



Racial Equity Action Plan 2021-2023

January 2021



SAN FRANCISCO
HUMAN SERVICES AGENCY



Letter from the Executive Directors

Dear Human Services Agency Colleagues and Community Partners:

2020 tested us in ways we never imagined. The moment called upon us to double down on our commitment to serve San Franciscans in need during a raging pandemic, as Americans were more divided than ever by senseless violence, pervasive systemic racism, and economic inequality.

The San Francisco Human Services Agency (SFHSA) is emerging stronger, with renewed optimism for our nation to unify and combat the health and economic crises that are disproportionately impacting communities of color and working families. The COVID-19 pandemic has put a national spotlight on disparities we've known to be true for decades; race impacts every dimension of people's lives, from health and life expectancy to educational outcomes and opportunities to housing and homelessness to employment and economic security.

Today, more than ever, SFHSA plays a vital role to recognize and help eliminate persistent and pervasive racial inequities in our City. If we are serious about achieving our Agency's vision — *a San Francisco where **everyone** has the opportunity and support to achieve their full potential through all stages of life* — racial equity must be woven into the fabric of how we deliver services, the culture we create for our staff, and the people we hire and cultivate as leaders.

SFHSA's Racial Equity Action Plan represents our blueprint to shape a more equitable reality for our Agency's staff over the next three years. It spotlights where we are succeeding, the ways we fall short, and the tangible actions we can take to achieve our goals. Addressing topics ranging from hiring, retention, and promotion to discipline to leadership and workplace culture, this Plan details what we need to do to move the needle on racial equity, and how we must hold ourselves accountable.

The work to carry out the 92 actions outlined in this Plan will touch every corner of our Agency, and it will provide our employees a voice in the decisions to assess and prioritize racial equity within SFHSA. Our work will be challenging and it will take time to feel its impact. We will surely make mistakes along the way, but we will use every opportunity to learn and grow. And we will remain steadfast in our commitment, in our promise to keep trying until we get it right.

To make progress on racial equity, we will need champions at every level of our Agency, in each department, community program, and administrative function. To make progress, we must be united in a shared vision of doing better by our staff and by the residents of our City. Together, we pledge to make San Francisco — and SFHSA — a place where everyone has the opportunity and support to achieve their full potential.

Trent Rhorer



Executive Director
Human Services Agency

Shireen McSpadden



Executive Director
Department of Disability and Aging Services

Acknowledgements

The work of drafting our Racial Equity Action Plan was only made possible by a spirited collaboration between SFHSA staff and our Citywide partners, whose shared commitment to advancing racial equity helped bring this Plan to fruition. The strategic vision of this Plan is shaped by collective knowledge — the lived experiences of our staff, the foundational racial equity values articulated by our City partners, and the wisdom of longtime racial equity leaders. While our broader efforts to advance racial equity undoubtedly build on the work of countless others who have come before us, both at SFHSA and in wider San Francisco community, we must recognize in particular the support and assistance we have received from key partners and stakeholders to develop this document:

- **The SFHSA Racial Equity Action Plan project team — made up of staff from the Office of Diversity, Equity, Inclusion, & Belonging (DEIB) and Policy & Planning Unit** — who served as the primary authors of this Plan. Thanks to Isabella Blasi, Jules Castro, Claire McCaleb, and Maribel Mora, who marshaled input from subject matter experts in Human Resources and other key stakeholders to shape implementation of the more than 90 action items that appear in this document. Thanks also to Adithi Vellore, who provided project management and drafting support, and to Asa King, the Office of DEIB Manager, whose leadership and vision bring our Plan to life.
- **The San Francisco Office Racial Equity (ORE)**, who provided the Citywide Racial Equity Framework identifying the seven major focus areas and most of the action items outlined in this Plan. A small but mighty office — led by Shakirah Simley, its Executive Director, and supported by Sami Iwata, a Senior Advisor — ORE provided us with countless hours of technical assistance and guidance to ensure that our Plan not only reflected a unified Citywide vision for advancing racial equity, but also articulated concrete commitments to operationalize our plan of action and keep us accountable for making strides toward lasting institutional change.
- **SFHSA Human Resources (HR), Policy & Planning Unit, and Innovation Office staff**, whose guidance on complex issues of racial equity, human resources process, strategic planning, and human-centered approaches, was indispensable to our project team. Special thanks to Luenna Kim, Katrina Williams, and Rose Johns whose steadfast support and leadership helped us to build a coherent vision for racial equity throughout this Plan, placing equity at the center of Agency policy and HR procedures. Thanks also to Marc Hebert, Helen Lerums, and Natasha Jimenez for their support in capturing the experiences of job applicants and bringing a more human-centered approach to the hiring process, and to Allen Meyer for creating the supportive visuals that appear throughout this document.
- **SFHSA Executive Management**, who ensured that racial equity is a top priority for our Agency and that we commit resources both to completing this Plan and to making full implementation of its contents possible. Special thanks to Susie Smith, Dan Kaplan, and Chandra Johnson for their sustained leadership, which helped to shape this Plan and the focus of SFHSA's current racial equity efforts on our workforce and our internal policies and practices.

Last, but not least, **SFHSA's staff Racial Equity Work Group has been the cornerstone of staff representation and voice in our Agency's racial equity work.** This team's commitment and openness to participation in learning and leadership on issues of racial equity has been critical to the development of our Racial Equity Action Plan. The Work Group will serve as a key stakeholder in the implementation of our Plan and an important source of leadership to hold the Agency accountable to the needs and experiences of staff.

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Executive Summary

In San Francisco and nationally, profound racial inequities are evident in measures of well-being across every dimension of people’s lives, ranging from education to health to criminal justice to housing to employment and economic security. These racial inequities are complex, pervasive, and deeply entrenched in our community, arising from historical legacies of explicit racial discrimination and sustained by institutions and structures that repeat these patterns of exclusion even today. Notably, government at the local, regional, state, and federal levels has played a central role in shaping these racially inequitable outcomes.

Recognizing the importance of forging a new role for government in redressing past inequities and developing new policies and programs thoughtfully, using a racial equity lens to ensure positive and equitable outcomes for the communities we serve, **the San Francisco Human Services Agency (SFHSA) is joining a Citywide effort to advance racial equity, guided by the SF Office of Racial Equity.** This work has begun at a unique and critical time in San Francisco’s history, as the City wrestles with the growth of economic inequity among its residents and its effects; the devastating and racially disparate impacts of the COVID-19 pandemic; and a nationwide reckoning about the policing of Black and Brown communities and the active, anti-racist work we must do to unravel inequity.

As a social services agency whose mission is to promote the well-being and economic security of San Francisco’s diverse residents, **SFHSA is uniquely poised to address issues of racial inequity and make a positive impact on individuals, families, and communities who call the City home.** Comprising the Department of Benefits and Family Support (BFS), the Department of Disability and Aging Services (DAS), and the Office of Early Care and Education (OECE), our Agency has tremendous reach: SFHSA’s 2,500 employees and 170 community partners serve more than one in four San Franciscans — most of whom are low-income. Through our collaboration with the SF Office of Racial Equity and other agencies Citywide, **SFHSA seeks to contribute to a collective, long-term effort to eliminate race-based outcome gaps in San Francisco so that race does not predict a person’s success, while also improving outcomes for people of all racial and ethnic backgrounds.**

Under the guidance of the SF Office of Racial Equity, we have developed this Racial Equity Action Plan in alignment with the Citywide Racial Equity Framework, building on our 2018 partnership with the Government Alliance on Race and Equity and other racial equity activities we have undertaken since that time. Representing Phase I of a multi-part approach, this plan focuses on racial equity primarily with respect to our workforce, as well as internal policies and procedures more generally. **Our plan provides a detailed information about the steps SFHSA is currently taking and will be carrying out over the next three years to implement 92 specific actions** grouped across seven strategic areas:

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

Our actions to advance racial equity in these areas are organized within high-level strategies, summarized in the table below.

SUMMARY OF CITYWIDE RACIAL EQUITY FRAMEWORK (PHASE I)

1. Hiring & Recruitment	1.1	Develop racial equity-informed hiring and recruitment policy and procedures
	1.2	Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates
	1.3	Enhance and formalize internship, fellowship, and trainee programs to attract diverse candidates
	1.4	Ensure standard, transparent, and participatory recruitment and onboarding
	1.5	Establish proactive review process of recruitments through an equity lens
2. Retention & Promotion	2.1	Ensure adequate protections for staff impacted by disaster response , including deployment and potential budgetary implications
	2.2	Assess salary standards and utilization of department benefits from an equity lens
	2.3	Create paths to promotion that are transparent and work to advance equity
3. Discipline & Separation	3.1	Create a clear, equitable, and accountable protocol for disciplinary actions
4. Diverse & Equitable Leadership	4.1	Commit to developing diverse and equitable leadership that fosters a culture of inclusion and belonging
	4.2	Develop a process for incorporating staff input in decision-making
5. Mobility & Professional Development	5.1	Offer professional and skill development opportunities that center individual goals
	5.2	Encourage consistent and thoughtful collaboration between staff and supervisors
	5.3	Ensure staff needs are centered and met timely in order to perform and excel at their jobs
	5.4	Empower staff to set individual goals for professional growth and development
6. Organizational Culture of Inclusion & Belonging	6.1	Foster an organizational culture that is committed to inclusion and belonging
	6.2	Develop agency communication strategies that support and promote equity
	6.3	Improve physical and digital spaces to meet or exceed accessibility standards
	6.4	Support an internal culture of belonging by fostering external relationships with the broader city community
7. Boards & Commissions	7.1	Support development of diverse and equitable bodies that reflect the community we serve
	7.2	Implement strategies that welcome, value, and support members of our boards and commissions

The development of our Racial Equity Action Plan builds on a number of key actions SFHSA has taken to advance racial equity in recent years, including the establishment of our partnership with the Government Alliance on Race and Equity in 2018, the publication of an assessment and strategic plan titled *Advancing Racial Equity at the San Francisco Human Services Agency: Opportunities in Hiring, Promotion, & Organizational Culture* in 2019, and the creation of our Office of Diversity, Equity, Inclusion, & Belonging (DEIB) in 2020.

SFHSA's Office of DEIB serves to lead our Agency's ongoing efforts to advance racial equity, and provides us with the necessary expertise, tools, and support to incorporate equity and inclusion frameworks in every aspect of our work. **This office is also responsible for convening and facilitating a staff Racial Equity Work Group to ensure ongoing staff engagement and input in our Agency's racial equity work**, including the development of this action plan and implementation support.

This Racial Equity Action Plan offers an ambitious, specific, and detailed public statement about our Agency's real and meaningful commitment to advancing racial equity. While our Plan has an enormous scope, it provides a clear and actionable roadmap to achieve our goals for the next three years.

Most immediately, in 2021, SFHSA will carry out the following key priorities, guided by the Office of DEIB and with support from our Racial Equity Work Group:

- **Provide racial equity training and development opportunities to all staff Agency-wide.** Require all senior leadership (e.g., executive management, program directors) to complete introductory training by the end of the year. Ensure all staff have supervisory support to attend trainings.
- **Create more opportunities for staff engagement on racial equity topics.** Activities include convening our Racial Equity Work Group monthly; identifying champions for racial equity across Agency programs; hosting speakers and lunch and learn events; and sharing regular email and employee Intranet updates from the Office of DEIB.
- **Support staff development focused on job-related competencies and long-term career goals.** Provide tangible resources and mentorship opportunities to help staff understand and develop the skills they need both to be successful in their current roles and to promote into new ones. Expand or enhance training course offerings to better meet the learning needs of our employees.
- **Enhance supervisory training to better support employee performance and minimize the use of progressive discipline.**

As we forge ahead with our continued work to advance racial equity at SFHSA, we look forward to collaborating with our staff, clients, City and community partners, and other stakeholders to ensure San Francisco is a place where people of all racial and ethnic backgrounds can thrive.

Introduction

In San Francisco and nationally, profound racial inequities are evident in measures of well-being across every dimension of people’s lives, ranging from education to health to criminal justice to housing to employment and economic security. The current racial inequities that pervade our communities stem from historical legacies of explicit racial discrimination, and are sustained by institutions and structures that repeat these patterns of exclusion even today — often placing Black, Indigenous, and People of Color (BIPOC) communities at a significant and enduring disadvantage when compared to their white peers. In particular, **government at the local, regional, state, and federal levels has played a central role in shaping these outcomes**. Historically, discriminatory laws, policies, and practices “created a racial hierarchy and determined based on race who benefits and who is burdened.”ⁱ And although this explicit brand of institutional racism was made illegal following the 1960s Civil Rights movement, the colorblind approaches to policymaking that have taken its place leave much to be desired. Due in part to pervasive implicit biases, present day public policy and practice often replicate the same racially inequitable outcomes that existed before — albeit in less direct or readily-identifiable ways.



SFHSA staff provide assistance to clients at one of our Agency's Client Service Centers at 1440 Harrison Street.

As a social services agency whose mission is to promote the well-being, economic security, and social connection of San Francisco’s diverse residents through all stages of life, **SFHSA is uniquely poised to address issues of inequity and make a positive impact on individuals, families, and communities who call the City home**. Recognizing the importance of forging a new role for government — to proactively advance racial equity in our community — we are working alongside agencies Citywide to adopt a shared framework and goals for improving outcomes for our clients, employees, community partners, and other key stakeholders.

Under the guidance of the SF Office of Racial Equity, we have developed this Racial Equity Action Plan in alignment with the Citywide Racial Equity Framework, building on our 2018 partnership with the Government Alliance on Race and Equity and other racial equity activities we have undertaken since that time. Representing Phase I of a multi-part approach, this plan focuses on racial equity primarily with respect to our workforce, as well as internal policies and procedures more generally.

Our plan provides a detailed information about the steps SFHSA is currently taking and will be carrying out over the next three years to implement 92 specific actions grouped across seven strategic areas:

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

With our Racial Equity Action Plan, we offer an ambitious, specific, and detailed public statement about SFHSA's very real commitment to advancing racial equity. Moreover, we ensure that our staff, clients, City and community partners, and other stakeholders have a clear roadmap to join us in our work to advance racial equity and the tools to hold us accountable for achieving our stated goals. Together, we can build **a San Francisco where everyone – people of *all* racial and ethnic backgrounds – has the opportunity and support to achieve their full potential through all stages of life.**

About Our Agency

SFHSA serves as San Francisco’s lead agency in the fight against poverty and as its chief provider of social services. We provide over 60 essential programs and services to more than 225,000 San Franciscans — one in four City residents — every year. Our services are varied, and offer support to San Franciscans at every stage of life. They include: financial assistance; nutrition support; health care coverage; employment and workforce development; protective services for children and youth, older adults, and people with disabilities; wellness and social engagement; and many others.

To support this wide-ranging scope of services, SFHSA is made up of three distinct departments, each with a unique role in supporting San Franciscans in need: the Department of Benefits and Family Support (BFS, formerly known as the Department of Human Services), the Department of Disability and Aging Services (DAS), and the Office of Early Care and Education (OECE).¹ These Departments are unified by a shared commitment to delivering essential services that support and protect people, families, and communities in San Francisco. Notably, **this commitment is guided by one of the Agency’s key values — advancing diversity and racial equity.**

The snapshots on the following pages provide overviews of our Agency’s structure and purpose, the clients that we serve, and the employees that work to achieve our mission.

Advancing Diversity and Racial Equity at SFHSA

We are committed to a culture of inclusion where our differences are celebrated. Everyone should have what they need to thrive – no matter their race, age, ability, gender, sexual orientation, ethnicity, or country of origin. We are **committed to combating systemic racism and advancing racial equity** in all aspects of our work.

— Excerpted from SFHSA’s Vision, Mission, and Values

¹ Although the OECE is a Department within SFHSA and receives support from some of the Agency’s administrative divisions, such as Human Resources, it nevertheless has a unique structure and scope of services that distinguishes it from BFS and DAS. As such, together with its close partner First 5 San Francisco, OECE has prepared a separate Racial Equity Action Plan that may be read alone or jointly with this document. The Agency data, trends, and plans described in this report generally refer only to BFS, DAS, and our administration.

SFHSA at a Glance: Our Agency

SFHSA serves as the foundation for three City Departments, each with a unique role in supporting San Franciscans.



Together we build well-being in our communities by offering programs that make children and adults feel connected, valued, and supported.

SFHSA by the Numbers



Each year, over 225,000 San Franciscans turn to SFHSA for support when it matters most. Our Agency is the City's most comprehensive network of human services, fervently committed to ensuring the health and well-being of San Franciscans. In partnership with community organizations, we deliver a vast array of programs and services, including:

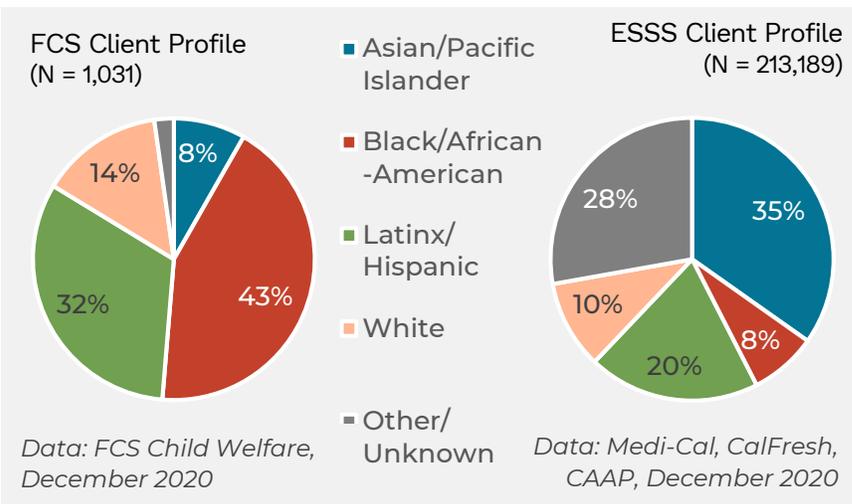
- **Food supports** to buy or receive food through programs like CalFresh (formerly known as food stamps) and meal programs for older adults and people with disabilities
- **Health supports** through access to free or low-cost health insurance like Medi-Cal and services that support healthier living
- **Protection and safety** programs that protect children and adults from abuse, neglect, and self-neglect
- **Jobs and financial assistance** through our cash, employment, and childcare supports
- **Community-based services for older adults and people with disabilities** that support community living and social engagement, such as home care, care management, wellness activities, and adult learning
- **Childcare and early education** access to support families and children

SFHSA at a Glance: Our Programs and Clients

Through our programs and services, SFHSA helps individuals, families, and communities access services and public benefits that make a difference in their lives.

Department of Benefits and Family Supports (BFS)

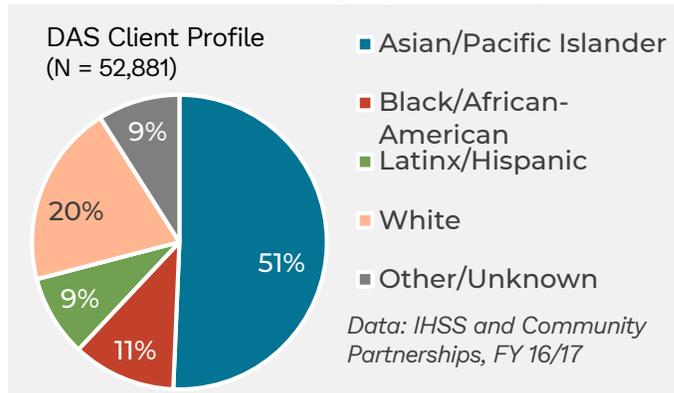
BFS offers services that promote health, nutrition, safety, financial security, and more. Within our Economic Support and Self-Sufficiency (ESSS) division, we administer public benefit programs, including Medi-Cal, CalFresh, our local General Assistance Program (County Adult Assistance Program or “CAAP”), and our workforce development programs like JobsNOW!. More than 1 in 3 clients served are Asian/Pacific Islander and 20% are Latinx. We are still working to collect race/ethnicity information for 28% of clients.



Our Family and Children’s Services (FCS) division manages the City’s child welfare program. Most commonly, the children we serve are Black/ African-American (43%) or Latinx (32%). In about 25% of households, the child or a parent speak a primary language other than English.

Department of Disability and Aging Services (DAS)

DAS provides programs and coordinates services for older adults, veterans, people with disabilities, and their families to maximize safety, health, and independence. Through our direct services and partnerships with community-based organizations, we address a wide range of needs. Our services span from engagement and wellness resources to crisis intervention and legal guardianship services.

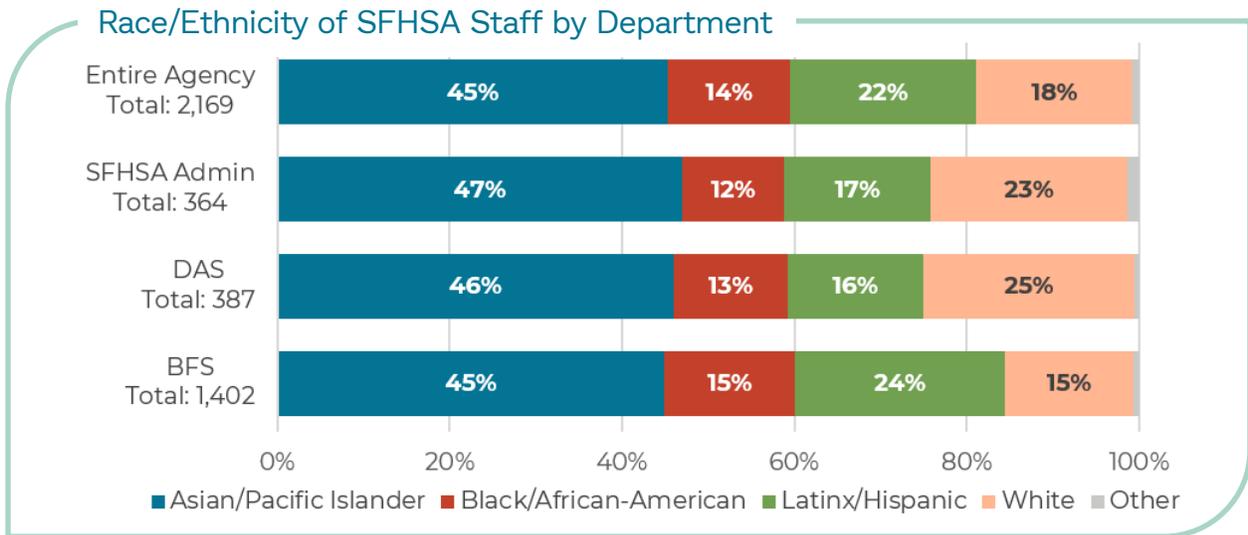


Our clients mirror the City’s population of low-income seniors. About half are Asian/Pacific Islander (51%). Twenty percent of our clients are white. Near equal portions are Black/African-American and Latinx: 11% and 9% respectively.

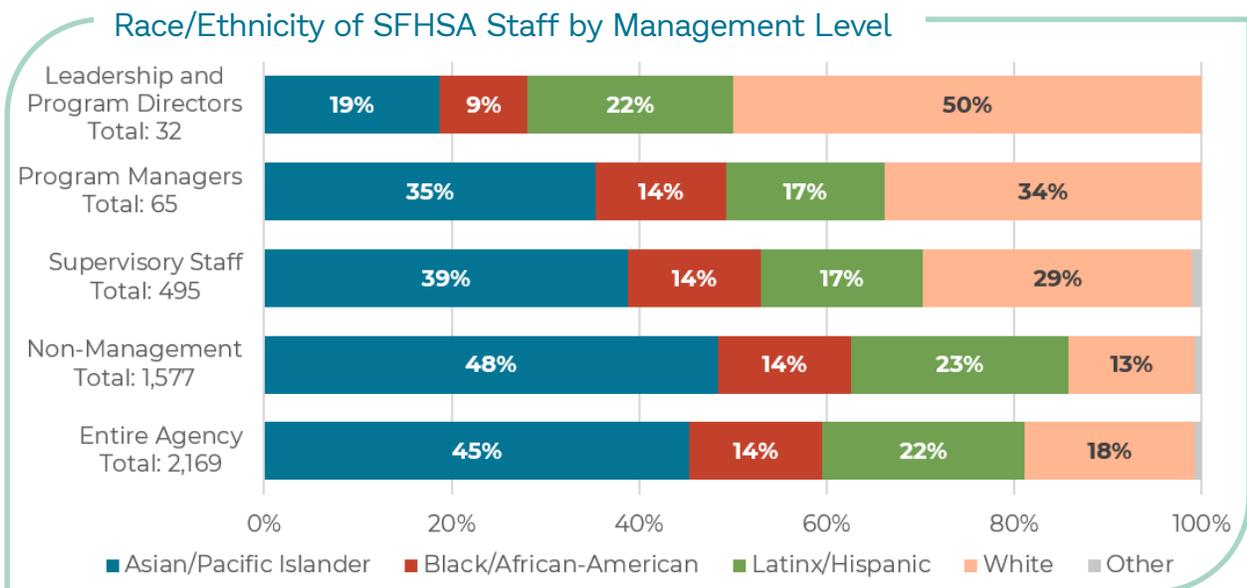
Most of clients speak a primary language other than English: 67%. Most commonly, they speak Cantonese (31% of all clients).

SFHSA at a Glance: Our Staff

With 2,500 budgeted positions,² we are fortunate to have a diverse staff that bring unique perspectives and lived experience to our work with underserved communities. On the whole, our staff generally reflect the population we serve. About half are Asian/Pacific Islander (45%) and 22% are Latinx/Hispanic — trends driven by our clients' language needs. About 18% of staff are white, and 14% are Black/African-American.



Disaggregated by management level, disparities by race and ethnicity are immediately apparent. White employees are overrepresented among the leadership ranks at SFHSA, while Asian/Pacific Islander and Black/African-American staff are underrepresented. These trends are most pronounced at the highest levels of management.



² This profile captures 2,169 SFHSA employees as of December 2020. It does not include vacancies or approximately 142 Public Service Trainee and 16 Career Pathways positions that offer on-the-job training experiences through our workforce support program.

Our Racial Equity Journey So Far

SFHSA is fortunate to have staff at all levels of the Agency eager to contribute to shaping a structured and systematic approach to advance racial equity. Our Racial Equity Action Plan builds on our recent efforts, described below, to promote an inclusive workplace that supports our diverse staff.

GOVERNMENT ALLIANCE ON RACE AND EQUITY (2018-2019)

Recognizing that achieving racial equity is central to the success of our mission, and the importance of forging a new role for government in carrying out this work, **SFHSA partnered in 2018 with the Government Alliance on Race and Equity (GARE)**. Through this partnership, SFHSA — alongside other City agencies — joined a national network of local and regional governments working to advance racial equity. Collectively, the GARE network seeks to identify and eliminate race-based outcome gaps so that race does not predict one's success, while also improving outcomes for people of all racial and ethnic backgrounds.

Over the next two years, SFHSA took a major step toward advancing and institutionalizing racial equity: we carried out a strategic planning process to examine current conditions at our Agency related to hiring, promotion, and organizational culture, and to identify strategies for advancing racial equity at SFHSA.

Committed to staff representation and engagement throughout this process, **SFHSA convened a diverse staff Racial Equity Work Group** to support the development of recommendations for advancing racial equity at the Agency. These recommendations were informed by extensive research, including staff focus groups and stakeholder interviews conducted with over 70 members of the SFHSA staff at every level of the organization, plus our partners in organized labor. The findings of this research are summarized later in this section.

In late 2019, our efforts culminated in an assessment and strategic plan titled *Advancing Racial Equity at the San Francisco Human Services Agency: Opportunities in Hiring, Promotion, & Organizational Culture*. In this report, SFHSA identified 24 recommended actions for advancing racial equity at our Agency, and committed to begin implementation of 10 of these actions in the coming year.



SFHSA Executive Director Trent Rhorer recognizes members of our Agency's first Racial Equity Work Group cohort as Employees of the Month in September 2019.

OFFICE OF DIVERSITY, EQUITY, INCLUSION, & BELONGING (2020)

Among the priorities of our 2019 racial equity report, one stood out: to establish a fully-staffed and financially resourced office within the Agency, which would help to lead SFHSA's ongoing efforts to advance racial equity. With a staff of 2,500 spread across three departments and nine service centers, we needed dedicated staff to provide our staff with the expertise, tools, and support to incorporate an equity framework in every aspect of our work.

Progress Update on SFHSA's Priorities for Advancing Racial Equity in 2020

Completed:

- ✓ Create an Office of Diversity, Equity, Inclusion, & Belonging
- ✓ Issue resolutions at our Commissions making a commitment to racial equity
- ✓ Adopt racial equity as an core value
- ✓ Begin training on Core Competency Modeling to support staff development
- ✓ Begin implementing racial equity training for all staff, including executive leadership and staff involved in hiring
- ✓ Continue participation in Citywide efforts led by DHR to improve our ability to analyze racial disparities in HR data

In Progress:

- ✦ Cultivate recruiting relationships to increase engagement of BIPOC job seekers
- ✦ Advertise job opportunities to increase engagement of BIPOC job seekers
- ✦ Promote existing professional development by improving staff access to these opportunities
- ✦ Conduct a demographic staffing analysis to understand how well program staff reflect their clients' racial/ethnic backgrounds

The SFHSA Office of Diversity, Equity, Inclusion, & Belonging (DEIB) was established January 2020. Its public launch took place at an Agency-wide racial equity town hall featuring a panel discussion with our Executive Directors and guest speakers from the SF Human Rights Commission and GARE, shortly before the outbreak of the COVID-19 pandemic. Deployed as part of SFHSA's emergency response operations, Office of DEIB staff provided an equity focus to our work, reviewing Disaster Service Worker assignments to ensure fairness; collaborating with the Citywide COVID-19 Equity Team; and supporting equitable resource allocation to communities most affected by the pandemic. Following this deployment, the Office of DEIB returned to Agency operations in summer. Under dramatically unforeseen conditions shaped by our new pandemic landscape, this team regrouped and expanded its staffing to pursue its mission of advancing racial equity at SFHSA — beginning with a focus on developing this plan.

To ensure ongoing staff engagement and input, particularly to support the development of this Racial Equity Action Plan, **a top priority for this office was to establish and convene an expanded Racial Equity Work Group.** Following an open recruitment and competitive selection process led by the Office of DEIB, this group was reconvened in late 2020. Participation in

the Racial Equity Work Group provides participating staff with opportunities for leadership development and greater engagement in the Agency outside the scope of their home programs. **The role of this group is to offer input in the development of strategies to advance racial equity, help vet Agency policies designed to achieve more equitable outcomes, and support the implementation of racial equity strategies pertaining to broader staff engagement.** So far, in addition to meeting regularly to assist in the development of our Plan, members of our Racial Equity Work Group have been active participants — alongside Office of DEIB and HR staff — in Citywide trainings, discussions, and working sessions hosted by the SF Office of Racial Equity.

DEVELOPING A RACIAL EQUITY ACTION PLAN (2020)

SFHSA has welcomed the opportunity to continue and expand its efforts to advance racial equity, supported by guidance from the SF Office of Racial Equity. Upon the release of the Citywide Racial Equity Framework in July 2020, SFHSA's Office of DEIB sprang into action to begin developing our Racial Equity Action Plan in alignment with this new framework, which focuses on agency-internal programs, policies and strategies regarding our workforce.

The process of crafting SFHSA's Racial Equity Action Plan has been highly collaborative.

The Office of DEIB staff have worked closely over the past six months with a diverse range of racial equity leaders and subject matter experts — both from other City departments engaged in this work and within our own agency — to build this ambitious yet achievable plan. These essential collaborators include the SF Office of Racial Equity, the Citywide Racial Equity Work Group, SFHSA's executive leadership, SFHSA Human Resources staff, and a new and expanded SFHSA Racial Equity Work Group.

While all of these stakeholders have played an important role in building a shared vision for racial equity, and in expanding our collective knowledge of how to achieve these goals at SFHSA, **the process of creating and implementing this Racial Equity Action Plan would not be possible without the significant contributions of our staff Racial Equity Work Group.** This group provided a critical staff voice in the development of our plan to advance racial equity outlined in this report. Work Group members will also continue to shape our work moving forward in key ways – particularly in **vetting SFHSA policies and procedures that must be revised or newly drafted in alignment with this plan** over the next three years and beyond.

In addition to input from our new Racial Equity Work Group, **this Racial Equity Action Plan is informed by a robust body recent of quantitative and qualitative research that we have conducted** on Agency workforce trends and best practices to advance racial equity in our workplace and among our workforce. Of particular importance is staff and stakeholder perspectives about racial equity at the Agency, which are spotlighted below.

San Francisco Office of Racial Equity

While SFHSA was finalizing and publishing *Advancing Racial Equity* at SFHSA, San Francisco was also making significant strides to formalize our shared Citywide commitment to racial equity. In July 2019, the Board of Supervisors passed Ordinance No. 188-19, which established the San Francisco Office of Racial Equity as a new division of the San Francisco Human Rights Commission, in response to the City's growing racial disparities. This legislation empowers the Office to enact a Citywide Racial Equity Framework and direct City agencies to develop and implement mandated Racial Equity Action Plans – a means of addressing the history of structural and institutional racism in San Francisco's delivery of services to the public and in our own internal practices and systems.

SPOTLIGHT: STAFF VOICES AT SFHSA

We are fortunate to have several sources of staff input and voice to draw on in crafting this plan. Our major research focused on staff perspectives is highlighted below.

Staff Survey

- **What it is:** Online survey to assess physical environment, employee engagement, and organizational culture. Last conducted in 2015.
- **Staff participation:** 1,621 employees (82% of our workforce at the time) completed survey. Respondent profile generally aligned with staff composition by race, age, type of work, and level of position.
- **Key findings:** Staff feedback highlighted the need to:
 - Improve promotional pathways for current staff
 - Support employee morale through recognition and appreciation efforts, worker support, workplace flexibility, and improved communication
 - Improve access to trainings to support job performance and better client service

Staff Focus Groups and Stakeholder Interviews

- **What it is:** Focus groups and key stakeholder interviews conducted during our 2018 work with the Government Alliance for Racial Equity
- **Staff participation:** More than 70 diverse employees participated in focus groups and key informant interviews, including frontline staff, analysts, supervisors, managers, and organized labor partners.
- **Key findings:** Staff expressed concerns including but not limited to:
 - Bureaucratic processes governing hiring are cumbersome and lack transparency, making it difficult for outside applicants
 - More strategic recruitment is needed to ensure programs and leadership have staff reflective of the client populations served
 - Favoritism and implicit bias are believed to impact hiring and promotion decisions

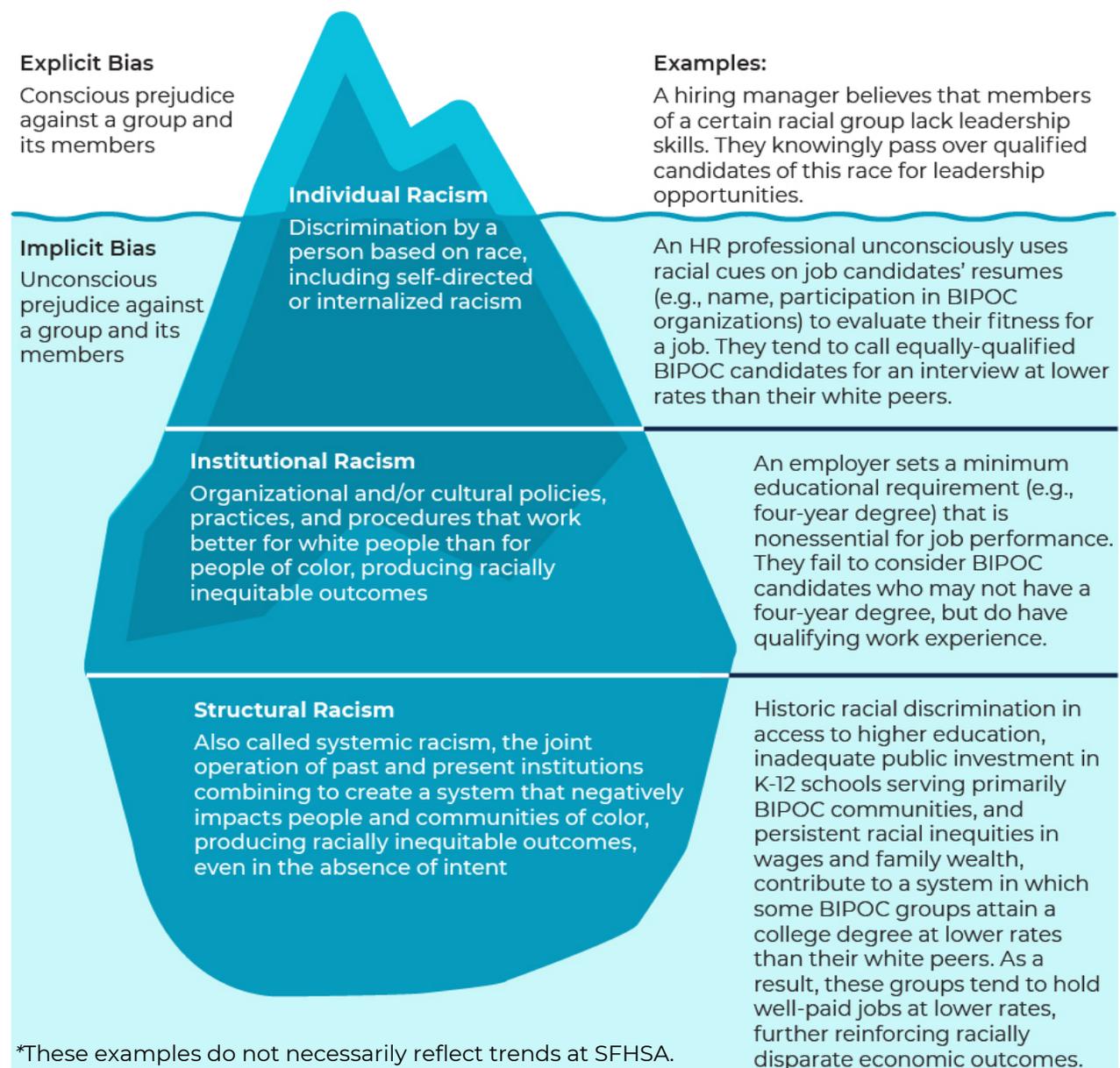
Staff Interviews

- **What it is:** Interviews with current staff to develop insight into what motivates employees to maintain employment at SFHSA, so we can identify what is working and what areas we can improve the employee experience.
- **Staff participation:** 73 employees, who were representational of Agency-wide employees by race, gender, program, type and level of work, and years of service, were interviewed by SFHSA HR in 2019
- **Key findings:** Feedback from staff highlighted that:
 - Staff are motivated by our mission and feel a sense of purpose
 - Hiring process and minimum qualifications requirements are barriers for outside applicants and internal promotions
 - Staff need more guidance and support to successfully promote
 - Lack of diversity at higher level has impacts on morale and sense of belonging among staff of color

SPOTLIGHT: UNDERSTANDING BIAS, RACISM, AND RACIAL INEQUITY

Issues of race, racial inequity, and racism are complex, and often fraught. Because our Agency's diverse stakeholders bring a wide variety of perspectives, lived experiences, and professional expertise to our ongoing conversations about race and racial equity, **it is important that we establish shared understanding to better facilitate these conversations at SFHSA.** The graphic below provides a high-level overview of the foundational concepts of bias and racism to support informed discussion among our many stakeholders about racial inequity and the steps our Agency must take to achieve equitable outcomes. It defines key terms and offers examples to show how these sometimes abstract ideas may appear in the real world.

As the iceberg analogy demonstrates, bias and racism often work below the surface, in ways that are not always obvious to us. However, **we can become more alert to the invisible ways in which bias and racism can operate, and design our policies and practices to avoid these pitfalls by using a racial equity lens** — as the actions in this Plan support us to do.



How to Read This Plan

In alignment with the Phase I Citywide Racial Equity Framework put forth by the SF Office of Racial Equity, this report provides a detailed implementation plan for over 90 specific actions SFHSA is currently taking and will be carrying out over the next three years to advance racial equity with respect to our workforce, and internal policies and procedures more generally. Under the framework, these actions are grouped into seven strategic areas in which the City seeks to advance racial equity:

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

Each section of this Racial Equity Action Plan includes background information to help orient the reader to SFHSA’s overall goal in this area, current conditions at our Agency, and key strategies we will undertake to advance racial equity in the domain. The report then details main strategies and specific actions we will take to advance racial equity during the plan period. Each action is represented in a table like the one below:

Action	The specific action SFHSA will take to achieve departmental goals, set primarily by the Citywide Racial Equity Framework.
Resources Committed	A high-level estimate of what we need to carry out the action, including financial, human, and/or material resources.
Indicators	The quantifiable measure(s) of an action’s success, set primarily by the Citywide Racial Equity Framework. Indicators typically tell us how much we did, how well we did it, and/or whether anyone is better off as a result. As we begin implementation, we may add new indicators and better tailor existing ones to reflect SFHSA’s unique context.
Timeline	The dates denoting when we will start and accomplish an action, during the plan period (January 2021 to December 2023). In some instances, we began carrying out an action before this plan was created. The end date represents the time by which we aim to have fully implemented a policy or strategy; if the action will be incorporated into our standing practice, this is indicated in the implementation plan.
Implementation Plan	A plan describing how the action will be accomplished, including anticipated time frame for each step to support greater accountability.
Status	<p>A description of the action’s current status at the time of our Racial Equity Action Plan’s publication. Statuses include:</p> <ul style="list-style-type: none"> • Not Started: Actions we have not yet begun to carry out. • In Progress: Actions we have started, but not yet completed. • Completed: Actions we have implemented (both one-time activities and ongoing practices we will maintain beyond the plan’s three-year scope). <p>We will report our progress on actions and updated statuses every year, in the Annual Update to the Racial Equity Action Plan.</p>
Lead	The staff, program, committee, or other body responsible for carrying out the action and/or accountable for its completion.

While individual sections of our Racial Equity Action Plan may be read out of sequence or in isolation, it is important to understand SFHSA's to advancing racial equity holistically, particularly because many of the actions in this report are closely related or dependent on one another's completion. For readers who are interested in a high-level summary of our plan — which does not include the implementation detail provided in the body of the report, but retains key information regarding timeline, status, and lead — please refer to Appendix A.

SPOTLIGHT: SFHSA HUMAN RESOURCES

Much of this report focuses on issues within the domain of or shaped by SFHSA Human Resources (HR), the administrative lead at our Agency responsible for the hiring, development, support, and retention of a highly-qualified workforce. Our HR staff bring the necessary subject matter expertise about Citywide policies and processes that govern our workforce, and a deep commitment to the values of fairness and equity, to be successful in this work. The graphic below provides an overview of the roles and responsibilities of select HR units, which will serve as the implementation leads for many of the actions in our Racial Equity Action Plan.

Employee & Labor Relations	Provides assistance and advise to SFHSA staff on mediation for conflict resolution, performance management, investigations, whistleblower complaints, and interpretation of policies, procedures, and collective bargaining agreements.
Examinations & Classification	Administers recruitment and testing processes for positions at SFHSA. These processes include conducting job analyses, posting job announcements, developing and administering exams, and adopting eligible lists.
Learning & Organizational Development	Provides employees training and development opportunities to enhance productivity, efficiency, and effectiveness. These opportunities include individual and group training for soft skills, technical knowledge, applications, and software.
Office of Civil Rights	Oversees compliance with city, state, and federal non-discrimination regulations that address the civil rights of clients; the discrimination complaint process; how to respond to complaints; and how to reduce barriers to service for clients.
Operations	Administers SFHSA's payroll; provides assistance to current and prospective employees throughout the selection, onboarding, off-boarding, and reassignment processes; and assists employees with other services like issuing ID badges and reviewing personnel records.

Section 1: Hiring & Recruitment

SFHSA occupies a unique role in supporting the safety, well-being, and social connection of San Franciscans through all stages of life. Our employees are foundational to the success of our mission. Most crucially, they serve as a link to the diverse clients we support — predominantly BIPOC individuals and families, including significant representation of immigrants and those who primarily speak a language other than English. In order to be effective, it is vitally important both that we staff SFHSA with individuals who are able to understand, anticipate, and meet the needs of our clients, and that clients can see themselves reflected among our Agency’s staff.

We must design and implement recruitment and hiring processes thoughtfully, thereby ensuring that SFHSA employs the best candidates to advance our Agency’s mission. To that end, **SFHSA strives to attract, recruit, and hire racially and ethnically diverse job applicants who reflect the demographics and lived experience of SFHSA clients at all levels of the organization.**

Background

Our work to advance racial equity in hiring and recruitment is organized within five key strategies. As described in the detailed implementation plan that follows, each strategy is supported by a number of specific actions we will take to help achieve our goal in this area.

Goal 1. Hiring and Recruitment

Attract, recruit, and hire racially and ethnically diverse job applicants who reflect the demographics and lived experience of HSA clients at all levels of the organization

1.1	Develop racial equity-informed hiring and recruitment policy and procedures
1.2	Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates
1.3	Enhance and formalize internship, fellowship, and trainee programs to attract diverse candidates
1.4	Ensure standard, transparent, and participatory recruitment and onboarding
1.5	Establish proactive review process of recruitments through an equity lens

Why It Matters

Diverse racial and ethnic representation in the public sector workforce can improve the ability of public agencies to address the needs of their clients. **Successful agencies recruit, hire, and retain diverse staff who reflect the populations they serve at every level of the organization.** These factors serve not only to boost the quality of consumer experience and client-level outcomes, but also to cultivate a more positive and inclusive work environment.ⁱⁱ Especially in light of the diversity of SFHSA's client population — about two-thirds of whom identifies as BIPOC — **it is essential that the hiring and recruitment of our workforce is informed by racial equity frameworks.**

Moreover, it is also important to recognize that **public sector employment has long served as the cornerstone of upward mobility for BIPOC** within the United States and, in particular, San Francisco. Characterized by greater anti-discrimination and union protections than in private industry, public sector jobs are an important source of competitive salaries, benefits, stability, and career growth for BIPOC workers.ⁱⁱⁱ Against a backdrop of growing economic inequality, gentrification, and displacement of BIPOC communities — particularly Black/African-American ones — **SFHSA, as one of the City's largest agencies, has a part to play in ensuring that BIPOC individuals are able to continue working, living, and thriving in San Francisco.**

Where We Are Now

While the San Francisco Department of Human Resources (DHR) and Civil Service Commission set Citywide hiring policies and oversee many of its hiring processes, an agency of SFHSA's size and scope requires a dedicated team to meet our specific hiring needs. Within our Agency's Human Resources, recruitment strategy and hiring operations are managed by the Examinations & Classification Unit and Operations Unit. Staff from these teams are participating in a DHR-led effort to streamline and modernize hiring, including developing a streamlined Citywide application system to improve candidate experience and offer more transparency into application status. Yet, staff feedback in surveys, focus groups, and interviews, as well as quantitative analysis of hiring data reflect other potential barriers we must address to correct for racially disparate outcomes — like the complexity of our job descriptions, long application processing wait times, and our use of minimum qualification requirements. We need additional and alternate strategies to achieve diverse and equitable outcomes at our Agency.

Where We Are Going

Across five strategies, we will pursue 24 actions in the area of hiring and recruitment. Key highlights include:

- **Revamping hiring policy and procedures to ensure alignment with racial equity goals.** We will assess barriers and conditions that impede external applicants and limit opportunities for current employees.
- **Strengthening recruitment and hiring to better engage diverse candidates.** We will expand our recruitment process and relationships to reach diverse candidates, as well as simplify job descriptions and reduce minimum qualifications as appropriate.
- **Enhancing and formalizing internship and on-the-job learning opportunities.** We will support our internship, fellowship, and trainee programs as important opportunities toward permanent employment.
- **Ensuring standardized and proactive, equity-focused approaches to recruitment, hiring, and onboarding.** We will adopt tools and build staff capacity to ensure greater equity in throughout the hiring process, with a particular focus on the stages of recruitment, application, review of minimum qualifications, and candidate interviews.

SPOTLIGHT: SFHSA'S HIRING PROCESS

The hiring processes and practices we use at SFHSA are shaped in large part by Citywide policies governing civil service hiring — typically determined by DHR, in alignment with standards set by the Civil Service Commission and the City Charter. These processes are often complex, and can be difficult to understand, even for individuals who have successfully applied for and been hired for a position with the City.



The hiring process is designed to help us efficiently and equitably identify well-qualified job candidates and hire them to join the ranks of our skilled workforce. This process begins with recruitment, and is followed by a number of key stages in which job candidates must demonstrate their qualifications for the role. These stages typically include submitting a complete application, meeting minimum job qualification requirements, passing an exam assessing job-related competencies, and interviewing for the role. Candidates who do not exhibit adequate qualifications at each of these stages may not advance to the next step in the hiring process.

Under a racial equity framework, we must interrogate the factors that determine a job candidate's hiring outcomes — because sometimes even our ostensibly race-neutral policies and practices may offer candidates from a given racial/ethnic background an advantage over their similarly qualified peers of another group, leading to racially disparate impacts.

The graphic to the left offers a high-level overview of how **we will apply racial equity approaches at each major stage of the hiring process to better ensure that we cultivate diverse job candidate pools, and that similarly qualified job candidates experience similar hiring outcomes regardless of their racial or ethnic background.** The following implementation plan provides more detail about the specific actions we will take to make each of these stages in hiring more equitable.

Implementation Plan

The following implementation plan details the 24 specific actions SFHSA will carry out over the next three years to advance racial equity in the area of hiring and recruitment.

Strategy 1.1: Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the Agency's Racial Equity Action Plan

Action	1.1.1. Assess current conditions and barriers that impede: (1) potential applicants' ability to competitively apply to available positions, and (2) disallows current, competitive employees to apply.
Resources Committed	<ul style="list-style-type: none"> Staff Time: Innovation Office, HR Examinations & Classification Unit, Office of DEIB, various program staff Budget: \$1,000 to compensate non-SFHSA research participants
Indicators	Barriers assessment is completed
Timeline	November 2020 – December 2021
Implementation Plan	<ul style="list-style-type: none"> Nov 2020 – Jun 2021: Conduct an assessment to deepen our knowledge of SFHSA job candidate experiences and identify barriers to their competitive application. Stakeholder interviews should include both internal and external SFHSA job candidates who were not hired, as well as Examinations & Classification Unit staff and hiring managers across SFHSA programs. Jul – Dec 2021: Develop potential solutions to address the identified barriers to both internal and external job candidates. Make a plan for piloting and evaluating recommended changes to hiring processes.
Status	In Progress
Lead	<ul style="list-style-type: none"> Innovation Office HR Examinations & Classification Unit
Action	1.1.2. Implement an annual staff survey to assess Agency diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the Agency annual review.
Resources Committed	<ul style="list-style-type: none"> Staff Time: Policy & Planning Unit, Office of DEIB, Communications Budget: \$ TBD to support employee engagement
Indicators	<ul style="list-style-type: none"> Survey is administered bi-annually Survey results are included in the department annual review
Timeline	November 2020 – December 2021
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 6.1.7.</p> <ul style="list-style-type: none"> Nov 2020 – Jun 2021: Develop and administer the 2021 SFHSA All Staff Survey in alignment with existing Agency processes for assessing organizational health and staff attitudes. Jul – Dec 2021: Analyze and share the survey results disaggregated by factors like respondent race/ethnicity, programs, and level of the

	Agency. Provide recommendations to address areas of concern in the Annual Update to the SFHSA Racial Equity Action Plan. <ul style="list-style-type: none"> • Ongoing: Administer the survey every other year. Use the survey findings to inform future strategic planning for racial equity, and where appropriate, to assess our success in advancing equity goals.
Status	In Progress
Lead	Policy & Planning Unit

Action	1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, HR Operations Unit, program leadership, Racial Equity Work Group, Communications • Budget: Not applicable
Indicators	Policy is created, implemented, and reviewed annually to maximize results
Timeline	January 2021 – July 2022
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 4.1.1.</p> <ul style="list-style-type: none"> • Jan 2021 – Dec 2021: Draft an equitable and inclusive hiring and recruitment policy in collaboration with SFHSA program leadership and the Racial Equity Work Group. The policy should address learnings from the applicant barriers assessment [see Action 1.1.1] and staff survey [see Action 1.1.2], and may include topics such as proactive recruitment of diverse candidates, data collection and analysis of racial equity in hiring outcomes, and Citywide collaboration on hiring process improvements. • Jan – Jun 2022: Adopt and socialize the policy Agency-wide. • Ongoing: Review and adjust the policy regularly (e.g., annually), informed by data on hiring and recruitment outcomes to support continuous improvement.
Status	Not Started
Lead	HR Examinations & Classification Unit

Strategy 1.2: Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department

Action	1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, various program staff • Budget: \$ TBD to support new recruitment activities

Indicators	<ul style="list-style-type: none"> • Candidate pool is increasingly more diverse and referred from a variety of sources • Increase the number of people of color, including women, women of color, and gender non-conforming, hired by SFHSA • Number of recruitments via non-traditional outlets
Timeline	November 2020 – December 2022
Implementation Plan	<ul style="list-style-type: none"> • Nov 2020 – Jun 2021: Work in partnership with SFHSA programs to develop a recruitment database that includes strategic partnerships with organizations that improve our engagement of diverse candidates. Enhance engagement of job seekers through social media platforms. • Jul 2021 – Dec 2022: Develop a protocol for reviewing and updating the SFHSA recruitment database quarterly so it remains current. • Ongoing: Use the database to support the development and implementation of expanded recruitment [see Action 1.2.2].
Status	In Progress
Lead	HR Examinations & Classification Unit

Action	1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, Communications • Budget: \$ TBD for expanded recruitment activities (e.g., career fairs) and staffing to support intensive outreach and relationship-building
Indicators	<ul style="list-style-type: none"> • Candidate pool is increasingly more diverse and referred from a variety of sources • Increased representation of BIPOC job candidates at various stages of the hiring process (e.g., application, eligible list, reachability)
Timeline	July 2021 – December 2022
Implementation Plan	<ul style="list-style-type: none"> • Jul – Dec 2021: Partner with organizations identified in SFHSA's expanded recruitment database [see Action 1.2.1] to develop actionable strategies for job candidate engagement. • Jan – Dec 2022: Begin implementing identified recruitment strategies (e.g., career fairs, informational job panels, workshops on applying for City jobs, etc.) in close collaboration with these partner organizations. Track job candidate engagement and related application and hiring outcomes. • Ongoing: Maintain established partnerships for diverse job candidate recruitment, supported by a public calendar of regularly scheduled recruitment activities. Continue tracking engagement and outcomes to inform recruitment strategy.
Status	Not Started
Lead	HR Examinations & Classification Unit

Action	1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, various program staff, Racial Equity Work Group • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Job descriptions display consistent and inclusive language • Candidate pool is increasingly more diverse
Timeline	November 2020 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Nov 2020 – Jun 2021: Identify at least 10 priority SFHSA job classes to pilot standardized revisions to the language and contents of their corresponding job announcements. [See Action 1.2.4 for more detail about revisions related to minimum qualifications]. • Jul – Dec 2021: Collaborate with SFHSA programs to review and revise the job announcements for the identified job classes, in alignment with best practices for racially equitable hiring. • Jan 2022 – Dec 2023: Implement the agreed upon changes for priority job classes, and track corresponding hiring outcomes disaggregated by race/ethnicity. Revise HR procedures for crafting equitable job announcements. • Ongoing: Revise the announcements for other job classes on an ongoing basis until all SFHSA job classifications have been revised.
Status	In Progress
Lead	HR Examinations & Classification Unit

Action	1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, various program staff, Racial Equity Work Group • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • An increase in applicant pool with more diverse life, education, and professional experiences • An increase in BIPOC applicants who meet Minimum Qualifications
Timeline	January 2021 – December 2023
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 1.2.6.</p> <ul style="list-style-type: none"> • Jan – Dec 2021: Analyze hiring data disaggregated by race/ethnicity to identify SFHSA job classifications for which current minimum qualifications may drive racially disparate outcomes. Identify priority job classes for review where these impacts are most significant. • Jan 2022 – Jun 2023: Collaborate with SFHSA programs to reassess and revise the minimum qualifications for the identified job classes, in alignment with best practices for racially equitable hiring. Come to agreement with DHR about these proposed changes.

	<ul style="list-style-type: none"> • Jul 2023 – Dec 2023: Implement the agreed upon changes for priority job classes, and track corresponding hiring outcomes. Revise HR procedures for setting equitable minimum qualifications. • Ongoing: Reassess and revise the minimum qualifications for other job classes on an ongoing basis until all SFHSA job classifications have been reviewed. Collaborate with DHR to review minimum qualifications for job classifications that are used at SFHSA, but whose requirements are set by DHR.
Status	Not Started
Lead	HR Examinations & Classification Unit

Action	1.2.5. Review the need for supplemental questionnaires as an assessment (exam) tool. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental questions, unless grammar and other writing skills will not be considered.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, various program staff, Racial Equity Work Group • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • An increase in applicant pool with more diverse life, education, and professional experiences • An increase in BIPOC applicants who are on the Eligible List
Timeline	January 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2021: Analyze hiring data disaggregated by race/ethnicity to identify SFHSA job classifications for which the use of supplemental questionnaires may drive racially disparate outcomes. Identify priority job classes where impacts are most significant. • Jan – Dec 2022: Collaborate with SFHSA programs to reassess and revise the use and contents of supplemental questionnaires for the identified job classes, in alignment with best practices for racially equitable hiring. • Jan – Dec 2023: Implement the agreed upon changes for priority job classes, and track corresponding hiring outcomes. Revise HR procedures for equitable use of supplemental questionnaires. • Ongoing: Reassess and revise the supplemental questionnaires for other job classes on an ongoing basis until all SFHSA job classifications have been reviewed.
Status	Not Started
Lead	HR Examinations & Classification Unit

Action	1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, various program staff, Racial Equity Work Group • Budget: Not applicable

Indicators	<ul style="list-style-type: none"> An increase in applicant pool with more diverse life, education, and professional experiences An increase in BIPOC applicants who meet Minimum Qualifications
Timeline	January 2021 – December 2023
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 1.2.4.</p> <ul style="list-style-type: none"> Jan – Dec 2021: Analyze hiring data disaggregated by race/ethnicity to identify SFHSA job classifications for which a degree requirement may drive racially disparate outcomes. Identify priority job classes for review where these impacts are most significant. Jan 2022 – Jun 2023: Collaborate with SFHSA programs to reassess and revise the use of degree requirements for the identified job classes, in alignment with best practices for racially equitable hiring. In particular, identify appropriate substitutions of work or other life experience for these requirements. Come to agreement with DHR about these proposed changes. Jul 2023 – Dec 2023: Implement the agreed upon changes for priority job classes, and track corresponding hiring outcomes. Revise HR procedures for setting equitable minimum qualifications, including degree requirements. Ongoing: Reassess and revise the use of degree requirements for other job classes on an ongoing basis until all SFHSA job classifications have been reviewed. Collaborate with DHR to review degree requirements for job classifications that are used at SFHSA, but whose minimum qualifications are set by DHR.
Status	Not Started
Lead	HR Examinations & Classification Unit

Action	1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.
Resources Committed	<ul style="list-style-type: none"> Staff Time: HR Examinations & Classification Unit, various program staff, Racial Equity Work Group Budget: \$ TBD for outside recruitment contracts/tools
Indicators	Candidate pool is increasingly more diverse and referred from a variety of sources
Timeline	Jan 2022 – June 2023
Implementation Plan	<ul style="list-style-type: none"> Jan – Dec 2022: Collaborate with SFHSA programs to draft a standardized protocol for the selection and use of outside recruiters to generate diverse, qualified candidate pools for hard-to-fill SFHSA job classifications. Jan – Jun 2023: Identify qualified outside recruiting agencies and/or tools with specialization in diverse candidate recruitment. Ongoing: Contract with outside recruiting agencies as needed. Track hiring outcomes disaggregated by race/ethnicity to ensure SFHSA maintains contracts only with effective outside recruiters.
Status	Not Started

Lead	HR Examinations & Classification Unit
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Strategy 1.3: Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship, and apprenticeship programs, and provide equal opportunity towards permanent employment

Action	1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, various program staff • Budget: \$ TBD to provide salaries and stipends for interns/trainees
Indicators	Number of paid interns, increase annually or meets department needs/capacity
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Continue to host paid interns, fellows, apprentices, and trainees (including Public Service Trainees) across SFHSA programs, informed by programmatic needs and hosting capacity.
Status	Completed
Lead	HR Operations Unit

Action	1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All^{iv} program.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, various program staff • Budget: \$ TBD for Opportunities for All placements
Indicators	Number of Opportunities for All placements and mentors
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Continue to recruit and place Opportunities for All interns with SFHSA programs and community partners annually. Seek opportunities for enhanced engagement with the Opportunities for All program, informed by SFHSA program needs and hosting capacity [see Action 1.3.1].
Status	Completed
Lead	HR Learning & Organizational Development Unit

Action	1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. (e.g. SF Unified School District’s Career Pathways Program).^v
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, various program staff, Office of DEIB, Racial Equity Work Group • Budget: Not applicable
Indicators	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources
Timeline	July 2022 – June 2023
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 1.3.5.</p> <ul style="list-style-type: none"> • Jul – Dec 2022: Analyze historical data from all SFHSA programs that host interns, trainees, etc., [see Action 1.3.1] on intern placements to determine which placements, if any, rely on “feeder models” drawing candidates primarily from elite institutions. • Jan – Jun 2023: Collaborate with subject matter experts from relevant SFHSA programs to reassess and revise qualification requirements that contribute to the feeder model, as appropriate. Develop, begin implementing, and track recruitment strategies that support these programs to diversify their intern candidate pools. • Ongoing: Use data collected to inform equity and continuous improvement of internship programs across SFHSA.
Status	Not Started
Lead	HR Operations Unit

Action	1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, various program staff, Racial Equity Work Group • Budget: Not applicable
Indicators	Number of opportunities during internship/fellowship
Timeline	July 2021 – December 2021
Implementation Plan	<ul style="list-style-type: none"> • Jul – Dec 2022: Collaborate with SFHSA programs that host interns, trainees, etc., [see Action 1.3.1] to develop shared protocols for intern development that addresses issues of diversity, equity, inclusion, and belonging. Build a shared calendar of these learning opportunities for interns across all SFHSA programs (e.g., lunch and learn sessions, presentations from other City departments, etc.). • Ongoing: Maintain the calendar with input from SFHSA programs.
Status	Not Started
Lead	Office of DEIB

Action	1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, various program staff, Office of DEIB, Racial Equity Work Group • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Tracking system implemented • Percent of evaluations completed • Internship/fellowship program updated before next cycle
Timeline	July 2022 – June 2023
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 1.3.3.</p> <ul style="list-style-type: none"> • Jul – Dec 2022: Analyze historical data from all SFHSA programs that host interns, trainees, etc., [see Action 1.3.1] on intern placements disaggregated by race/ethnicity to determine areas for improved BIPOC candidate engagement. • Jan – Jun 2023: Collaborate with subject matter experts from relevant SFHSA programs to develop shared protocols for (1) recruiting for and administering intern programs in alignment with best practices for racially equitable workforce development, and (2) data collection on intern placements, experiences, and outcomes. Begin implementing these practices. • Ongoing: Use data collected to inform equity and continuous improvement of internship programs across SFHSA.
Status	Not Started
Lead	HR Operations Unit

Strategy 1.4: Commit to standardized, transparent, and participatory recruiting and onboarding

Action	1.4.1. Maintain a standardized and holistic interview process with structured interview questions.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, various program staff, Office of DEIB • Budget: Not applicable
Indicators	Standardized interview process with a set of inclusive interview questions
Timeline	September 2020 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Sept 2020 – Jun 2022: Create a comprehensive interview question bank for all SFHSA job classes. Collaborate with subject matter experts from SFHSA programs and Office of DEIB staff to review and revise all interview questions, ensuring that questions are (1) relevant to job competencies and (2) written equitably, so that no job candidates have an unfair and systematic advantage over their similarly-qualified peers. Standardize interview response rating guidelines and rating worksheets across all SFHSA job classes.

	<ul style="list-style-type: none"> • Jul 2022 – Dec 2023: Begin conducting job interviews utilizing only vetted questions from SFHSA's interview question bank. Develop and implement a process for collecting and analyzing data on the use of interview questions and job candidate outcomes, disaggregated by race/ethnicity [see Action 1.4.2]. • Ongoing: Remove, revise, or replace questions that tend to produce racially disparate outcomes as part of ongoing maintenance of the interview question bank.
Status	In Progress
Lead	HR Operations Unit

Action	1.4.2. Ensure a diverse hiring panel for each interview.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Demographic composition of panels • Increase in diverse interview panels
Timeline	September 2020– December 2023
Implementation Plan	<ul style="list-style-type: none"> • Sept 2020 – Jun 2022: Create a centralized database for tracking interview panel composition and related job candidate outcomes. Revise existing HR protocols for interview panel selection to ensure diverse panelists are identified earlier in the hiring process, with the support of subject matter experts from SFHSA programs as needed. • Jul 2022 – Dec 2023: Develop and implement a process for regularly analyzing trends in interview panel composition and related job candidate outcomes. • Ongoing: Use findings to inform ongoing recruitment of diverse panelists who perform their duties equitably.
Status	In Progress
Lead	HR Operations Unit

Action	1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, various program staff • Budget: Not applicable
Indicators	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had
Timeline	January 2021 – June 2022
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2021: Continue existing HR practice requiring all interview panelists to complete the Fairness in Hiring training annually before serving on a panel. Assess HR's capacity to formalize and expand training for interview panelists prior to their service, so they are better equipped to perform their duties equitably. Begin implementation of this training as appropriate. • Jan – Jun 2022: Collaborate with SFHSA programs hosting interns, trainees, etc., to complete the Fairness in Hiring training for positions whose hiring is not administered by HR [see Action 1.3.5].

	<ul style="list-style-type: none"> • Ongoing: Maintain shared Agency-wide protocols for training interview panelists ongoing.
Status	Not Started
Lead	HR Operations Unit

Action	1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, HR Operations Unit, IT • Budget: \$ TBD for tech solutions to support application assistance
Indicators	<ul style="list-style-type: none"> • Tool created and implemented • Number of applicants increased • Increased assistance to job seekers
Timeline	August 2020 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Aug 2020 – Dec 2023, Ongoing: Continue active participation in the DHR Hiring Modernization Project to ensure that SFHSA business and end user needs are met as the City implements its new applicant tracking system.^{vi} • Jan – Dec 2022: Informed by the hiring barriers assessment [see Action 1.1.1], explore technological solutions (e.g., interactive voice response phone systems, online appointment booking, text chat, etc.) to improve job candidates' ability to request application assistance and HR's ability to track these interactions to support continuous improvement of services.
Status	In Progress
Lead	<ul style="list-style-type: none"> • HR Examinations & Classification Unit • HR Operations Unit

Action	1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, Communications • Budget: Not applicable
Indicators	Increase in internal part-time and full-time staff, interns and fellows applying for job openings
Timeline	January 2021 – June 2021
Implementation Plan	<ul style="list-style-type: none"> • Jan – Jun 2021: Continue existing HR practice for sharing all job openings internally, including all-staff email notifications and physical postings on the HR bulletin board. Revise HR job posting protocols in alignment with the SFSHA Racial Equity Action Plan to include sharing information about job openings on the SFHSA intranet and public-facing website, as well as Agency social media. • Ongoing: Use data collected on web traffic, social media engagement, etc., to support ongoing improvements to diverse job candidate recruitment.
Status	Not Started

Lead	HR Examinations & Classification Unit
Action	1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, HR Operations Unit, various program staff • Budget: \$ TBD to support hiring database reporting needs
Indicators	<ul style="list-style-type: none"> • Hiring, interviewing, and onboarding processes standardized • Lag times/wait times
Timeline	November 2020 – June 2023
Implementation Plan	<ul style="list-style-type: none"> • Nov 2020 – Dec 2021: Develop a standard method for tracking and analyzing the duration of each stage of the hiring, interview, and onboarding process. Begin quantitative analysis of wait times to determine which stages are typically characterized by long waits and/or lags across recruitments. • Jan 2022 – Jun 2023: Use qualitative findings from the hiring barriers assessment [see Action 1.1.1] and quantitative analysis of hiring wait times to identify key areas for improvement. Collaborate with SFHSA program staff to develop coordinated strategies for addressing long waits and lags, and begin implementing them. • Ongoing: Adjust tracking methods as needed to align with the implementation of new application tracking tools being developed by DHR Hiring Modernization Project [see Action 1.4.5]. Use hiring outcome data to inform continuous improvement ongoing.
Status	In Progress
Lead	<ul style="list-style-type: none"> • HR Examinations & Classification Unit • HR Operations Unit
Action	1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, IT, various program staff • Budget: Not applicable
Indicators	All new hires are processed similarly regardless of position
Timeline	January 2021 – June 2022
Implementation Plan	<ul style="list-style-type: none"> • Jan 2021 – Jun 2022: Collaborate with SFHSA IT to identify and implement technical solutions to support streamlining and automation of onboarding processes. • Jan – Jun 2022: Revise HR protocols for onboarding reflect process improvements and ensure standardized onboarding practices across SFHSA programs. Collaborate with SFHSA programs hosting interns, trainees, etc., to develop shared protocols for staff onboarding for positions is not administered by HR [see Action 1.3.5]. Begin implementing these practices.
Status	Not Started

Lead	HR Operations Unit
Action	1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, HR Employee Labor Relations Unit, various program staff • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Increase in number of diverse candidate pools • Overall faster hiring times • Increase in number/percent of diverse “Reachable” candidates
Timeline	July 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Analyze historical hiring outcomes disaggregated by race/ethnicity for select SFHSA job classes estimate the potential racial equity impacts of expanding the Certification Rule of Three Scores. Prepare a report of findings and proposed expansions to the Certification Rule to share with affected labor unions and support discussion. • Jul 2022 – Dec 2023: Develop a standardized process for the Agency to propose future expansions of the Certification Rule. • Ongoing: Identify and pursue needed expansions of the Certification Rule in collaboration with affected unions as needed.
Status	Not Started
Lead	<ul style="list-style-type: none"> • HR Examinations & Classification Unit • HR Employee & Labor Relations Unit

Strategy 1.5: Formalize a proactive review process to support racially equitable recruitment and hiring

Action	1.5.1. Develop standard protocols for proactive racial equity review at key stages of the hiring process
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, Office of DEIB, various program staff, Racial Equity Work Group • Budget: Not applicable
Indicators	Increased representation of BIPOC job candidates at various stages of the hiring process (e.g., application, meets minimum qualifications, selection)
Timeline	July 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Collaborate with the HR Examinations & Classification Unit to establish a standard protocol for proactive racial equity review in select stages of the hiring process for SFHSA job classes: (1) recruitment, (2) application, (3) determination of whether the applicant meets minimum qualifications, and (4) candidate interviews. Begin implementation of these practices in alignment with relevant actions in the SFHSA Racial Equity Action Plan. • Jul 2022 – Dec 2023: Transition primary responsibility for proactive equity review to Examinations & Classification Unit analysts,

	supported by technical assistance from the Office of DEIB as needed.
Status	Not Started
Lead	<ul style="list-style-type: none">• Office of DEIB• HR Examinations & Classification Unit

Section 2: Retention & Promotion

Ensuring that SFHSA is staffed to reflect the demographics and lived experience of our clients at all levels of the organization requires us to do more than just recruit and hire diverse talent. We must also consider ways to retain and support the career advancement of individuals who help move our Agency's critical work forward. SFHSA is a highly complex agency, responsible for delivering over 60 distinct supportive services to one in four San Franciscans. In order for SFHSA to be effective long-term, we must invest in our staff so that they stay with the Agency long enough to learn to navigate these complexities. By compensating staff equitably for their work and providing opportunities for them to advance in their careers, we can ensure that our employees build expertise within SFHSA and develop greater knowledge of the local conditions that shapes our work — and in turn, further the success of our shared mission.

As such, **SFHSA strives to cultivate systematic approaches to review and address racial disparities in salary, use of paid time off, and promotional opportunities. Further, we aim to create equitable pathways for career advancement across all job classifications.**

Background

We will bolster our Agency's retention of staff and promotional opportunity via three key strategies, each supported by a number of specific actions we will carry out over the next three years, detailed in the following implementation plan.

Goal 2. Retention and Promotion
Implement systemic approaches to identify and address racial disparities in salary, use of paid time off, and promotional opportunities

2.1	Ensure adequate protections for staff impacted by disaster response , including deployment and potential budgetary implications
2.2	Assess salary standards and utilization of department benefits from an equity lens
2.3	Create paths to promotion that are transparent and work to advance equity

Why It Matters

Our Agency's mission is deeply important to our staff — in surveys, focus groups, and interviews alike, **our employees express their commitment to our shared work and the sense of purpose they derive from the essential services we provide to our community.** One need only visit a service center or ride along with a social worker out in the field to witness the care and compassion our staff bring to their work. However, our mission isn't the sole factor in drawing talent to SFHSA and keeping our employees with us throughout their careers.

City jobs offer salaries, benefits, union protections, and other features that are attractive to job seekers, particularly when compared to similarly mission-driven work in the non-profit sector. **It is important that City wages keep pace with the rising cost of living in the Bay Area and other economic trends** (such as the impacts of COVID-19) so that our employees — including the BIPOC staff who make up much of our front line and connection to clients — are able to live with dignity.

Notably, work with the City also provides opportunities for career advancement. Promotional opportunities are of great interest to our employees, both for the chance to grow and rise to new challenges, as well as for the promise of better compensation for their work. However, **in staff interviews and focus groups, our employees have expressed a need for better support to access these opportunities**, citing barriers like confusing hiring processes, limited chances to develop build supervisory experience or other skills they need to meet minimum qualification requirements, and difficulty identifying pathways for advancement. Ultimately, if we wish to staff and retain high-quality employees, we must invest in them by compensating them fairly and supporting their advancement at SFHSA and Citywide.

Where We Are Now

While the Department of Human Resources — in alignment with the Civil Service Commission and the City Charter, and through the collective bargaining process — sets the standards and policies that govern compensation, **our Agency has a role in understanding the needs and experiences of our staff and helping to advocate for conditions that allow them to continue living and working in the City.** This role has been especially important during the COVID-19 emergency response, where our Agency is at the forefront of the work to meet the needs of San Franciscans. Prior to the establishment of the San Francisco COVID-19 Command Center, our HR oversaw the deployment of our Disaster Services Workers (DSWs) and worked with SFHSA programs and City partners to coordinate various supports for our employees, including DSW benefits, worker accommodations, and distribution of personal protective equipment to our staff in the field.



Kira Barrera, a member of SFHSA's Disaster Preparedness and Response team, is one of many SFHSA employees deployed to support the City's COVID-19 emergency response.

Additionally, we continue to enhance our understanding of Agency trends in staff retention and promotion, and to pursue areas for improvement, based on research like our Agency's 2018 staff focus groups and 2019 employee interviews — the findings of which inform the approaches described in this plan.

Where We Are Going

Across three strategies, we will pursue 13 actions in the area of retention and promotion. Key highlights include:

- **Ensure adequate protections for employees affected by the City's COVID-19 emergency response, including staff deployment and future budget implications.**

We will monitor program and staff needs in the evolving COVID-19 landscape, and provide supportive resources to mitigate the impacts of the pandemic on our staff.

- **Assess employee compensation, including salary and benefits, using an equity lens.** We will evaluate staff salaries and benefits against industry standards, as well as examine utilization of benefits, to inform equitable adjustments to compensation.
- **Create paths to promotion that are transparent and work to advance equity.** We will identify, enhance, and share information about promotional opportunities, as well as improve staff awareness of Citywide policies governing raises and promotions.

Implementation Plan

The following implementation plan details the 13 specific actions SFHSA will carry out over the next three years to advance racial equity in the area of retention and promotion.

Strategy 2.1: Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs

Action	2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, program leadership • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Tracking mechanism implemented • Demographic data analyzed
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Maintain coordination with the City’s centralized COVID-19 Command Center to support and monitor trends in SFHSA staff deployments as DSWs. Continue to collaborate with SFHSA program leadership to balance priorities across the emergency response, continuity of SFHSA services, and staff needs throughout the emergency, informed by analysis of DSW deployment trends.
Status	Completed
Lead	HR Operations Unit

Action	2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.
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Resources Committed	<ul style="list-style-type: none"> • Staff Time: Budget, HR Examinations & Classification Unit, Office of DEIB • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Budget analysis completed • Strategies developed and published
Timeline	July 2020 – June 2021
Implementation Plan	<ul style="list-style-type: none"> • July 2020 – Jun 2021: Examine the potential budget impacts of COVID-19, including pandemic-related furloughs and layoffs, using a racial equity lens. In collaboration with the HR Operations Unit and Office of DEIB, develop and publish a plan to meet SFHSA’s current and future staffing needs in an equitable fashion under pandemic-related budget conditions. • Ongoing: Update COVID-19 budget and staffing analyses as needed ongoing to respond to changing conditions in the City and at the Agency, in alignment with the SFHSA Racial Equity Action Plan.
Status	In Progress
Lead	Budget

Action	2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Various program staff, Communications • Budget: \$ TBD to provide staff with ready-made PPE kits as needed
Indicators	<ul style="list-style-type: none"> • PPE access protocol established • DSW workers have an increased awareness of PPE access protocol
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Continue to provide SFHSA staff across all roles and programs (including those deployed as Disaster Service Workers, working with clients, and/or coming into the office) — with needed Personal Protective Equipment (PPE) during the COVID-19 emergency. Support staff ongoing to use PPE safely and effectively, in alignment with up-to-date guidance from the SF Public Health Department and Department of Human Resources.
Status	Completed
Lead	<ul style="list-style-type: none"> • San Francisco COVID-19 Command Center • Various program staff

Action	2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, Communications • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Compensation, paid sick leave, and flex time benefits assessed and easily accessed • Increased employee awareness of additional benefits
Timeline	Completed (ongoing practice)

Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Continue to administer expanded COVID-19 employee benefits in alignment with San Francisco Department of Human Resources policy. Share up-to-date information about these benefits widely with SFHSA staff ongoing, and analyze the staff utilization of these benefits to inform planning to meet Agency and staff needs.
Status	Completed
Lead	HR Operations Unit

Action	2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights, Communications • Budget: Not applicable
Indicators	Caretaking and safe transportation sections included in DSW deployment protocol
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Continue to support SFHSA staff to access COVID-19 employee resources for caregiver support, safe transportation, etc. Share up-to-date information about these resources widely with SFHSA staff ongoing, and support staff and programs to meet their needs when staff are deployed as Disaster Service Workers.
Status	Completed
Lead	Office of Civil Rights

Strategy 2.2: Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women

Action	2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, Budget, various program staff, Racial Equity Work Group • Budget: \$ TBD to adjust salaries in alignment with DHR policy
Indicators	Pay inequities are reduced and aligned annually after salary data is reviewed
Timeline	July 2021 – December 2022
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 2.2.2 & 2.2.3.</p> <ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Analyze SFHSA staff salaries disaggregated by race/ethnicity, gender, and program to identify areas of potential inequity that may be addressed by adjustments to Agency-internal policies and practices (e.g., use of negotiation at the time of a job candidate's hire to determine their entry salary step). • Jul – Dec 2022: Develop and begin implementing a plan to address identified inequities in staff compensation. • Ongoing: Analyze staff salary data annually to inform implementation of Agency-internal strategies ongoing. Collaborate

	with DHR to support a broader review and realignment of employee salaries Citywide to ensure greater parity with industry standards.
Status	Not Started
Lead	HR Operations Unit

Action	2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. (e.g. parental leave policy, short-term disability, etc.)
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights, Communications, Budget, various program staff, Racial Equity Work Group • Budget: \$ TBD to adjust benefits in alignment with DHR policy
Indicators	Benefits provided are annually improved
Timeline	July 2021 – December 2022
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 2.2.1 & 2.2.3.</p> <ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Analyze SFHSA staff utilization of employee benefits disaggregated by race/ethnicity, gender, and program to identify areas of potential inequity that may be addressed by adjustments to Agency policies and practices. Collaborate with SFHSA Communications to share up-to-date information about employee benefits widely with all new and existing Agency staff. • Jul – Dec 2022: Develop and begin implementing a plan to address identified inequities in staff utilization of employee benefits, including Communications and other SFHSA-internal efforts. • Ongoing: Track benefits utilization annually to inform implementation of Agency-internal strategies ongoing. Collaborate with DHR to support regular review and realignment of employee benefits Citywide to ensure greater parity with industry standards.
Status	Not Started
Lead	Office of Civil Rights

Action	2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights, Communications, Budget, various program staff, Racial Equity Work Group • Budget: \$ TBD to adjust PTO in alignment with DHR policy
Indicators	<ul style="list-style-type: none"> • PTO policy is annually improved • Number of staff taking PTO increases
Timeline	July 2021 – December 2022
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 2.2.1 & 2.2.2.</p> <ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Analyze SFHSA staff utilization of paid time off (PTO) disaggregated by race/ethnicity, gender, and program to identify areas of potential inequity that may be addressed by adjustments to Agency policies and practices. Collaborate with SFHSA Communications to share up-to-date information about PTO and related Religious Accommodation policies widely with all new and existing Agency staff.

	<ul style="list-style-type: none"> • Jul – Dec 2022: Develop and begin implementing a plan to address identified inequities in staff utilization of PTO, including Communications and other SFHSA-internal efforts. • Ongoing: Track PTO utilization annually to inform implementation of Agency-internal strategies ongoing. Collaborate DHR to support regular review and realignment of employee benefits Citywide to ensure greater parity with industry standards ongoing.
Status	Not Started
Lead	Office of Civil Rights

Strategy 2.3: Create paths to promotion that are transparent and work to advance equity

Action	2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, Communications • Budget: Not applicable
Indicators	Increase in knowledge about raises and promotions
Timeline	January 2021 – June 2021
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 2.3.2.</p> <ul style="list-style-type: none"> • Jan – Jun 2021: Collaborate with SFHSA Communications to share up-to-date information about Citywide policies — set by the DHR — that govern automated employee raises (e.g., steps in the salary schedule and annual cost-of-living adjustments) widely with all new and existing SFHSA staff.
Status	Not Started
Lead	HR Operations Unit

Action	2.3.2. Develop a formal and transparent process for raises and promotions.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, Communications • Budget: Not applicable
Indicators	Increase in staff feedback about promotion and raise process
Timeline	January 2021 – June 2021
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 2.3.1.</p> <ul style="list-style-type: none"> • Jan – Jun 2021: Continue to administer DHR policies and related processes that govern automated employee raises Citywide. Collaborate with SFHSA Communications to share up-to-date information about these policies and processes widely with all new and existing SFHSA staff.
Status	Not Started
Lead	HR Operations Unit

Action	2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, various program staff, Racial Equity Work Group, Communications • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Acting/interim staff process included in internal policies and processes • Increased awareness of process for acting/interim staff
Timeline	January 2021 – December 2022
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2021: Collaborate with SFHSA program staff to develop a standard Agency-wide protocol for staffing acting/interim roles (e.g., staff selection, role duration, compensation, etc.) in alignment with racially equitable best practices. • Jan – Dec 2022: Implement the protocol for staffing acting/interim roles, and collaborate with SFHSA Communications to share up-to-date information about the staffing process widely with all staff. • Ongoing: Track acting/interim assignments and outcomes — including promotion to a permanent role — disaggregated by race/ethnicity to support equitable staffing strategies ongoing across all Agency programs.
Status	Not Started
Lead	HR Operations Unit

Action	2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, various program staff, Racial Equity Work Group • Budget: Not applicable
Indicators	Reversal of diversity drop-offs in identified job series (e.g., 182X)
Timeline	July 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jul – Dec 2021: Analyze the racial/ethnic composition of SFHSA job classes to identify classification series characterized by drop-offs in employee diversity. Prioritize at least five job series for further action. • Jan – Dec 2022: Collaborate with SFHSA programs using the priority job series to determine factors which may contribute to these drop-offs. Develop strategies for address drop-offs informed by findings from the hiring barriers assessment [see Action 1.1.1], consistent with efforts to strengthen recruitment and hiring [see Strategy 1.2], and more broadly in alignment with best practices for racially equitable hiring and promotion. • Jan – Dec 2023: Implement these strategies, and begin tracking corresponding staff racial/ethnic composition of affected job series with identified diversity drop-offs.

	<ul style="list-style-type: none"> • Ongoing: Continue collaborating with program staff to address drop-offs for other job series on an ongoing basis until all SFHSA job series with drop-offs have been addressed. Collaborate with DHR to identify and address drop-offs for job series that are used at SFHSA, but whose specifications are set by DHR.
Status	Not Started
Lead	HR Operations Unit

Action	2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Operations Unit, various program staff, Racial Equity Work Group • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Identify “dead end” classification and revise
Timeline	July 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jul – Dec 2021: Identify SFHSA job classes that do not exist within a classification series and/or do not have a clear pathway to promotion. Prioritize at least five job classes for further action. • Jan – Dec 2022: Analyze promotional outcomes for employees who have occupied these priority job classes in the past five years to identify promising opportunities for upward mobility. Collaborate with SFHSA program staff to identify additional promotional pathways that currently exist or may be created to offer staff enhanced opportunities for upward mobility. • Jan – Dec 2023: Incorporate newly identified promotional pathways into existing SFHSA staff development resources (e.g., SFHSA training course catalog, competency modeling, Career Pathways program, etc.). • Ongoing: Continue collaborating with program staff to address dead-end job classes on an ongoing basis until all SFHSA job classes have been linked to relevant promotional opportunities. Collaborate with DHR to identify and address dead-end job classes that are used at SFHSA, but whose specifications are set by DHR.
Status	Not Started
Lead	HR Operations Unit

Section 3: Discipline & Separation

The nature of our work at SFHSA is complex. At times our staff need additional support to engage and perform well in their work to meet the essential needs of our clients. Our clients come from historically marginalized and under-resourced communities, and they deserve high quality and effective services from our Agency. We also must recognize that our staff, particularly those in client-facing positions, can face difficult situations in their work, ranging from the challenges of customer service to the complexities of navigating interpersonal dynamics in the workplace. To effectively support our staff to address performance concerns, we need to employ person-centered strategies that recognize our staff as unique individuals and offer them opportunities to engage collaboratively in resolving issues so that disciplinary measures are a measure of last resort. **The Agency's goal is to provide consistent, compassionate, and communicative support and supervision to assist employees in contributing to our mission and meet the expectations for their position.**

Background

Our efforts to advance discipline and separation are unified under one main strategy: to create clear, equitable, and accountable protocol for disciplinary actions. As described in the detailed implementation plan that follows, we'll undertake seven actions to achieve our goal.

Goal 3. Discipline and Separation
Provide consistent, compassionate, and communicative support to assist employees in contributing to our mission and meeting performance expectations

3.1 Create a **clear, equitable, and accountable protocol** for disciplinary actions

Why It Matters

Our staff are our greatest asset and our direct connection with community members. We have a responsibility to both our staff and our clients to support every employee within our Agency to succeed. Traditionally, performance management in civil service has not consistently focused on resolving an issue in a supportive way or collaboratively identifying barriers to success but instead on implementing discipline or corrective action. However, this approach does not support employees to thrive in their careers, and it builds distrust between staff and management. It can amplify underlying tensions related to our Agency's racial/ethnic disparities among levels of management.

Moreover, **our current approach is having disparate impacts by race and ethnicity:** Latinx/Hispanic and Black/African-American employees are experiencing corrective and disciplinary actions at higher rates than their peers of other races. For example, though 22% of our staff are Latinx/Hispanic, they were 29% of disciplined employees last year. Conversely, about 18% of our staff are White but they were only 10% of disciplined employees. This is not an acceptable trend or outcome. Just as important as inclusive hiring and efforts to bring diverse staff into our Agency, we must have strategies that effectively support *all* employees to reengage in their work and address performance issues so that staff can thrive at SFHSA. Our

system must adequately and appropriately resource our staff, supervisors, and managers, so they can collaboratively develop solutions that promote trust and support accountability.

Where We Are Now

Since 2018, SFHSA Human Resources has been participating in a Citywide effort to improve tracking of disciplinary and probationary actions (sparked by a Mayoral executive directive to ensure a diverse, fair, and inclusive workplace).^{vii} More specifically, **these efforts are carried out by the HR Employee & Labor Relations Unit, which oversees matters such as disciplinary investigations, separations from the Agency, and interpretation of collective bargaining agreements.**

Building on centralized data collection managed by DHR, our Agency is tracking additional information and analyzing trends to understand disparities related to discipline and separation. We have begun to expand the role of the Employee & Labor Relations Unit, developing alternative resolution strategies such as mediation, to support employees in resolving interpersonal conflicts in the workplace. The Unit has also begun to explore ways to help supervisors bring a more supportive approach to performance management, integrating principles of restorative justice and employing alternative dispute resolution practices. However, this work requires a significant culture shift and accountability mechanisms to keep us moving in the right direction. To bring about these changes, we will need to develop specific and concrete actions that integrate perspectives across our Agency's programs and levels of staff, from line staff to management.



Where We Are Going

Over the next three years, we will undertake seven actions to reshape our discipline and separation practices, including:

- **Developing new structures for ongoing tracking of disciplinary actions and separations.** We will develop baseline data and dashboards so that we can better monitor racial disparities and assess the impact of our new approaches.
- **Implementing new alternative dispute resolution strategies as part of our performance management process.** We will provide trainings, coaching, and other tools for supervisory staff to strengthen their ability to employ a compassionate approach, address performance issues early, and use methods that are more collaborative and restorative than punitive, where appropriate.
- **Standardizing discipline procedures to promote consistency.** We will work to support standardization of discipline procedures and corrective actions to address disparities in experiences and outcomes.
- **Establishing an equity review of disciplinary actions.** We will develop a process to review disciplinary actions with an equity lens.

Implementation Plan

The following implementation plan outlines the seven specific actions SFHSA will carry out over the next three years to advance racial equity in discipline and separation.

Strategy 3.1: Create a clear, equitable, and accountable protocol for disciplinary actions

Action	3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Employee & Labor Relations Unit, IT • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Create tracking mechanism • Analyze data annually • Increase accountability in disciplinary actions
Timeline	January 2019 – December 2021
Implementation Plan	<ul style="list-style-type: none"> • Jan 2019 – Dec 2021: Continue efforts to improve data on discipline and corrective actions disaggregated by race/ethnicity. This includes timeliness of data entry in the citywide SF People and Pay employment database, as well as enhancements to the internal SFHSA Employee and Labor Relations Database. Develop an internal discipline and corrective action dashboard to identify potential evidence of racial bias. • Ongoing: Maintain the dashboard ongoing to monitor progress in reducing racially disparate outcomes.
Status	In Progress
Lead	HR Employee & Labor Relations Unit

Action	3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your Agency.
Resources Committed	<ul style="list-style-type: none"> • Staff time: HR Operations Unit • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Create tracking mechanism • Analyze data annually
Timeline	January 2021 – December 2021
Implementation Plan	<ul style="list-style-type: none"> • Jan – Jun 2021: Develop a sustainable process to analyze all separations from SFHSA by race/ethnicity, including coordinating with DHR to regularly obtain data on SFHSA employees who separate to join other City departments. • Jul – Dec 2021: Develop baseline data on separations disaggregated by race/ethnicity. Identify trends in separation and areas where racial bias may be impacting staff retention.

	<ul style="list-style-type: none"> • Ongoing: Continue to annually analyze disaggregated separation data and identify areas to be further investigated and addressed.
Status	Not Started
Lead	HR Operations Unit

Action	3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Employee and Labor Relations, HR Learning & Organizational Development, Office of DEIB • Budget: \$ TBD to purchase curriculum and train trainers (also cost of Learning Management System to track completion – see 5.1.5)
Indicators	Number of trainings completed annually
Timeline	October 2020 – December 2022
Implementation Plan	<ul style="list-style-type: none"> • Oct 2020 – Jun 2021: Conduct research to identify gaps in existing supervisory training with respect to issues of bias and equity in discipline and separation. Identify relevant training material available through external organizations and consultants. • Jul 2021 – Jun 2022: Develop and pilot an updated training curriculum with a small group of supervisors representing diverse racial/ethnic backgrounds and SFHSA programs. Update competency models for supervisor and manager classifications to include providing a supportive, restorative workplace with an emphasis on identifying bias and ensuring equity. • Jul 2022 – Dec 2023: Launch the training Agency-wide with clear requirement for timely completion by all supervising employees and plan to track completion. Update competency modeling tools for all supervisory roles to reflect new competencies for supportive supervision. Use the updated Performance Appraisal Report to document development goals and completed trainings for all supervisory staff in alignment with these new competencies. • Ongoing: Continue to refine content based on participant feedback and best practices.
Status	In Progress
Lead	<ul style="list-style-type: none"> • HR Employee & Labor Relations Unit • HR Learning & Organizational Development Unit

Action	3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.
Resources Committed	<ul style="list-style-type: none"> • Staff time: HR Employee & Labor Relations Unit, Office of DEIB, all supervisory staff • Budget: \$ TBD to enhance staff capacity and support training
Indicators	<ul style="list-style-type: none"> • Human resources trained on alternative dispute resolution • Number of cases involving alternative dispute resolution methods • Reduction in separations, discipline, and corrective actions
Timeline	November 2020 – December 2022

Implementation Plan	<ul style="list-style-type: none"> • Nov 2020 – Dec 2021: Train HR staff most involved in disciplinary processes on alternative dispute resolution and restorative justice practices. Develop clear protocols that outline how these new practices fit into the Agency’s progressive discipline process. Begin to implement these new practices and develop strategy for providing coaching support to supervisory staff and tracking utilization of these alternative methods. • Jan – Dec 2022: Begin facilitating alternative dispute resolution methods more widely across the Agency as supervisory staff complete training [see Action 3.1.3] and provide coaching to support supervisors’ ability to implement these new approaches. • Ongoing: Provide ongoing coaching support; track strategies used and evaluate data to determine which methods are having success.
Status	In Progress
Lead	HR Employee & Labor Relations Unit

Action	3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Employee and Labor Relations, Office of DEIB, Racial Equity Work Group, Executive Leadership • Budget: Not applicable
Indicators	Reduction of racial disparities in disciplinary actions
Timeline	November 2020 – December 2021
Implementation Plan	<ul style="list-style-type: none"> • Nov 2020 – Jun 2021: Analyze historic records to identify policy violations and infractions that most commonly result in disciplinary action. Develop a simple matrix tool of common violations with recommended response and level of discipline. • Jul – Dec 2021: Share draft recommendations and revise based on feedback from key stakeholders (e.g., Agency Leadership, Racial Equity Work Group). Share finalized tool with all supervisory staff to support consistency of disciplinary actions and revise the Agency’s disciplinary policy accordingly. • Ongoing: Review all discipline considered and implemented disaggregated by race/ethnicity to assess consistency of disciplinary actions [see Action 3.1.1].
Status	In Progress
Lead	HR Employee & Labor Relations Unit

Action	3.1.6. Create a toolkit providing (1) guidance for team building and compassionate leadership; (2) guidance for setting clear and reasonable job performance expectations; and (3) a template for supervisors to use to record, measure, and track employees' job performance to ensure that standards and expectations are clear, fair, and consistently applied.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Employee & Labor Relations Unit • Budget: Not applicable

Indicators	<ul style="list-style-type: none"> • Number of supervisors using the toolkit • Decrease in the use of performance improvement plans
Timeline	October 2020 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Oct 2020 – Dec 2021: Develop a Supportive Supervision Toolkit to help facilitate clear, consistent, and compassionate leadership, including alternative dispute resolution methods [see Action 3.1.4]. Pilot the toolkit with a cohort of supervisors representing diverse SFHSA programs and racial/ethnic backgrounds. Assess effectiveness and revise as needed. • Jan – Dec 2022: Launch the toolkit agency-wide with clear expectations for its use by all supervising staff. Integrate within new training (see Action 3.1.3) and provide ongoing coaching support to supervisors to ensure effective use. • Jan – Dec 2023: Assess the effectiveness of the toolkit, with particular attention to consistency of use, feedback from staff (both supervisees and supervisors), and changes to discipline and corrective action outcomes.
Status	In Progress
Lead	HR Employee & Labor Relations Unit

Action	3.1.7. Conduct an equity review of all proposed discipline prior to implementation using the racial equity tool to consider the decision with an equity lens.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Employee & Labor Relations Unit, Office of DEIB, Racial Equity Work Group, various staff (line staff to management) • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Reduction in disciplinary actions being disproportionately issued to any group, particularly Black/African-American and Latinx/Hispanic employees • All disciplinary actions have an equity review prior to implementation
Timeline	January 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2021: Develop structure for a Disciplinary Equity Review Committee convened when the Agency is considering issuing formal discipline, including how this process functions within the Agency's progressive discipline process. Draft an equity review tool to help guide the Committee's disciplinary recommendations. • Jan – Dec 2022: Pilot the Disciplinary Equity Review Committee to provide oversight in all disciplinary actions. Track the use of the equity review process. • Jan – Dec 2023: Evaluate the effectiveness of the equity review process and revise as appropriate. Identify and address any findings relevant to equity and bias supervisorial training [see Action 3.1.3].
Status	Not Started
Lead	HR Employee & Labor Relations Unit

Section 4: Diverse & Equitable Leadership

At an agency of our size and complexity, individuals in leadership roles act as critical forces shaping the mission, priorities, and culture of the organization. SFHSA occupies a unique role providing essential social services to diverse San Franciscans representing a tremendous range of needs, experiences, and identities. As such, it is vitally important that our staff at *all* levels of our Agency — particularly our senior management — reflect the varied backgrounds of our clients in order to successfully carry out our mission and achieve equitable outcomes. Moreover, this representation must be substantive, reflected not only in the demographic composition of our leadership, but also in the values and commitments our leadership uses to drive our Agency’s work forward. We have work to do to **ensure that individuals in leadership roles at SFHSA not only represent the racial and ethnic diversity of SFHSA’s clients and staff, but also have a demonstrated commitment and performance expectation to advance racial equity through their leadership.**

Background

We plan to build a more diverse and equitable leadership via two key strategies, supported by actions we will take over the next three years. These actions are described in detail in the implementation plan that follows.

Goal 4. Diverse and Equitable Leadership

Ensure leadership represents our diverse clients and staff and demonstrates their commitment to advancing racial equity

4.1

Commit to **developing diverse and equitable leadership** that fosters a culture of inclusion and belonging

4.2

Develop a process for **incorporating staff input in decision-making**

Why It Matters

While SFHSA’s overall workforce reflects considerable racial and ethnic diversity, and generally mirrors the racial and ethnic composition of the clients we serve, the Agency’s leadership does not. When we disaggregate our staff demographics by management level, **white employees are overrepresented among supervisors and managers, with the most pronounced disparities occurring within the highest levels of management.** So, while only about 18% of our workforce overall identifies as white, 29% of supervisors, 34% of program managers, and 50% of our program directors and executive leadership are white.

These trends are troubling for a number of reasons. Representation matters for the success of our Agency, which serves and employs people from a wide range of racial/ethnic and cultural backgrounds. **It is important that BIPOC individuals occupy supervisory and management roles — not just those on the front line of our direct services —** so that our Agency is better equipped at every level of the organization to understand and address the needs of clients and employees from all walks of life. Further, **the underrepresentation of BIPOC employees**

among SFHSA's leadership has an adverse impact on important facets of our workplace culture, such as staff trust in management and general feelings of inclusion. Our 2015 All Staff Survey showed that our staff have low levels of trust in management, particularly senior management: while 68% of staff agreed that they had a “high level of trust and confidence” in their supervisor, only 56% said they trusted their program manager, and less than half (43%) of staff indicated trust in executive management. While these trends may be unsurprising for an agency of our size and hierarchical structure, where staff are likeliest to build strong relationships with their peers and direct supervisors rather than executive leadership, the racial disparities between the composition of SFHSA's overall workforce and our management suggest that race/ethnicity and culture may unintentionally play a role in shaping employees' experiences of communication, decision-making, inclusion, and trust across hierarchical boundaries. For instance, the staff focus groups and interviews we conducted in 2018 and 2019 showed that employees of color tended to express lower morale, feelings of belonging, and sense of being heard by leadership.

Ultimately, for us to be effective in serving our clients and cultivating a positive and inclusive workplace culture, **BIPOC individuals must be well-represented among the ranks of SFHSA's leadership and meaningfully involved in shaping the decisions that affect our predominantly BIPOC clients and workforce.**

Where We Are Now

Our Agency has made important strides to identify and pursue racial equity priorities within the scope of our client services and workplace culture alike. Building on our participation in the GARE network since 2018, we established our Office of DEIB in 2020 to expand our capacity to advance racial equity within our specific social services context and to support greater staff



SFHSA Executive Director Trent Rhorer, DAS Executive Director Shireen McSpadden, Office of DEIB Manager Asa King, and HR Learning & Organizational Development Unit Manager Dr. Katrina Williams pose with our panel of guest speakers at the Agency's widely-attended Racial Equity Town Hall event in January 2020.

involvement through engagement opportunities like the Racial Equity Work Group. Also this year, we adopted racial equity as an explicit value of our organization as part of our Agency's rebrand, and passed resolutions at our Commissions to further reinforce our public commitment to racial equity. While we still have long and challenging work ahead of us, our leadership is committed to advancing their own learning about issues of racial equity, working collaboratively with the experts in the SF Office of Racial Equity and our own Office of DEIB to pursue our equity priorities, and to cultivate more robust feedback loops and other mechanisms for staff input so that all our employees feel heard.

Where We Are Going

We will pursue five actions across two key strategies to achieve our goal to ensure our Agency's leadership is diverse and equitable. Key highlights include:

- **Developing more diverse and equitable leadership.** We will track leadership demographics to inform recruitment and hiring strategies for further diversifying our management. We will also require leadership to complete racial equity training and other development so they are better equipped to guide this work Agency-wide.

- **Create a process for incorporating staff input in decision-making.** We will create feedback loops between our staff and senior management, and develop a framework to support shared decision-making that involves employees at all levels of SFHSA.

Implementation Plan

The following implementation plan details the five specific actions SFHSA will carry out over the next three years to ensure a more diverse and equitable leadership.

Strategy 4.1: Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging

Action	4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the Citywide Racial Equity Framework and the Agency’s Racial Equity Action Plan.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Examinations & Classification Unit, HR Operations Unit, program leadership, Racial Equity Work Group, Communications • Budget: Not applicable
Indicators	Percent increase in diverse leadership
Timeline	January 2021 – June 2022
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 1.1.3.</p> <ul style="list-style-type: none"> • Jan 2021 – Dec 2021: Draft an equitable and inclusive hiring and recruitment policy in collaboration with SFHSA program leadership and the Racial Equity Work Group. The policy should address issues pertaining to the cultivation of diverse and equitable leadership. • Jan – Jun 2022: Adopt and socialize the policy Agency-wide. • Ongoing: Use data on hiring and recruitment outcomes for leadership roles to support continuous improvement, in alignment with the SFHSA Racial Equity Action Plan.
Status	Not Started
Lead	HR Examinations & Classification Unit

Action	4.1.2. Commit to ongoing racial equity training and development for leadership.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, Contracts, all supervisory staff • Budget: \$ TBD to procure a racial equity training vendor
Indicators	Number of training and development completed by leadership per quarter
Timeline	January 2021 – December 2023
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 7.2.2.</p> <ul style="list-style-type: none"> • Jan – Dec 2021: Begin offering introductory racial equity training — in coordination with the SF Office of Racial Equity — to SFHSA staff at every level of the organization. Require all supervisory staff (e.g.,

	<p>directors, managers, supervisors, select others) to complete this introductory training by the end of the year.</p> <ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Identify and procure a vendor to provide advanced racial equity training to SFHSA Executive Management. Make a plan to support both required and elective ongoing racial equity training for all supervisory staff. • Jul 2022 – Dec 2023: Begin offering advanced racial equity training and related continuous learning opportunities to supervisory staff. • Ongoing: Extend these opportunities to all staff as resources permit.
Status	Not Started
Lead	HR Learning & Organizational Development Unit

Action	4.1.3. Incorporate senior leadership demographics in the Agency's Racial Equity Action Plan, annual updates, and/or other public-facing reporting.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB • Budget: Not applicable
Indicators	Senior leadership demographics included in the department annual report
Timeline	January 2021 – December 2021
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2021: Include information on the racial/ethnic composition of our Agency's leadership in the SFHSA Racial Equity Action Plan and the first Annual Update. • Ongoing: Provide updated leadership demographic information in subsequent annual updates [see Action 6.1.4].
Status	Not Started
Lead	Office of DEIB

Action	4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Communications, Executive Management, Office of DEIB, Racial Equity Work Group • Budget: Not applicable
Indicators	Percent of staff is aware of the process
Timeline	July 2021 – December 2022
Implementation Plan	<ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Collaborate with SFHSA Executive Management and the Racial Equity Work Group to develop a simple feedback process that enables staff to submit anonymous input to our Agency's leadership (e.g., virtual suggestion box, Agency town halls with anonymous Q&A, etc.). Draft a protocol for monitoring staff feedback and providing a timely response to major issues raised to leadership. • Jul – Dec 2022: Implement and socialize the feedback process to ensure staff at every level of the organization are aware of opportunities to provide anonymous input to Agency leadership.
Status	Not Started

Lead	Communications
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Strategy 4.2: Develop a process for incorporating staff input in decision-making

Action	4.2.1. Develop an Agency-wide framework for shared decision-making that involves staff at all levels of the organization.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Policy & Planning Unit, Executive Management, Racial Equity Work Group • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Number/percent of staff who feel their opinions matter • Number/percent of staff who trust Executive Management • Number/percent of staff who trust their program manager • Number/percent of staff who trust their direct supervisor
Timeline	January 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2021: Collaborate with the SFHSA Policy & Planning Unit and Executive Management to identify existing practices for policy development and decision-making with respect to both Agency-internal issues and client services. In particular, note ways in which staff are involved in these processes, and what roles/levels of the organization are typically represented. Explore where existing processes might be enhanced to support staff equity and inclusion. Research best practices for shared or participatory decision-making. • Jan – Dec 2022: Draft a framework for shared decision-making at SFHSA, leveraging strengths in existing process and informed by best practice findings. Where feasible, involve staff from all levels of the organization in the development of this framework. Make a plan for implementing the framework, including training for SFHSA staff in supervisory roles to ensure widespread adoption of shared decision-making practices throughout the Agency. • Jan – Dec 2023: Begin implementing the shared decision-making framework Agency-wide.
Status	Not Started
Lead	Office of DEIB

Section 5: Mobility & Professional Development

Employee development is an important cornerstone of workforce management in any successful organization, especially at one as large and complex as SFHSA. At our Agency, workplace demands range from providing quality customer service to clients with a diverse array of needs, to overseeing complicated contracts with community-based service providers, to navigating the opportunities and challenges posed by widespread adoption of telecommuting following the COVID-19 outbreak. Training, mentorship, and other resources for professional development represent an essential investment in our staff, enabling them to deepen their existing knowledge, skills, and abilities, as well as to acquire new ones — to both our Agency’s benefit and each individual employees’ advantage alike. For our organization, staff development has the potential to improve the effectiveness and efficiency of our workforce in carrying out our mission. For our employees, continuous learning is an important incentive to stay on with us, presenting new and exciting opportunities for growth, and acting as a stepping stone on the path to more senior roles at the Agency and broader career advancement. Recognizing these benefits and the need to adopt a more whole-person approach to employee development, **our Agency is committed to empowering SFHSA employees of all racial and ethnic backgrounds to envision and carry out their professional goals, including continuous learning and career advancement.** Further, we will make a proactive and ongoing investment in its employees so that all staff are supported to perform at their highest level and to grow within the Agency.

Background

Our work to enhance professional development and mobility within SFHSA falls within four key strategies. These strategies are supported by a number of specific actions we will take over the next three years, as described in the detailed implementation plan that follows.

Goal 5. Mobility and Professional Development
Empower HSA employees of all racial and ethnic backgrounds to envision and carry out their professional goals, including continuous learning and career advancement

5.1	Offer professional and skill development opportunities that center individual goals
5.2	Encourage consistent and thoughtful collaboration between staff and supervisors
5.3	Ensure staff needs are centered and met timely in order to perform and excel at their jobs
5.4	Empower staff to set individual goals for professional growth and development

Why It Matters

Beyond the obvious institutional advantages to enhancing the skills and abilities of our employees to perform their work, opportunities for professional growth and related career advancement are extremely attractive to our staff, supporting greater employee job satisfaction and retention. Perhaps unsurprisingly, **our highly motivated and mission-driven staff consistently express a desire for more development opportunities and clearer promotional pathways** across staff surveys, interviews, and focus groups. However, they note a number of challenges and potential inequities in accessing these opportunities.

For instance, in our 2018 staff focus groups, frontline staff expressed frustration that the programmatic demands on them to be available to serve clients sometimes clashed with their interest in training or other professional development activities, and that these burdens did not seem to fall equally on staff in supervisory, analytical, or administrative roles. As one employee remarked, “Supervisors and managers, as part of the [SFHSA] culture, they get to go for trainings and classes...There should be more trainings on how to deal with clients, for example, for eligibility workers and social workers. They would have more time to understand [how] to better reach out, or to minimize frustration... The Agency should do more. Managers travel to far places for workshops and the Agency covers that.... But it should trickle down to regular employees.” In light of the underrepresentation of BIPOC employees among SFHSA’s supervisory or management roles relative to their share of our overall workforce, **structural or programmatic conditions at our Agency that are not intentionally organized around issues of race/ethnicity nevertheless may produce a differential racial impact on our staff**, leaving our BIPOC employees at a disadvantage compared to their white peers.

Ultimately, we know that making meaningful investments in our staff to support their career planning and professional development pays dividends for our employees and our Agency alike. However, **we have considerable work to do in expanding resources for development, as well as in identifying and removing barriers to access** so that employees at all levels of our organization and from all racial/ethnic backgrounds have the chance to build their skills and meet their career goals.

Where We Are Now

Led by the HR Learning & Organizational Development Unit, our Agency offers a robust catalog of courses that cover topics ranging from navigating difficult conversations in the workplace to using spreadsheets effectively to skill-building for staff performance management. We also offer intensive on-the-job training for a variety of critical client-facing roles, and support (and sometimes fund) employees to access continuous or extended learning opportunities outside SFHSA, like those hosted by other City agencies, college and university partners, and social services-related professional associations. Moreover, ever sensitive to new learning needs among our Agency’s staff, the Learning & Organizational Development Unit develops new courses, compiles resources for self-directed learning, and transitions in-person learning to virtual spaces where possible, to support employees managing the new demands of telecommuting following the COVID-19 outbreak. **Notably, though, employee demand for learning opportunities at SFHSA and elsewhere tends to outpace supply. Staff commonly encounter other barriers to access** such as costly registration fees, inequities shaped by the varied requirements of different job roles, lack of support from direct supervisors to identify and pursue continuous learning, etc.

With respect to career planning, SFHSA launched a competency modeling initiative in 2016 — a framework and set of tools to support employees to understand the knowledge, skills, and abilities they need to perform well in their current role; evaluate their current competencies and project or track their growth over time; reflect on their immediate and long-

term career goals; and identify the skills they may need to develop in order to promote into more senior roles at the Agency. However, these tools are not widely known among our staff or used to their fullest potential to support goal-setting and professional development. Fortunately, this issue may be remedied as we continue our work to incorporate whole-person development and competency-based approaches into the culture of the Agency, not only socializing these resources for our staff generally, but also ensuring their use to enhance staff supervision and performance management.

Where We Are Going

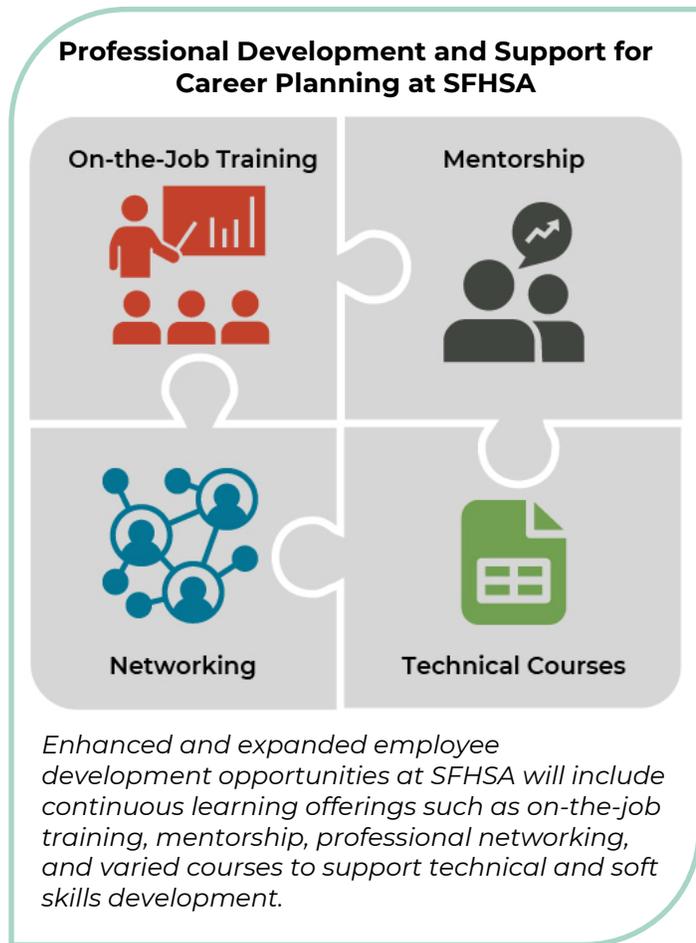
Across four strategies, we will pursue 13 actions to support enhanced and more equitable opportunities for professional development and Key highlights include:

- **Offering more robust professional development opportunities to our employees.** We will enhance and expand learning opportunities, both internal and external to our Agency, so that staff have better access to development that meets their professional needs. We will secure a learning management system to support the delivery, tracking, and reporting of staff professional development.

- **Promoting more supportive supervision incorporating whole-person approaches to performance management.** We will integrate a more holistic view of our employees and more collaborative methods in supervisory practice so that we place both program and staff needs at the center of everyday supervision and periodic performance review.

- **Providing our employees with tools to support career planning and professional development.** We will use competency-based frameworks and tools to support staff performance, professional goal-setting, and career advancement.

We will also create open channels of communication between frontline staff and management, plus a mentorship program between senior and junior level staff.



Implementation Plan

The following implementation plan details the 13 specific actions SFHSA will carry out over the next three years to advance racial equity in the area of mobility and professional development.

Strategy 5.1: Offer professional and skill development opportunities that center individual goals first, then organizational needs

Action	5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, various program staff, Racial Equity Work Group, Communications, all staff • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Number of available professional development opportunity • Number of completed trainings
Timeline	July 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Collaborate with SFHSA program staff to draft an Agency-wide policy authorizing all employees to complete up to 40 hours of professional development every year, in alignment with the goals they have documented in their annual Performance Appraisal Report [see Action 5.2.1], as well as Citywide or Agency training requirements. The policy should set clear expectations for staff in supervisory roles to support their supervisees in completing required professional development and meeting their goals. • Jul 2022 – Dec 2023: Adopt the policy Agency-wide. Collaborate with SFHSA Communications to socialize the updated requirements for professional development and related resources to help staff meet their professional goals (e.g., Success Roadmaps and other competency modeling tools, supervisory guides for performance management, etc.). Begin tracking staff professional development in the SFHSA Learning Management System [see Action 5.1.5] to support accountability and continuous improvement.
Status	Not Started
Lead	HR Learning & Organizational Development Unit

Action	5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, program leadership, Racial Equity Work Group, Communications, all staff • Budget: Not applicable
Indicators	Number of attended, external conferences
Timeline	July 2022 – December 2023

Implementation Plan	<ul style="list-style-type: none"> • Jul 2022 – Jun 2023: Review existing SFHSA policy governing staff attendance at conferences through a racial equity lens. Collaborate with SFHSA program staff to identify opportunities for expanding and diversifying conference attendance (particularly across job class and roles), and update the conference attendance policy accordingly, in alignment with Agency-wide staff professional development requirements [see Action 5.1.1]. • Jun – Dec 2023: Adopt and socialize the updated conference attendance policy Agency-wide. Ensure the policy and related documents (e.g., conference authorization requests, reimbursement forms, etc.) are available to all SFHSA staff via the employee intranet.
Status	Not Started
Lead	<ul style="list-style-type: none"> • HR Learning & Organizational Development Unit • Program leadership

Action	5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit • Budget: \$ TBD to support extended learning
Indicators	<ul style="list-style-type: none"> • Number of staff enrolling and completing extended learning • Budget dedicated to extended learning annually
Timeline	June 2020 – December 2023
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 5.1.4.</p> <ul style="list-style-type: none"> • Jun 2020 – Dec 2021: Digitize the extended learning opportunities currently available at SFHSA so that we continue to meet staff learning needs following the outbreak of COVID-19 and the Agency-wide shift to telecommuting. Expand course offerings to include new staff learning needs, such as the use of videoconferencing tools. • Jan 2022 – Jun 2023: Bring the SFHSA Learning & Organizational Development training catalog into alignment with the Agency's competency modeling initiative, so that staff understand how the skills they develop in a given course will help them meet their job expectations and professional goals. • Ongoing: Maintain a robust catalog of in-person and virtual trainings that are responsive to SFHSA staff learning needs at every level of the organization. Use data on course attendance, outcomes, and staff feedback to inform continuous improvement. Ensure an adequate Human Resources budget to support staff professional development administration and programming.
Status	In Progress
Lead	HR Learning & Organizational Development Unit

Action	5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit • Budget: \$ TBD to support extended learning

Indicators	Number of staff participating in outside events or opportunities
Timeline	June 2020 – June 2023
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 5.1.3.</p> <ul style="list-style-type: none"> • Jun 2020 – Jun 2022: Collaborate with SFHSA program staff to draft an Agency-wide protocol for requesting approval to participate in SFHSA-external extended learning, including opportunities with participation fees. Streamline budgeting within Human Resources to support prompt approval of staff requests and release of funds. • Jul 2022 – Jun 2023: Adopt and socialize the new protocol Agency-wide. Ensure the protocol and related documents for requesting approval and/or financial support for SFHSA-external professional development are available to all staff via the employee intranet. • Ongoing: Maintain a robust catalog of self-directed trainings and other SFHSA-external learning opportunities, publicized widely on the employee intranet, through email newsletters, etc. Ensure an adequate Human Resources budget to support staff professional development administration and programming, including financial support for staff to participate in SFHSA-external extended learning.
Status	In Progress
Lead	HR Learning & Organizational Development Unit

Action	5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, IT, Contracts • Budget: \$100,000 for one-time LMS implementation, plus \$75,000 annually for ongoing LMS operations and technical support
Indicators	<ul style="list-style-type: none"> • Adopt a tracking system, analyze annually • Number of staff of color utilizing professional development
Timeline	January 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jan – Jun 2021: Develop a budget proposal for an Agency-wide learning management system (LMS) to support delivery, tracking, and reporting of staff professional development. As an interim process improvement, begin using appointment booking software to automate staff registration for SFHSA training courses and track staff professional development disaggregated by race/ethnicity. • Jul 2021 – Jun 2022: Collaborate with SFHSA IT and Contracts staff to draft a Request for Proposal outlining LMS business requirements and related Agency priorities. Begin the procurement process. • Jul 2022 – Dec 2023: Procure and begin implementing the LMS. • Ongoing: Following implementation of the LMS, regularly track and analyze trends in staff professional development to inform continuous improvement of professional development resources.
Status	Not Started
Lead	HR Learning & Organizational Development Unit

Strategy 5.2: Encourage collaboration between staff and supervisors that are consistent and thoughtful

Action	5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, various program staff, Racial Equity Work Group, all supervisory staff, all staff • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Annual performance evaluation completed by all staff • Number and percent of all staff who have completed the Performance Appraisal Report training • Number and percent of supervisory staff who have completed one or more performance management trainings (e.g., 24 Plus)
Timeline	July 2021 – December 2023
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 5.3.2.</p> <ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Revise the annual performance appraisal process — including the Performance Appraisal Report — in alignment with the principles of whole-person development and the Agency’s competency modeling initiative [see Action 5.4.1]. Collaborate with SFHSA program staff to enhance training and other resources for performance management, so that supervisory staff have adequate support to implement the revised performance appraisal process with their supervisees. • Jul 2022 – Dec 2023: Adopt and socialize the new performance appraisal process Agency-wide. Require all staff to complete a brief training on the purpose and use of the revised Performance Appraisal Report. In addition, require all supervisory staff to complete trainings that support performance management (e.g., 24 Plus, Crucial Conversations, etc.), if they have not already done so. • Ongoing: Use the SFHSA learning management system [see Action 5.1.5] to track completion of the annual Performance Appraisal Report and required staff professional development, disaggregated by program and supervisor. Analyze trends to inform continuous improvement in performance management, and provide coaching for supervisory staff who may need support to meet benchmarks.
Status	Not Started
Lead	HR Learning & Organizational Development Unit

Action	5.2.2. Create a mentorship program between senior and junior level staff.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, various program staff, Racial Equity Work Group • Budget: \$ TBD to support mentorship programming
Indicators	<ul style="list-style-type: none"> • Number of mentorship programs per year; and • Number of meetings per program cycle
Timeline	January 2021 – June 2022

Implementation Plan	<ul style="list-style-type: none"> • Jan – Jun 2021: Research mentorship models that may be adapted for use at SFHSA, with a focus on public sector examples. Collaborate with SFHSA program staff and the Racial Equity Work Group to develop a tailored framework for mentorship at SFHSA. • Jul – Dec 2021: Recruit mentors and mentees for the program, and prepare to launch the mentorship program in 2022. • Jan – Jun 2022: Launch the first six-month mentorship cohort. • Ongoing: Launch a new mentorship cohort every six months. Use participant feedback to inform continuous program improvements.
Status	Not Started
Lead	HR Learning & Organizational Development Unit

Strategy 5.3: Ensure staff needs are centered and timely met in order to perform and excel at their jobs

Action	5.3.1. Create a process where staff can submit accommodation requests to the Agency’s administration. The overall timeline process should be transparent and easily accessible.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Process developed • Percent of staff aware of accommodation process • Number of accommodations made increased
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Maintain existing protocols for requesting a reasonable accommodation at SFHSA. Continue to review requests and make documented determinations in a timely fashion. Collect data and analyze trends regarding accommodation requests and determinations to inform continuous process improvement.
Status	Completed
Lead	Office of Civil Rights

Action	5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, Office of Civil Rights • Budget: Not applicable
Indicators	Accommodations discussed and recorded during annual performance evaluation process
Timeline	July 2021 – December 2023
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 5.2.1.</p> <ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Revise the annual performance appraisal process to include a more whole-person approach for supervisors and their supervisees to identify the needs/resources that will support their job performance, and together make a plan to address those needs and related performance goals.

	<ul style="list-style-type: none"> • Jul 2022 – Dec 2023: Adopt and socialize the new performance appraisal process Agency-wide. Training for supervisors should include whole-person frameworks for supportive supervision and performance management. • Ongoing: Track completion of the annual Performance Appraisal Report, including documented discussion of staff needs and collaborative planning to meet those needs and performance goals.
Status	Not Started
Lead	HR Learning & Organizational Development Unit

Action	5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights, SFHSA Wellness Champions, Racial Equity Work Group • Budget: \$ TBD to support staff wellness
Indicators	<ul style="list-style-type: none"> • Improvement in overall staff mental health • Increase in staff feedback
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Maintain existing Agency-wide support for employee wellness and community-building (e.g., designated SFHSA Wellness Champions, on-site wellness courses and events, program holiday and cultural celebrations, etc.). Enhance investments in staff connection and wellness where possible, such as the development of SFHSA Employee Resource Groups [see Action 6.1.5].
Status	Completed
Lead	Office of Civil Rights

Action	5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals (e.g., transportation stipends, exercise stipends, childcare, etc.)
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights, Racial Equity Work Group • Budget: \$ TBD to support staff wellness
Indicators	<ul style="list-style-type: none"> • Assessment performed annually • Budget set aside for accommodations • Increase in staff awareness of accommodations
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Maintain existing practices for sharing information with staff Agency-wide about resources that support staff wellness, including employee benefits and requests for reasonable accommodation. Use feedback mechanisms like the SFHSA All Staff Survey and Agency town halls to understand staff needs ongoing, and to inform both Agency-level and Citywide support for staff.
Status	Completed

Lead	Office of Civil Rights
Action	5.3.5. Respect religious and cultural practices of employees.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights • Budget: Not applicable
Indicators	Improvement in overall staff mental health
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Maintain existing employee anti-discrimination protections and other practices (e.g., informing staff of the process for requesting a religious accommodation, maintaining an Agency-wide calendar noting interfaith and/or cultural events, hosting diverse staff cultural celebrations, etc.) to ensure that SFHSA staff from all religious and cultural backgrounds feel respected and supported. Use staff feedback mechanisms like the SFHSA All Staff Survey and Agency town halls to understand staff needs and inform opportunities to build a more inclusive workplace culture.
Status	Completed
Lead	Office of Civil Rights

Strategy 5.4: Empower staff to set individual goals for professional growth and development

Action	5.4.1. Use competency modeling to support staff performance, professional goal-setting, and career advancement.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, Communications SFHSA supervisory staff, all SFHSA staff • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Number and percent of staff using continuous performance management tools • Number and percent of staff who achieve at least 80% of their professional SMART goals annually
Timeline	January 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2021: Collaborate with SFHSA Communications to socialize the Agency’s competency modeling initiative and related tools for continuous performance management Agency-wide. Provide all staff with training to use these tools (e.g., Success Roadmaps, SMART goals, etc.) so that staff and supervisor job performance expectations are in better alignment, and staff have clear guideposts to support conversations about professional development and career planning. • Jan 2022 – Dec 2023: Bring the SFHSA Learning & Organizational Development training catalog [see Action 5.1.3] and performance appraisal process [see Action 5.2.1] into alignment with the Agency’s competency modeling initiative. • Ongoing: Maintain an empowering, competency-based culture at SFHSA that integrates clear expectations for job performance,

	guides professional goal-setting, and supports career planning. Track staff completion of their annual Performance Appraisal Report, including their professional goals and related development outcomes. Analyze trends to inform continuous improvement in performance management.
Status	Not Started
Lead	HR Learning & Organizational Development Unit

Section 6: Organizational Culture of Inclusion & Belonging

SFHSA's organizational culture is varied and complex. We are a large Agency made up of three distinct Departments who serve very different populations and often work under correspondingly different conditions tailored to meet the unique needs of our clients. However, we share a common mission — to deliver high-quality, culturally-appropriate services that help to meet the essential needs and improve the well-being of San Franciscans through all stages of life. Organizations with a healthy and inclusive culture are mission-driven, and infuse every aspect of the workplace with their values and priorities.^{viii, ix} At SFHSA, this means creating a supportive environment where employees share a sense of identity and purpose, make meaningful contributions to shape our success, and treat each other with fairness and respect. **Our goal is to foster a culture of inclusion and belonging where SFHSA's clients, community partners, stakeholders, and staff at every level of the Agency feel respected, included, and empowered to contribute to the Agency's mission.**

Background

We will work towards our goal of building an organizational culture of inclusion and belonging within four main strategies. The detailed implementation plan that follows describes the specific actions we will take within these strategies over the next three years.

Goal 6. Organizational Culture of Inclusion and Belonging

Foster a culture where our clients, community partners, stakeholders, and staff at every level feel respected, included, and empowered to contribute to our mission

6.1	Foster an organizational culture that is committed to inclusion and belonging
6.2	Develop agency communication strategies that support and promote equity
6.3	Improve physical and digital spaces to meet or exceed accessibility standards
6.4	Support an internal culture of belonging by fostering external relationships with the broader city community

Why It Matters

When it comes to cultivating SFHSA's greatest asset — our staff — ensuring that we employ diverse individuals who reflect the varied backgrounds of our clients and communities alone isn't enough to effectively carry out our mission. Diversity is a fact, demonstrating that multiple identities are represented among the staff who make up our organization. Inclusion is a

behavior, the work we do to remove barriers and amplify voices so that the ideas and perspectives of employees from varied backgrounds add to the conversation. Belonging is an outcome, in which employees feel like their voices and contributions matter, and that they can thrive as their authentic selves.^x **When people feel they belong, they tend to perform better, take on challenges that help them grow, and persist in the face of setbacks.**^{xi}

While we have generally been effective in employing diverse staff, particularly in direct service roles, **we have room for growth to build an organizational culture where everyone — especially BIPOC individuals — feels that they belong.** Our staff want to know their voices matter. In our 2015 Agency-wide survey, 62% of White employees agreed with the statement, “At work, my opinion seems to count,” while only 56% of Latinx/Hispanic, 50% of Asian/Pacific Islander, and 47% of Black/African-American employees expressed agreement. We all have a part to play in the challenging work of culture change to make our organization more inclusive. Together, we can break down barriers to participation in our Agency and finding opportunities to build community, understanding, and mutual trust.

Where We Are Now

Our current work to create a more inclusive culture where all our staff, clients, and other stakeholders can belong is reflected in a range of approaches. HR offers staff trainings to support more effective communication and mutual understanding across dimensions of age, race, gender, sexuality, and culture in the workplace. Agency-wide, staff Wellness Champions help to promote employee connection and well-being by hosting events like yoga classes, dance breaks, and ping pong tournaments in shared spaces across SFHSA’s buildings. DAS leverages community ties to decorate shared workspaces and public meeting rooms with artwork of and by the older adults and adults with disabilities we serve, making our physical spaces more inviting for staff, clients, and partners alike. And most recently, we established our Office of Diversity, Equity, Inclusion, & Belonging, which provides our Agency with the necessary skills and capacity to help guide our work to reshape our organizational culture, much of which is outlined in this plan.



Members of SFHSA’s staff-led Black History Month Steering Committee celebrate the success of the Agency’s Black History Month celebration in February 2020.

Where We Are Going

Across four strategies, we will carry out 19 actions to cultivate a more inclusive workplace culture, including:

- **Making a commitment to a culture of inclusion and belonging.** We will set clear goals for equity and inclusion, and reinforce our accountability for making change by reconvening our staff-led Racial Equity Work Group and regularly sharing our progress with our staff and stakeholders.
- **Ensuring our communications, spaces, and programming are accessible and inclusive.** We will create a welcoming physical and digital environment that goes

beyond meeting only basic needs, so that people of all backgrounds and abilities can be full participants in our Agency community.

- **Fostering relationships with the communities we serve.** We will enhance feedback loops and other investments in the community to ensure that our clients and partners help to shape our programs and services.

Implementation Plan

The following implementation plan details the 19 specific actions SFHSA will carry out over the next three years to advance racial equity in the area of organizational culture.

Strategy 6.1: Foster an intentional organizational culture that is committed to inclusion and belonging

Action	6.1.1. Ensure that the Agency’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Communications • Budget: Not applicable
Indicators	Agency mission, policies, and procedures are updated and available
Timeline	September 2020 – January 2021
Implementation Plan	<ul style="list-style-type: none"> • Sept – Dec 2020: Adopt racial equity resolutions at the Human Services and Disability and Aging Services Commissions [see Action 7.1.3] to reflect the Agency’s explicit commitment to advancing equity and ensuring an organizational culture of inclusion and belonging. Launch an Agency-wide re-brand featuring an updated vision, mission, and values — including a new value related to the advancement diversity and racial equity. • Jan 2021: Publish the SFHSA Racial Equity Action Plan. • Ongoing: Maintain robust communications to support staff awareness of and engagement in our shared work to advance racial equity at the Agency, in alignment with the plan.
Status	In Progress
Lead	<ul style="list-style-type: none"> • Office of DEIB • Communications

Action	6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the Agency accountable for reaching its Racial Equity Action Plan goals.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Racial Equity Work Group • Budget: Not applicable
Indicators	Regular, scheduled meetings with Racial Equity Team to implement Racial Equity Action Plan
Timeline	October 2020 – June 2021

Implementation Plan	<ul style="list-style-type: none"> • Oct – Dec 2020: Reconvene the SFHSA staff Racial Equity Work Group for FY 20-21 through an open application process. Select 27 diverse members representing all SFHSA Departments at various levels of the organization to commit 20% of their time to supporting the Agency’s racial equity efforts. Engage Work Group members in the development of the SFHSA Racial Equity Action Plan. • Jan – Jun 2021: Meet with the Racial Equity Work Group at least once a month to support implementation of the SFHSA Racial Equity Action Plan, ensuring meaningful opportunities for member input and other contributions to move action items forward. Attend monthly Citywide meetings hosted by ORE for staff involved in their Agency’s racial equity initiatives. • Ongoing: Establish and implement ongoing a process to convene annual cohorts of the SFHSA Racial Equity Work Group.
Status	In Progress
Lead	<ul style="list-style-type: none"> • Office of DEIB • Racial Equity Work Group

Action	6.1.3. Develop a Racial Equity Action Plan that is updated regularly and available to the public.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Policy & Planning Unit, HR, Executive Management, Racial Equity Work Group, Communications • Budget: Not applicable
Indicators	Racial Equity Action Plan is published on department website
Timeline	July 2020 – December 2021

Implementation Plan	<ul style="list-style-type: none"> • July 2020 – Jun 2021: Draft and publish online the first SFHSA Racial Equity Action Plan in alignment with the Citywide Racial Equity Framework developed by the SF Office of Racial Equity. Present the completed plan to the Human Services and Disability and Aging Services Commissions, meetings which are open to the public. • Jul – Dec 2021: Prepare the first Annual Update to the SFHSA Racial Equity Action Plan, consistent with the Citywide requirements. • Ongoing: Publish a new Annual Update every year, supplemented by interim racial equity news and progress updates made available on the SFHSA intranet and public-facing website.
Status	In Progress
Lead	Office of DEIB

Action	6.1.4. Regularly report to staff, board, and commissioners on Racial Equity Action Plan updates.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Communications • Budget: Not applicable
Indicators	Ongoing reporting
Timeline	January 2021 – December 2021
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2021: Publish the SFHSA Racial Equity Action Plan and present the plan at the Agency’s Commissions.

	<ul style="list-style-type: none"> • Ongoing: On an annual basis, publish the Annual Update to the SFHSA Racial Equity Action Plan. In addition, share interim updates with Agency staff and stakeholders to maintain their awareness and engagement with SFHSA's racial equity efforts [see Action 6.1.3].
Status	Not Started
Lead	Office of DEIB

Action	6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Racial Equity Work Group, Communications • Budget: \$ TBD to sponsor affinity group programming
Indicators	<ul style="list-style-type: none"> • Number of Employee Resource Groups established • Number of programs hosted by Employee Resource Groups • Number of staff participating in Employee Resource Groups
Timeline	July 2021 – June 2022
Implementation Plan	<ul style="list-style-type: none"> • Jul – Dec 2021: Draft an Agency-wide policy setting requirements for creating an SFHSA Employee Resource Group, remaining a group in good standing, and identifying the resources the Agency will provide to support these groups. The policy should be informed by best practices for hosting affinity groups in the public sector. • Jan – Jun 2022: Share this policy widely with all staff, and begin accepting applications to create an Employee Resource Group. • Ongoing: Track the outcomes related to the development of these groups, and use this information to ensure that adequate resources are allocated to support them ongoing.
Status	Not Started
Lead	Office of DEIB

Action	6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, Office of DEIB, Racial Equity Work Group, Communications, all staff • Budget: Not applicable
Indicators	Number of training, conference, or discussions regarding diversity, equity, and inclusion completed by staff per quarter
Timeline	January 2021 – December 2021
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2021: In alignment with Action 4.1.2 and various actions detailed in Section 5, begin offering introductory racial equity training to SFHSA staff at every level of the organization, supported by other existing internal and external professional development opportunities that address racial equity topics. Begin developing and launching other extended learning opportunities related to racial equity (e.g., speaker series, lunch and learns, etc.). • Ongoing: Continue to develop and launch extended learning opportunities pertaining to issues of racial equity. Use data on staff

	attendance, engagement, and feedback to inform continuous improvement to these offerings.
Status	Not Started
Lead	<ul style="list-style-type: none"> • HR Learning & Organizational Development Unit • Office of DEIB

Action	6.1.7. Conduct an annual staff survey that assesses the Agency’s commitment to an organizational culture of inclusion and belonging.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Policy & Planning Unit, Office of DEIB, Communications • Budget: \$ TBD to support employee engagement
Indicators	Annual survey with disaggregated data and feedback
Timeline	November 2020 – December 2021
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 1.1.2.</p> <ul style="list-style-type: none"> • Nov 2020 – Jun 2021: Develop and administer the 2021 SFHSA All Staff Survey in alignment with existing Agency processes for assessing organizational health and staff attitudes. • Jul – Dec 2021: Analyze and share the survey results disaggregated by factors like respondent race/ethnicity, programs, and level of the Agency. Provide recommendations to address areas of concern in the Annual Update to the SFHSA Racial Equity Action Plan. • Ongoing: Administer the survey every other year. Use the survey findings to inform future strategic planning for racial equity, and where appropriate, to assess our success in advancing equity goals.
Status	In Progress
Lead	Policy & Planning Unit

Action	6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Facilities, Communications, various program staff • Budget: \$ TBD to acquire inclusive art and decor
Indicators	Increase in staff engagement
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Collaborate with SFHSA program staff to feature inclusive art, décor, and design reflecting our diverse staff and clients across both physical and digital workspaces (e.g., sculpture and Margaret Mead quote outside SFHSA headquarters, client artwork displayed in DAS lobby and meeting rooms, Black History Month decorations made by staff). Conduct this work in alignment with the SFHSA re-brand launched in November 2020 [see Action 6.1.1].
Status	Completed
Lead	<ul style="list-style-type: none"> • Facilities • Communications

Strategy 6.2: Develop internal communication processes and procedures that promote equity

Action	6.2.1. Regularly update Agency mailing lists to ensure that all staff receive communications.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Communications • Budget: Not applicable
Indicators	Increase in staff feedback, participation, and response to communications
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Maintain an up-to-date SFHSA all-staff mailing list that is responsive to changes in Agency staffing and employee contact information. Track employee engagement with all-staff communications (e.g., email open rates, web traffic data, etc.) to inform improvements to communications strategy and outcomes.
Status	Completed
Lead	Communications

Action	6.2.2. Ensure that all staff meetings center diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, Office of DEIB, Racial Equity Work Group, various SFHSA supervisory staff • Budget: Not applicable
Indicators	Ongoing staff participation and feedback
Timeline	July 2021 – December 2022
Implementation Plan	<ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Collaborate with supervisory staff from SFHSA programs to develop Agency-wide best practices and shared resources for conducting inclusive staff meetings featuring diverse speakers, equity topics, and opportunities for staff participation. Best practices should include methods for assessing staff engagement and continuous improvement based on staff feedback. • Jul – Dec 2022: Begin implementing these practices and gather initial feedback from supervisory staff to inform adjustments to best practice guidance and related resources. • Ongoing: Maintain a network for supervisory peer support and occasional Office of DEIB coaching to reinforce the use of these best practices ongoing.
Status	Not Started
Lead	<ul style="list-style-type: none"> • HR Learning & Organizational Development Unit • Office of DEIB

Action	6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Communications

	<ul style="list-style-type: none"> • Budget: \$ TBD to maintain and enhance communications tools
Indicators	Ongoing staff participation and feedback
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Maintain both physical and digital spaces for SFHSA communications and staff information sharing (e.g., bulletin boards, employee intranet, email listservs, online video and chat tools, etc.). Enhance and expand these spaces as needed ongoing in alignment with the SFHSA Racial Equity Action Plan to support equitable staff access to communications resources and peer-to-peer engagement.
Status	Completed
Lead	Communications

Strategy 6.3: Improve both physical and digital spaces to meet or exceed accessibility standards

Action	6.3.1. Create an accessibility protocol that is utilized across all events, communications, and Agency functions.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights, various program staff, Innovation Office, Racial Equity Work Group • Budget: \$ TBD for accessibility technologies required by protocol
Indicators	Protocol distributed internally and with any outward-facing interactions
Timeline	July 2021 – June 2022
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Actions 6.3.2 & 6.3.3.</p> <ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Collaborate with SFHSA program staff to identify existing accessibility standards and practices in use throughout the Agency, and to develop an enhanced Agency-wide accessibility protocol. Consult with subject matter experts from the SFHSA Innovation Office, DAS, and the Mayor’s Office on Disability to incorporate best practices for accessibility and universal design, including those that may exceed ADA³ standards. • Ongoing: Once finalized, use the updated and enhanced SFHSA accessibility protocol to ensure accessibility of all Agency communications and programming.
Status	Not Started
Lead	Office of Civil Rights

³ The Americans with Disabilities Act of 1990 is the federal civil rights law that prohibits discrimination based on disability. ADA regulations include enforceable standards for accessible design.

Action	6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. (e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.)
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights, Facilities, Innovation Office, various DAS staff • Budget: \$ TBD to maintain and enhance physical accessibility
Indicators	<ul style="list-style-type: none"> • A plan for physical space improvement • Dollars in funding secured • Successful implementation
Timeline	July 2021 – June 2022
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Actions 6.3.1 & 6.3.3.</p> <ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Assess all physical spaces at SFHSA to ensure ongoing compliance with ADA accessibility standards. Consult with subject matter experts from the SFHSA Innovation Office, DAS, and the Mayor’s Office on Disability to identify and prioritize elective improvements to the Agency’s physical accessibility that may exceed ADA standards. • Ongoing: Maintain ADA compliance and make elective accessibility improvements to SFHSA’s physical spaces on an ongoing basis, informed by identified priorities and Agency stakeholder needs.
Status	Not Started
Lead	<ul style="list-style-type: none"> • Office of Civil Rights • Facilities

Action	6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. (e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for deaf people, etc.)
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of Civil Rights, IT, Communications, Innovation Office, various DAS staff • Budget: \$ TBD to maintain and enhance physical accessibility
Indicators	<ul style="list-style-type: none"> • A plan for digital improvement • Dollars in funding secured • Successful implementation
Timeline	July 2021 – June 2022
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Actions 6.3.1 & 6.3.2.</p> <ul style="list-style-type: none"> • Jul 2021 – Jun 2022: Assess all digital spaces, functions, and communications at SFHSA to ensure ongoing compliance with ADA accessibility standards. Consult with subject matter experts from the SFHSA Innovation Office, DAS, and the Mayor’s Office on Disability to identify and prioritize elective improvements to the Agency’s digital accessibility that may exceed ADA standards. • Ongoing: Maintain ADA compliance and make elective accessibility improvements to SFHSA’s digital spaces on an ongoing basis, informed by identified priorities and Agency stakeholder needs.

Status	Not Started
Lead	<ul style="list-style-type: none"> Office of Civil Rights IT

Action	6.3.4. Invest in translation services.
Resources Committed	<ul style="list-style-type: none"> Staff Time: Office of Civil Rights, various program staff Budget: \$ TBD to maintain bilingual staff pay premiums and vendor contracts for interpretation and translation services
Indicators	Number increase in translated materials
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> Ongoing: Maintain ongoing practices for assessing SFHSA client needs with respect to bilingual and/or non-English language service delivery. Continue employing bilingual staff, contracting with vendors who provide real-time interpretation and written translation services, and contracting with community-based service providers with staff language capacity, at levels appropriate to meet client language needs ongoing.
Status	Completed
Lead	Office of Civil Rights

Action	6.3.5. Encourage individual forms of inclusive identity expression. (e.g. honoring gender pronouns, relaxing or modifying dress code, etc.)
Resources Committed	<ul style="list-style-type: none"> Staff Time: HR Operations Unit, Communications, all SFHSA staff Budget: Not applicable
Indicators	Increase in staff using inclusive identity expression, second nature
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> Ongoing: Support inclusive identity expression in formal Human Resources processes, such as onboarding (e.g., review Citywide policies for gender inclusion at New Employee Orientation) and collection of employee demographic data (e.g., use inclusive language and categories). Encourage inclusivity through Agency-wide best practices (e.g., identify one's gender pronouns at meetings and in email signatures).
Status	Completed
Lead	HR Operations Unit

Action	6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.
Resources Committed	<ul style="list-style-type: none"> Staff Time: Office of Civil Rights, Communications, various program staff Budget: Not applicable

Indicators	<ul style="list-style-type: none"> • Accommodations information infused throughout department touchpoints (e.g., website, event announcements) • Provide closed-captioning by default • Increased digital equity (e.g., access) for all employees
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Share up-to-date information about accessibility and accommodations policies with all SFHSA staff ongoing. When hosting public meetings or events, include information about accessibility in event announcements, consistent with the Agency-wide accessibility protocol [see Action 6.3.1].
Status	Completed
Lead	Office of Civil Rights

Strategy 6.4: Expand the internal culture of belonging by fostering relationships with the external communities the department serves

Action	6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Policy & Planning Unit, Executive Management • Budget: Not applicable
Indicators	Community will have an impact on all department projects
Timeline	July 2022 – December 2023
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with the Citywide Racial Equity Framework, Phase II.⁴</p> <ul style="list-style-type: none"> • Jul – Dec 2022: Collaborate with SFHSA Executive Management to identify existing partnerships, processes, and other mechanisms used to gather community feedback and inform Agency programs and services. Explore opportunities to enhance feedback loops. • Jan – Dec 2023: Develop Agency-wide best practices for soliciting and incorporating community feedback on major programming decisions, projects and initiatives, etc. Make a plan for SFHSA Departments to bring existing community feedback loops into alignment with new Agency-wide best practices.
Status	Not Started
Lead	Office of DEIB

⁴ Currently under development by the SF Office of Racial Equity, Phase II of the Citywide Racial Equity Framework will focus primarily on areas such as client services and related community engagement, as well as budgeting and contracting processes.

Action	6.4.2. Find opportunities to invest into and support the communities the department serves.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Policy & Planning Unit, Executive Management • Budget: Not applicable
Indicators	Community will have an impact on all department projects
Timeline	July 2022 – December 2023
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with the Citywide Racial Equity Framework, Phase II.</p> <ul style="list-style-type: none"> • Jul – Dec 2022: Collaborate with SFHSA Executive Management to identify existing community partnerships — such as contracts with community-based organizations, as well as more informal relationships — that inform Agency programs and services. Explore opportunities to enhance both formal and informal community partnerships, with a focus on BIPOC representation and leadership. • Jan – Dec 2023: Develop Agency-wide best practices for racially equitable community engagement and contracting. Make a plan for SFHSA Departments to bring existing community partnerships into alignment with new Agency-wide best practice.
Status	Not Started
Lead	Office of DEIB

Section 7: Boards & Commissions

Civilian commissions and advisory boards are an important feature of our local government infrastructure in San Francisco. These bodies provide essential oversight for public agencies like SFHSA, so that local residents have the opportunity to share their input and ultimately influence policy and programmatic decisions that will affect their communities. Recognizing the critical role of our boards and commissions in shaping our work and creating meaningful feedback loops with the community, **SFHSA will convene diverse, equitable, and inclusive boards and commissions whose membership reflects the clients we serve. Further, we will partner with these bodies to ensure that together we remain accountable to the community for making progress toward racial equity.**

Background

We will advance racial equity in partnership with our commissions and advisory boards through two main strategies, supported by a variety of actions we will carry out over the next three years. These actions are described in detail in the following implementation plan.

Goal 7. Boards and Commissions

Support development of diverse and inclusive boards and commissions that reflect the clients we serve

7.1

Support **development of diverse and equitable bodies** that reflect the community we serve

7.2

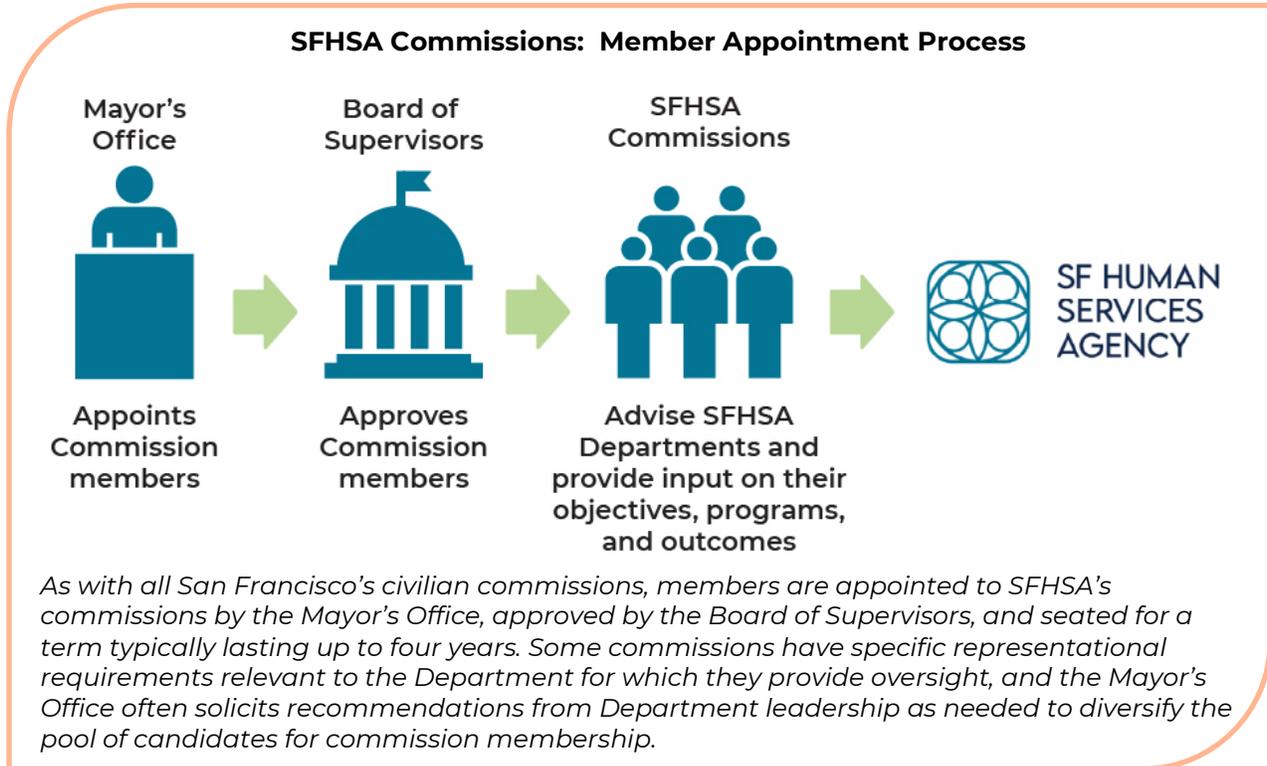
Implement **strategies** that **welcome, value, and support** members of our boards and commissions

Why It Matters

Within SFHSA, both BFS and DAS are guided by a public commission that advises them and provides input on their Departmental objectives, programs, and outcomes. DAS is further supported by two other advisory bodies, in alignment with requirements for the administration of programs supported by specific federal and local funding sources. A high-level overview of our commissions and boards is provided below. For more detail, including information about member appointment, composition, and term of service, see Appendix D.

- **Human Services Commission:** A five-member commission that oversees BFS.
- **Disability and Aging Services Commission:** A seven-member commission that oversees DAS.

- **Advisory Council to the Disability and Aging Services Commission:** A 22-member advisory group that advises the DAS Commission on all matters relating to the development, administration, and operations of San Francisco's Area Plan on Aging.⁵
- **Dignity Fund Oversight and Advisory Committee:** An 11-member advisory body that monitors and participates in the administration of the Dignity Fund.⁶



SFHSA's boards and commissions are important stakeholders in our work, providing a critical avenue for public input, oversight, and accountability of our Agency. As such, **any effort on the part of our Agency to advance racial equity must meaningfully involve these bodies** in activities ranging from the public reaffirmation of our commitment to racial equity to the adoption of racial equity frameworks and tools to support more equitable decision-making.

Where We Are Now

SFHSA's commissions and advisory bodies typically host in-person, public meetings on a monthly or bi-monthly basis. **They provide public noticing in advance of meetings, disability accommodation and translation services for meeting attendees, and opportunities for public comment**, in alignment with Citywide policies and their own bylaws. In response to the

⁵ DAS is state-designated Area Agency on Aging for the City and County of San Francisco, responsible under the federal Older Americans Act to serve as the focal point for local aging concerns. Every four years, the Department publishes the Area Plan on Aging, a strategic planning document outlining Department objectives, funding priorities, service targets, and other information pertinent to the administration of Older Americans Act services.

⁶ The Dignity Fund is a revenue stream administered by the Department of Disability and Aging Services to help older adults (60+ years old) and adults with disabilities (18+ years old) secure and utilize the services and support necessary to age with dignity in their own homes and communities.

COVID-19 pandemic, these bodies have adopted an entirely virtual format using videoconferencing software, in keeping with SF Department of Public Health guidelines.

Although our Agency does not have a direct role in the appointment of members to our boards and commissions, who are most commonly appointed by the Mayor's Office and approved by the Board of Supervisors, **we have found other ways to encourage better representation of our diverse clients among these bodies.** In 2019, San Francisco voters passed Proposition B,^{xii} brought forward by DAS community stakeholders to ensure that the DAS Commission has direct representation of the populations we serve, with one reserved seat each for an older person, an adult with a disability, and a veteran. In 2020, San Francisco voters passed Proposition C,^{xiii} which removes U.S. citizenship and voter registration requirements for individuals to serve as commission and advisory board members, creating greater opportunities for immigrant representation in these groups, especially relevant to SFHSA in light of the high volume of our clients who are immigrants to the US.

As our Agency continues to deepen and expand our work to advance racial equity, we have involved our commissions and advisory boards in a number of ways. For instance, we regularly present these groups with information about our budget and programmatic priorities, supported by equity analyses examining client needs, service engagement, and outcomes disaggregated by race/ethnicity and primary language. We also share key updates pertaining to racial equity, such as the findings and commitments outlined in our 2019 report on *Advancing Racial Equity at SFHSA*, and the establishment of our Office of DEIB. Most recently, we brought forward a "Resolution to Advance Racial Equity and Condemn and Combat all Forms of Discrimination and Racism"^{xiv} to our commissions. Our commissions both adopted the resolution in late 2020, making our shared commitment to this critical work explicit and supporting greater accountability to the community for incorporating racial equity into every aspect of our Agency's activities.

Where We Are Going

Over the next three years, we will pursue 11 actions across two key strategies to reshape our Agency's commissions and advisory bodies through a racial equity lens, including:

- **Reinforcing board and commission membership that reflects the diversity of our clients.** We will collect and publish member demographic information and update the bylaws governing these groups to be more inclusive of its diverse members.
- **Reaffirming our public commitment to equity.** We will regularly bring racial equity topics for public discussion at board and commission meetings, and adopt resolutions regarding our racial equity goals and acknowledge our presence on Indigenous land.
- **Expand board and commission member capacity to use racial equity frameworks.** We will provide our members with racial equity training and tools to help them apply an equity approach to decision-making.

Implementation Plan

The following implementation plan outlines the 11 specific actions SFHSA will carry out over the next three years to advance racial equity within our boards and commissions.

Strategy 7.1: Ensure a diverse and equitable board and commission members that match the community being served

Action	7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the Agency's Racial Equity Action Plan.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, boards and commissions • Budget: Not applicable
Indicators	Bylaws, rules of order or other procedures successfully amended
Timeline	January 2021 – December 2021
Implementation Plan	<ul style="list-style-type: none"> • Jan – Jun 2021: Review the bylaws of SFHSA's boards and commissions through an equity lens. Prepare recommended revisions to these bylaws, including suggestions about the use of simple and inclusive language, and additions or changes to items in the bylaws that ensure greater alignment with the SFHSA Racial Equity Action Plan. Where possible, leverage existing processes and timelines for updating individual board and commission bylaws. • Jul – Dec 2021: Present recommendations to SFHSA's boards and commissions for member discussion, public comment, and action, in accordance with individual board and commission policies. Adopt agreed-upon revisions to board and commission bylaws, and publish updated bylaws on the SFHSA website.
Status	Not Started
Lead	Office of DEIB

Action	7.1.2. Collect current board and/or commission demographic data and include in the Agency's Racial Equity Action Plan and annual updates.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Commission Secretaries • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Annually collect board/commission demographic data • Include data in annual report • Use data to guide recruitment efforts • Greater racial and gender equity in board and/or commission members
Timeline	July 2020 – December 2021
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 7.1.7.</p> <ul style="list-style-type: none"> • July 2020 – Jan 2021: Draft and publish online the first SFHSA Racial Equity Action Plan [see Action 6.1.3], including information on the demographic breakdown of the Agency's boards and commissions.

	<ul style="list-style-type: none"> • Jul – Dec 2021: Prepare the first Annual Update to the SFHSA Racial Equity Action Plan, including updated SFHSA board/commission demographic information. • Ongoing: Publish a new Annual Update every year, including up-to-date SFHSA board/commission demographic data. Use this data to inform recommendations to the Mayor’s Office for diversifying board and commission membership as appropriate.
Status	In Progress
Lead	Office of DEIB

Action	7.1.3. Have board/commission adopt a resolution around racial equity.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, boards and commissions • Budget: Not applicable
Indicators	Resolution adopted
Timeline	October 2020 – December 2020
Implementation Plan	<ul style="list-style-type: none"> • Oct – Dec 2020: Draft a resolution reflecting SFHSA’s commitment to advancing racial equity across its diverse stakeholder network of clients, employees, and community partners. The resolution should align with the Agency’s Racial Equity Action Plan. Present the resolution to SFHSA’s boards and commissions for member discussion, public comment, and action, in accordance with individual board and commission policies.
Status	Completed
Lead	Office of DEIB

Action	7.1.4. Racial equity-related items are regularly agendized.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Various program staff, Office of DEIB • Budget: Not applicable
Indicators	Number of policies and issues related to racial equity that are heard, reviewed and/or implemented
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Regularly present strategic planning documents, equity analyses of community needs and corresponding resource allocation, and other agenda items pertaining to racial equity to SFHSA’s commissions and advisory boards. Collaborate with the Office of DEIB to share periodic updates on Agency-wide racial equity initiatives.
Status	Completed
Lead	Various program staff

Action	7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Various program staff • Budget: Not applicable

Indicators	<ul style="list-style-type: none"> • Participatory budgeting processes • Community advisory working groups • Issue-specific task forces
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Work closely with SFHSA’s commissions, advisory bodies, and other community stakeholder groups to engage in regular review and discussion of community needs, funding allocation, program development, etc. (e.g., development of Dignity Fund Community Needs Assessment and subsequent Services and Allocation Plan, community working groups to support child welfare initiatives in BFS, etc.)
Status	Completed
Lead	Various program staff

Action	7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement.⁷
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, boards and commissions • Budget: Not applicable
Indicators	Resolution adopted
Timeline	January 2021 – July 2021
Implementation Plan	<ul style="list-style-type: none"> • Jan – Jul 2021: Draft a resolution on a Ramaytush Ohlone Land Acknowledgement. Present the resolution to SFHSA’s boards and commissions for member discussion, public comment, and action, in accordance with individual board and commission policies.
Status	Not Started
Lead	Office of DEIB

Action	7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on City boards, commissions, and advisory bodies.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Office of DEIB, Commission Secretaries • Budget: Not applicable
Indicators	Greater racial and gender equity in board and/or commission members
Timeline	Completed (ongoing practice)
Implementation Plan	<p><i>Note:</i> Implement this action in close alignment with Action 7.1.2.</p> <ul style="list-style-type: none"> • Ongoing: Gather SFHSA board/commission demographic data and publish this information in the SFHSA Racial Equity Action Plan and the Annual Updates that follow. Use this data to inform recommendations to the Mayor’s Office for diversifying board and commission membership as appropriate, in alignment with the new board/commission requirements set by Proposition C 2020.

⁷ <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

Status	Completed
Lead	Office of DEIB
Action	7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: All board and commission members • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Number of policies passed with racial equity lens • Budget equity completed
Timeline	January 2022 – December 2022
Implementation Plan	<ul style="list-style-type: none"> • Jan – Dec 2022: Adopt racial equity assessment tools, building on foundational racial equity training [see Action 7.2.2], to inform decision-making across all SFHSA boards and commissions. • Ongoing: Maintain use of these tools, in addition to the continued use of existing equity-focused analysis produced by SFHSA, to support public discussion and decision-making ongoing.
Status	Not Started
Lead	Boards and Commissions, Presidents/Chairs

Strategy 7.2: Safeguard members so they naturally feel welcomed and valued, not tokenized

Action	7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. (e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.)
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Commission Secretaries • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Number of diverse board/commission members • Percent of board/commission retention • Implementation of inclusive protocols
Timeline	Completed (ongoing practice)
Implementation Plan	<ul style="list-style-type: none"> • Ongoing: Share up-to-date information about accessibility and accommodations policies with all SFHSA board and commission members. When hosting public meetings or events, include information about accessibility in event announcements, consistent with the Agency-wide accessibility protocol [see Action 6.3.1].
Status	Completed
Lead	Commission Secretaries
Action	7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: HR Learning & Organizational Development Unit, Commission Secretaries, all board and commission members

	<ul style="list-style-type: none"> • Budget: \$ TBD to procure a racial equity training vendor
Indicators	<ul style="list-style-type: none"> • Number of completed training per quarter • Increased participation rate
Timeline	January 2021 – June 2022
Implementation Plan	<p><u>Note:</u> Implement this action in close alignment with Action 4.1.2.</p> <ul style="list-style-type: none"> • Jan – Dec 2021: Offer introductory racial equity training — in coordination with the SF Office of Racial Equity — to all SFHSA board and commission members. Require them to complete this introductory training by the end of the year. • Jul 2021 – Jun 2022: Identify and procure a vendor to provide advanced racial equity training board and commission members. Make a plan to support both required and elective ongoing racial equity training for all board and commission members. • Ongoing: Identify and provide all board and commission members with professional development resources (e.g., training, decision-making tools, and relevant publications) to maintain a mindful and current engagement with racial equity.
Status	Not Started
Lead	<ul style="list-style-type: none"> • HR Learning & Organizational Development Unit • Commission Secretaries

Action	7.2.3. Develop a mentorship program between newer and more experienced board/commission members.
Resources Committed	<ul style="list-style-type: none"> • Staff Time: Commission Secretaries, all board and commission members • Budget: Not applicable
Indicators	<ul style="list-style-type: none"> • Increased board/commission retention • Member experience satisfaction survey
Timeline	January 2021 – December 2023
Implementation Plan	<ul style="list-style-type: none"> • Jan 2021 – Jun 2022: Coordinate with Commission Secretaries Citywide to research and develop a framework for peer mentorship across SFHSA’s boards and commissions. • Jul 2022 – Dec 2023: Recruit more experienced board and commission members to mentor newer ones, and begin implementation of the mentorship program. • Ongoing: Use survey feedback from mentorship program participants and quantitative data on SFHSA board and commission membership retention to inform continuous improvement to the program and allocate needed resources to support participants.
Status	Not Started
Lead	Commission Secretaries

Conclusion

We must take bold and uncompromising action at our Agency to advance racial equity and achieve our vision of a San Francisco where everyone — people of *all* racial and ethnic backgrounds — has the opportunity and support to achieve their full potential through all stages of life.

Implementing the more than 90 actions outlined in this Racial Equity Action Plan will undoubtedly be a challenging task. It is important to move forward with urgency and intentionality, understanding that the work of advancing racial equity will be a learning process that requires staff at all levels of the Agency and across all programs to share responsibility for achieving our intended impact. **Building an Agency-wide culture where racial equity is deeply embedded in our work requires us to make a collective and enduring commitment to advance racial equity in all aspects of our professional practice, across all levels of our organization.** Fortunately, we will have the support of the SF Office of Racial Equity; our own Office of Diversity, Equity, Inclusion, & Belonging; and our staff Racial Equity Work Group to help guide this work. In addition to our clients, staff, City and community partners, and other key stakeholders, they will help keep us accountable for meeting our racial equity goals and continually moving this work forward.

We must continue to enhance our ability at SFHSA to weave considerations of racial equity into the fabric of policy-making, into partnerships with community organizations, into relationships with clients, and into engagement with other members of the workforce until asking these critical questions becomes



second nature. We must be prepared to have difficult conversations with those who have been historically marginalized in society and at work. Our Agency must be prepared to make mistakes and be willing to learn from them without resentment and guilt.

Ultimately, this plan will help us to cultivate a more positive and inclusive workplace environment in which SFHSA’s employees of all racial/ethnic backgrounds feel heard and valued at our organization, and increasingly better equipped to apply racial equity approaches in their work. Collectively, in partnership with stakeholders throughout the City community, **we can begin to transform the conditions in which we live so that San Franciscans of all racial and ethnic backgrounds can achieve well-being, economic security, and social connection through all stages of life.**

Appendix A: Action Plan Summary Table

The table below provides a high-level summary of the 92 actions outlined in our Racial Equity Action Plan, including the Agency lead(s) responsible for carrying out the action, the current status of action implementation at the time of this report’s publication, and our estimated timeline for implementing the action.

Notes:

- We have provided streamlined descriptions of each action item and abbreviated the names of some leads (e.g., we refer to the HR Learning & Organizational Development Unit as the HR L&OD Unit) for simplicity. Please refer to implementation plans that appear in the body of this report for more complete information.
- Actions that we have fully implemented prior to the Plan period of 2021-2023 are indicated in the timeline as “Completed.” Some of these implemented actions reflect ongoing practices that our Agency currently carries out and will maintain beyond the Plan’s three-year period — these actions are indicated in the timeline by an asterisk (e.g., Completed*).

Action	Description	Lead(s)	Status	Start Date	End Date
1.1.1	Assess conditions and barriers experienced by job applicants	Innovation Office, HR Exams Unit	In Progress	Nov-20	Dec-21
1.1.2	Survey staff to assess issues of diversity and inclusivity	Policy & Planning Unit	In Progress	Nov-20	Dec-21
1.1.3	Create an equitable and inclusive hiring and recruitment policy	HR Exams Unit	Not Started	Jan-21	Jul-22
1.2.1	Develop a strategic and inclusive recruitment process	HR Exams Unit	In Progress	Nov-20	Dec-22
1.2.2	Develop partnerships with organizations for strategic recruitment	HR Exams Unit	Not Started	Jul-21	Dec-22
1.2.3	Update job announcements to be more inclusive	HR Exams Unit	In Progress	Nov-20	Dec-23
1.2.4	Remove unnecessary minimum qualification requirements for jobs	HR Exams Unit	Not Started	Jan-21	Dec-23
1.2.5	Review and revise supplemental questions used in job applications	HR Exams Unit	Not Started	Jan-21	Dec-23
1.2.6	Remove unnecessary degree requirements for jobs	HR Exams Unit	Not Started	Jan-21	Dec-23
1.2.7	Ensure outside recruiters use racially equitable recruitment strategies	HR Exams Unit	Not Started	Jan-22	Jun-23

Action	Description	Lead(s)	Status	Start Date	End Date
1.3.1	Provide paid internship opportunities	HR Operations Unit	Completed	Completed*	Completed*
1.3.2	Provide internship placements through the Mayor's Opportunities for All program	HR L&OD Unit	Completed	Completed*	Completed*
1.3.3	Develop strategic partnerships for more diverse intern recruitment	HR Operations Unit	Not Started	Jul-22	Jun-23
1.3.4	Offer interns shared learning opportunities on equity topics	Office of DEIB	Not Started	Jul-22	Dec-22
1.3.5	Collect and analyze data on internship hiring outcomes and intern experiences	HR Operations Unit	Not Started	Jul-22	Jun-23
1.4.1	Standardize the interview process using inclusive interview questions	HR Operations Unit	In Progress	Sep-20	Dec-23
1.4.2	Ensure a diverse interview panel for each interview	HR Operations Unit	In Progress	Sep-20	Dec-23
1.4.3	Train interview panelists to conduct interviews in an equitable fashion	HR Operations Unit	Not Started	Jan-21	Jun-22
1.4.4	Adopt an application tracking tool and enhance other support for job applicants	HR Exams Unit, HR Operations Unit	In Progress	Aug-20	Dec-23
1.4.5	Share information about all job openings Agency-wide	HR Exams Unit	Not Started	Jan-21	Jun-21
1.4.6	Decrease lags and long applicant wait times during the hiring process	HR Exams Unit, HR Operations Unit	In Progress	Nov-20	Jun-23
1.4.7	Standardize and improve the onboarding experience for new hires	HR Operations Unit	Not Started	Jan-21	Jun-22
1.4.8	Expand the Certification Rule of Three Scores to address hiring inequities	HR Exams Unit, HR ELR Unit	Not Started	Jul-21	Dec-23
1.5.1	Standardize proactive racial equity review at key stages of the hiring process	Office of DEIB, HR Exams Unit	Not Started	Jul-21	Dec-23
2.1.1	Track Disaster Service Worker (DSW) deployments	HR Operations Unit	Completed	Completed*	Completed*
2.1.2	Analyze the Agency budget through a racial equity lens to meet staffing needs equitably	Budget	In Progress	Jul-20	Jun-21
2.1.3	Provide necessary personal protective equipment to DSWs	SF COVID-19 Command, various program staff	Completed	Completed*	Completed*
2.1.4	Offer and promote benefits for DSWs	HR Operations Unit	Completed	Completed*	Completed*

Action	Description	Lead(s)	Status	Start Date	End Date
2.1.5	Consider employees' caregiving and other obligations when making DSW assignments	Office of Civil Rights	Completed	Completed*	Completed*
2.2.1	Conduct internal review of salaries to ensure parity with industry standards	HR Operations Unit	Not Started	Jul-21	Dec-22
2.2.2	Conduct internal review of benefits to ensure parity with industry standards	Office of Civil Rights	Not Started	Jul-21	Dec-22
2.2.3	Conduct internal review of paid time off policy and enhance cultural inclusivity	Office of Civil Rights	Not Started	Jul-21	Dec-22
2.3.1	Share information about Citywide standards governing promotions and raises	HR Operations Unit	Not Started	Jan-21	Jun-21
2.3.2	Share information about Citywide processes for promotions and raises	HR Operations Unit	Not Started	Jan-21	Jun-21
2.3.3	Develop an equitable process for staff to serve in acting/interim job roles	HR Operations Unit	Not Started	Jan-21	Dec-22
2.3.4	Identify and address drop-offs in employee diversity within job classification series	HR Operations Unit	Not Started	Jul-21	Dec-23
2.3.5	Create clear pathways for upward mobility for all job classifications	HR Operations Unit	Not Started	Jul-21	Dec-23
3.1.1	Track disciplinary actions to ensure equity and accountability	HR ELR Unit	In Progress	Jan-19	Dec-21
3.1.2	Track separations to ensure equity and accountability	HR Operations Unit	Not Started	Jan-21	Dec-21
3.1.3	Train supervisors on issues of bias, equity, and compassion pertaining to discipline	HR ELR Unit, HR L&OD Unit	In Progress	Oct-20	Dec-22
3.1.4	Implement alternative dispute resolution practices	HR ELR Unit	In Progress	Nov-20	Dec-22
3.1.5	Standardize disciplinary procedures	HR ELR Unit	In Progress	Nov-20	Dec-21
3.1.6	Create a performance management toolkit for supportive supervision	HR ELR Unit	In Progress	Oct-20	Dec-23
3.1.7	Develop a formalized process for equity review of all proposed disciplinary actions	HR ELR Unit	Not Started	Jan-21	Dec-23
4.1.1	Use a racially equitable hiring and recruitment policy	HR Exams Unit	Not Started	Jan-21	Jun-22

Action	Description	Lead(s)	Status	Start Date	End Date
4.1.2	Commit to ongoing racial equity development for Agency leadership	HR L&OD Unit	Not Started	Jan-21	Dec-23
4.1.3	Report on Agency leadership demographics regularly	Office of DEIB	Not Started	Jan-21	Dec-21
4.1.4	Create a process for anonymous staff feedback to Agency leadership	Communications	Not Started	Jul-21	Dec-22
4.2.1	Develop a framework shared decision-making at the Agency	Office of DEIB	Not Started	Jan-21	Dec-23
5.1.1	Require formal training and development for all staff	HR L&OD Unit	Not Started	Jul-21	Dec-23
5.1.2	Formalize processes to support staff attendance at conferences	HR L&OD Unit, program leadership	Not Started	Jul-22	Dec-23
5.1.3	Provide staff with opportunities for continuous and extended learning	HR L&OD Unit	In Progress	Jun-20	Dec-23
5.1.4	Support staff to participate in externally-hosted professional development	HR L&OD Unit	In Progress	Jun-20	Dec-23
5.1.5	Track staff professional development and use data to inform equity strategies	HR L&OD Unit	Not Started	Jan-21	Dec-23
5.2.1	Develop an annual performance evaluation for all staff	HR L&OD Unit	Not Started	Jul-21	Dec-23
5.2.2	Create a staff mentorship program	HR L&OD Unit	Not Started	Jan-21	Jun-22
5.3.1	Create a clear and simple processes for requesting reasonable accommodations	Office of Civil Rights	Completed	Completed*	Completed*
5.3.2	Incorporate discussion of staff needs into the annual performance evaluation process	HR L&OD Unit	Not Started	Jul-21	Dec-23
5.3.3	Establish dedicated spaces for staff to be in community with each other	Office of Civil Rights	Completed	Completed*	Completed*
5.3.4	Create processes for Agency leadership to respond to staff needs affecting their work	Office of Civil Rights	Completed	Completed*	Completed*
5.3.5	Respect all staff's religious and cultural practices	Office of Civil Rights	Completed	Completed*	Completed*
5.4.1	Use competency modeling to support staff performance and career advancement	HR L&OD Unit	Not Started	Jan-21	Dec-23

Action	Description	Lead(s)	Status	Start Date	End Date
6.1.1	Ensure the Agency's mission, policies, etc. align with inclusion and belonging	Office of DEIB, Communications	In Progress	Sep-20	Jan-21
6.1.2	Create a staff Racial Equity Work Group to ensure accountability	Office of DEIB, Racial Equity Work Group	In Progress	Oct-20	Jun-21
6.1.3	Develop and maintain a Racial Equity Action Plan	Office of DEIB	In Progress	Jul-20	Dec-21
6.1.4	Report on Racial Equity Action Plan updates to Agency staff and stakeholders	Office of DEIB	Not Started	Jan-21	Dec-21
6.1.5	Support and provide spaces for affinity groups	Office of DEIB	Not Started	Jul-21	Jun-22
6.1.6	Provide all staff with trainings and development on racial equity topics	HR L&OD Unit, Office of DEIB	Not Started	Jan-21	Dec-21
6.1.7	Survey staff to assess the Agency's organizational culture	Policy & Planning Unit	In Progress	Nov-20	Dec-21
6.1.8	Ensure that workplace décor and design reflect diversity	Facilities, Communications	Completed	Completed*	Completed*
6.2.1	Maintain an up-to-date Agency-wide mailing list	Communications	Completed	Completed*	Completed*
6.2.2	Ensure that staff meetings include diverse speakers and inclusive topics	HR L&OD Unit, Office of DEIB	Not Started	Jul-21	Dec-22
6.2.3	Maintain physical and digital spaces for staff to share information with each other	Communications Unit	Completed	Completed*	Completed*
6.3.1	Create a shared accessibility protocol for all Agency events and communications	Office of Civil Rights	Not Started	Jul-21	Jun-22
6.3.2	Ensure the Agency's physical spaces to meet or exceed accessibility standards	Office of Civil Rights, Facilities	Not Started	Jul-21	Jun-22
6.3.3	Ensure the Agency's digital spaces/functions to meet or exceed accessibility standards	Office of Civil Rights, IT	Not Started	Jul-21	Jun-22
6.3.4	Invest in translation services	Office of Civil Rights	Completed	Completed*	Completed*
6.3.5	Encourage inclusive identity expression	HR Operations Unit	Completed	Completed*	Completed*
6.3.6	Provide accessibility information and proactively rather than upon request	Office of Civil Rights	Completed	Completed*	Completed*
6.4.1	Incorporate a community feedback process for Agency initiatives and communications	Office of DEIB	Not Started	Jul-22	Dec-23

Action	Description	Lead(s)	Status	Start Date	End Date
6.4.2	Find opportunities to invest in and support the communities we serve	Office of DEIB	Not Started	Jul-22	Dec-23
7.1.1	Revise commission bylaws in alignment with the Racial Equity Action Plan	Office of DEIB	Not Started	Jan-21	Dec-21
7.1.2	Report on Agency commission membership demographics regularly	Office of DEIB	In Progress	Jul-20	Dec-21
7.1.3	Adopt a resolution on racial equity across all commissions	Office of DEIB	Completed	Oct-20	Dec-20
7.1.4	Include racial equity items regularly in commission meeting agendas	Various program staff	Completed	Completed*	Completed*
7.1.5	Ensure diverse community stakeholders provide input at commission meetings	Various program staff	Completed	Completed*	Completed*
7.1.6	Adopt a Ramaytush Ohlone Land Acknowledgement across all commissions	Office of DEIB	Not Started	Jan-21	Jun-21
7.1.7	Support diversified commission membership consistent with Proposition C (2020)	Office of DEIB	Completed	Completed*	Completed*
7.1.8	Adopt racial equity assessment tools to inform commission decision-making	Office of DEIB	Not Started	Jan-22	Dec-22
7.2.1	Standardize protocols for commission members' accommodation requests	Commission Secretaries	Completed	Completed*	Completed*
7.2.2	Provide ongoing racial equity training and development for commission members	HR L&OD Unit, Commission Secretaries	Not Started	Jan-21	Jun-22
7.2.3	Develop a peer mentorship program for commission members	Commission Secretaries	Not Started	Jan-21	Dec-23

Appendix B: Related Analysis and Reports

SFHSA’s Racial Equity Action Plan is informed by extensive qualitative research and quantitative analysis, addressing topics such as our organizational health, exploration of staff attitudes about the workplace, and equity in client and employee outcomes. The table below provides a brief description of each of the major analyses referenced in this plan, along with a link to the full text of these analyses for those who wish to learn more about them.

Report	Description
SFHSA All Staff Survey Results (2015)	<p>This report summarizes the results of the 2015 SFHSA All Staff Survey, an online survey to assess physical environment, employee engagement, and organizational culture. 1,621 employees (82% of our Agency’s workforce the time) — generally representative of our overall staff composition along dimensions of race, age, type of work, and level of position — completed the survey.</p>
Advancing Racial Equity at the San Francisco Human Services Agency: Opportunities in Hiring, Promotion, & Organizational Culture (2019)	<p>This report examines workplace conditions at SFHSA with respect to issues of hiring, promotion, and organization culture, and offers 24 recommendations to advance racial equity within these areas. These recommendations are supported by research findings from a literature review of best practices for advancing racial equity; staff focus groups and stakeholder interviews with over 70 members of our staff from all levels of our Agency; and a quantitative case study examining potential racial inequities in hiring trends for SFHSA’s Senior Eligibility Worker role.</p>
Human Services Agency Stay Interview Report (2020)	<p>This report summarizes the findings of 73 employee “stay interviews” conducted by the HR Learning & Organizational Development Unit in 2019. These interviews with current staff — representational of employees Agency-wide along dimensions of race, gender, program, type and level of work, and years of service — offer insight into what motivates employees to maintain employment (i.e., to “stay”) at SFHSA and what our Agency can do to improve the employee experience.</p>
SFHSA Response to Office of Racial Equity Vulnerable Populations Engagement Survey (2020)	<p>This memo provides an overview of our Agency’s client services and program funding disaggregated by race/ethnicity where possible, and highlights special initiatives launched by SFHSA to improve equity and inclusion among our client populations. This analysis was compiled as part of a broader Citywide assessment of public services and budgets through a racial equity lens, led by the SF Office of Racial Equity. It was used to support discussion at a Board of Supervisors Budget and Appropriations Committee hearing in July 2020.</p>

Appendix C: Racial Equity Glossary⁸

- **Anti-Blackness:** Anti-Black racism is hostility towards, opposition to, pathologizing of and racism towards Black people and culture, manifested through individual, internalized, interpersonal, institutional or systemic interactions, decisions, processes, and outcomes.
- **BIPOC:** Black, indigenous and people of color. Specifically naming Black and indigenous people acknowledges they have and continue to face the worst impacts of white supremacist culture.
- **Bias:** Prejudgment in the evaluation of one group and its members relative to another. Acting on bias can be discriminatory and when combined with power, can create negative outcomes for particular groups. *Implicit bias* is when bias is unconscious, as racial bias often is. *Explicit bias* refers to conscious prejudice against a group or groups. When addressing bias, for example in a process or individual, the focus should not be on intent, but rather on the impact and outcomes that result.
- **Degree Inflation:** Requiring a college degree for jobs that previously did not require one. Also known as “upcredentialing.”
- **Diversity:** Includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. A broad definition includes not only race, ethnicity and gender — the groups that most often come to mind when the term diversity is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language and physical appearance. It also involves different ideas, perspectives and values.^{xv}
- **Belonging:** Belonging means more than having access, it means having a meaningful voice, and being afforded the opportunity to participate in the design of political, social, and cultural structures.^{xvi}
- **Equity:** Full and equal access to opportunities, power and resources, whereby all people may thrive and prosper regardless of demographics.
- **Ethnicity:** A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history and ancestral geographical base. Examples of different ethnic groups are: Cape Verdean, Haitian, African American (Black); Chinese, Korean, Vietnamese (Asian); Cherokee, Mohawk, Navaho (Native American); Cuban, Mexican, Puerto Rican (Latino); Polish, Irish, and Swedish (White).^{xvii}
- **Implicit Bias:** see *Bias*
- **Inclusion:** Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policy making in a way that shares power.^{xviii}

⁸ Excerpted from the Citywide Racial Equity Framework, published by the SF Office of Racial Equity.

- **Individual or Internalized Racism:** Racism that exists within individuals. It is when one holds negative ideas about his/her own culture, even if unknowingly. Xenophobic feelings or one's internalized sense of oppression/ privilege are two examples of individual or internalized racism. Examples: skin bleaching/whitening products, group/self-blaming, unconscious practices.
- **Institutional Racism:** Refers to institutional and cultural practices that perpetuate racial inequality. Benefits are structured to advantage powerful groups at the expense of others. Examples: racial profiling by law enforcement, Jim Crow segregation laws, grocery store redlining practices.
- **Interpersonal Racism:** Racism that occurs between individuals. It is the holding of negative attitudes towards a different race or culture. Interpersonal racism often follows a victim/ perpetrator model. Examples: hate speech or symbols.
- **Intersectionality:** A concept and frame coined by Professor Kimberlé Crenshaw in 1989 that describes a lens for seeing the way in which various forms of inequality often operate together and exacerbate each other. Rather than seeing race inequality as separate from inequality based on gender, class, sexuality or immigrant status, for example, it recognizes that some people are subject to all of these, and the experience is not just the sum of its parts.^{xix}
- **Occupational Segregation:** The separation of workers into different industries or seniority levels based on demographics, occurs across numerous intersections of race, gender, nativity, and physical and cognitive disability.
- **Othering:** A set of dynamics, processes, and structures that engender marginality and persistent inequality across any of the full range of human differences based on group identities. Dimensions of othering include, but are not limited to, religion, sex, race, ethnicity, socioeconomic status (class), disability, sexual orientation, and skin tone.^{xx}
- **Race:** A political construction created to concentrate power with white people and legitimize dominance over non-white people.^{xxi}
- **Racial Equity:** A set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.^{xxii}
- **Systemic Racism:** The joint operation of institutions to produce racialized outcomes, even in the absence of racist intent. Indicators include power inequalities, unequal access to opportunities, and differing policy outcomes by race. Systemic racism is cumulative, pervasive, and durable. Examples: Prison industrial complex, unequal educational outcomes.
- **Upskilling:** A process for teaching employees new skills so they can thrive in their current positions and also increase employability for other opportunities. Upskilling includes training programs and development opportunities.

- **White Privilege:** Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.^{xxiii}
 - **Structural White Privilege:** A system of white domination that creates and maintains belief systems that make current racial advantages and disadvantages seem normal. The system includes powerful incentives for maintaining white privilege and its consequences, and powerful negative consequences for trying to interrupt white privilege or reduce its consequences in meaningful ways. The system includes internal and external manifestations at the individual, interpersonal, cultural and institutional levels.^{xxiv} The accumulated and interrelated advantages and disadvantages of white privilege that are reflected in racial/ethnic inequities in life-expectancy and other health outcomes, income and wealth and other outcomes, in part through different access to opportunities and resources. These differences are maintained in part by denying that these advantages and disadvantages exist at the structural, institutional, cultural, interpersonal and individual levels and by refusing to redress them or eliminate the systems, policies, practices, cultural norms and other behaviors and assumptions that maintain them.
 - **Interpersonal White Privilege:** Behavior between people that consciously or unconsciously reflects white superiority or entitlement.
 - **Cultural White Privilege:** A set of dominant cultural assumptions about what is good, normal or appropriate that reflects Western European white world views and dismisses or demonizes other worldviews.
 - **Institutional White Privilege:** Policies, practices and behaviors of institutions — such as schools, banks, non-profits or the Supreme Court — that have the effect of maintaining or increasing accumulated advantages for those groups currently defined as white, and maintaining or increasing disadvantages for those racial or ethnic groups not defined as white. The ability of institutions to survive and thrive even when their policies, practices and behaviors maintain, expand or fail to redress accumulated disadvantages and/or inequitable outcomes for people of color.
- **White Supremacy:** An historically-based, institutionally perpetuated system of exploitation and oppression of continents, nations and peoples of color by white peoples and nations of the European continent for the purpose of maintaining and defending a system of wealth, power and privilege.^{xxv}

Appendix D: Boards & Commissions Detail

Within SFHSA, both BFS and DAS are guided by a public commission that advises them and provides input on their Departmental objectives, programs, and outcomes. DAS is further supported by two other advisory bodies, in alignment with requirements for the administration of programs supported by specific federal and local funding sources.

The administration and composition of these bodies varies from group to group, with different pathways for member appointment, membership requirements, terms of service, etc. This detail is provided in the table below.

Commission or Advisory Board	Membership & Appointment	Term of Service
Human Services Commission Advises BFS and provides input on Departmental objectives, programs, and outcomes	5 members. Appointed by the Mayor's Office and approved by the Board of Supervisors.	4 years
Disability and Aging Services Commission Advises DAS and provides input on Departmental objectives, programs, and outcomes	7 members. Appointed by the Mayor's Office and approved by the Board of Supervisors. At least one seat must be occupied by: <ul style="list-style-type: none"> • An older adult (60+) • An adult (18+) with a disability • A veteran. 	4 years
Advisory Council to the Disability and Aging Services Commission Advises the DAS Commission on all matters relating to the development, administration, and operations of San Francisco's Area Plan on Aging	22 members. Appointed by: <ul style="list-style-type: none"> • 11 members, Board of Supervisors • 11 members, DAS Commission <p>As mandated by federal law and local ordinance, membership is structured so that it represents the population served to the greatest extent feasible.</p>	2 years
Dignity Fund Oversight and Advisory Committee Monitors and participates in the administration of the Dignity Fund.	11 members. Appointed by, and representing: <ul style="list-style-type: none"> • 3 at-large members, Mayor's Office • 2 members, DAS Commission • 3 members, DAS Advisory Council • 3 members, Long Term Care Coordinating Council 	2 years

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