



SAN FRANCISCO
HUMAN SERVICES AGENCY



Annual Progress Report

Phase 1 Racial Equity Action Plan (2021–2023)

March 2023

Contents

- Introduction1
- 2022 Racial Equity Highlights: By the Numbers2
- Section 1: Hiring and Recruitment.....3
- Section 2: Retention & Promotion.....6
- Section 3: Discipline and Retention..... 8
- Section 4: Diverse and Equitable Leadership..... 9
- Section 5: Mobility and Professional Development 11
- Section 6: Organizational Culture of Inclusion & Belonging.....13
- Section 7: Boards & Commissions.....16
- Conclusion..... 17
- Appendix A. Action Plan Summary Table.....18
- Appendix B. Summary of SFHSA Workforce Demographics..... 27

Introduction

The San Francisco Human Services Agency (SFHSA) serves as San Francisco’s lead agency in the fight against poverty and as its chief provider of social services. Comprised of two distinct departments — the Department of Benefits and Family Support (BFS) and the Department of Disability and Aging Services (DAS) — we provide over 60 essential programs and services to one in four City residents. These services 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. While we are committed to delivering essential services that improve the well-being of our communities, **our vision of a San Francisco where everyone has the support to achieve their full potential through all stages of life. We recognize that this cannot be realized unless we actively work to advance racial equity within our policies and organization.**

To better engage communities of color and design services that undo historic and systemic inequities, we must also work on improving equity within our own workforce. Partnering with the Government Alliance on Racial Equity (GARE) in 2018, we spent two years completing 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.

We formalized a structure for leading racial equity work by establishing a fully staffed and financially resourced Office of Diversity, Equity, Inclusion and Belonging (DEIB). The Office of DEIB was established in January 2020. Embedded within SFHSA’s Human Resources Division, **the Office of DEIB works to create and revise policies and procedures to promote equity, and to develop a culture of belonging in our Agency.**

In alignment with guidance from San Francisco’s Citywide Office of Racial Equity, the SFHSA Office of DEIB is leading the Agency-wide implementation of the **SFHSA Racial Equity Action Plan (2021-2023)**. The Action Plan provides a detailed implementation plan for 92 specific actions that we will take to advance racial equity with respect to workforce equity.

We prepared this Racial Equity Action Plan Annual Progress Report to **show our progress in making change**, and to **promote transparency and accountability** with our staff, stakeholders, and the larger San Francisco community. This Report details our Agency’s accomplishments over the past year, and our priorities for 2023.

Please read on to learn about some of our key achievements in 2022, as we continue to implement our Racial Equity Action Plan. These achievements are structured by our goals across the seven strategic areas to advance racial equity outlined in our Action Plan:

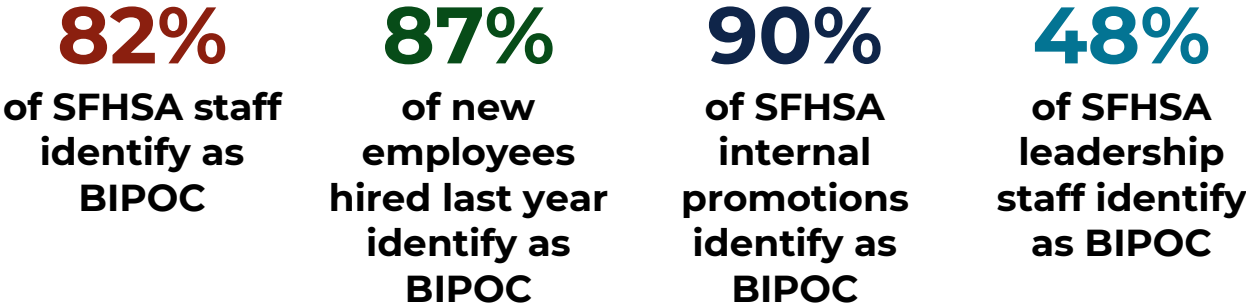
1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commission

2022 Racial Equity Highlights: By the Numbers

Over the last year, we have continued to invest in staff as the backbone of our shared work to build a more equitable SFHSA. We have implemented strategies to promote more equitable staff recruitment, hiring, and promotion across the Agency. We have also launched new and strengthened existing ways for staff to engage with our racial equity work, creating more spaces for open dialogue and shared accountability for advancing equity. This section provides a high-level snapshot of these activities and our progress toward organizational transformation for equity.

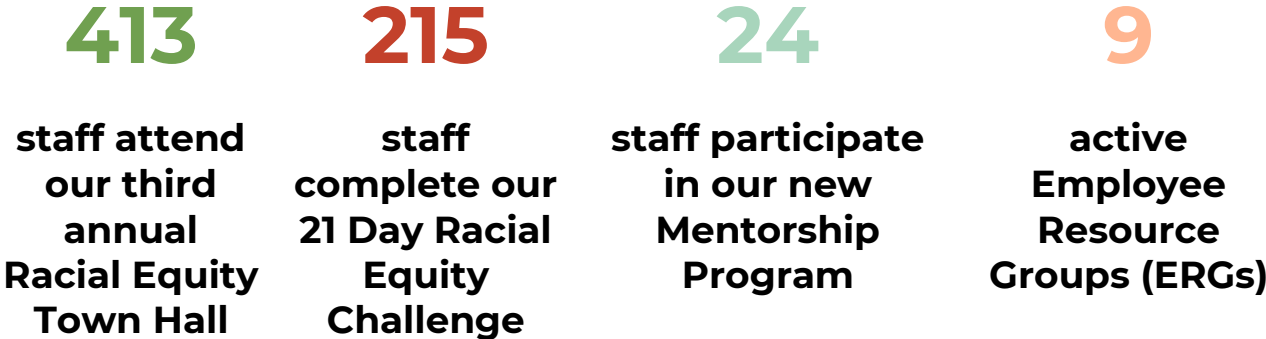
Key Agency Trends in Staffing

With a workforce of more than 2,400 employees, our Agency is fortunate to have diverse staff that bring unique perspectives and lived experiences to our work with communities in need. To ensure SFHSA employs people who are able to understand, anticipate, and meet the needs of our clients, many of our strategies focus on ensuring diversity and equity in our staff recruitment, hiring, and promotion.



Staff Engagement and Racial Equity Learning

Everyone at SFHSA makes an impact through their values, beliefs, and actions. We encourage staff at all levels to get involved in racial equity work and understand how their individual actions help achieve the organizational change we want to see. In 2022, we had:



Section 1: Hiring and Recruitment

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

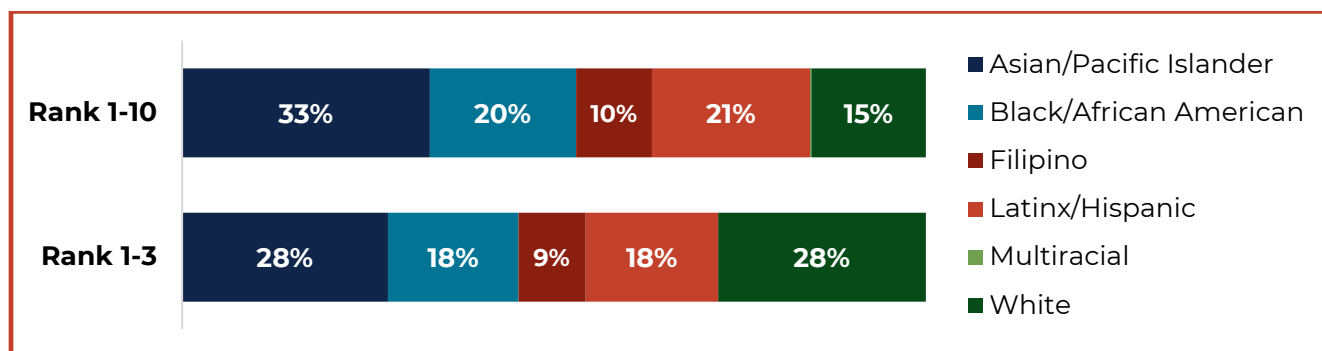
To attract and hire candidates to advance our Agency's mission, we are working to develop and enhance an equitable hiring process. Over the last year, we have focused on strengthening our relationships and communication with the community, rolling out more proactive job recruitment practices, and reshaping parts of the recruitment process to expand and further diversify our candidate pools.

Accomplishments in 2022

POLICY AND PROCEDURAL CHANGES TO CENTER EQUITY IN HIRING AND RECRUITMENT

- Over the last year, **we developed the SFHSA Equitable Hiring Policy to promote equity and transparency in the Agency's recruitment and hiring processes.** The Policy increases our organizational accountability by formalizing the Agency's commitment to equitable hiring practices and providing applicants information about recourse if procedures are not followed. The Policy includes information about our expanded salary determination procedures. Candidates may submit verification of additional experience to apply towards a higher salary placement (e.g. relevant work, volunteer, or internship experience). Recognizing that being a recipient of social services provides one with unique and valuable experience as an SFHSA employee, **candidates may provide documentation of relevant lived experience (e.g., receipt of public assistance from SFHSA or a similar agency) to receive a one-step salary increase.**
- We also **increased the diversity of the candidate pools in six major job classifications by expanding the number of people who are eligible for an interview.** Current citywide civil service rules limit who is eligible to be interviewed based on the certification rule of an eligible list. We know that this negatively impacts candidates of color. In 2022, we successfully petitioned unions to expand the certification rule from three to 10 for the 970X Employment & Training Specialist Series, 2907 Eligibility Worker Supervisor, and the 2917 Program Support Analyst classifications. Previously only those who ranked 1-3 on the eligible list were eligible for an interview. We were able to expand the candidates who are eligible to rank 1-10 which greatly increased the diversity of the pool of candidates eligible for an interview as displayed in Figure 1 below.

Figure 1: Candidates Eligible for an Interview by Race/Ethnicity (2015-2020)



BUILDING A MORE RESPONSIVE HIRING PROCESS AND A BETTER CANDIDATE EXPERIENCE

- To improve the navigability of SFHSA job postings, **we updated the [SFHSA website](#) to provide more resources and information about the hiring process and to empower prospective candidates in their employment-seeking journey.** These updates included adding active SFHSA job openings and “Day in a Life” videos to the page that provide candidates greater insight into the work performed by the Agency’s most common job classifications.
- **With the goal of improving our hiring process, we launched the first phase of the Candidate Experience Project,** a continuous quality improvement initiative focused on the job application experience. In August, the Agency issued a voluntary, anonymous survey on the clarity of job descriptions and ease of submitting an application. The survey was sent to over 2,000 individuals who applied for a job at SFHSA between April and June 2022. In October, the City’s Department of Human Resources (DHR) rolled out a Citywide automated post-application survey. The Agency will analyze this survey data quarterly to continuously identify opportunities to improve the applicant experience in the hiring process.
- **In 2022, SFHSA added 312 members to our Talent Community,** a group of candidates who have expressed interest in staying up to date with SFHSA employment opportunities. We leverage our talent community to promote career fairs and open positions, as well as share information about SFHSA as an employer.



HR staff members speak with candidates at a career fair.

Looking Forward to 2023

1. **Create a Hiring at SFHSA Handbook** that documents the standard operating procedures for SFHSA Human Resources and hiring managers across the entire hiring process.
2. Develop a **coordinated and streamlined staff onboarding experience**. This work includes promoting the use of a standardized onboarding checklist and defining standard practices to ensure gender inclusivity within the onboarding process.
3. **Standardize the Internship/Fellowship experience** across SFHSA programs, including practices in how we recruit, hire and onboard interns and fellows.
4. **Continue to improve upon the candidate experience** by continuing to build out the SFHSA website with supportive resources and identifying candidate pain-points in the hiring process through candidate experience surveys and interviews.
5. **Host SFHSA-specific career fairs** for our large recruitments, such as 2905 Human Services Senior Eligibility Worker and 2940 Protective Services Worker job classifications, in addition to participating in Citywide career fairs.

Section 2: Retention & Promotion

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

To retain a diverse workforce that feels valued and remains committed to the complex work of our Agency, we must invest in our staff and their career advancement. This past year we launched new resources to help employees navigate their career paths, understand job competencies, and set professional goals. Simultaneously, we completed an analysis of staff leave usage to identify equity concerns and considerations.

Accomplishments in 2022

PROVIDING SUPPORT IN CAREER PLANNING

- **In May 2022, we developed and published a competency-based SFHSA Performance Plan and Appraisal Review (PPAR).** Each SFHSA classification has a unique Success Roadmap, which outlines the competencies that distinguish successful job performance. We updated the standard PPAR to require appraisals based on the organizational and job function competencies as outlined in the classification's Success Roadmap. The updated PPAR also includes a section to document professional development goals, separate from the employee's performance goals, to ensure that every employee is provided the opportunity to discuss professional development opportunities and career goals with their supervisor.

To support the widespread adoption of this new form, which will be mandatory starting in 2023, HSA's Human Resources (HR) team offers weekly **trainings for supervisors on how to leverage Success Roadmaps and the PPAR to effectively align performance management and professional development conversations with the Agency's competency model.**

- **The Office of DEIB, in collaboration with the SF Department of Human Resources (DHR), hosted a series of eight Growing Your Career Workshops throughout the second half of 2022.** We hosted these workshops in response to the 2021 SFHSA Racial Equity Survey, which revealed that less than half (46%) of staff who responded to the survey agreed that there are equal opportunities to advance their career at SFHSA. Open to all staff, the workshops covered career planning and advancement topics, such as how to read a city job description, understanding the city application and exam process, resume building, and interviewing best practices. More than 100 staff members attended these interactive workshops.

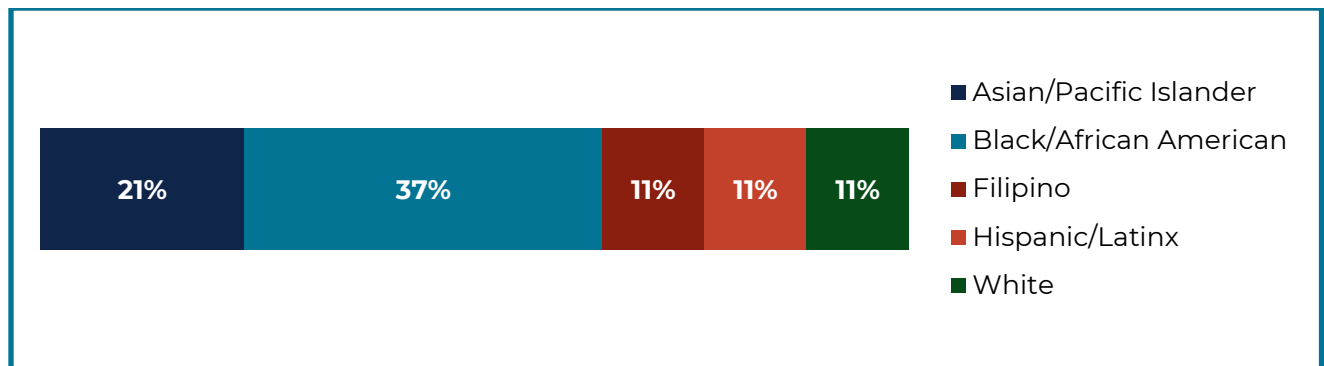
Spotlight: Acting Assignments

We established a new **Acting Assignment Policy** in 2021 with the goal of **creating a structured and open process for advertising and filling acting assignments**. Expanding access to acting assignment positions is one strategy to give equitable opportunity for all staff to build the skill and experience needed to promote internally, and to reduce biases that may not give BIPOC staff equal opportunity to leadership/promotional opportunities.

As a result, in 2022, we found that **30% of those who started and completed an acting assignment in 2022 received a promotion**, demonstrating that acting assignments provide invaluable hands-on experience for employees to continue to grow their skills and experience. Figure 2 below shows the diverse group of staff that were selected for acting assignments.

This year, **31% of acting assignments were filled by employees** from a different HSA program.

Figure 2: 2022 Acting Assignments by Race/Ethnicity



Looking Forward to 2023

1. **Build more career pathways within SFHSA** by connecting classification series through amending minimum qualifications to remove unnecessary barriers to career advancement within the Agency. Specifically, we are currently looking to:
 - o **Allow Human Services Technician (2904) experience to count towards qualifying for the Human Services Agency Social Worker (2918).** To qualify for the 2918, one needs a bachelor’s degree, or experience performing social or eligibility casework. However, work performed as a 2904 currently does not count as allowable social casework experience, limiting the promotional pathway for current Human Services Technicians who do not have a bachelor’s degree.

Section 3: Discipline and Retention

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

To address racial disparities in our disciplinary process, we are promoting new practices to ensure that all employees are provided consistent, compassionate, and communicative support within our performance management processes.

Accomplishments in 2022

SUPPORTING EMPLOYEES FROM DAY ONE

- **We published the SFHSA Supportive Supervision Toolkit in May 2022.** Supportive supervision is the practice of seeking to understand the challenges that each employee experiences in their work so that they may thrive in their positions. Rooted in the principle that supervisors and managers have both the power and responsibility to cultivate an inclusive workplace culture where all employees can thrive, the Toolkit furthers the Agency's racial equity goals by:
 - Encouraging **empathetic and meaningful dialogue** between supervisors and employees who may have different backgrounds;
 - Creating **clear, transparent, and equitable expectations** for employees and supervisors; and
 - Providing **standardized tools and resources for addressing unintentional bias** related to performance management and other employment related decisions.

The Toolkit outlines structured processes and provides practical advice for supervisors and managers to incorporate in their daily interactions with employees. It covers the entire employment cycle from onboarding, communicating expectations, navigating the probationary period, managing performance, and resolving workplace conflict.

We introduced the Toolkit to managers and supervisors in an interactive webinar to explain the tool's goals and highlight its primary features. The document was subsequently published on the Agency intranet to make it available to all staff.

Looking Forward to 2023

1. **Integrate the supportive supervision model into the Agency's supervisory training and development.** We have identified opportunities to incorporate the new tools and frameworks contained in the Toolkit into how we train and support supervisors ongoing. This work includes incorporating the new tools into existing training and rolling out a new interactive coaching workshop.
2. **Build a disciplinary matrix tool,** which maps common violations to recommended disciplinary responses. This matrix will support the standardization of discipline procedures and corrective actions to address disparities in experiences and outcomes.
3. **Develop a disciplinary equity review committee** to review disciplinary actions with an equity lens.

Section 4: Diverse and Equitable Leadership

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

Given the size and complexity of our Agency, individuals in leadership roles act as critical forces in shaping the mission, priorities, and culture of the organization. SFHSA is dedicated to developing a leadership team that fosters a culture of inclusion and belonging by providing leaders the foundational training they need to effectively drive the Agency's racial equity work and to bring staff voice to these conversations and decision-making.

Accomplishments in 2022

BUILDING THE FOUNDATION TO LEAD WITH EQUITY

- In partnership with equity consultants Accenture and the 3:08 Collective, the Office of DEIB coordinated **racial equity training and leadership development for 53 SFHSA leaders in the Spring of 2022**. Participants included the Agency's executive leadership, program directors and the human resources leadership. These staff completed the training in programmatic cohorts, allowing space for in-depth discussion on program-specific challenges and strategies to drive the organizational changes needed to advance racial equity. In total, these leaders each **completed nine hours of training across three sessions**, including:
 - **Exploring identity, racial bias and trauma:** Participants examined how their own identities influence their experience within the workplace.
 - **Using Power Responsibly:** Participants explored the consequences of racial bias and inequities on workplace culture, and discussed how inclusive leaders intentionally use their power to shift mindsets.
 - **Courageous Action:** Participants collectively defined the mindset of inclusive leadership and discussed what concrete behaviors or actions they as leaders can take to demonstrate this mindset.

How SFHSA Leaders Defined Their Collective Responsibility for Advancing Racial Equity after Leadership Racial Equity Training

- *"Showing up and participating even when it may not feel easy."*
- *"Being clear on the differential impact – what's the effect of our decisions and our positions."*
- *"Sharing responsibility for success and failure. It's advocacy and voice at each level..."*
- *"Being mindful and reflective of my own biases."*

-
- In November 2022, the Office of DEIB **facilitated the SFHSA 21-Day Racial Equity Challenge for 42 members of the Department of Disability and Aging leadership team**. The leadership team participated in two discussions where they were able to reflect on the content of the Challenge, and how they plan to bring what they learned into their daily work at SFHSA.

Looking Forward to 2023

1. **Commit to continual racial equity training and coaching for our Agency's leadership teams.** The Office of DEIB is currently securing a contract to support our leadership team in continuing their learning, discussion, and embodiment of inclusive leadership, as well as how to leverage their positions to advance racial equity within the Agency.
2. **Develop a process for staff to submit feedback and provide input on decision-making to leadership.** This process would provide a forum for staff to share concerns and ideas on a continuous basis to ensure staff voice is reflected in the operations and culture of the Agency.

Section 5: Mobility and Professional Development

Goal: Empower SFHSA employees of all racial and ethnic backgrounds to envision and carry out their professional goals, including continuous learning and career advancement.

We believe that investing in staff development is essential to providing quality services to our clients, promoting retention, and creating an internal pipeline for future leadership. We have dedicated the past year to building the infrastructure needed to empower staff in their careers.

Accomplishments in 2022

FORMALIZING PROFESSIONAL DEVELOPMENT AS A PRIORITY

- **To better structure professional development opportunities for staff, we procured a vendor for an Agency-wide learning management system** — an online platform to manage resources for continuous learning and track professional development participation and outcomes. Leveraging a learning management system supports the Agency's racial equity goals by providing a tool to track staff participation in professional development opportunities, and to guide career advancement and promotional pathways.

GROWING LEADERS THROUGH MENTORSHIP

- **We launched the SFHSA Mentorship Program to create equitable pathways for upward employment mobility across our Agency.** Rooted in the principle that commitment to developing diverse and equitable leadership requires SFHSA to strategically develop its existing employees, the program seeks to create meaningful development experiences for future Agency leaders. Over the six-month program, participants work on a personalized development plan, connect with their mentors one-on-one, and participate in monthly professional learning labs.

SFHSA Mentorship Cohort 1: Eight individuals looking to move from supervisory to managerial roles. From February to July 2022, program and deputy directors mentored cohort members. Since completion of the program, two mentees have been promoted.

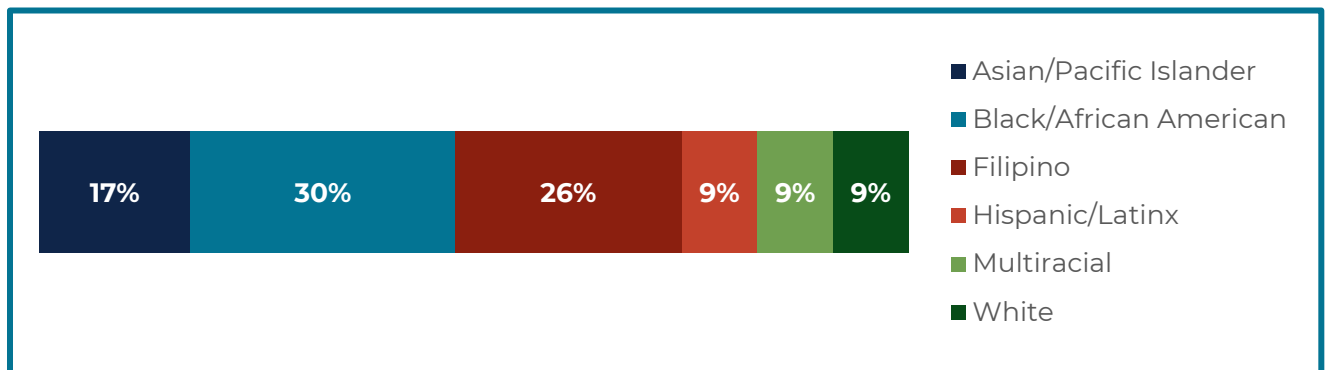
SFHSA Mentorship Cohort 2: 16 individuals from a variety of programs and classifications joined Cohort 2 in September 2022. This cohort is working with supervisory and managerial mentors.

" [My mentor] opened my eyes to many different opportunities in my career. She helped me create a network of people throughout the agency."
- Mentee

"The program was a confidence builder. I believe full heartedly that it was because of this program I had the confidence to go through with a manager acting assignment."- Mentee

"I am so glad I took the leap. It is such a positive experience. And if I'm ever given the opportunity to be mentor, once I reach my own goals, I would love to do that too."- Mentee

Figure 2: Race/Ethnicity of SFHSA Mentorship Cohort Members



Looking Forward to 2023

1. **Publish a Mobility and Professional Development Policy** to authorize and encourage all employees to complete up to 40 hours of professional development annually. This policy will help support consistency in access to professional development opportunities to all staff.
2. **Build a professional development resource page on the SFHSA Employee Intranet** to serve as a central hub for staff to find all relevant policy and procedural information regarding professional development. The resource page will encourage staff to leverage the Success Roadmaps by promoting continuous learning opportunities organized by organizational competencies. This will enable staff to connect to the training they need to continuously build their expertise and excel in their role.

Section 6: Organizational Culture of Inclusion & Belonging

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

The work of advancing racial equity does not sit with any one person or office, but must be shared by all of us. Over the last year, we focused on creating spaces for staff to convene and engage in dialogue about racial equity, and cultivated opportunities for employees to celebrate their identities and contribute directly to the racial equity work at SFHSA.

Accomplishments in 2022

CREATING COMMUNITY AND CELEBRATING CULTURE

- **In 2022, SFHSA had nine active SFHSA Employees Resource Groups (ERGs).** These groups support building a culture of belonging in the workplace through regular meetings, social hours, and Agency-wide cultural events. Over the past year, our ERGs hosted four Agency-wide cultural celebrations: Black History Month, Lunar New Year, Hispanic Heritage Month, and Día de los Muertos. Each ERG-led event was designed, planned, and implemented by its members, with the support of our Office of DEIB, ensuring the celebrations reflected staff's voices.



Mi Gente Employee Resource Group (formerly Latinx/Hispanic ERG) member, Adriana Arambula celebrating Día de los Muertos in Borne Auditorium.

In 2022, the following ERGs were active:

- Black Employees Association
- Mi Gente (formerly Latinx/Hispanic ERG)
- Asian Pacific Islander ERG
- LGBTQIA ERG
- 55+ ERG
- Caregivers Group
- Creative Circle
- The Stress Busters
- Above & Beyond

PROVIDING RACIAL EQUITY ENGAGEMENT OPPORTUNITIES

- The **Office of DEIB built on previous initiatives to facilitate learning and engagement opportunities for staff** to contribute to the Agency's racial equity work in a variety of different ways and levels of time commitment. These activities included:
 - **Racial Equity Workgroup:** The 2022-2023 Racial Equity Workgroup cohort consisted of 14 staff members. The group discussed shared racial equity issues in the workplace, learning from one another and growing as racial equity leaders. Workgroup members gained professional development experience by presenting their learnings and contributions to their coworkers.
 - **SFHSA Champions of Racial Equity:** 215 staff completed the voluntary continuous learning program, which included approximately 10 hours of self-directed learning on racial equity terminology, the history of systemic racism in the United States and how race and social services intersect.
 - **Annual Racial Equity Town Hall:** 413 staff attended the Agency's third annual Racial Equity Town Hall. During the event, the Office of DEIB discussed its Annual Progress Report for the Racial Equity Action Plan— highlighting the Agency's 2021 accomplishments— and introduced upcoming initiatives aimed at advancing racial equity within the organization in 2022. During the event, employees involved in our racial equity work spoke about their experiences within the Racial Equity Workgroup and Mentorship Program.
 - **“Talking about Race at Work” Lunch and Learn:** In June 2022, the Office of DEIB designed this workshop to respond to the 45% of staff who completed our 2021 Racial Equity Survey and did not express agreement with the statement that they are comfortable talking to coworkers about race. The workshop discussed why dialogue about race is necessary, outlined strategies for staff to disrupt instances of racism in the workplace, and provided space for attendees to practice these strategies.
 - **Quarterly Racial Equity Newsletter:** The Office of DEIB continued to publish its Racial Equity Newsletter on a quarterly basis to provide ongoing updates to staff on the progress of our Action Plan, and to share racial equity related resources and events.

EMBRACING A CULTURE OF ACCOUNTABILITY

- **To track progress towards the 92 actions outlined in the Agency's Action Plan, we developed the Racial Equity Action Plan Dashboard.** The Office of DEIB and SFHSA HR leaders use the Dashboard to support project management across the many Action Plan items, and to inform quarterly updates with SFHSA's executive leadership for oversight and Agency-wide accountability.

Looking Forward to 2023

1. **Launch mandatory racial equity training for all SFHSA staff.** In early 2023, SFHSA will publish its racial equity training requirement for all Agency staff to complete racial equity training on an annual basis. Also in the upcoming year, the Office of DEIB will **participate in piloting Citywide foundational racial equity training.**
2. **Publish an SFHSA Racial Equity E-Library** on the intranet to serve as a central hub for staff to find relevant continuous learning materials and opportunities to advance racial equity as a social services provider.
3. **Host an interactive Employee Resource Group Fair** to increase awareness, membership, and participation in these groups.
4. **Facilitate Racial Equity Lunch and Learn events** on a more regular basis to continue supporting continuous learning and dialogue about racial equity amongst the Agency's employees.

Section 7: Boards & Commissions

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

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, these policy bodies must be meaningfully involved in our Agency's efforts to advance racial equity. In the past year, our Boards and Commissions have begun to integrate racial equity more formally into their meetings and decision-making.

Accomplishments in 2022

ENGAGING IN LEARNING AND DIALOGUE

- **Provided racial equity training to 27 SFHSA board members and commissioners.**
In the Spring of 2022, SFHSA held a joint meeting — which brought together members of the Human Services Commission, Disability and Aging Services Commission, and the Advisory Council to the Disability and Aging Services Commission — to deliver the training in partnership with equity consultants Accenture and the 3:08 Collective. During this training, participants discussed a framework for inclusive leadership and their own spheres of influence as commissioners and board members to cultivate a more inclusive and equitable SFHSA.

Looking Forward to 2023

1. **Commit to annual racial equity training** to ensure that our governing bodies continue to engage in learning and dialogue around racial equity, especially as it pertains to SFHSA's workforce, operations, and services.

Conclusion

In our second year of implementing our Racial Equity Action Plan, we focused on **increasing staff engagement** with our racial equity goals, including facilitating opportunities to contribute to an inclusive workplace. We continue to focus on **building a culture of organizational accountability** to reduce implicit bias, create equal opportunity, and bring a more critical antiracist lens to all of our Agency's work.

GROWING CAPACITY: OUR 2023 PRIORITIES

1. Facilitating Career Growth Opportunities for Staff

Publishing the Mobility and Professional Development Policy and its supporting processes in the upcoming year will empower staff to pursue their professional development goals. In the next year, we will also publish a professional development resource page for staff to navigate relevant policy information and access additional resources.

2. Building Upon Our Equitable Hiring Policy

We will continue to identify barriers in our hiring process and address practices that contribute to racial inequalities in our hiring outcomes. This includes continuing to build upon Phase I of the Candidate Experience Project, expanding our proactive recruitment strategies, and strengthening our organizational accountability by documenting standardized hiring procedures. We will continue to build on our effective community outreach methods to attract diverse, high-quality candidates who share our Agency's values, in addition to centering racial equity throughout the interview process.

3. Expanding Racial Equity Training Initiatives

We will continue to expand learning opportunities for staff to engage with the Agency's racial equity work at varying degrees. In addition to encouraging participation and increasing the frequency of our existing racial equity programs for staff, the Office of DEIB will launch a new mandatory, annual six-hour racial equity training for all SFHSA staff.

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, and reflects updated information regarding our progress in implementing these actions as of December 2022. This table contains information including the Agency lead(s) responsible for carrying out the action, the current status of action implementation at the time of this update’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 the full *Racial Equity Action Plan 2021-2023* report for more complete information.
- **Most completed action items reflect ongoing practices that our Agency has implemented and will maintain beyond the Action Plan’s three-year period — these actions are indicated by an asterisk (e.g., Completed*) and are shaded in a darker green.** We fully implemented some of these action items prior to the release of the Citywide Racial Equity Framework in July 2020; these items do not reflect a specific start and end date associated with our Plan implementation.

Action	Description	Lead(s)	Status	Start Date	End Date
1.1.1	Assess conditions and barriers experienced by job applicants	Office of DEIB	In Progress	Nov-20	Apr-23
1.1.2	Survey staff to assess issues of diversity and inclusivity	Policy & Planning Unit	Completed*	Nov-20	Mar-22
1.1.3	Create an equitable and inclusive hiring and recruitment policy	HR Exams Unit	In Progress	May-21	Jan-23
1.2.1	Develop a strategic and inclusive recruitment process	Office of DEIB	Completed*	Nov-20	Oct-22
1.2.2	Develop partnerships with organizations for strategic recruitment	Office of DEIB	Completed*	Apr-21	Oct-22
1.2.3	Update job announcements to be more inclusive	HR Exams Unit	Completed*	Nov-20	Apr-22

Action	Description	Lead(s)	Status	Start Date	End Date
1.2.4	Remove unnecessary minimum qualification requirements for jobs	HR Exams Unit	In Progress	May-21	Dec-23
1.2.5	Review and revise supplemental questions used in job applications	HR Exams Unit	Completed*	Mar-21	Dec-22
1.2.6	Remove unnecessary degree requirements for jobs	HR Exams Unit	In Progress	May-21	Dec-23
1.2.7	Ensure outside recruiters use racially equitable recruitment strategies	HR Exams Unit	In Progress	May-21	Jan-23
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	In Progress	Jul-22	Jun-23
1.3.4	Offer interns shared learning opportunities on equity topics	Office of DEIB	Not Started	Jan-23	Jun-23
1.3.5	Collect and analyze data on internship hiring outcomes and intern experiences	HR Operations Unit	Not Started	Mar-23	Mar-24
1.4.1	Standardize the interview process using inclusive interview questions	HR Operations Unit	Completed	Sep-20	Jul-21
1.4.2	Ensure a diverse interview panel for each interview	HR Operations Unit	Completed*	Sep-20	Oct-22
1.4.3	Train interview panelists to conduct interviews in an equitable fashion	HR Operations Unit	In Progress	Jan-21	Mar-23
1.4.4	Adopt an application tracking tool and enhance other support for job applicants	HR Exams Unit,	Completed*	Aug-20	Oct-21

Action	Description	Lead(s)	Status	Start Date	End Date
		HR Operations Unit			
1.4.5	Share information about all job openings Agency-wide	HR Exams Unit	Completed*	Jan-21	Sep-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	In Progress	Jun-21	Jun-23
1.4.8	Expand the Certification Rule of Three Scores to address hiring inequities	HR Exams Unit, HR ELR Unit	Completed*	Aug-21	Oct-22
1.5.1	Standardize proactive racial equity review at key stages of the hiring process	Office of DEIB, HR Exams Unit	In Progress	Mar-21	Jan-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	Completed*	Jul-20	Apr-22
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*
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	Completed*	Sep-20	Aug-21

Action	Description	Lead(s)	Status	Start Date	End Date
2.2.2	Conduct internal review of benefits to ensure parity with industry standards	Office of Civil Rights	Completed*	Oct-21	Aug-22
2.2.3	Conduct internal review of paid time off policy and enhance cultural inclusivity	Office of Civil Rights	Completed*	Jul-21	Aug-22
2.3.1	Share information about Citywide standards governing promotions and raises	HR Operations Unit	In Progress	Oct-21	Mar-23
2.3.2	Share information about Citywide processes for promotions and raises	HR Operations Unit	In Progress	Oct-21	Mar-23
2.3.3	Develop an equitable process for staff to serve in acting/interim job roles	HR Operations Unit	Completed	Jan-21	Mar-21
2.3.4	Identify and address drop-offs in employee diversity within job classification series	HR Operations Unit	In Progress	May-21	Dec-23
2.3.5	Create clear pathways for upward mobility for all job classifications	HR Operations Unit	In Progress	Oct-21	Dec-23
3.1.1	Track disciplinary actions to ensure equity and accountability	HR ELR Unit	Completed*	Jan-19	Jun-21
3.1.2	Track separations to ensure equity and accountability	HR Operations Unit	In Progress	Oct-21	Mar-23
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-23
3.1.4	Implement alternative dispute resolution practices	HR ELR Unit	Completed*	Nov-20	Dec-22
3.1.5	Standardize disciplinary procedures	HR ELR Unit	In Progress	Nov-20	Jun-23

Action	Description	Lead(s)	Status	Start Date	End Date
3.1.6	Create a performance management toolkit for supportive supervision	HR ELR Unit	Completed*	Oct-20	May-22
3.1.7	Develop a formalized process for equity review of all proposed disciplinary actions	HR ELR Unit	In Progress	Jan-21	Dec-23
4.1.1	Use a racially equitable hiring and recruitment policy	HR Exams Unit	In Progress	May-21	Jan-23
4.1.2	Commit to ongoing racial equity development for Agency leadership	Office of DEIB	In Progress	Jan-21	Jan-23
4.1.3	Report on Agency leadership demographics regularly	Office of DEIB	Completed*	Jan-21	Dec-21
4.1.4	Create a process for anonymous staff feedback to Agency leadership	Communications	In Progress	Jul-21	Dec-23
4.2.1	Develop a framework shared decision-making at the Agency	Office of DEIB	Not Started	Oct-23	Dec-23
5.1.1	Require formal training and development for all staff	HR L&OD Unit	In Progress	Apr-21	Dec-23
5.1.2	Formalize processes to support staff attendance at conferences	HR L&OD Unit, program leadership	In Progress	Apr-21	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	In Progress	Apr-21	Dec-23

Action	Description	Lead(s)	Status	Start Date	End Date
5.2.1	Develop an annual performance evaluation for all staff	HR L&OD Unit	In Progress	Apr-21	Dec-23
5.2.2	Create a staff mentorship program	HR L&OD Unit	Completed*	Nov-21	Feb-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	In Progress	Apr-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	In Progress	Apr-21	Dec-23
6.1.1	Ensure the Agency's mission, policies, etc. align with inclusion and belonging	Office of DEIB, Communications	Completed*	Sep-20	Jan-21
6.1.2	Create a staff Racial Equity Work Group to ensure accountability	Office of DEIB, Racial Equity Work Group	Completed*	Oct-20	Jan-21
6.1.3	Develop and maintain a Racial Equity Action Plan	Office of DEIB	Completed*	Jul-20	Dec-21
6.1.4	Report on Racial Equity Action Plan updates to Agency staff and stakeholders	Office of DEIB	Completed*	Jan-21	Dec-21

Action	Description	Lead(s)	Status	Start Date	End Date
6.1.5	Support and provide spaces for affinity groups	Office of DEIB	Completed*	Jul-20	Jun-21
6.1.6	Provide all staff with trainings and development on racial equity topics	HR L&OD Unit, Office of DEIB	In Progress	Apr-21	Mar-23
6.1.7	Survey staff to assess the Agency's organizational culture	Policy & Planning Unit	Completed*	Nov-20	Mar-22
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	In Progress	Apr-21	Jan-23
6.2.3	Maintain physical and digital spaces for staff to share information with each other	Communications	Completed*	Completed*	Completed*
6.3.1	Create a shared accessibility protocol for all Agency events and communications	Office of Civil Rights	In Progress	Jul-21	Dec-23
6.3.2	Ensure the Agency's physical spaces to meet or exceed accessibility standards	Office of Civil Rights, Facilities	In Progress	Jun-21	Dec-23
6.3.3	Ensure the Agency's digital spaces/functions to meet or exceed accessibility standards	Office of Civil Rights, IT	Completed*	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*

Action	Description	Lead(s)	Status	Start Date	End Date
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-23	Jun-24
6.4.2	Find opportunities to invest in and support the communities we serve	Office of DEIB	Not Started	Jul-23	Jun-24
7.1.1	Revise commission bylaws in alignment with the Racial Equity Action Plan	Office of DEIB	Not Started	Jul-23	Jun-24
7.1.2	Report on Agency commission membership demographics regularly	Office of DEIB	Completed*	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	Completed	May-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	Jul-23	Jun-24
7.2.1	Standardize protocols for commission members' accommodation requests	Commission Secretaries	Completed*	Completed*	Completed*

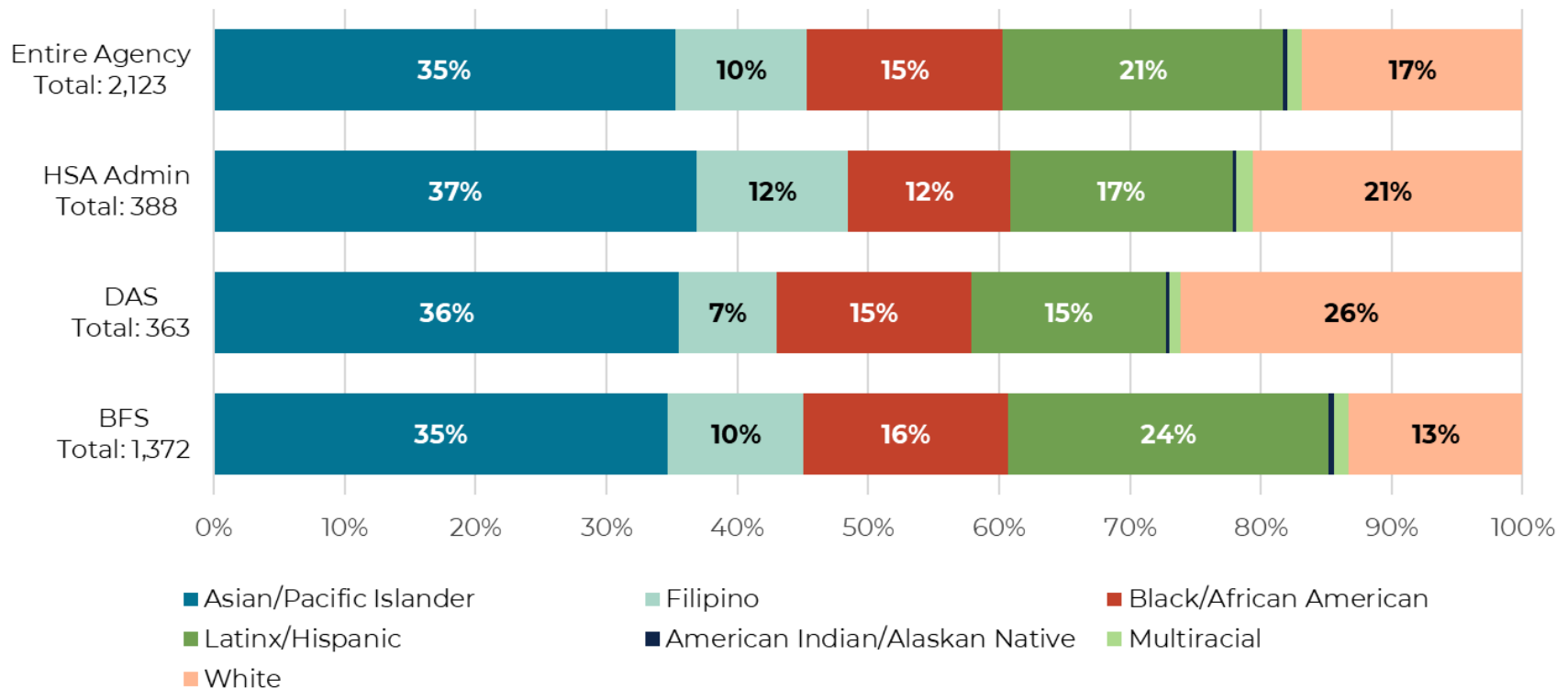
Action	Description	Lead(s)	Status	Start Date	End Date
7.2.2	Provide ongoing racial equity training and development for commission members	HR L&OD Unit, Commission Secretaries	Completed*	Dec-20	Mar-22
7.2.3	Develop a peer mentorship program for commission members	Commission Secretaries	Not Started	Jul-23	Jun-24

Appendix B. Summary of SFHSA Workforce Demographics

This appendix provides a summary snapshot of SFHSA workforce demographics and trends in 2022.

RACE/ETHNICITY OF SFHSA STAFF BY DEPARTMENT

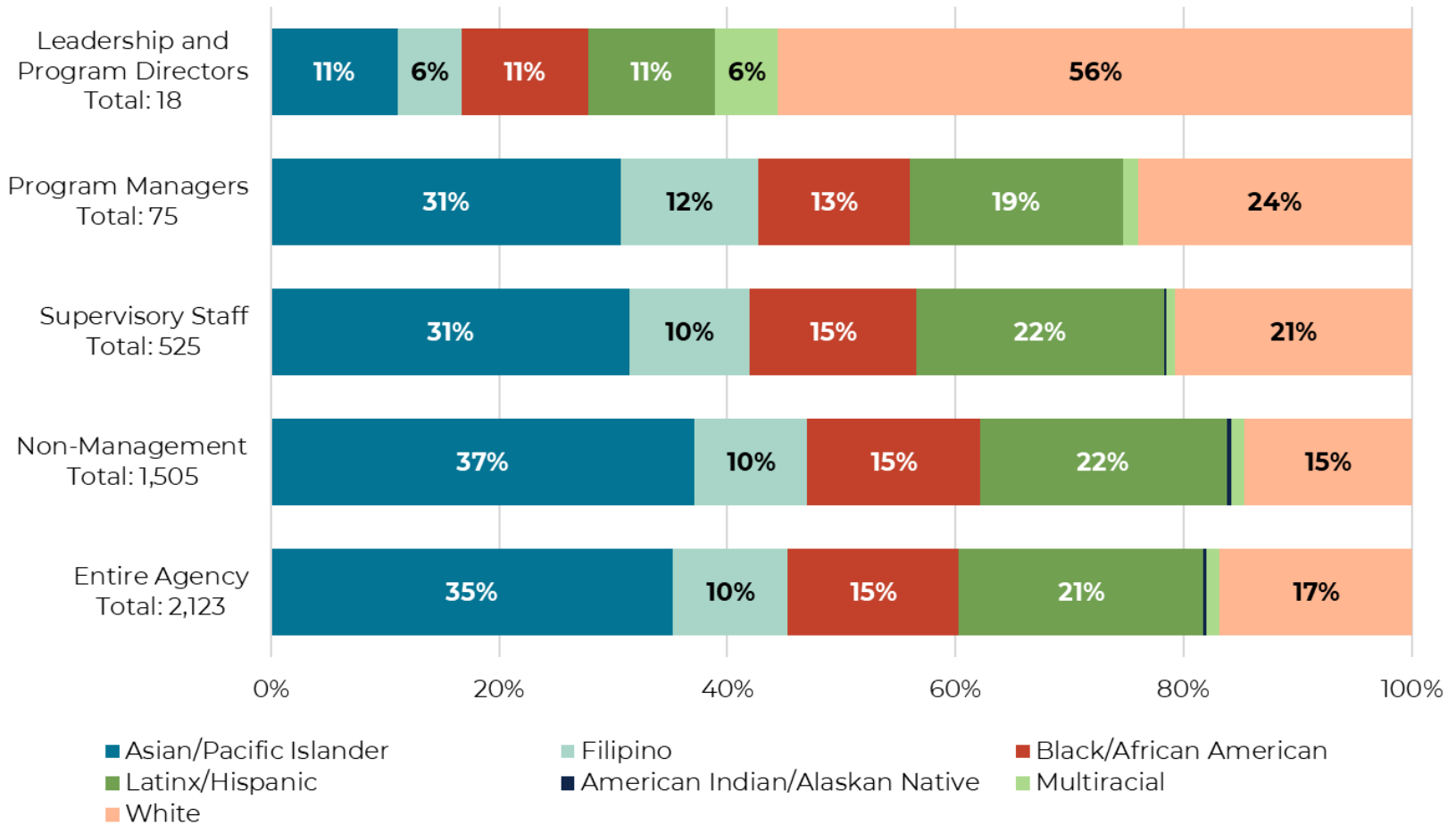
With a workforce of 2,123 employees, our Agency is fortunate to have diverse staff that bring unique perspectives and lived experiences to our work with underserved communities. On the whole, our staff generally reflect the population we serve. Nearly half (45%) are Asian/Pacific Islander (including Filipino individuals), and 21% are Latinx/Hispanic — trends driven by our clients’ language needs. About 17% of staff are white, and 15% are Black/African American.



Data Source: People and Pay, January 2023

RACE/ETHNICITY OF SFHSA STAFF BY MANAGEMENT LEVEL

Disaggregated by management level, disparities by race and ethnicity are immediately apparent. White employees are significantly overrepresented among the leadership ranks at SFHSA, while Asian/Pacific Islander (Filipino inclusive) and Latinx/Hispanic staff are significantly underrepresented; at the highest levels of management, Black/African American staff are also underrepresented, though to a much lesser degree than their other peers of color. These racial disparities are most pronounced at the highest levels of management (e.g., program directors, deputy directors, and executive leadership).



Data Source: People and Pay, January 2023

SFHSA HIRES BY RACE/ETHNICITY¹

The table below summarizes hires at SFHSA in 2022. The Agency hired 210 employees during this period, generally aligned with the demographic composition of Agency clients and staff. Black/African American employees made up a greater share of hires in 2021 than their share of representation in the SFHSA workforce — about 18% compared to 15%.

Race/Ethnicity	Entire Agency		BFS		DAS		HSA Admin	
	#	%	#	%	#	%	#	%
Asian/Pacific Islander	74	35%	1	1%	14	37%	19	38%
Filipino	9	4%	41	34%	0	0%	4	8%
Black/African American	38	18%	21	17%	6	16%	11	22%
Latinx/Hispanic	46	22%	5	4%	6	16%	9	18%
American Indian/ Alaskan Native	2	1%	31	25%	0	0%	1	2%
Multiracial	13	6%	10	8%	2	5%	1	2%
White	28	13%	13	11%	10	26%	5	10%
Total	210	100%	122	100%	38	100%	50	100%

Data Source: People and Pay, January 2023

SFHSA PROMOTIONS BY RACE/ETHNICITY

The table below summarizes promotions within SFHSA in 2022. One hundred and seventy-nine employees were promoted in 2022, reflecting racial/ethnic backgrounds generally consistent with the demographic composition of Agency clients and staff. There was a disproportionately high rate of promotion for Asian/Pacific Islander staff (not including Filipinos) relative to their share of the Agency — about 49% compared to 35% — and a relatively lower rate of promotion for Filipino and white staff. Even so, Asian/Pacific Islanders still remain the most underrepresented group at the highest levels of management when compared to the overall racial/ethnic composition of staff at SFHSA.

Race/Ethnicity	Entire Agency		BFS		DAS		HSA Admin	
	#	%	#	%	#	%	#	%
Asian/Pacific Islander	87	49%	49	44%	15	60%	23	55%
Filipino	7	4%	3	3%	1	4%	3	7%
Black/African American	28	16%	21	19%	4	16%	3	7%
Latinx/Hispanic	35	20%	29	26%	2	8%	4	10%
American Indian/ Alaskan Native	1	1%	1	1%	0	0%	0	0%
Multiracial	2	1%	2	2%	0	0%	0	0%
White	19	11%	7	6%	3	12%	9	21%
Total	179	100%	112	100%	25	100%	42	100%

Data Source: People and Pay, January 2023

¹ Data on hires reflect individuals new to SFHSA and promotions within the Agency. They exclude individuals in Public Service Trainees and Career Pathways roles, as most of these roles are selected by and work in departments outside of SFHSA.

SFHSA CORRECTIVE ACTION & DISCIPLINE BY RACE/ETHNICITY

The table below summarizes corrective actions and discipline carried out at SFHSA in 2022, disaggregated by staff race/ethnicity. Corrective actions include probationary extensions, probationary releases, and performance improvement plans.² Discipline includes written warnings, suspensions, and dismissals of permanent employees. While discipline and corrective actions continue to be issued to less than 4% of employees, Black employees continue to be overrepresented in these actions.

Race/Ethnicity	Total Permanent Staff		Corrective Actions & Discipline	
	#	%	#	%
Asian/Pacific Islander	748	35%	25	30%
Filipino	214	10%	6	7%
Black/African American	317	15%	23	28%
Latinx/Hispanic	456	21%	16	19%
American Indian/ Alaskan Native	7	0%	0	0%
Multiracial	23	1%	4	5%
White	358	17%	9	11%
Total	2,123	100%	83	100%

Data Source: Employee and Labor Relations, January 2023

² Probationary extensions carried out to align with the timing of new employee training were omitted.