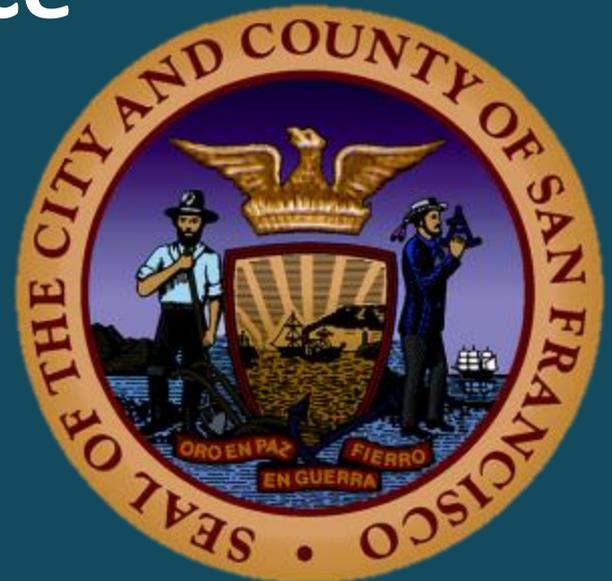


# Ensuring a Diverse, Fair and Inclusive City Workplace

November 27, 2018

Board of Supervisors Meeting  
City Hall



# Agenda

- Current demographics and key programs from DHR
- Update on Mayor's Directive from DHR
- Information from MTA
- Information from DPH
- Information from HSA

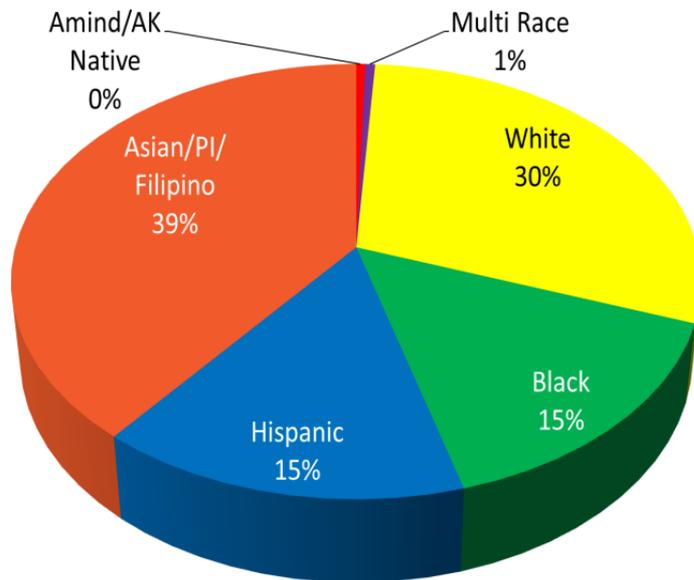
# Department of Human Resources



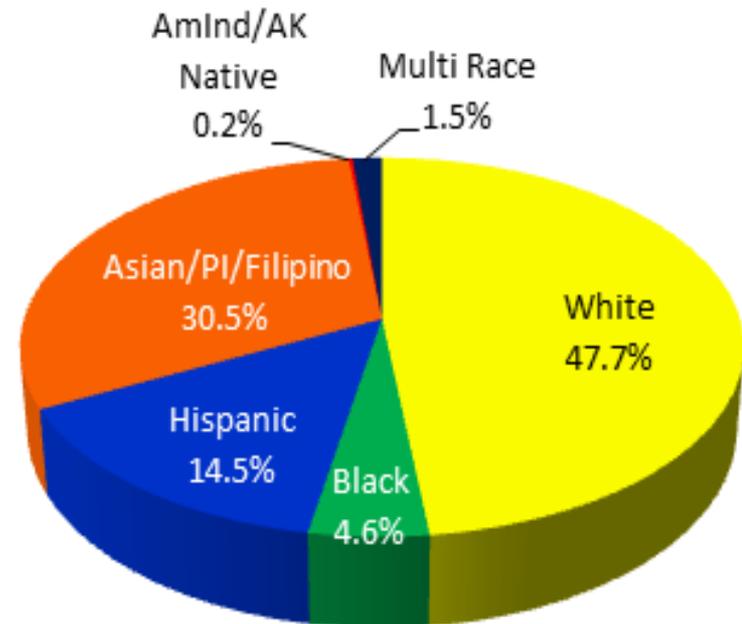
# Current Demographics



## City Workforce Composition by Race/Ethnicity



## Labor Market Composition By Race/Ethnicity



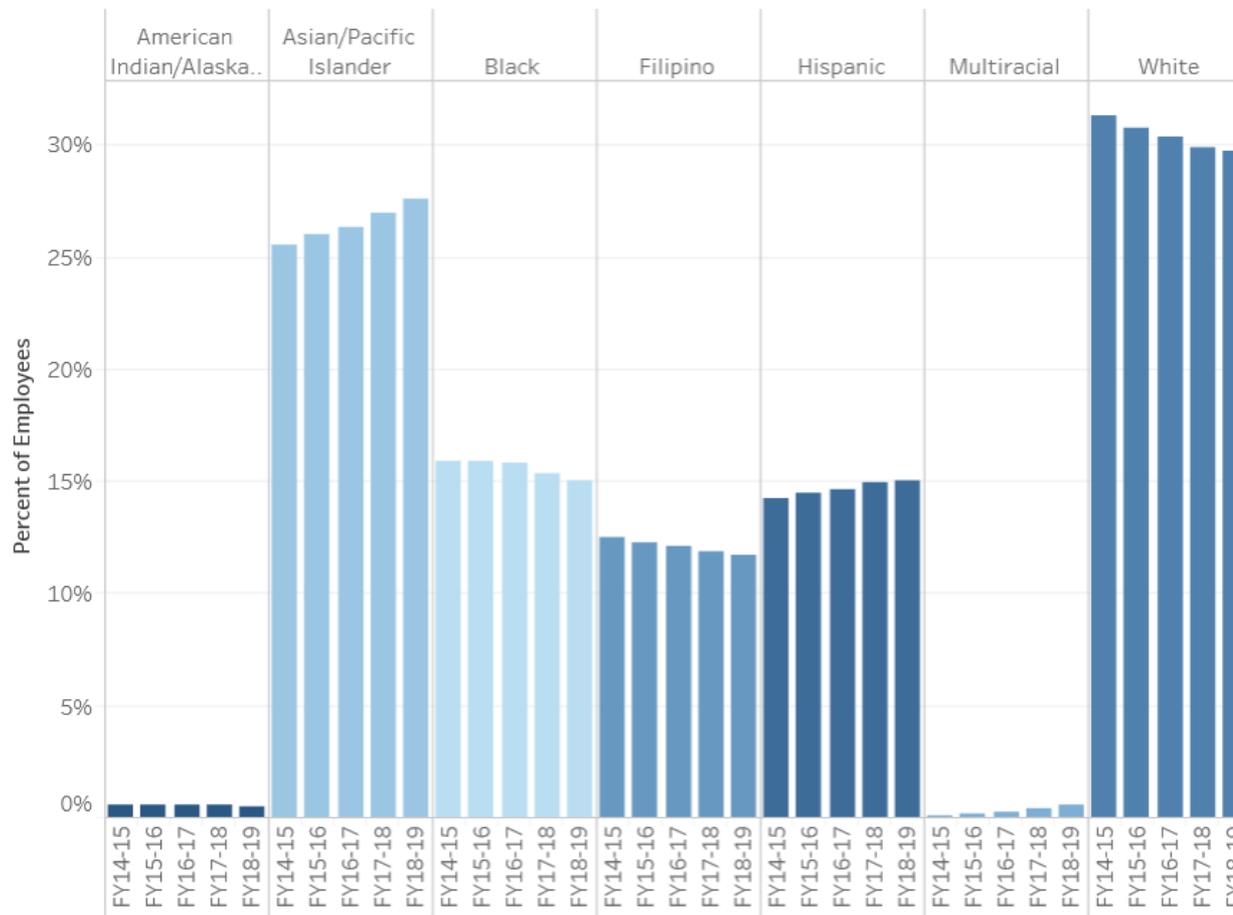
# Race/Ethnicity and Department

Please select a department(s) from the drop-down menu to view the race/ethnicity breakdown for the selected department(s).

Department - Race

(All) ▼

Departments: All



# Ongoing Key City Programs



- 1) Rigorous enforcement of EEO Policy:** Over 700 preventative or corrective actions taken over last three years
- 2) Merit-Based Hiring:** Key reason our workforce is diverse now
- 3) Conviction History Program:** Nationally recognized for removing barriers to employment, which disproportionately affect people of color
- 4) Extensive Training on Implicit Bias:** Focus on public safety and other roles that serve community
- 5) Continuous review of job classes and Minimum Qualifications (MQs):** Reviewed and adjusted to ensure they are job-related and aren't creating unfair barriers to employment
- 6) New! Candidate de-identification:** Began Oct. 15, 2018. Hiring managers do not see the race/gender of candidates when selecting whom to interview

# Executive Directive 18-02

# Recruitment

Your future starts with You!



**APPLY TODAY!**

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

Angela Scott, Transitional Coordinator  
BAY VIEW-HUNTERS POINT YMCA WORKFORCE DEVELOPMENT  
Address 1601 Lane Street, SF, 94124  
Office 415-820-4240 Email [AScott@ymcasf.net](mailto: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](mailto:Amber.Lytle@sfgov.org)

- Expand capacity for diversity recruitment with two new full-time staff
- Expand partnerships with schools and community-based organizations to provide candidate pipelines



# Expanded Training

- Provide harassment prevention, implicit bias, and cross cultural communications training to City employees
  - Beginning Jan. 1, 2019
    - **All** City employees must take **Harassment Prevention Bystander Training** every year
    - Hiring managers and supervisors must take DHR's online **implicit bias training** every two years
    - Hiring managers, supervisors, others on hiring panels must take new **"Fairness in Hiring"** online training annually
    - **Deploy other targeted training**, such as "Cross Cultural Communications" at worksites as needed

# Centralized Reporting

- Centralized tracking and reporting of discipline / other employment actions to identify problems
  - All departments begin collecting data by Jan. 1, 2019
  - Will include information on discipline, probationary releases and performance improvement plans (PIPs)
  - Establish checklist and supplemental training on disciplinary principles for all departments to ensure consistency and fairness
- Supplemental review of discipline when indicated by disproportionality or unusually high number of complaints

# Communications

- Ensuring communication and collaboration on issues of equity, diversity, and inclusion in the workplace is essential to fostering trust and accountability
  - In January 2019, DHR will convene group of stakeholders representing City departments, labor unions, and community partners to continue discussing ways to improve diversity and equity in our workplaces

# SF Municipal Transportation Agency



**SFMTA**

# SF MTA's Strategic Plan and Values



SFMTA

## 2018 Strategic Plan Update

- Established Values: Respect, Integrity, Inclusiveness
  - Inclusiveness includes promoting a diverse and fair workplace
- Goal 4: Create a Workplace that Delivers Outstanding Service
- New Objective: Create a more diverse and inclusive workforce
  - To be informed by comprehensive analysis of hiring, promotion, discipline, and termination by job category, race, gender, age
  - Will include establishment of employee-led workplace mediation program
  - Starting implementation of streamlined and more transparent hiring process
  - Targeting outreach and recruitment towards underrepresented groups
- All Strategic Plan actions tracked, updates and metrics reported to SFMTA Board

# Additional SFMTA Actions



SFMTA

- Management/Supervisor Training:
  - Implicit Bias
  - Emotional Intelligence
  - On-going EEO and Employee Labor Relations Training
  - CCSF Online Harassment Prevention Training
- SFMTA EEO review of selection process: panel, candidate pools, interview questions, and final selection
- Outstanding Workplace Committee
- Incorporation of Government Alliance on Race and Equity (GARE) into internal processes
- Partnership with Office of Economic Development (OEWD), City College of SF, EDD Veterans Affairs, etc. for recruitment
- Near Future
  - Ombudsperson's report
  - DHR customized training

# Department of Public Health (DPH)



San Francisco  
Department of Public Health

# DPH Commitment



San Francisco  
Department of Public Health

## DPH IS COMMITTED TO A DIVERSE AND INCLUSIVE WORKPLACE, WHERE ALL EMPLOYEES ARE TREATED WITH FAIRNESS, DIGNITY, AND RESPECT

- Two recruiters help engage diverse candidates through new pathways
- Hiring managers and interview panels must view implicit bias video and understand rules prohibiting nepotism and cronyism
- Racial Humility Training
- Trauma Informed Systems Training
- Black African American Health Initiative
- Career coaching retention tool and promotional resource
- New labor relations director, new HR managers to aid in hiring flow
- New EEO manager and additional staff

# Government Alliance on Race and Equity (GARE)



San Francisco  
Department of Public Health

- National government network working to achieve racial equity and advance opportunities for all
- DPH has participated for two years and currently has two executives + manager participating
- Following GARE process to create sustainable and system-level change

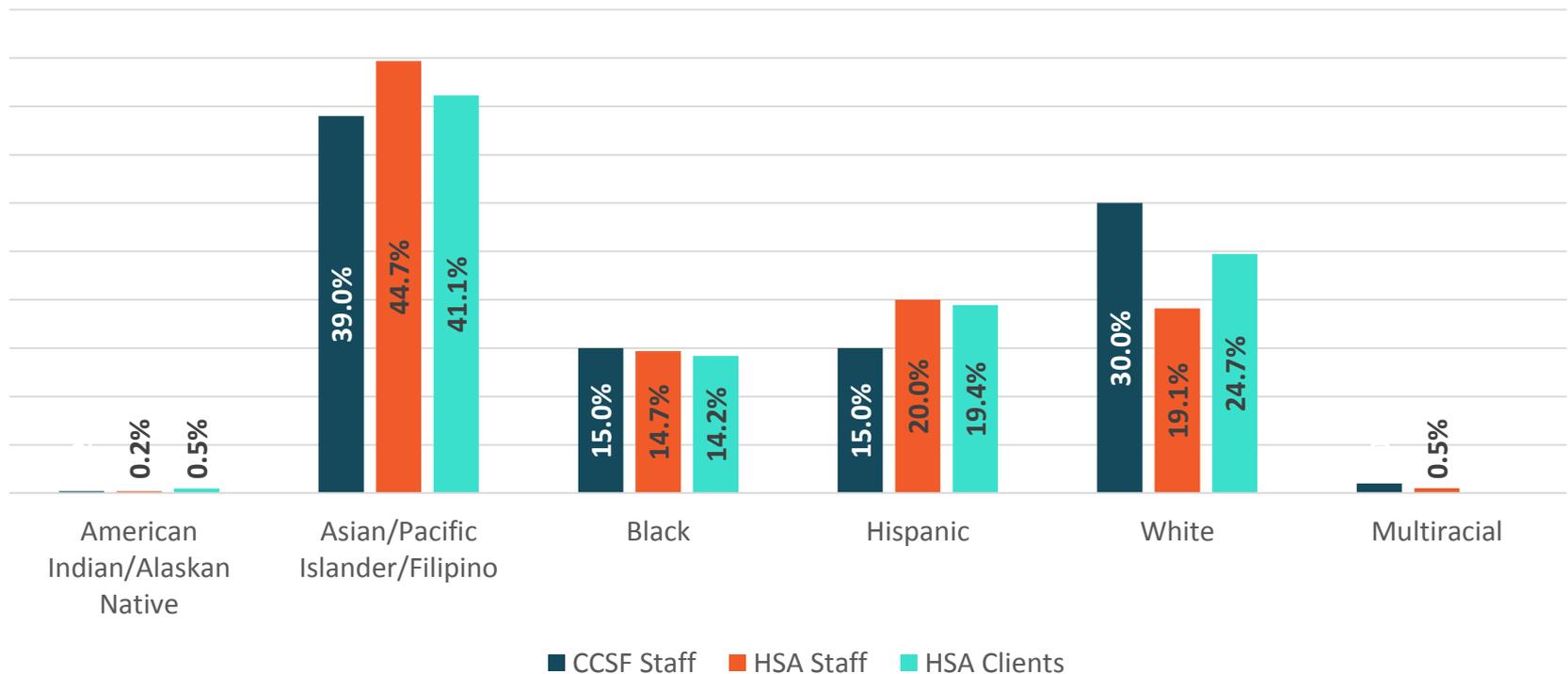


normalize → organize → operationalize

# Human Services Agency (HSA)

# Demographic Comparison

## CCSF STAFF · HSA STAFF · HSA CLIENTS



# Diversity, Equity, and Inclusion initiatives

- Trainings
- Competency Models/Success Roadmaps
- Review selection processes to ensure fairness in hiring
- Data collection, analysis, and reporting
- Government Alliance on Race and Equity (GARE)

Thank You