

SAN FRANCISCO HUMAN SERVICES AGENCY RACIAL EQUITY PROJECT & REPORT

Department of Human Services Commission
September 26, 2019

BACKGROUND

San Francisco: Prioritizing Racial Equity

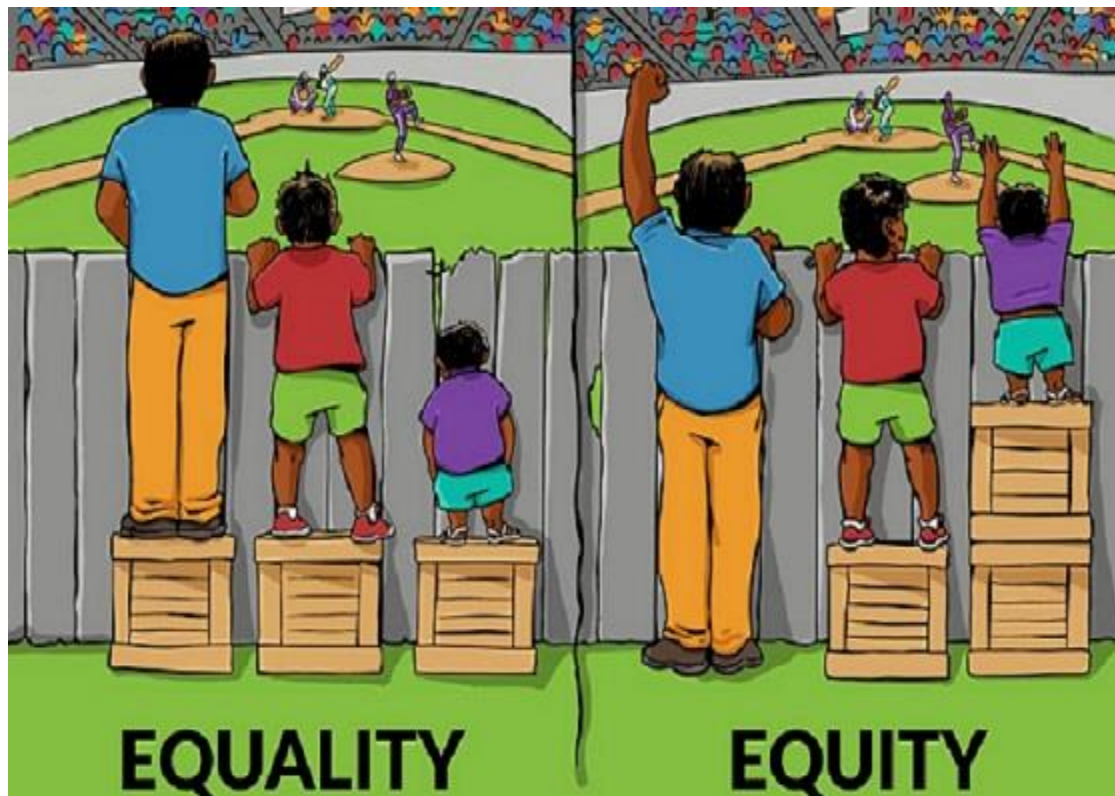
- Racial inequities: evident in every measure of well-being
- SF Human Rights Commission partnership with the Government Alliance on Race & Equity (2016 – Present)
- SF Mayor London Breed issued Executive Directive on racial equity in the City workforce (Sept 2018)

HSA: Prioritizing Racial Equity

- HSA Partnership with Government Alliance on Race & Equity (2018)
- Strategic planning for racial equity: REWG, Staff Focus Groups, Interviews, Quantitative Case Study, Lit Review
- Publication: *Advancing Racial Equity at the San Francisco Human Services Agency: Opportunities in Hiring, Promotion, & Organizational Culture* (Sept 2019)

The Racial Equity Framework

- **Race-based outcome gaps are eliminated: race does not predict a person's success**



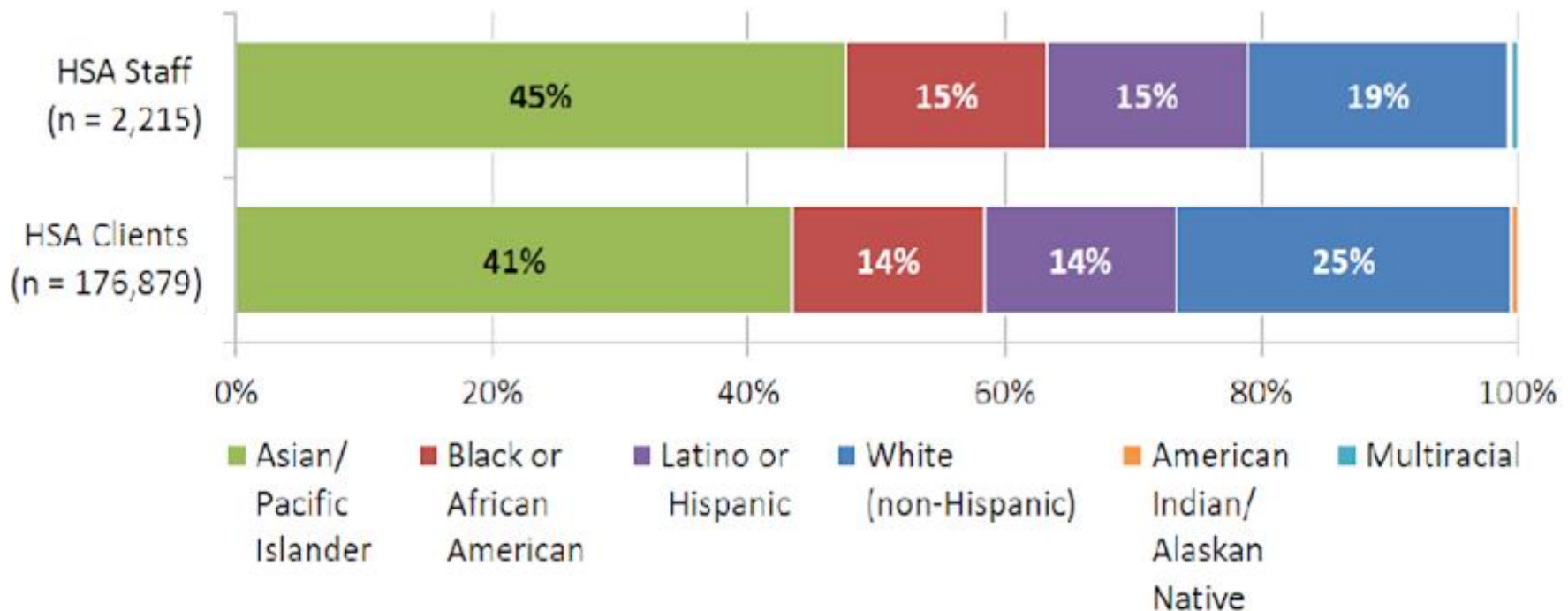
- Fairness
- Customization to meet distinct needs that emerge across racial/ethnic groups

RECRUITMENT & HIRING

Current Conditions

- HSA's diverse workforce generally reflects the racial and ethnic backgrounds of our clients:

HSA Clients and Staff by Race/Ethnicity (November 2018)



**Note: HSA serves approximately 225,000 unique clients across three major departments: DHS, DAAS, and OECE. This chart reflects the majority of the Agency's clients, recorded in the centralized CalWIN database.*

Major Challenges

- **Why Should We Be Concerned?**
 - Current economic trends in SF
- **What Challenges Must We Address?**
 - Recruitment pipeline
 - Clarity, accessibility, transparency, & fairness in hiring process

“For my [program], the staff do not reflect the population we serve. The resources provided to clients are not catering to their needs. We need a more reflective workforce. For example, we have one African American on [my team], when we serve [majority] African Americans.”

— Focus Group,
HSA line staff member

Recruitment & Hiring

Goal

Employ diverse staff who reflect the racial and ethnic backgrounds of HSA clients, across all Agency departments and programs

Recruitment & Hiring

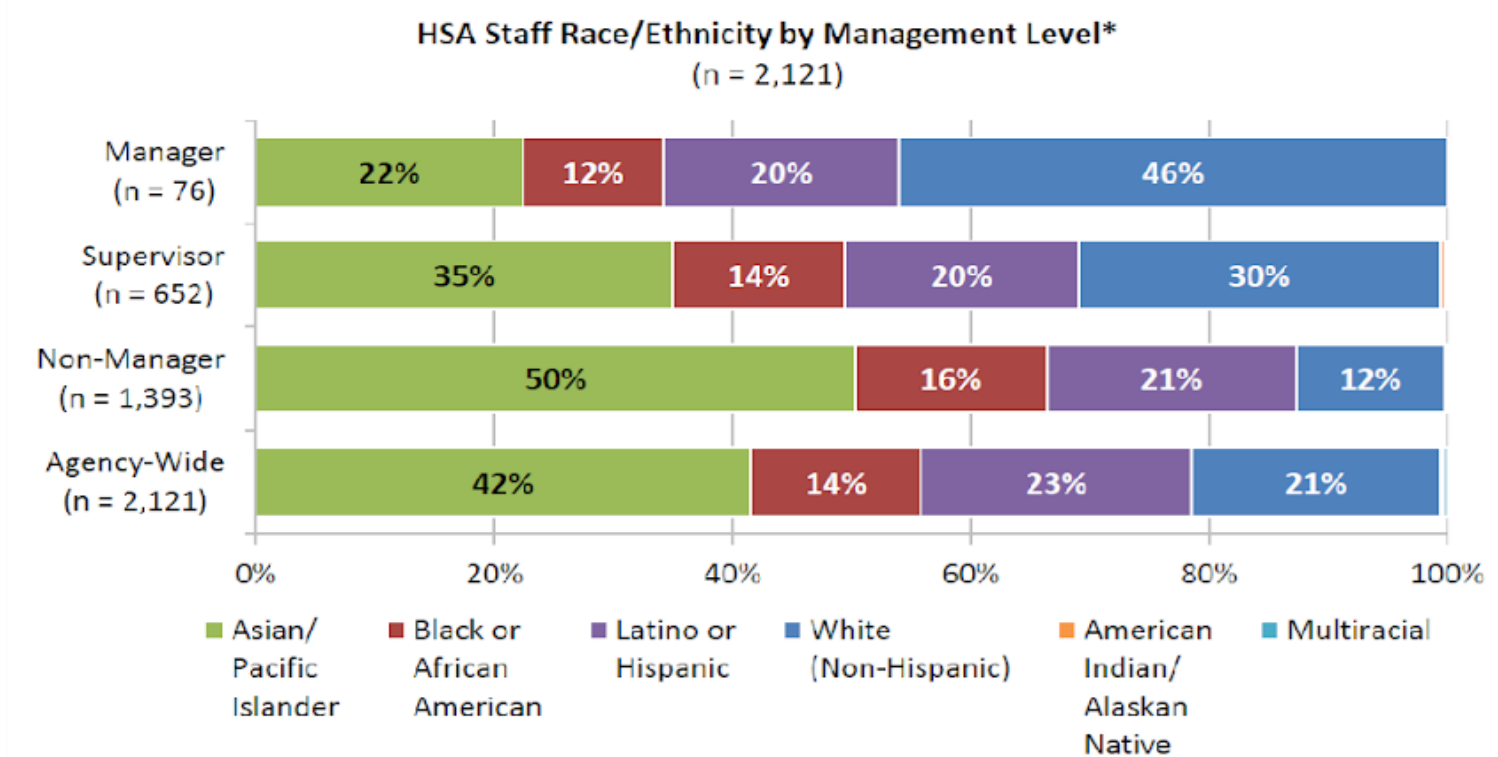
Strategies

1. Perform active recruitment in underrepresented communities of color
2. Enhance clarity and accessibility in the hiring process
3. Use data to inform hiring policy and practice

LEADERSHIP DEVELOPMENT & PROMOTION

Current Conditions

- White employees are overrepresented among leadership ranks, with the most pronounced disparities at the highest levels of management



*Note: Supervisor category includes all positions authorized to provide supervision but that may not currently require supervision duties as part of the role (e.g., mid-level analyst positions). This analysis excludes PST positions.

Major Challenges

“I was the only African American supervisor for a long time. I have to fight hard to have representation of African American workers... There aren't that many African Americans in San Francisco, but they comprise our system.”

– Focus group,
HSA Supervisor

- **Why Should We Be Concerned?**
- **What Challenges Must We Address?**
 - Lack of a Supportive Culture & Infrastructure for Employees of Color to Advance Professionally
 - Lack of Resources to Guide Long-Term Career Planning, Professional Growth, and Promotion

Leadership Development & Promotion

Goal

Employ diverse staff who reflect the racial and ethnic backgrounds of HSA clients, across *all* levels of the Agency leadership hierarchy

Leadership Development & Promotion

Strategies for Advancing Racial Equity

1. Encourage learning at every level of the HSA workforce
2. Facilitate career development aligned to professional growth

ORGANIZATIONAL CULTURE

Current Conditions & Major Challenges

- Organizational culture is broad
- Encompasses not only why we do our work, but also how we do our work and how we feel doing it.
- Since 2018, the Agency has taken the first steps to advance racial equity

Organizational Culture

Goal

Cultivate a workplace environment in which HSA employees of all racial and ethnic backgrounds feel respected, valued, and supported to carry out the Agency's mission

Organizational Culture

Strategies for Advancing Racial Equity

1. Demonstrate leadership commitment to promoting a culture of racial equity
2. Foster staff capacity to operationalize racial equity in professional practice
3. Sustain an explicit and ongoing commitment to advancing racial equity

FY 19/20 ACTION PLAN

FY19/20: Advancing Racial Equity

1. Create a new Office of Diversity, Equity and Inclusion
2. Issue public resolutions declaring HSA's commitment to racial equity
3. Adopt racial equity as a core HSA value
4. Conduct demographic staffing analysis
5. Cultivate recruiting relationships with educational institutions and professional associations primarily serving people of color

FY19/20: Advancing Racial Equity

6. Develop and advertise job opportunities in venues primarily serving job seekers of color
7. Promote existing opportunities by increasing staff access to professional development
8. Begin training on Core Competency Modeling to ensure fairness in staff performance assessment and development
9. Begin implementing racial equity training(s) for all staff
10. Continue participation in Citywide efforts led by DHR to improve our ability to analyze any disparities

Contact Information

- HSA's Official GARE Inbox
 - HSA-GARE@sfgov.org
- Rosie Ortiz
 - rosa.ortiz@sfgov.org
 - (415) 557-5855
 - HR: 1650 Mission St., 2nd Floor
- Adithi Vellore
 - vellore.adithi@sfgov.org
 - (415) 557-5671
 - Planning: 170 Otis St., 8th Floor