers and supervisors
- **Anti-Bullying:** Online module developed in collaboration with SEIU



# Enforcement: Equal Employment Opportunity Complaints

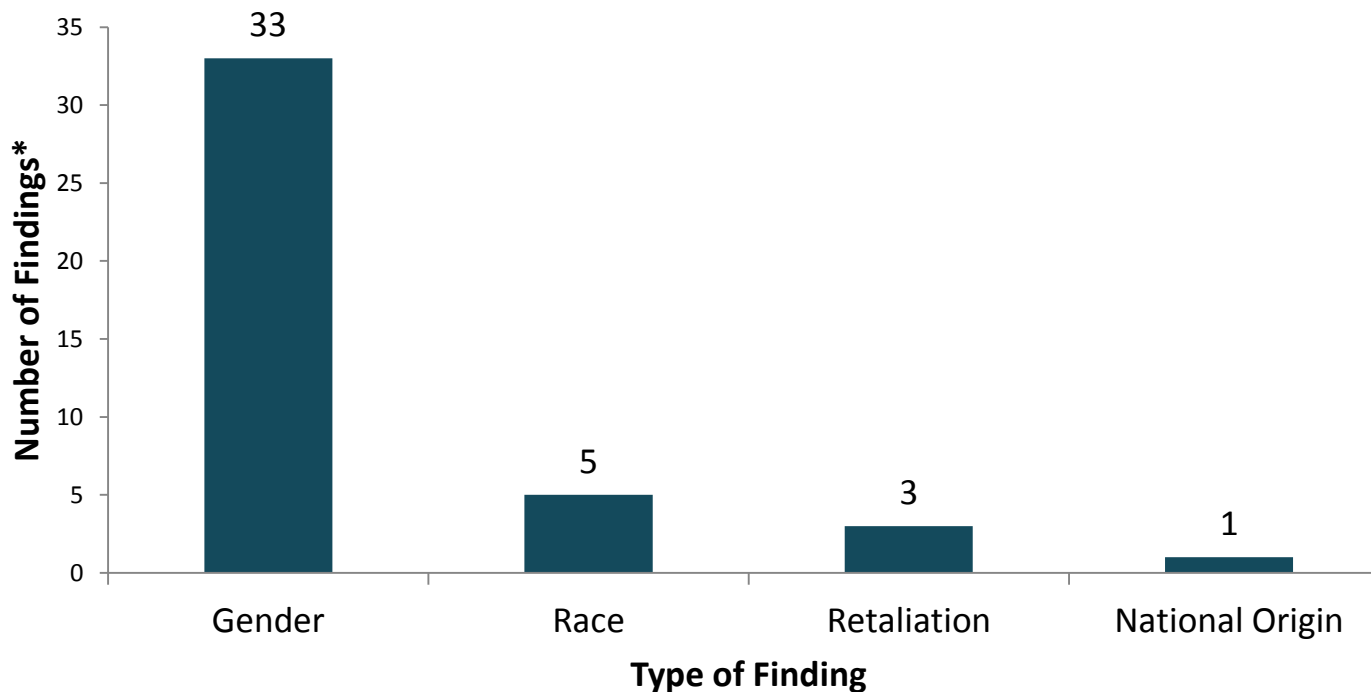


\*Total number of EEO complaints over a three-year period was 1,734. All complaint types equal more than 100 percent because some claimants file under multiple areas.



# Enforcement: Equal Employment Opportunity Findings

**EEO Findings 2015-2018**

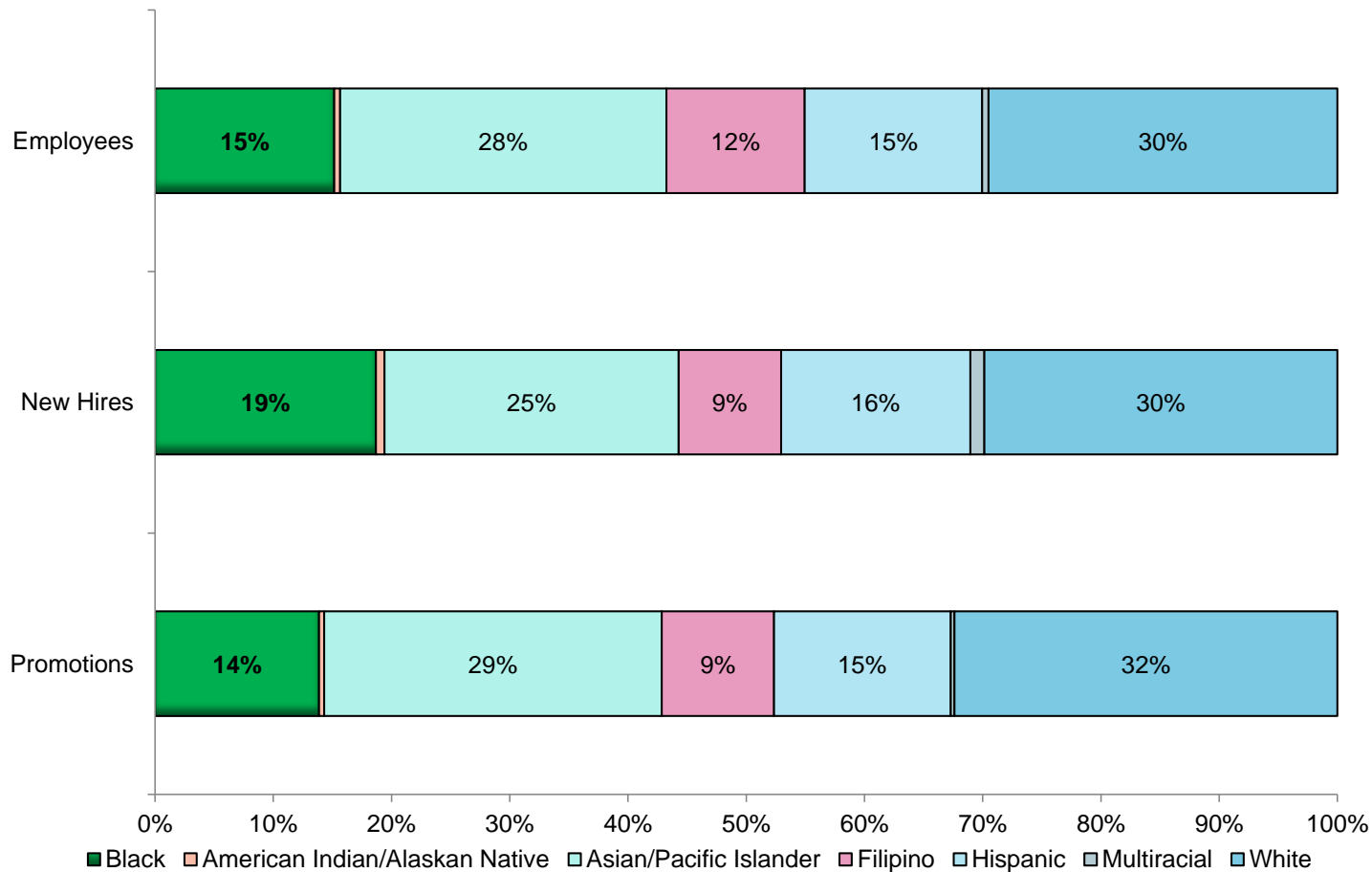


\*Total number of EEO findings over the three-year period was 42. There were also 778 corrective actions over that time period.

# What the Data Shows



# Citywide New Hires



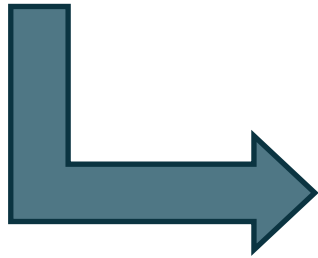
*Notes: Employees captures all active City employees as of 8/30/18. New Hires and Promotions capture instances during the period 7/1/13 through 6/30/18.*



# Temporary Employment

- “As Needed” employees (TEX 16)
  - African Americans are 15% of the as-needed employees
  - Equivalent to their overall workforce proportion of 15%
- Category 18 appointments (limited to three years)
  - These categories are used for projects of limited duration and for training
  - 25% of Category 18 employees are African American, consistent with targeted employment programs such as Jobs Now, City Build, ApprenticeshipSF.

African Americans  
make up **17%** of SEIU  
new hires



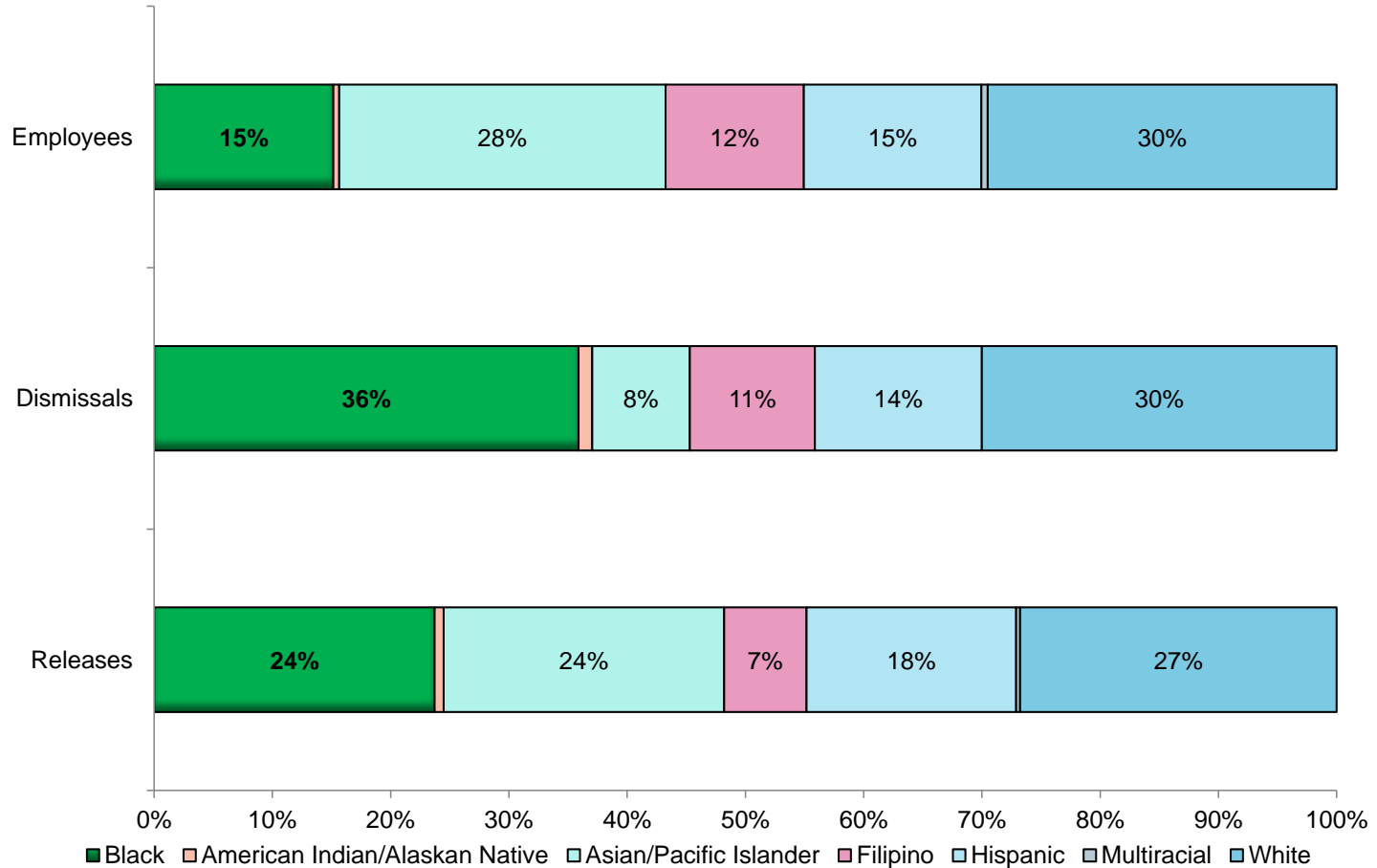
African Americans  
make up **16%** of the  
SEIU workforce



African  
Americans make  
up **18%** of SEIU  
promotions



# Cause for Concern



*Notes: Employees captures all active City employees as of 8/30/18. Dismissals and Releases capture instances during the period 7/1/13 through 6/30/18. Dismissals captures dismissals of permanent employees, and Releases captures releases from probation.*



# Future Focus



# Candidate De-Identification

- Board of Supervisors has voted in 2016 and in 2018 favor of de-identification of candidates for hire, in order to reduce bias in the hiring process
- Civil Service Commission approved rule changes this week which will allow DHR to require candidate de-identification when managers are deciding whom to interview
- Set to begin Oct. 15, 2018

- Expand capacity for diversity recruitment
- Expand partnerships with schools and community-based organizations to provide candidate pipelines

## Your future starts with You!



**APPLY TODAY!**

Submit Applications Online  
[jobapscloud.com/sf/](http://jobapscloud.com/sf/)

**8208 Park Ranger Opportunity**

Help maintain San Francisco's cultural and natural resources for all to enjoy. Join us to work with the hand, the heart, and the mind to share your passion for the beauty of San Francisco.

**Apply by 5:00 PM on August 3, 2018**

If you need help with submitting the City application for this position, please contact:

Angele Scott, Transitional Coordinator  
BAY VIEW HUNTERS POINT YMCA WORKFORCE DEVELOPMENT  
Address 1601 Lane Street, SF, 94124  
Office 415-820-4240 Email AScott@ymcasf.net

If you have questions about the qualifications or job specifics, or if you need technical assistance contact the exam analyst for this posting, Amber Lytle, at 415.557.4880, or by email at Amber.Lytle@sfgov.org







# Centralized Reporting

- Centralized reporting and tracking of discipline and other employment actions to identify problem areas
- Development of electronic personnel files to ensure consistent and accurate reporting of data and employment actions



# Expanded Training

- Provide harassment prevention, implicit bias, and cross cultural communications training to much broader segment of City employees
  - Beginning Jan. 1, 2019
    - Hiring managers and supervisors must take DHR's online **implicit bias training** biannually
    - Hiring managers, supervisors, others on hiring panels must take new "**Fairness in Hiring**" online training annually
    - **All** City employees must take **Harassment Prevention Training** biannually



# Conclusion

- City can be proud of its workforce diversity
- Concerted effort through:
  - Recruitment & hiring programs
  - Training
  - Enforcement of anti-discrimination laws, regulations, policies
- We can and will do more:
  - Leading edge programs
  - Broaden recruitment and training
  - Improved systems

Thank you