

# Addressing Systemic Racism at the City & County of San Francisco



SEIU 1021

November 2018

## Overview

African Americans within the City & County of San Francisco (CCSF) face an abhorrent reality of systematic discrimination in education, housing, and employment. Employment with CCSF once helped to anchor middle and working class families in the City. Nowadays discriminatory practices in recruitment, hiring, promotion, and termination are driving African Americans out of San Francisco. Our numbers have fallen to the lowest point in over 40 years.

San Francisco has been losing African American residents over the last 40 years. At the peak in 1970, African Americans were 13.4% of the City, some 96,000 strong. The Census Report completed in 2010 showed African Americans are 6.1% of the total population, less than 49,000 individuals. While the African American population shrank over those years, the number of SF residents increased from 715,000 to 805,000. The latest US Census Bureau data from July 1, 2017 estimates that the population in SF has increased to 884,000 while the number of African Americans has been driven down to 5.4%. San Francisco's displacement of our African American community is alarming and disproportionate.

San Francisco's public education system graduates only 71.1 percent of African American students compared to 94.7 percent of Asian students and 83.8 percent of white students. Affordable housing is scarce. African Americans represent 36% of our homeless residents. San Francisco's racially motivated mass incarceration has filled 56% of jail cells with African Americans. Employment practices in the City have enabled this distressing trend. According to a Brookings Institute 2017 study, CCSF has the largest disparity of employment rates between African Americans and whites among 18-64 year-olds of any large region in the Country with 84% of Caucasian San Franciscans are employed, compared to 53% of African American San Franciscans.

The public sector is the leading employer for Black men and the second largest employer of Black women. Nationally, about 20 percent of employed Blacks work in government. The African American community long considered employment with the CCSF a path for advancement and an anchor against tides of displacement. As the largest employer in San Francisco, CCSF has historically played an important role. African Americans comprised 23.4 percent of the CCSF workforce in 1976 but only 12.8% in 2014.

African American workers are alleging disparate treatment in the CCSF. We heard numerous stories of discrimination and bias in hiring, promotion and disproportionate targeting of African Americans for disciplines and termination. We recently conducted our own analysis into the merit to these claims.

We assessed the race/ethnicity of employees accused of workplace violations in 277\* cases over a 1 year period. We found that African Americans are more likely to be targeted and accused of workplace violations than their counterparts. Shockingly, 31.7% of the employees accused of wrongdoing were African American employees, more than any other race or ethnic group, considering that African Americans comprise only 15% of the total workforce. Our analysis also indicates that African American workers received harsher penalties than non-African American workers, which included longer suspensions, more frequent terminations, and more frequent extension of probationary periods.

Stereotyped by CCSF hiring managers, African Americans are disproportionately placed in less stable and lower compensated positions. The CCSF's 2013 Workforce Utilization Report shows African Americans have the lowest rate of placement in Permanent Civil Service positions and the highest rate for non-civil service positions. The report shows that CCSF places African Americans disproportionately in lower compensated positions when compared with other groups. On the other hand, African Americans are underrepresented in professional, technical, and skilled crafts.

In addition to occupying lower paid and less stable positions, African Americans have been a target of "deskilling." Deskilling refers to the CCSF's practice to lower the compensation of a class of workers. Certified Nursing Assistants (CNA), largely African American women, were "deskilled" to Patient Care Assistants (PCA) which lowered the potential earnings for most workers in that classification.

Bias in the recruitment and hiring process is another major problem for African American job-seekers. Analysis conducted by Northwestern University from 1990-2015 showed that White applicants received 36% more call backs than African Americans. The Board of Supervisors passed a resolution urging the Department of Human Resources (DHR) to reduce implicit bias in the hiring process for City and County of San Francisco. Unfortunately, DHR has not shared the data we requested to study the impact of discrimination in the hiring process. We are seeking demographic data on applicants, recruitment, discipline, and promotion for represented classes. Our incomplete data, however, indicates that there is discrimination in the recruitment, hiring, targeting and discipline of African American workers. CCSF should not seek to remain complicit while African Americans in San Francisco suffer this abhorrent reality of systematic discrimination in education, housing and employment.

San Francisco prides itself on diversity, inclusion, and equity. Astonishing economic growth and prosperity in the last 40 years have excluded African Americans who now are being displaced at an alarming rate. The CCSF has a responsibility to do better for African Americans in the key areas of education, housing, employment, homelessness, and mass incarceration. This phenomenon is dangerous but not new. The 2009 report of the Mayor's Task Force on African American Out-Migration detailed the many challenges facing African Americans in the City. The City must find a way to eliminate discrimination in its workforce.

We demand the following from the City and County of San Francisco:

1. Complete a full updated EEO Workforce Utilization Report;
2. Complete an audit to identify trends of discrimination in recruitment, hiring, promotion/demotion, targeting, stereotyping, and termination;
3. Create a comprehensive strategy to eliminate discrimination in all aspects of work at CCSF;
4. Hold those who have perpetuated discrimination through implicit and explicit bias or complacency accountable;
5. Complete a study to identify the correlation between out-migration and the decline of the African American workforce in SF;
6. Establish an official working group to oversee the elimination of discrimination of African American employees in the CCSF.

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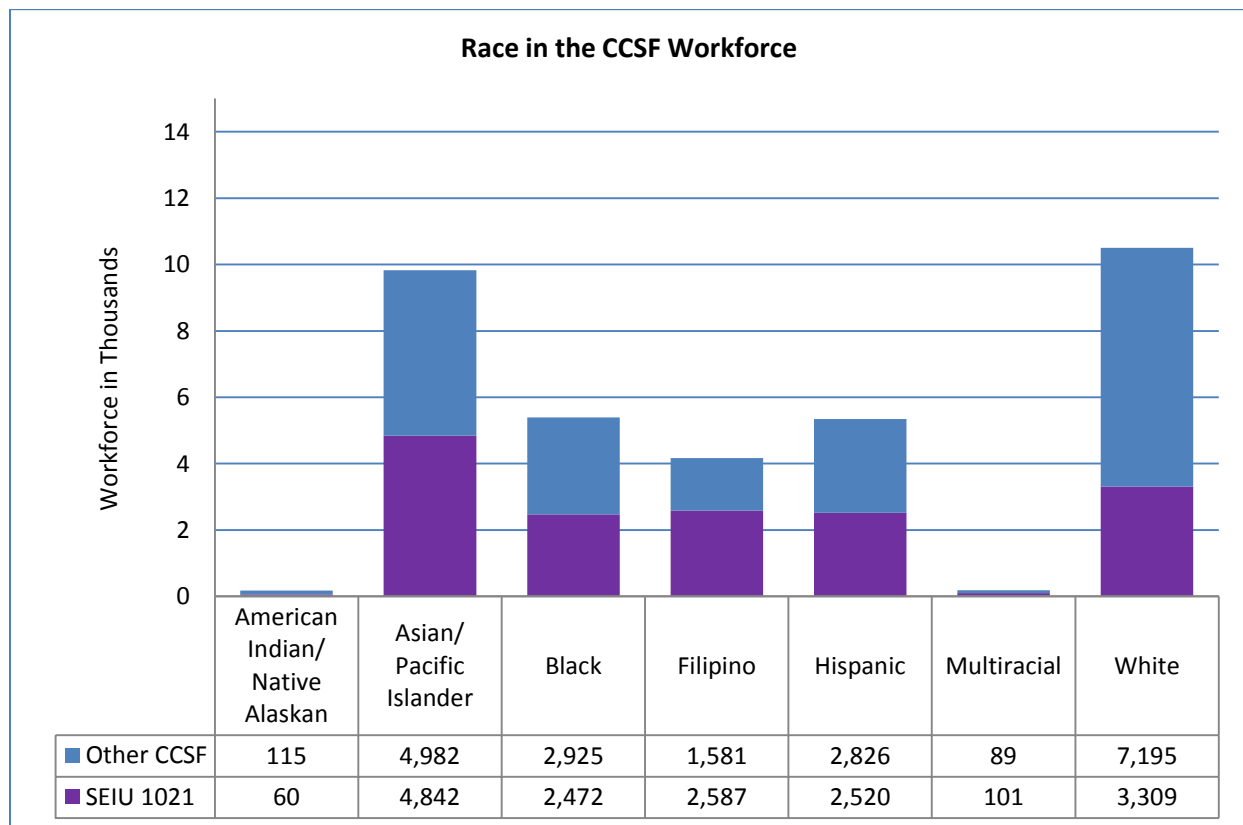
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## Racial Disparities in Employment at the City and County of San Francisco

In response to a request from SEIU 1021, on August 30, 2018 the Department of Human Resources provided the union with data on self-reported racial categories of the City and County workforce overall and the SEIU bargaining units. The overall numbers and percentages of CCSF employees in each racial category are below.

	American Indian/Alaskan Native	Asian/Pacific Islander	Black	Filipino	Hispanic	Multi-racial	White	Total
Citywide Workforce	175	9,824	5,397	4,168	5,346	190	10,504	35,604
	0.5%	27.6%	15.2%	11.7%	15.0%	0.5%	29.5%	100%
SEIU 1021 Workforce	60	4,842	2,472	2,587	2,520	101	3,309	15,891
	0.4%	30.5%	15.6%	16.3%	15.9%	0.6%	20.8%	100%



The departments with the highest percentages of Black employees citywide are:

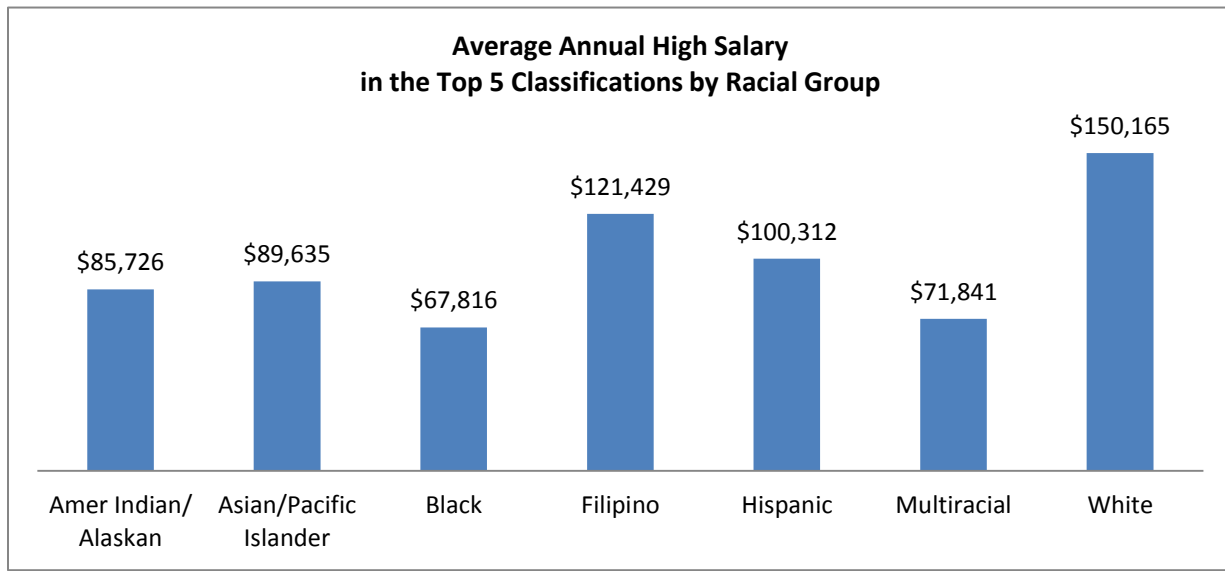
Department	Total Employees	Total Black Employees	% Black Employees
Juvenile Probation	238	89	37.4%
Fine Arts Museums	173	53	30.6%
Human Rights Commission	21	6	28.6%
Adult Probation	160	45	28.1%
Municipal Transportation Authority	5,796	1,624	28.0%
Child Support Services	70	19	27.1%
Homelessness and Supportive Housing	108	29	26.9%
Department of Police Accountability	34	8	23.5%
Human Services Agency	2,546	513	20.1%

The departments with the lowest percentages of Black employees citywide are:

Department	Total Employees	Total Black Employees	% Black Employees
Controller	289	12	4.2%
Treasurer/Tax Collector	181	9	5.0%
City Planning	237	13	5.5%
Health Service System	54	3	5.6%
Assessor/Recorder	172	10	5.8%
Department of Building Inspection	261	16	6.1%
Board of Supervisors	65	4	6.2%
Arts Commission	45	3	6.7%
Retirement System	101	7	6.9%

## I. Racial Disparities in Compensation

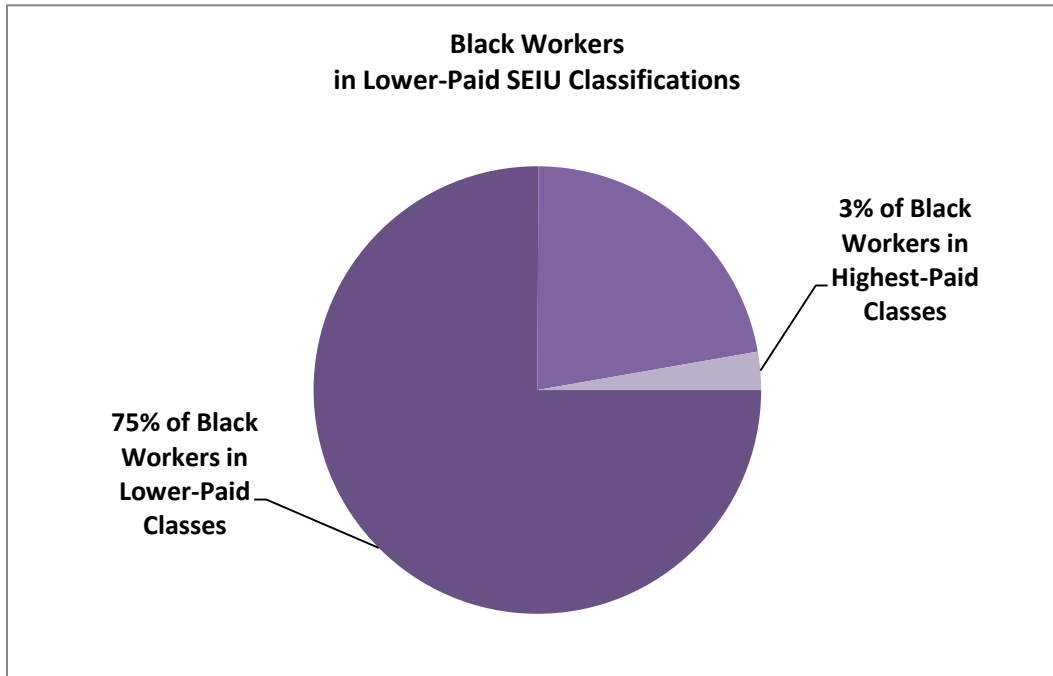
Citywide and in SEIU 1021's jurisdiction, Black workers are concentrated in the lowest-paid job classes, and are in a minority in the highest-paid job classes. For example, the average maximum pay for the classifications with the highest population of Black workers is \$67,816, significantly lower than the maximum pay for the classifications with the highest populations of other racial groups. At one extreme, the average annual high salary in the top five classifications for white employees is more than double the average high salary in the top five classifications for Black employees.



Race	Highest-Populated Job Classes	Employees	Average High
American Indian/ Alaskan Native	9163 Transit Operator, H002 Firefighter, 3279 Recreation Leader, 9916 Public Service Aide- Public Works, H003 EMT/Paramedic/Firefighter	39	\$85,726
Asian/ Pacific Islander	9163 Transit Operator, 2708 Custodian, 2905 HSA Senior Eligibility Worker, H002 Firefighter, P103 Special Nurse	1,784	\$89,635
Black	9163 Transit Operator, 3279 Recreation Leader, 7514 General Laborer, 9910 Public Service Trainee <sup>1</sup> , 9916 Public Service Aide – Public Works	1,529	\$67,816
Filipino	2303 Patient Care Assistant, 2320 Registered Nurse, 9163 Transit Operator, P103 Special Nurse, 2312 Licensed Vocational Nurse	1,128	\$121,429
Hispanic	9163 Transit Operator, H002 Firefighter, Q002 Police Officer, 2905 HSA Senior Eligibility Worker, Q004 Police Officer III	860	\$100,312
Multiracial	3279 Recreation Leader, 9910 Public Service Trainee, 8177 Attorney (Civil/Criminal), 5380 Student Design Trainee I (Arch, Eng, & Planning), 3417 Gardener	56	\$71,841
White	P103 Special Nurse, H002 Firefighter, Q004 Police Officer III, Q002 Police Officer, Q052 Sergeant	1,664	\$150,165



SEIU 1021 represents close to 15,900 workers in 345 job classes at the City and County of San Francisco. DHR provided data on 15,300 of those workers (96% of SEIU 1021 bargaining unit members) in 190 job classes.<sup>ii</sup> For SEIU job classes, the average minimum (Step 1) pay rate is \$34.31 per hour, and the average maximum is \$43.49 hourly. There are 191 lower-paid job classes – i.e., classifications for which the maximum pay rate is less than the average of \$43.49.

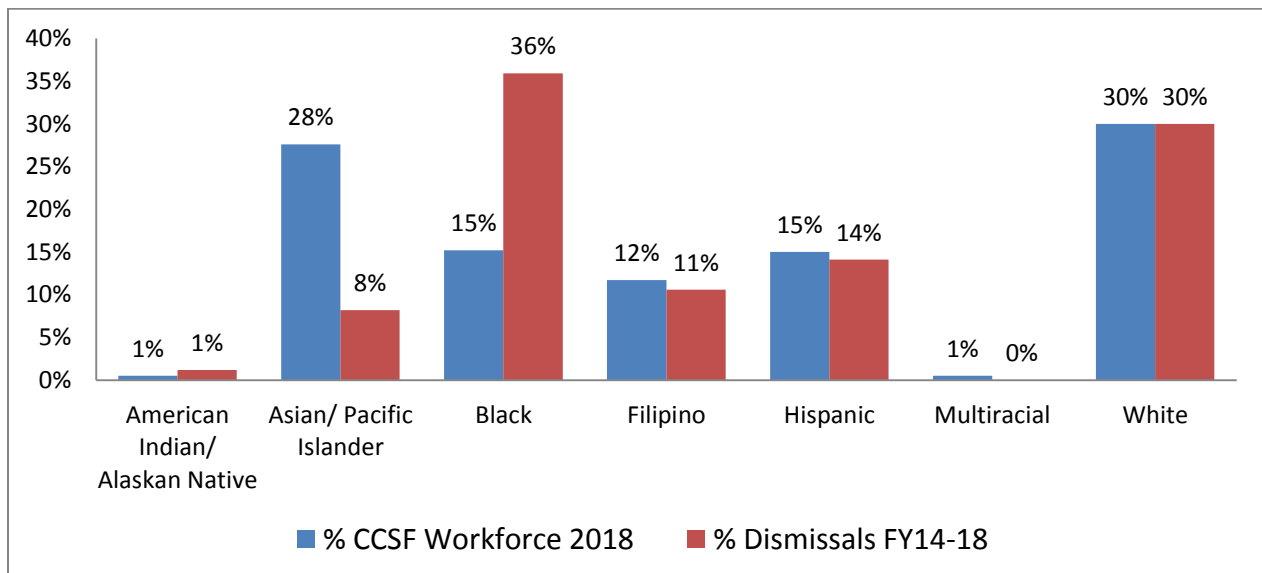
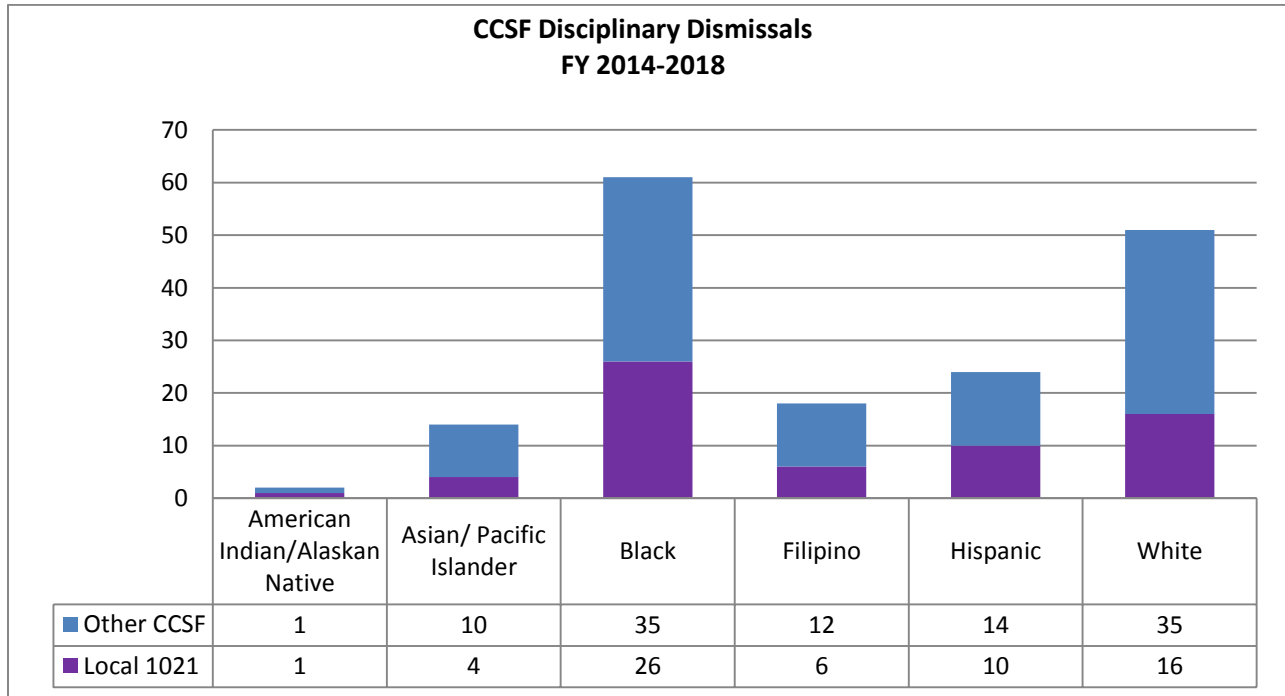


- 2472 Black workers work in SEIU-represented positions. **75% of those workers are employed in the lower-paid job classes.**
- **The rate at which Black workers are employed in lower-paid job classes is significantly higher than their overall rate of employment at CCSF.** While Black workers make up 15.6% of SEIU’s unit members, they comprise more than 24% of total workers in the lower-paid job classes.
- **Black workers make up just 3% of the highest-paid SEIU job classes, or less than one-fifth of the rate of representation of Black workers overall.** 1,182 individuals work in the highest-paid SEIU job classes, where maximum hourly wage is two or more times the average maximum rate of \$43.49 per hour. Of the 1,182 workers in the highest-paid classifications, only 68 are black. In fact, two of the highest-paid job classes (2454 Clinical Pharmacist and 2325 Nurse Midwife) have zero Black workers.

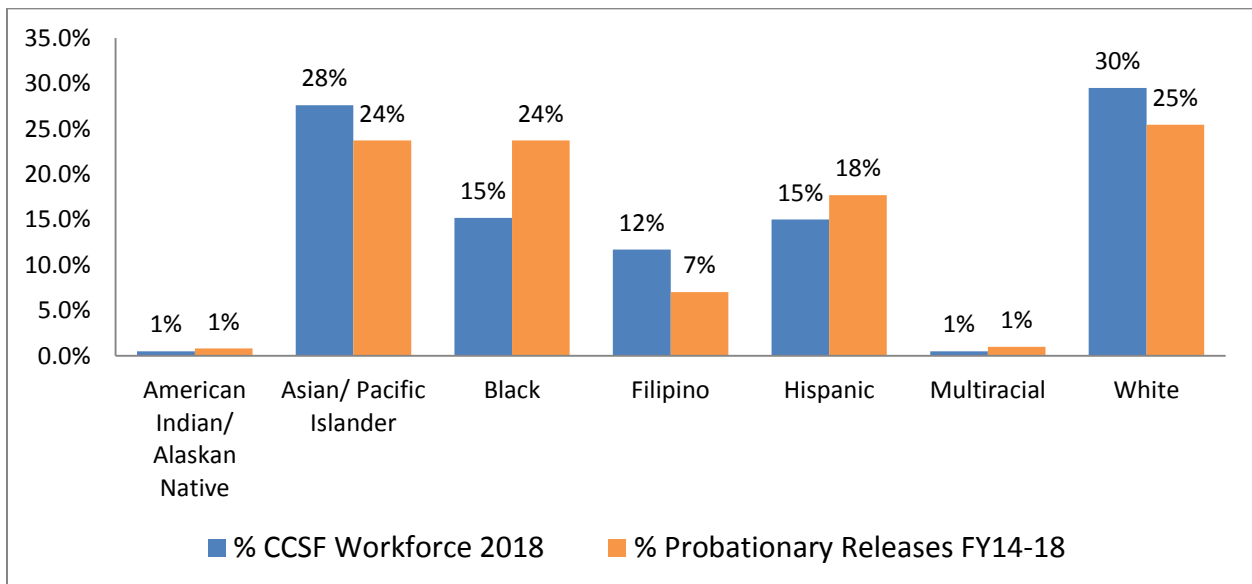
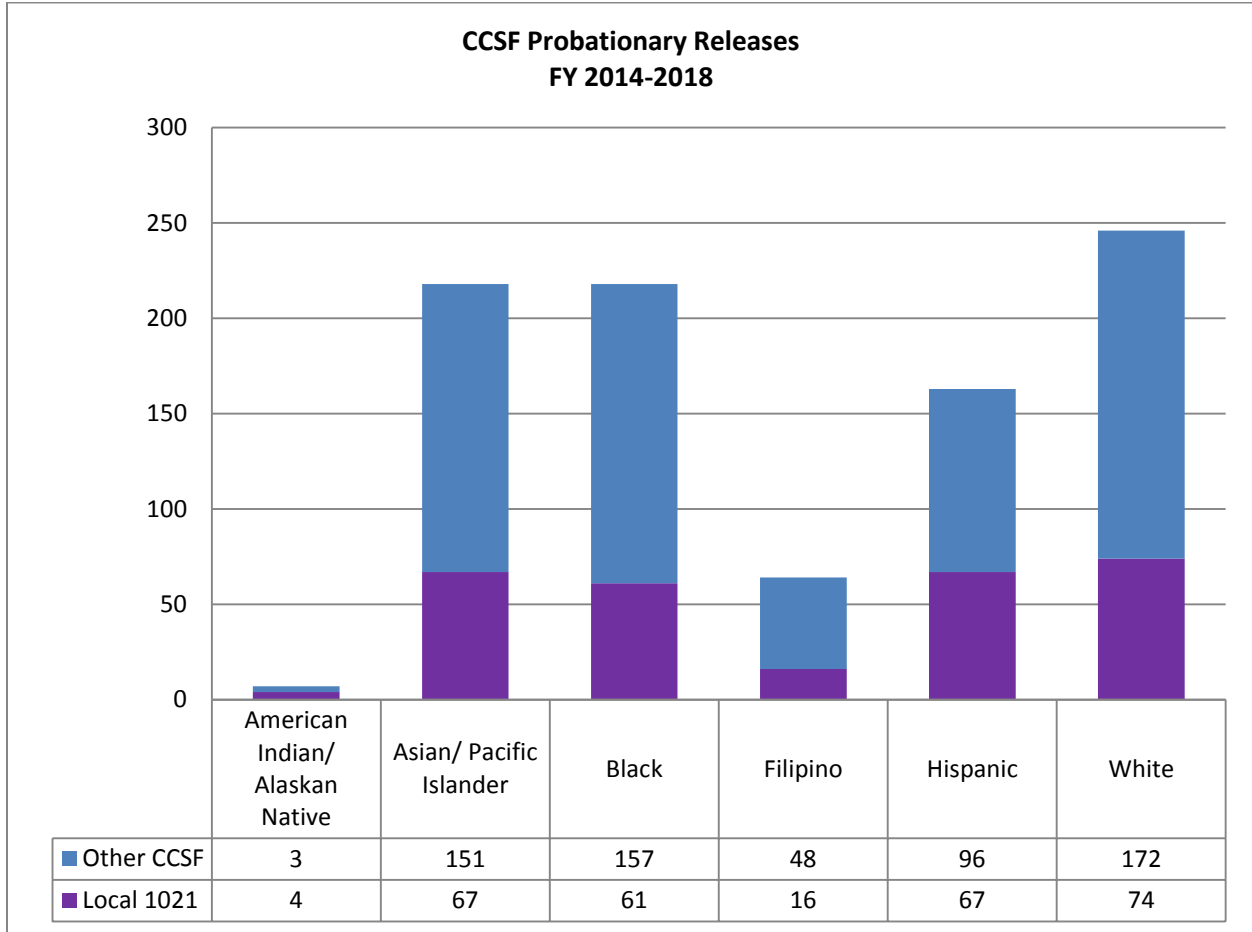
## II. Racial Disparities in Disciplinary Dismissals, Probationary Releases, and Medical Separations

Data provided by DHR shows that in the five-year period ending with FY17-18, Black workers were disciplined, released, and medically separated at a significantly higher rate than the rate at which they are currently represented in the CCSF workforce. Citywide, Black workers represent 15.2% of the workforce, but made up 36% of dismissals, 24% of probationary releases, and 38% of medical separations.

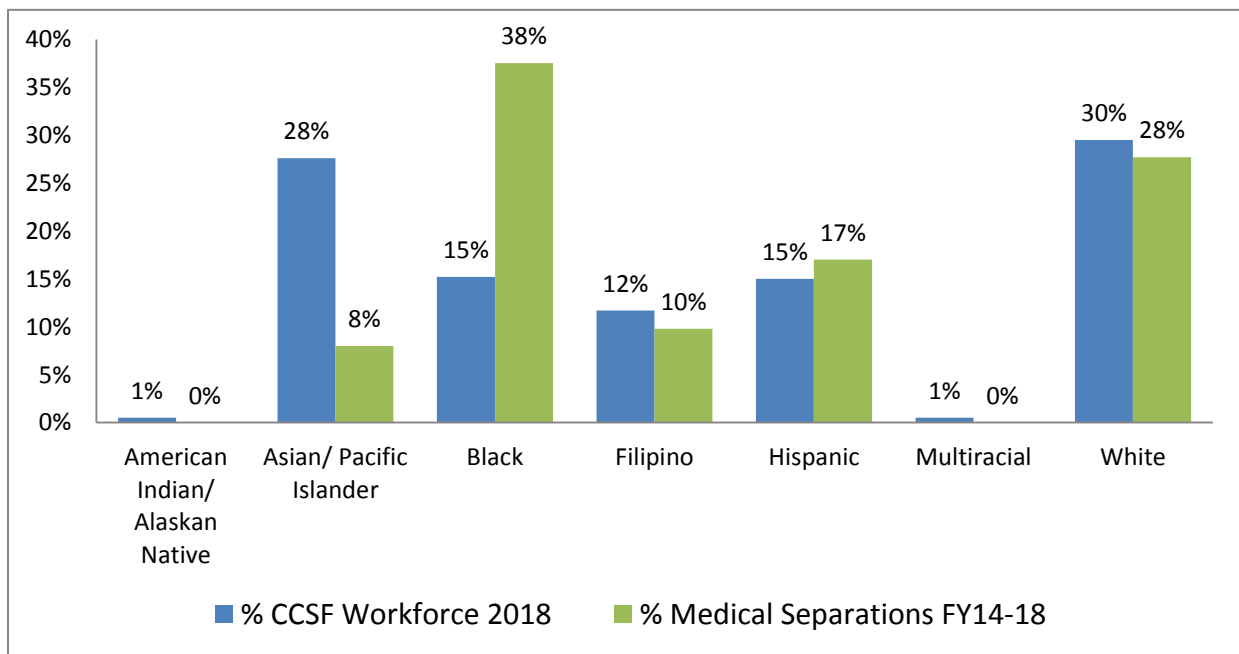
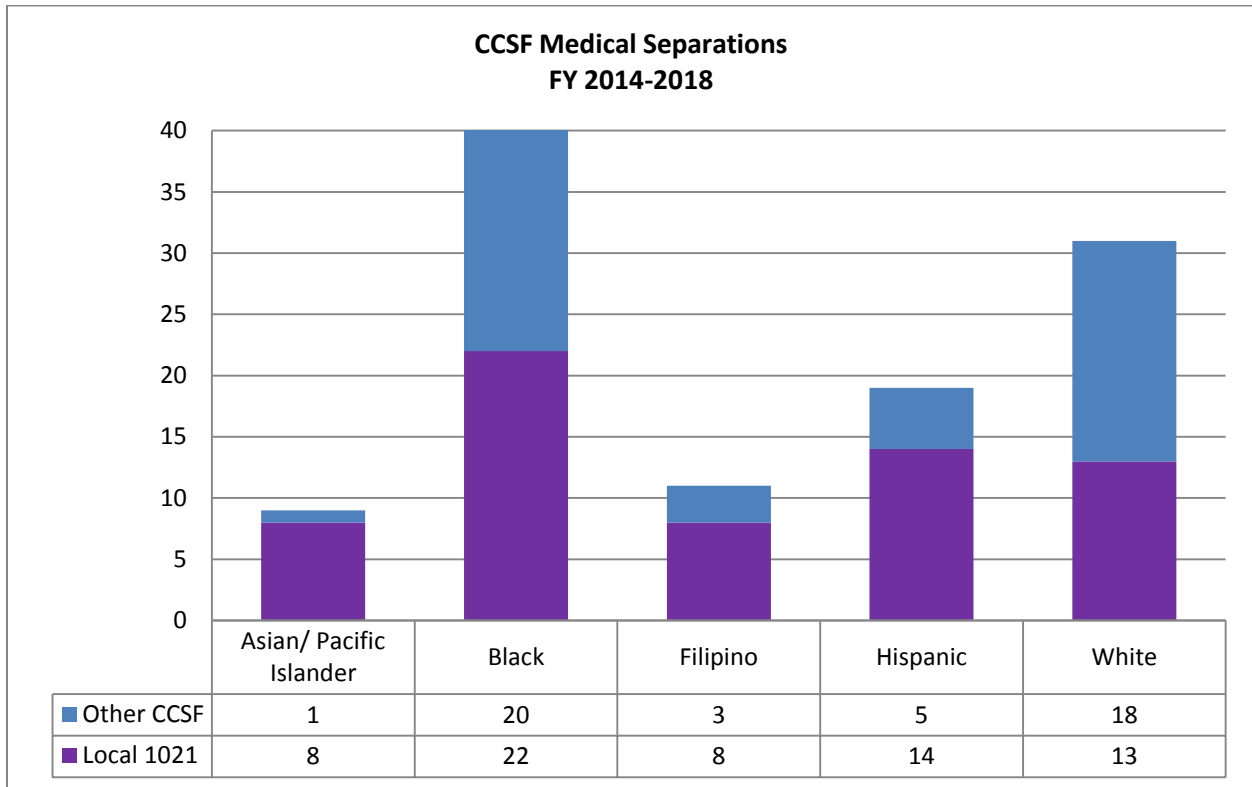
### Disciplinary Dismissals



### Probationary Releases



### Medical Separations



<sup>i</sup> Class 9910 pay ranges from \$15-\$35/hr, depending on department and assignment. For this calculation \$25/hr was used.

<sup>ii</sup> DHR did not provide data on race for the remaining 300 SEIU bargaining unit members who work in 155 different job classes, in an effort to protect the privacy of those workers regarding the identification of their own racial group.