

OEWD Internal Racial Equity Survey (2022)

BACKGROUND

The Office of Economic and Workforce Development (OEWD) advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency.

OEWD includes the following divisions: Workforce Development, Shared Services (Finance and Administration, Impact Policy and Communications), Invest in Neighborhoods, Joint Development, Business Development, Economic Recovery, and Business Solutions. OEWD also works closely with the Office of Small Business, Film SF, and four policy bodies and commissions: the Small Business Commission, Film Commission, Workforce Investment San Francisco Board, and the newly reauthorized Committee on Citywide Workforce Alignment. According to the City and County of San Francisco's Department of Human Resources (DHR)¹, OEWD employed 128 staff reflecting diverse perspectives and communities across San Francisco as of July 2022. Nearly 70% of OEWD's staff and leadership are Black, Indigenous, and People of Color (BIPOC).

In July 2019, Ordinance No. 188-19 formed the San Francisco Office of Racial Equity (ORE) and created the mandate for the City and County of San Francisco's Racial Equity Framework and each department's Racial Equity Action Plan (RE Action Plan). Each RE Action Plan shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address racial disparities within the department as well as in external programs.

Ordinance No. 188-19 gave ORE the authority to develop templates and assessment tools to frame the racial equity work and standardize the approach across the City. In July 2020, ORE distributed a RE Action Plan template to all City and County of San Francisco departments, effectively serving as a directive and roadmap for the racial equity work. The directive required each department to produce an annual organizational climate survey where staff may share their perspectives on organizational climate and commitment to racial equity.

OEWD's Racial Equity Working Group (REWG) issued its first survey to staff and leadership in October 2020 and used the results to inform the RE Action Plan submitted to ORE in December 2020. In keeping with the goals and objectives identified in OEWD's RE Action Plan, this year's survey marks the third administration of OEWD's annual organizational climate survey, and results described here reflect year-over-year comparison where appropriate.

¹ City and County of San Francisco Department of Human Resources (2021). *Citywide Workforce Demographics: Race/Ethnicity by Department (by Individual Department(s))*. <https://sfdhr.org/race-ethnicity-by-department>

METHODOLOGY

The questions from the survey were adapted from the Government Alliance on Race & Equity's (GARE) Employee Survey for Local Governments, D5 initiative's Field Survey, Living Cities, as well as other best practices from the field of human resources. The REWG Human Resources Sub-Committee led the survey creation in 2020, and each REWG Sub-Committee has the opportunity to add a special topic question to the existing survey instrument every year. The REWG also worked closely with the Chief Finance Officer and the Chief People Officer to develop questions tailored to Human Resources and workplace climate. The full REWG—a team of 31 division leads across staff and leadership—all contributed to the final review of the survey instrument². The final survey instrument included 54 questions, and it took approximately 15-20 minutes to complete.

Google Forms was selected as the instrument administration tool because it is free, accessible, allows for anonymous submissions, extracts data as .csv and .xlsx for external analysis, and provides canned charts. The team also used Excel to analyze complex data.

The REWG administered the 2022 OEWD Internal Racial Equity Survey (Appendix A: Survey Instrument) electronically through Google Forms in October 2022. The OEWD Chief Operating Officer sent an initial email, with the REWG sending a follow-up the week before the due date (Appendix B: Survey Communications). The REWG requested that leadership and managers make announcements in the division and all-staff meetings. Directors and managers encouraged staff to complete the survey during regular working hours. RE leaders were encouraged to discuss the survey with colleagues at unit meetings and to send follow-up emails. Anonymous responses were accepted over a period of three weeks. Publicly posted data from the San Francisco Department of Human Resources reports that OEWD has 139 employees. Graphs and data pulled from the Citywide DHR website refer to the 139 employee count to describe the current workforce.

Internal staff demographic analysis from OEWD DHR indicates that OEWD has 128 employees. Of the 128 employees in the department, 84 responded to the survey, representing a 65.6% completion rate, which is higher than last year's 52.7% completion rate.

PARTICIPANTS

² As required by the City and County of San Francisco Department of Human Resources (DHR), the survey included a notice about Equal Employment Opportunity in order to inform survey participants that the survey was not a resource to report harassment, discrimination, or retaliation. Participants were required to indicate that they understood the purpose of the survey was to monitor workplace climate instead of submitting EEO claims.

All participants were staff from the Office of Economic and Workforce Development in October 2022. Though the survey was anonymized and confidential, the survey required respondents to complete race/ethnicity and gender identity. These data were collected for three purposes: 1. to ensure that OEWD department data reflects the appropriate data categories for further racial equity inclusion activities, 2. to compare the demographics of respondents to OEWD staff demographics, and 3. to provide additional data points to compare responses using categorical data (i.e. race and ethnicity, gender).

Respondents were able to select multiple categories under race and ethnicity, including a write-in category. Survey respondents self-reported their identities as: American Indian, Alaskan Native, or First Nation; Black, African-American, or Black African; Indigenous Moore; Asian Indian; Chinese Hmong; Multiracial; Filipina/o/x; Latina/o/x or Hispanic; Middle Eastern; Vietnamese; White or European American; Other Pacific Islander; Multi-Racial; and I prefer not to answer. Based on the self-representations described above, OEWD respondents reflect a range of races, ethnicities, and perspectives across the organization, but results reflect underreporting from BIPOC staff.

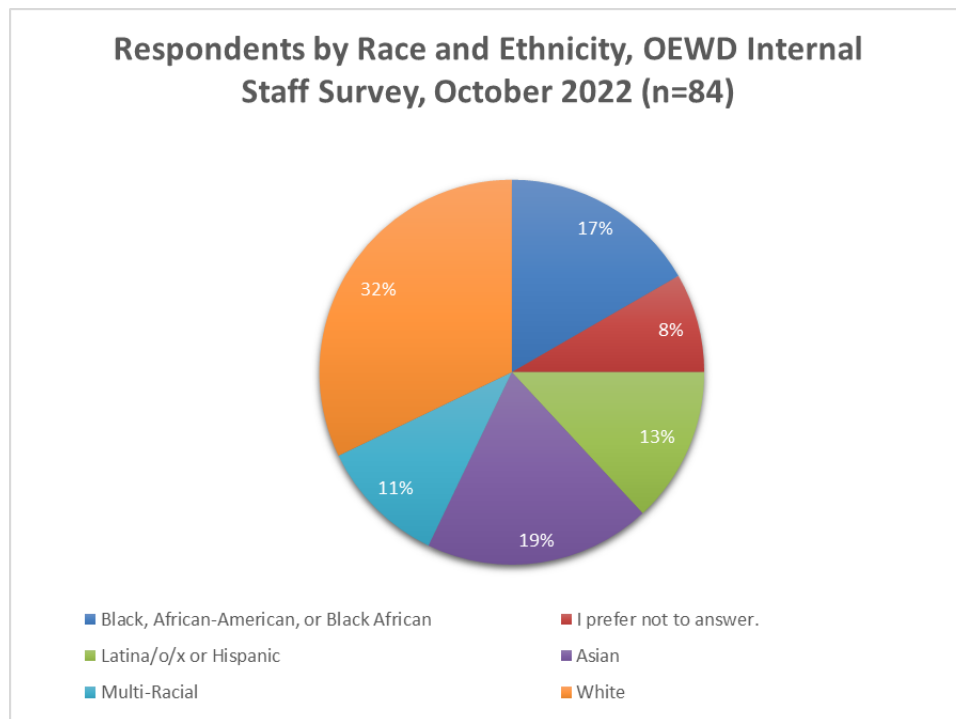


Figure 1. Respondents by Race and Ethnicity, OEWD Internal Staff Survey, 2022 (n=84).

The demographic data were transformed to limit identifiable information for small sub-groups. Asian sub-populations were consolidated into the “Asian” data category, and any respondent identifying as two or more races or ethnicities was included in “Mixed Race or Multiracial.” As a consequence of data transformation, OEWD staff who identify as Hmong; Chinese; Filipina/o/x;

Middle Eastern or North African; Native American, American Indian, or Alaskan Native; Indigenous Moore; and Vietnamese are not visible in these data visualizations.

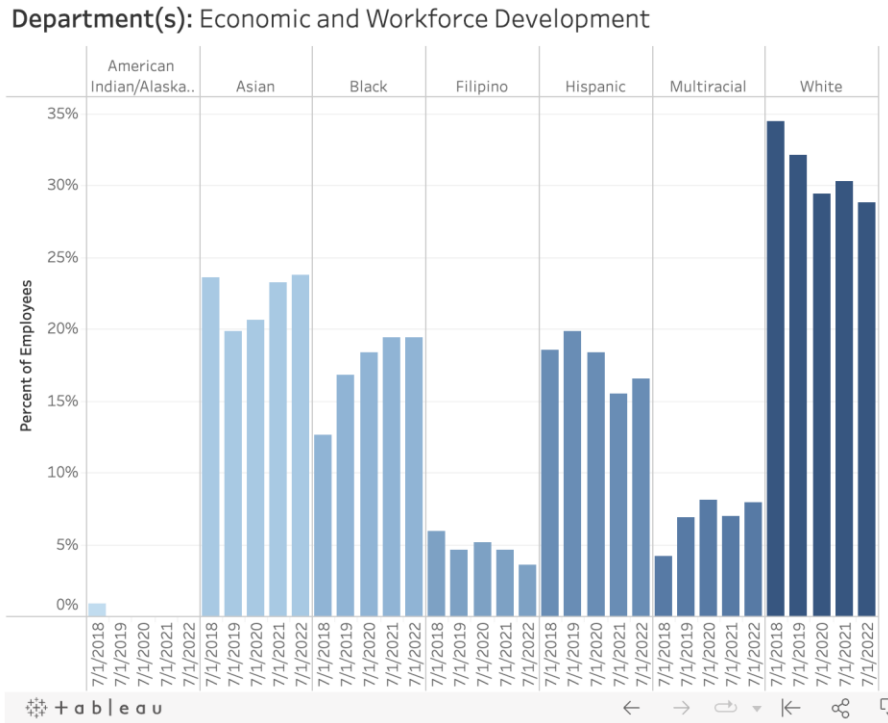


Figure 2. OEWD Workforce Demographics by Race and Ethnicity, San Francisco Department of Human Resources, 2022 (n=139)³.

Figure 2 reports DHR data for OEWD employees as of July 2022. When compared, these two data sets demonstrate that the survey reflects underrepresentation from Asian (about 23.4% of organization, 19% of respondents), Latina/o/x (16.5% of organization, 13% of respondents), and Black (19.38% of organization, 17% of respondents) staff. Multiracial respondents (7.9% of organization, 11% of respondents) are overrepresented in responses, likely due to the ability to disclose multiple races/ethnicities in a multi-select question with varied options. White staff are also overrepresented in responses (28.7% in organization and 32% of respondents). Additionally, 8% of survey respondents declined to self-identify race and ethnicity.

³ City and County of San Francisco Department of Human Resources (2021). *Citywide Workforce Demographics: Race/Ethnicity by Department (by Individual Department(s))*. <https://sfdhr.org/race-ethnicity-by-department>

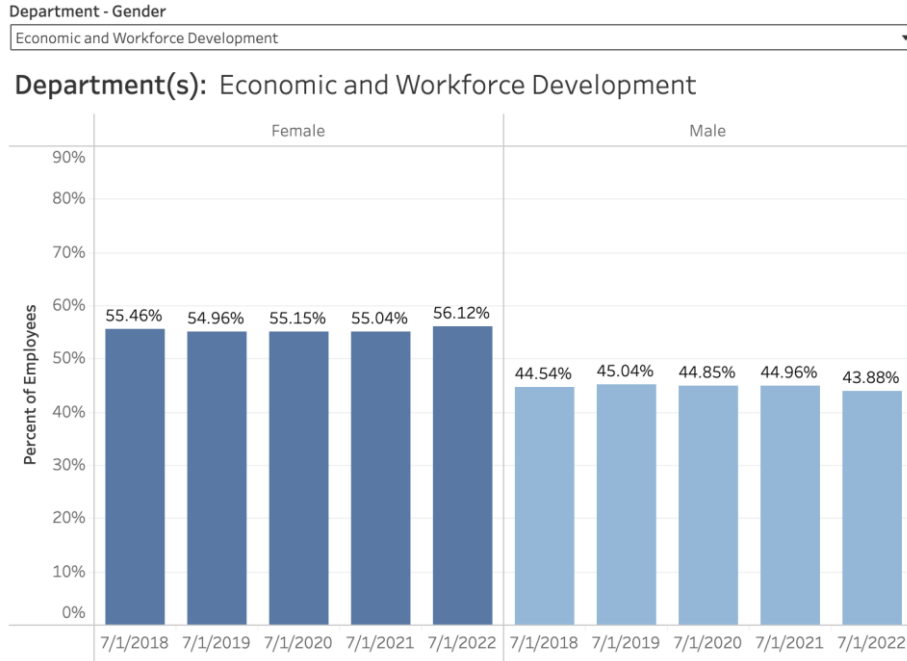


Figure 3. OEWD Workforce Demographics by Gender, San Francisco Department of Human Resources, 2022 (n=139)⁴.

Per DHR⁵, OEWD employs 56.12% Female staff and 43.88% Male staff. Genderqueer / Gender Non-Binary data are not reported in the most updated DHR data.

COMMITMENT TO RACIAL EQUITY

Racial equity is integral to OEWD’s mission in ensuring economic vitality and self-sufficiency for all San Franciscans. Overwhelmingly, respondents reported finding value in examining and discussing the impacts of race at work (99%)⁶, up 2% from last year. Indeed, answers to this question and other framing questions about racial equity demonstrate deep mission alignment within the organization.

A question about embedding racial equity into OEWD’s mission yielded rich qualitative data. Per MonkeyLearn qualitative analysis software for sentiment analysis, responses to this question were 83.8.5% positive, indicating an increase in positive framing of responses from staff.

⁴ City and County of San Francisco Department of Human Resources (2021). *Citywide Workforce Demographics: Race/Ethnicity by Department (by Individual Department(s))*. <https://sfdhr.org/race-ethnicity-by-department>

⁵ City and County of San Francisco Department of Human Resources (2022). *Citywide Workforce Demographics: Gender and Department*. <https://sfdhr.org/race-ethnicity-by-department>

⁶ These results may consider selection bias and response bias: participants may be positively biased towards racial equity and self-select into participating in the survey or respond positively due to concerns about anonymity within the survey results.

Keywords included: racial equity, work, inclusion, focus, program, community, practice, race, OEWD and policy.

On the whole, staff expressed a focus on racial equity and inclusion. Each OEWD team member can articulate how they are personally improving upon racial disparities in their daily work, for their team, and the more significant priorities of the organization and the City.

As compared to last year, staff responses moved from supportive comments on the Racial Equity Working Group to improving ways in reducing racial equity externally/internally.

Some examples of comprehensive staff feedback are below:

Focusing on racial equity and inclusion would mean that each staff member at OEWD feels comfortable engaging about race and understands their opportunity to advance racial equity. Therefore, the Department embeds a racial equity analysis in all decisions about policy and budget.”

“It means looking both internally at how we support BIPOC employees and externally at how we support BIPOC communities. I would love to see more translating of our customer facing programs/materials.”

“Priority in disinvested neighborhoods and limiting bureaucracy.”

“A focus on racial equity, inclusion, and engagement should mean our OEWD mission seeks to work from a healing justice and holistic security lens that identifies trauma, oppressive and inequitable systems and practices that directly challenge the ability to fulfill the mission. It would give a race and equity lens to budget allocation, data collection, procurements, workplace culture, office documentation, and front-facing communication.”

“Anonymous place to voice concerns.”

“Focusing on racial equity and inclusion should mean supporting policy initiatives and the bureaucratic processes necessary to ensure racial equity and inclusion outcomes. For example, as we have the tools to see if a program or grant will run over or under budget, we need to be required to use similar tools for racial equity and inclusion.”

“I prefer racial equity goals for all teams and the Department but many numeric or percentage goals by race are not legal. Metrics need to be created, and time and resources must be invested in this. Staff and leadership need to be more diverse. Hiring biases and management practices to support POC need to be implemented across the board, and they are not currently.”

“Leadership role, equal pay for equal work, equal or fair distribution of labor.”

“It would mean centering the workaround, listening first, creating action with the community, uplifting the voices of the most vulnerable, and delivering programming that

reflects the need. This same approach should be done internally and would guide our internal workforce and practices.”

“OEWD should focus on ensuring opportunities we provide are available to all regardless of income, race/ethnicity, age, preferred language, ability, gender, and sexual orientation.”

“Helping everyone and knowing that we have those who have not been helped and they need to be placed at the fore front.”

Throughout this qualitative section, staff requested action-oriented advancement of racial equity initiatives, critical examination of outcomes using results-based accountability and data-driven decision-making, and commitment to internal organizational equity initiatives.

DHR POLICIES FEEDBACK

The Racial Equity Working Group added an open-ended question about how DHR Policies have shifted since the COVID-19 pandemic and its impact on equity at OEWD. Staff expressed concerns that Leadership should be concise and unbiased when giving information and should encourage folks to apply for the Family Friendly Workplace Ordinance if needed. The hiring process could be more equitable with a clear pathway for promotional and civil service processes. DHR could be visible in meetings and participate in Racial Equity work. Overwhelmingly, staff feedback focused on the telecommuting policy and over 47% shared concern with the new policy changes:

“I worry that DHR policies are not being communicated well-department wide. Leadership is depending on division heads for messaging which creates an unequal environment across the department when it comes to folks who know how to apply for exceptions, etc.”

“I feel that the roll-out of the City's return to work policy was absent of any racial equity analysis, which disproportionately harmed lower-wage workers and BIPOC caregivers.”

“Great first step to how the policy expectations were communicated to staff, and the waiver process was straightforward. More consistency with proactively communicating with staff for areas of importance such of the telecommute, active communication-explaining implications and how it applies to OEWD, less passive communication such as refer to your union.”

“Telecommute policies should remain flexible for those not interacting directly with the public. Government is almost always at a disadvantage and behind when competing with the private sector for talent, stringent telecommute policies exacerbate this. DHR policies for telecommute seem to reflect political considerations more than anything.”

LEADERSHIP

For the purposes of the survey, OEWD leadership is defined as Directors, Managers, and Supervisors. The survey requested responses to twelve questions about OEWD leadership on a scale of Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, or Don't Know. As a note, the Office of Racial Equity requested that OEWD collect classification during survey administration. This feedback was received after the administration of this 2022 survey. As such, these results do not disaggregate responses by classification, and managers who responded to the survey would be included in these results. It is important to note that the senior management team is majority BIPOC.

Respondents were prompted to consider the leadership team as a whole rather than focusing on individual members of the team. It is important to note that the department, divisions, and units have had significant leadership transitions over the last year, and many respondents may have reflected on these questions in consideration of leadership over their tenure with the department.

A majority of staff **agree or strongly agree** on the following statements, and nearly all demonstrated an increase in agreement:

- **OEWD is committed to racial equity. 83% (-10%)**
- **I feel like the demographics of our leadership team are representative of the communities that we serve. 61%**
- **OEWD Leadership participates in and supports conversations about racial equity internally. 78%**
- **OEWD Leadership communicates the importance of addressing racial inequities and achieving racial equity. 78%**
- **OEWD has taken steps to reduce racial inequities generally. 83% (+10%)**
- **OEWD provides the resources necessary for addressing racial disparities and achieving racial equity. 58%**
- **OEWD Leadership is equipped to participate in internal and external conversations about race. 65% (+5%)**
- **My team/project is taking concrete actions to increase equity in our team processes and infrastructure such as in contracting and procurement. (i.e. We have prioritized minority-owned businesses etc.), hiring, communications, underwriting, etc. 69% (+9%)**
- **I have the tools to address interpersonal racism in the workplace. 67% (+10%)**
- **I can articulate OEWD's commitment to racial equity to external partners. 79% (+1%)**
- **OEWD leadership has taken bold steps to reduce institutional racism. (55%)**

- **OEWD creates an environment where everyone has equal opportunities to advance.** (57%)

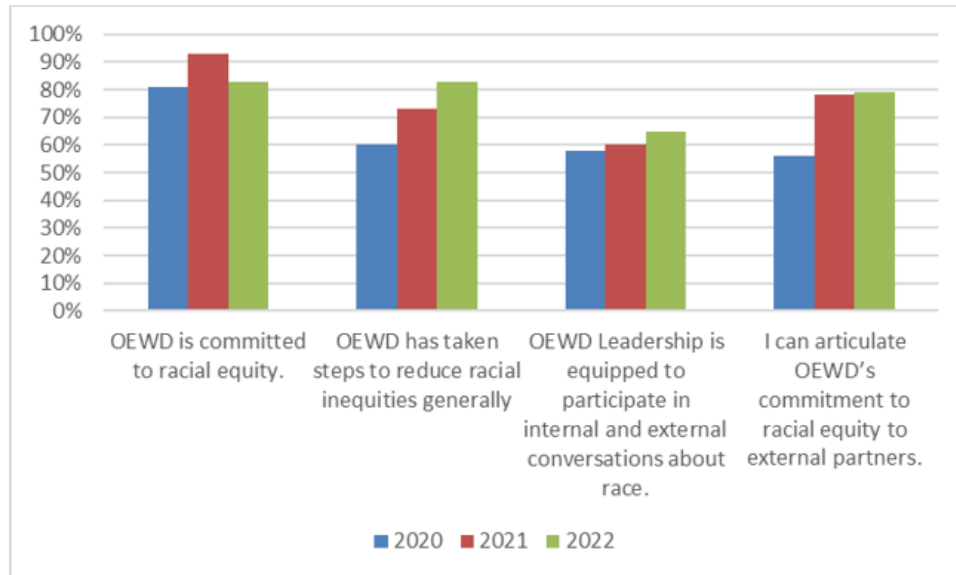


Figure 9. Affirmative Responses to Leadership year over year, 2022 (n=84)

Data from this section demonstrate that OEWD has strong leadership and mission alignment for racial equity work. Respondents demonstrate greater neutrality in their responses for reducing institutional racism.

All of the following responses spoke to the internal culture or operations of OEWD:

- **OEWD leadership has taken bold steps to reduce institutional racism.** (“Reduce Institutional Racism”)
- **OEWD creates an environment where everyone has equal opportunities to advance.** (“Equal Opportunity Advancement”)
- **OEWD provides the resources necessary for addressing racial disparities and achieving racial equities.** (“Resources”)

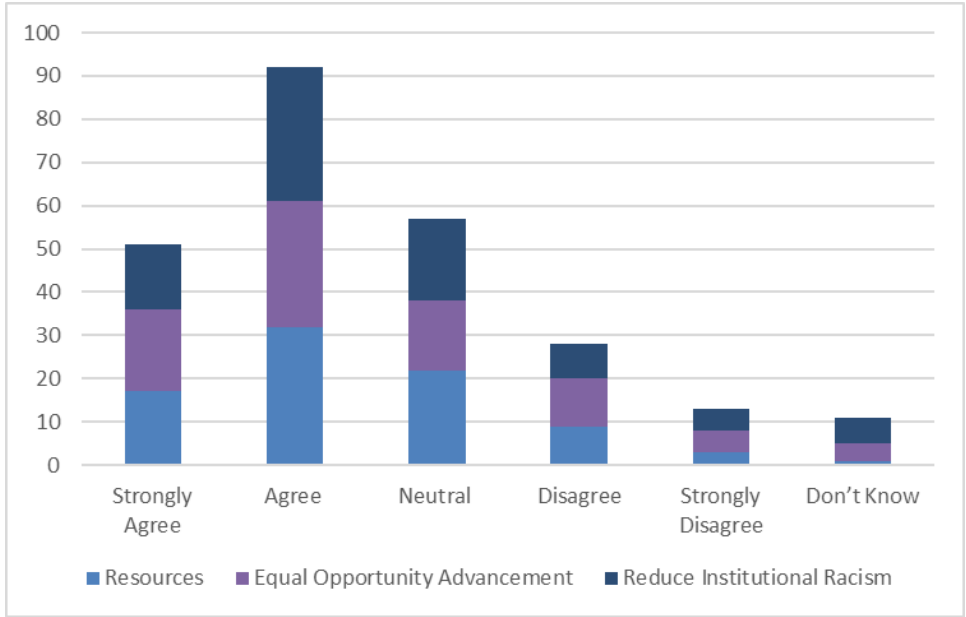


Figure 5. Responses to questions about reducing institutional racism, equal opportunity, and resourcing racial equity work from OEWD Staff Survey, 2022 (n=84).

Figures below disaggregate the responses to these questions by race and ethnicity.

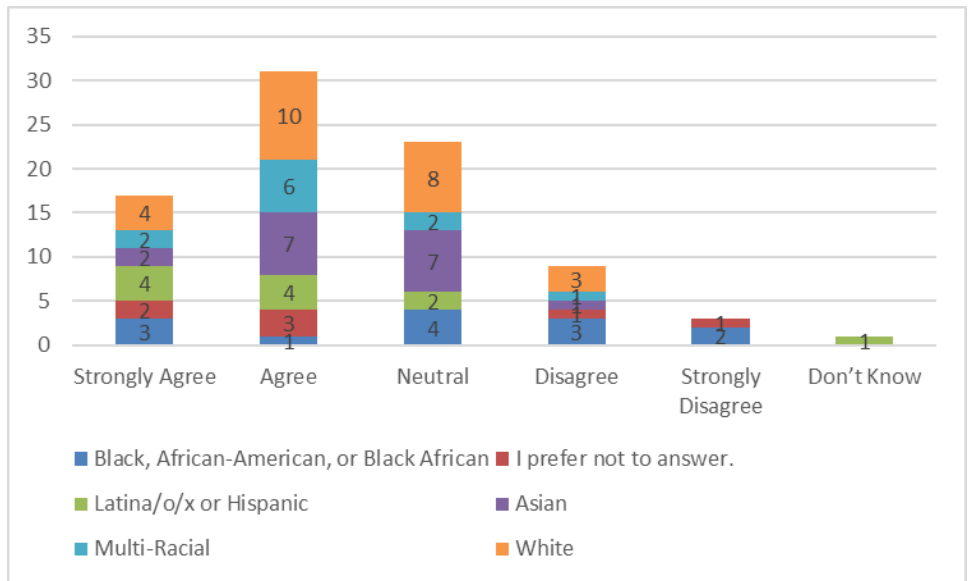


Figure 6. Responses to question about OEWD's allocation of resources for racial equity from OEWD Staff Survey, 2022 (n=84).

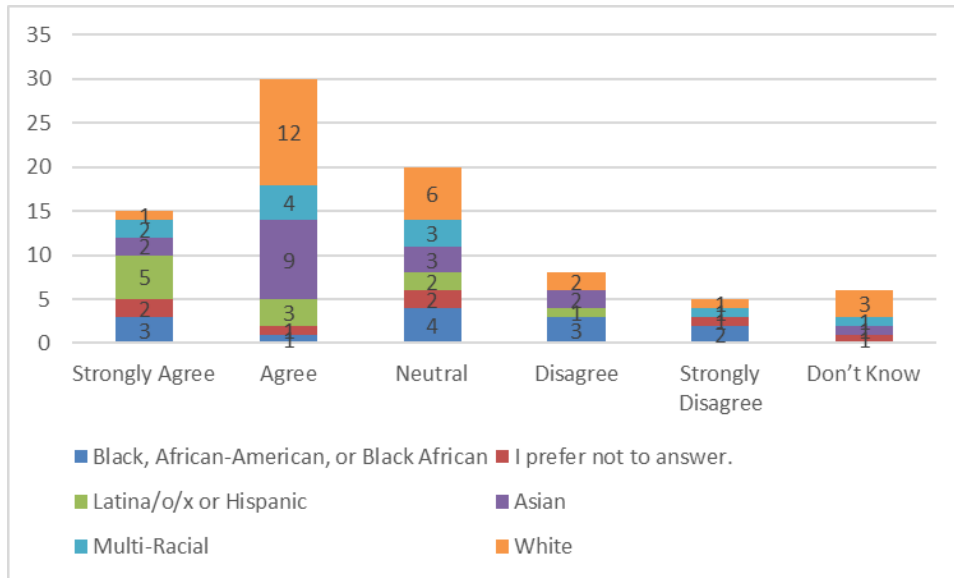


Figure 7. Responses to question about OEWD’s equal opportunity for advancement from OEWD Staff Survey, 2022 (n=84).

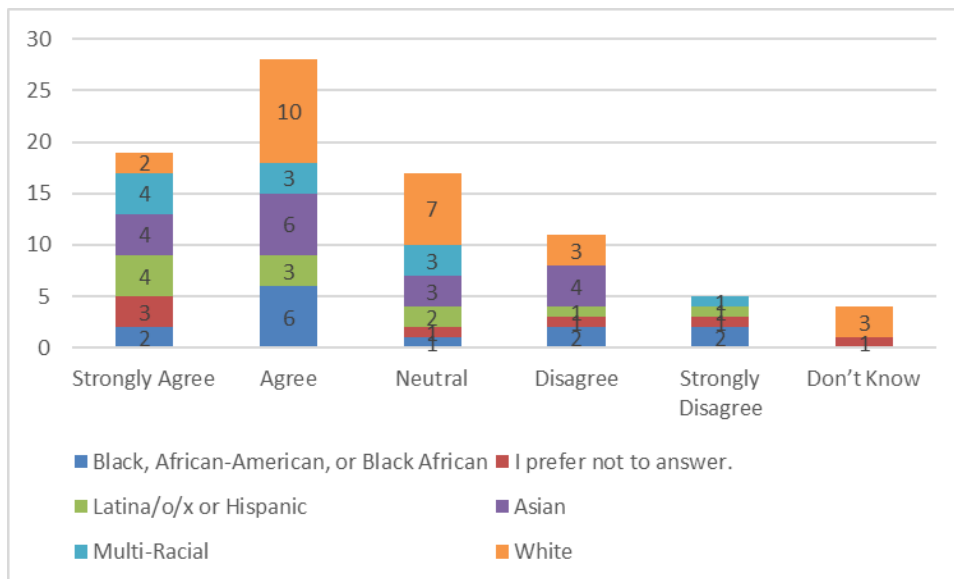


Figure 8. Responses to question about OEWD reducing institutional racism from OEWD Staff Survey, 2022 (n=84).

CONTENT KNOWLEDGE

Nearly all content knowledge questions demonstrated a slight decrease from last year. It is important to note that respondents who participated in this survey might already be positively

biased towards racial equity. Additionally, new OEWD employees would have passed through the new interview and hiring process which screened for foundational knowledge of and experience with racial equity principles.

A strong majority of respondents (94%) reported understanding racial equity, which was a two-point decrease from last year. Additionally, there were some disagree responses to this question.

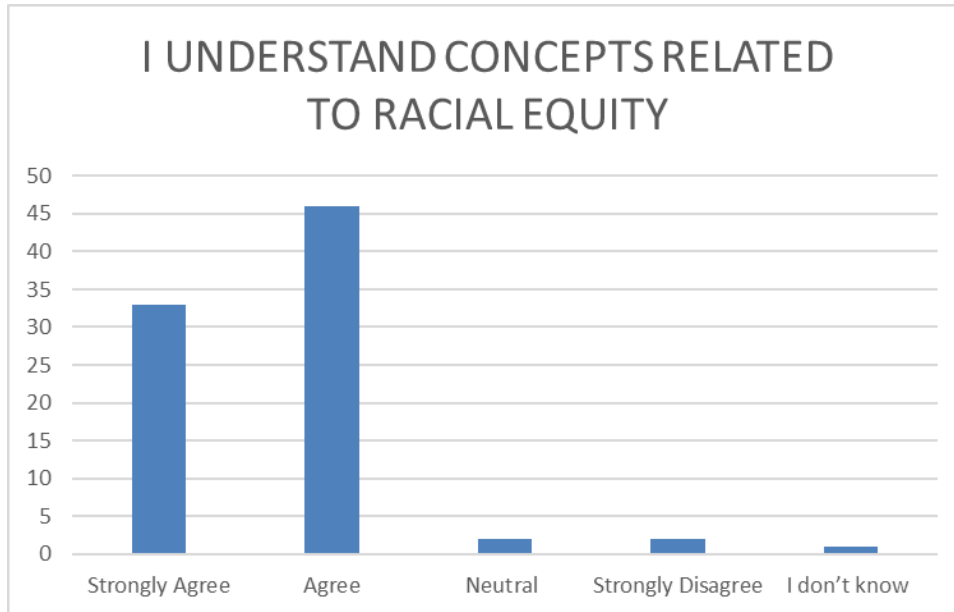


Figure 9. Responses to “I understand concepts related to racial equity” in OEWD Internal Staff Survey, 2022 (n=84).

Over 95% of staff reported that they knew how to identify examples of structural, racism; however, only 56% of staff reported having the tools to address these types of racism within their workplace. More staff reported agree and strongly agree as compared to last year’s responses.

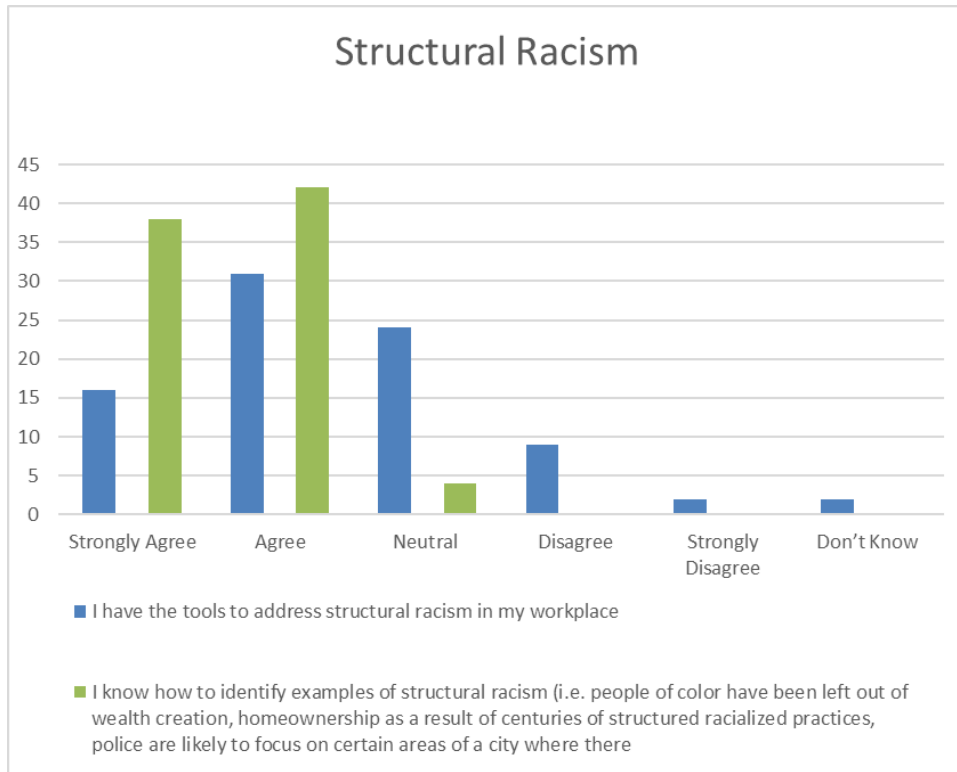


Figure 10. Responses to Structural Racism Content Knowledge in OEWD Internal Staff Survey, 2022 (n=84).

Over 91% of staff reported that they knew how to identify examples of institutional, racism; however, only 56% of staff reported having the tools to address these types of racism within their workplace. More staff reported agree and strongly agree as compared to last year’s responses.

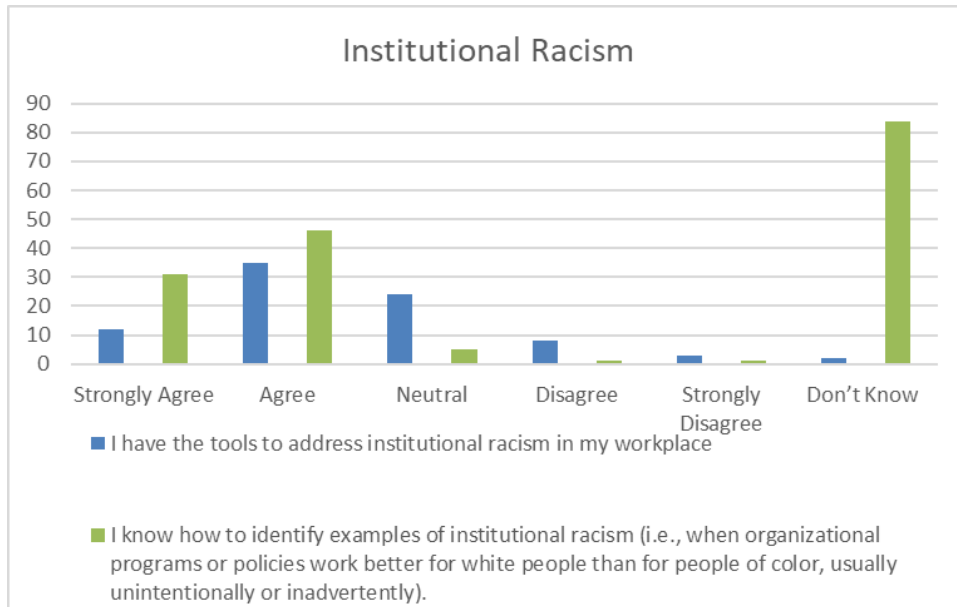


Figure 10. Responses to Institutional Racism Content Knowledge in OEWD Internal Staff Survey, 2022 (n=84).

Over 96% of staff reported that they knew how to identify examples of interpersonal, racism; however, 73% of staff reported having the tools to address these types of racism within their workplace. More staff reported agree and strongly agree as compared to last year’s responses.

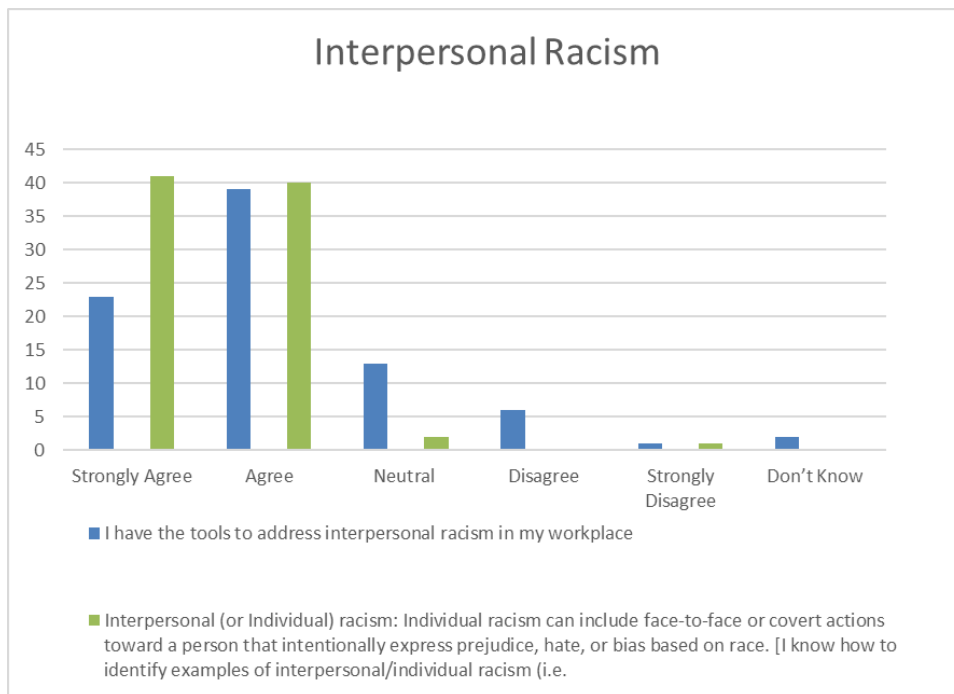


Figure 11. Responses to Interpersonal Racism Content Knowledge in OEWD Internal Staff Survey, 2022 (n=84).

The survey provided a multi-select question for conditions in which staff would be more active in advancing racial equity. Over 30% of respondents (n=26) indicated they are happy with their current level of engagement, which is less 2% then the percentage from last year.

Regarding becoming more active in advancing racial equity, respondents wanted: more information so they knew what to do (38.9%, n=32), training (40.4%, n=34), more time (46.4%, n=39), a more supportive environment (30.9%, n=26), senior leadership buy-in (16.6%, n=14), acknowledgment of the work they do to advance racial equity (20.2%, n=17), and more support of their manager (14.2%, n=12).

Last year, 63.2% of staff indicated that they used a racial equity tool or framework to assist them in making policy, program, or budget decisions, with over 15% in disagreement, neutral, or unaware if they had used a tool. Responses this year indicate that over 69% of staff have used a tool or framework, and 14% of staff disagreed or did not know.

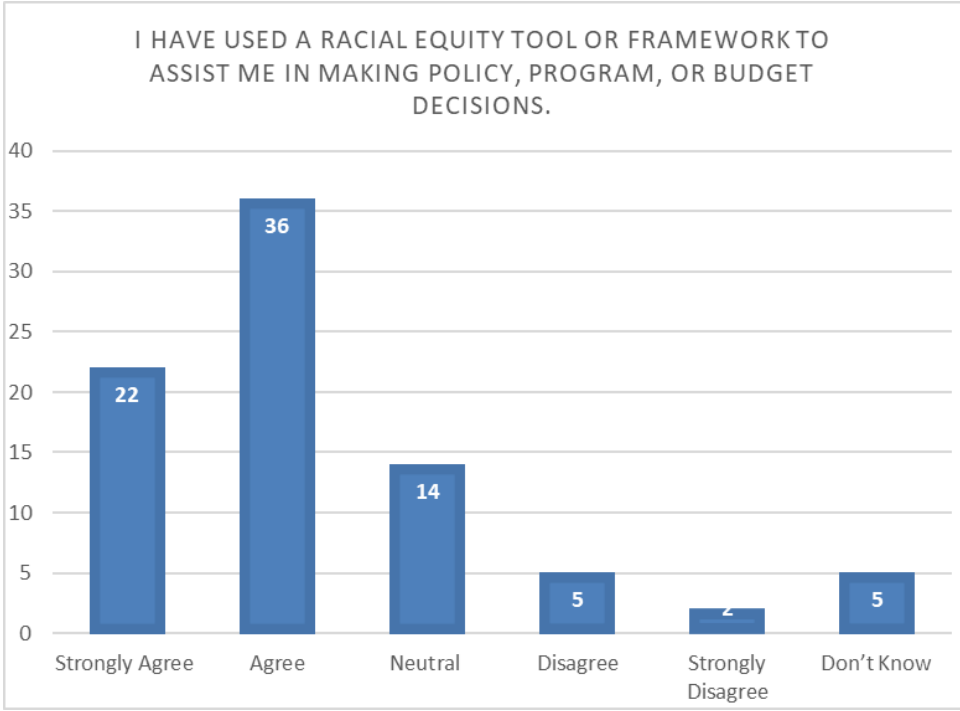


Figure 12. Responses to Racial Equity Tool Content Knowledge in OEWD Internal Staff Survey, 2022 (n=84)

Reported racial equity tools and frameworks included the following:

“Working with community partners with cultural competency and language capacity to reach clients we otherwise wouldn’t be able to. Assessing how our grants are reaching our target communities, using data collected in our applications.”

“Developed equity evaluation tool for evaluating policies. Incorporated collection of demographic information so that reports can help us understand who we are serving or not serving enough of.”

“ORE budget equity tool, dashboard uplifting the demographics of businesses assisted, a race-inclusive rubric for selection of proposal reviewers, racial equity questions in hiring, a race-forward list of community networks, embedded ongoing reflection on program participation by race, facilitation tools to improve inclusive, strategic decision making.”

“DPH’s AOV map has helped us target equity communities for grants/resources.”

“Demographic information gathering; more equitable grants; elimination of unnecessary fees.”

Nonetheless, 39 responses were left blank or indicated that the respondent was unaware of specific tools and resources. As the Racial Equity Working Group builds a community of learning, it will continue to consolidate, centralize, and disseminate these tools and resources for the OEWD community.

In 2022, the Racial Equity Working Group added a question about staff’s awareness of equity within OEWD’s policy boards and commissions. The primary policy bodies at the time included the Small Business Commission, Film Commission, and Workforce Investment San Francisco Board; the Committee on Citywide Workforce Alignment was re-authorized after the annual survey closed.

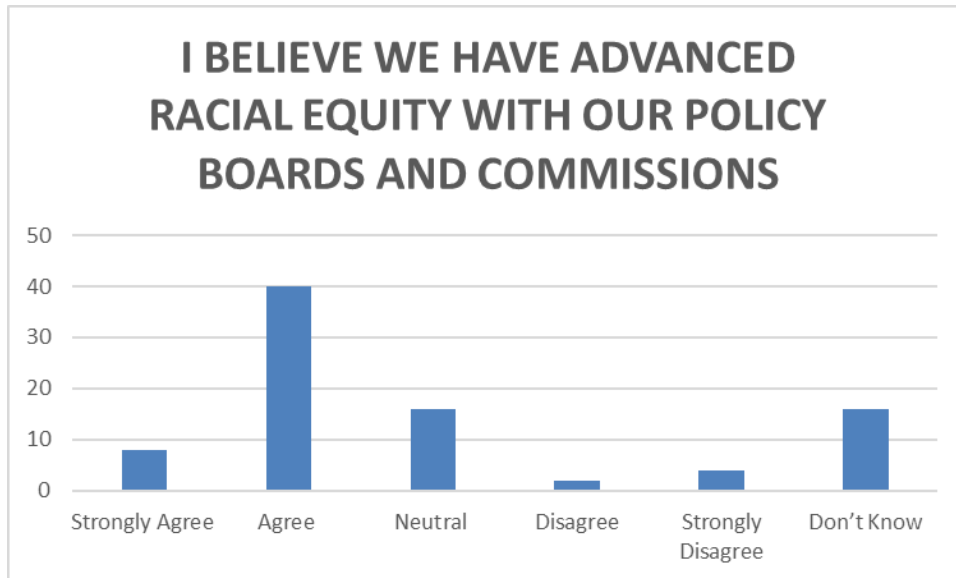


Figure 13. Responses to "I believe we have advanced racial equity with our policy boards and commissions" in OEWD Internal Staff Survey, 2022 (n=84)

37% of respondents do not know or are neutral on these questions. As described in the RE Action Plan Annual Update, the Racial Equity Working Group has made a great deal of progress towards its policy boards and commissions goals and objectives, and the team will consider better updating staff on its activities.

SELF AWARENESS

Implicit bias is an automatic reaction someone has toward other people which impacts understanding, actions, and decision-making (Project Implicit, 2020). The staff survey requested staff self-reflect on their understanding of implicit bias and whether they have adapted their workplace practice to correct implicit bias.

Questions on implicit bias were sequenced, with the first question asking whether respondents were aware that they have implicit bias and the second asking whether respondents take action to uncover their biases and take corrective action. It is important to note that these questions are self-assessment and may not reflect real or perceived actions.

While responses in the previous administration of the survey reflected significant nuance and spread across the Likert scale, this year's responses reflected that 91% of respondents were aware of their implicit bias, and 91% of respondents reported that they take action to uncover their biases and take corrective action.

STAFF TRAINING

86% of respondents indicated that they had attended one or more trainings on racial equity, and 80.8% of respondents found these trainings useful. Agreement and participation have both significantly increased from last year.

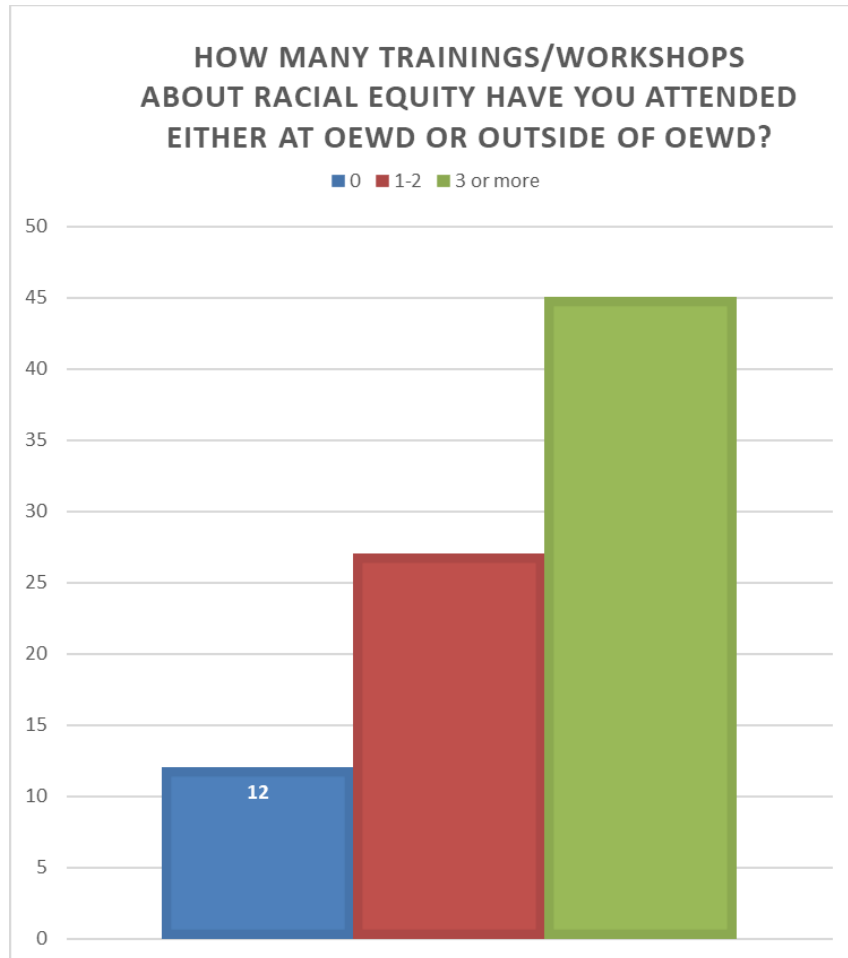


Figure 14. Number of Trainings/Workshops about Racial Equity, OEWD Internal Staff Survey, 2022 (n=84)

In past years, respondents reported attending training through the City and County of San Francisco, including the Government Alliance on Racial Equity Foundations (GARE) training in Racial Equity and Hiring, DHR’s Implicit Bias, DHR’s 24-PLUS Managers and Supervisors Equity Training, the Planning Department’s Equity Training, the Port’s “Keeping It Reel: Movie Discussion series, OEWD’s Mid-Year RE Action Plan workshops, OEWD’s pilot Racial Equity Foundations Workshop, DPH’s BAAHI Equity Learning Series, DPH’s Trauma-Informed Systems training, SF Planning Department multi-day Racial Equity training, OEWD’s Racial Equity Onboarding Orientation, OEWD Racial Equity Team training, and various Human Rights Commission (HRC) training and workshops.

This year, additional training resources accessed included Dignity Institute Healing Justice: An Integral Approach to Advancing Racial Equity, Bystander Intervention training, How to Train Public Sector Leaders for the 21st Century, training done by the Racial Equity team, City training, training on oppression, inclusion, equity as a chair board member, OEWD Racial Equity Training and “Fighting Hate and Bias” through Acumen Academy, bi-annual internal workshops and the DHR training, Advancing Equity for AAPI Communities (The Asian American Foundation), Bias/RE training, Implicit Bias training, Racial Justice Leadership Institute, Race Forward, SURGE, Jonathan Greenblatt on Fighting Hate & Bias, HSA 21 day Racial Equity Challenge, GARE convening workshops, University of SF McCarthy Center.

Staff recommended attending shorter (<1 hr.), but more frequent, training/opportunities to practice talking about equity/racism and learn about case studies specific to economic and workforce development. In addition, OEWD includes informal training, such as guided discussions on books or movies or recommendations for online, low-cost training, in its learning community.

Finally, based on feedback from the survey, the REWG has decided to reframe its training as workshops to underscore that learning about equity is an interactive, ongoing journey on which we are all students. Therefore, it is essential for our community of learning to use this modified lexicon and racial equity tools.

TENURE WITH OEWD

Out of the 84 participants, 17% have been with OEWD for less than one year, 35% for 1 – 4 years, 27% for 5 – 9 years, and 13% for 10+ years. In addition, 8% of participants chose not to disclose their tenure within the department.

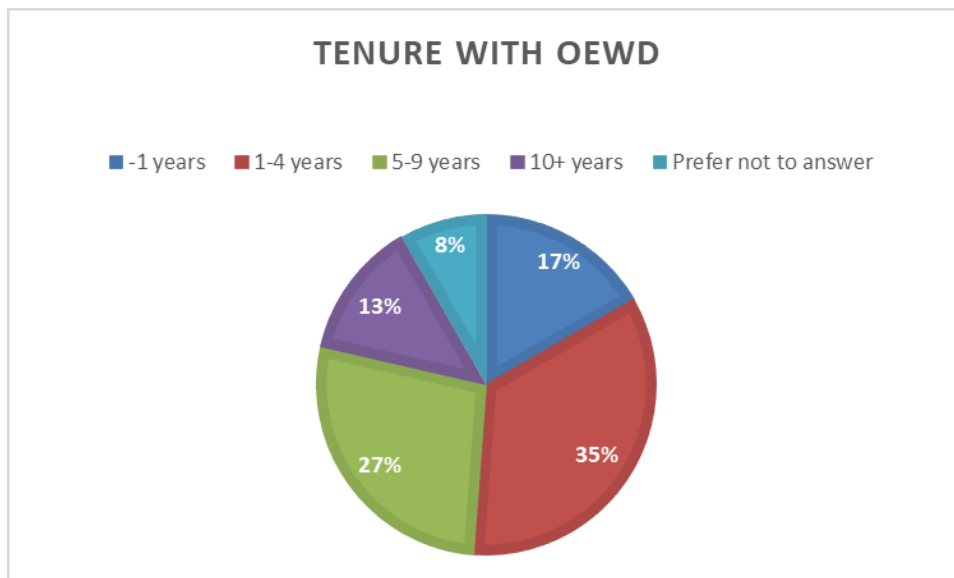


Figure 4. Responses to tenure with OEWD by overall years, 2022 (n=84)

Overwhelmingly, those that have been with the department for 1-4 years think it is essential to examine and discuss the impacts of race on our work. Furthermore, 55% of participants agree that OEWD creates an environment for equality in advancement. However, 25% remain neutral or don't know, while 19%, most of whom have been with the department for 5-9 years, disagree.

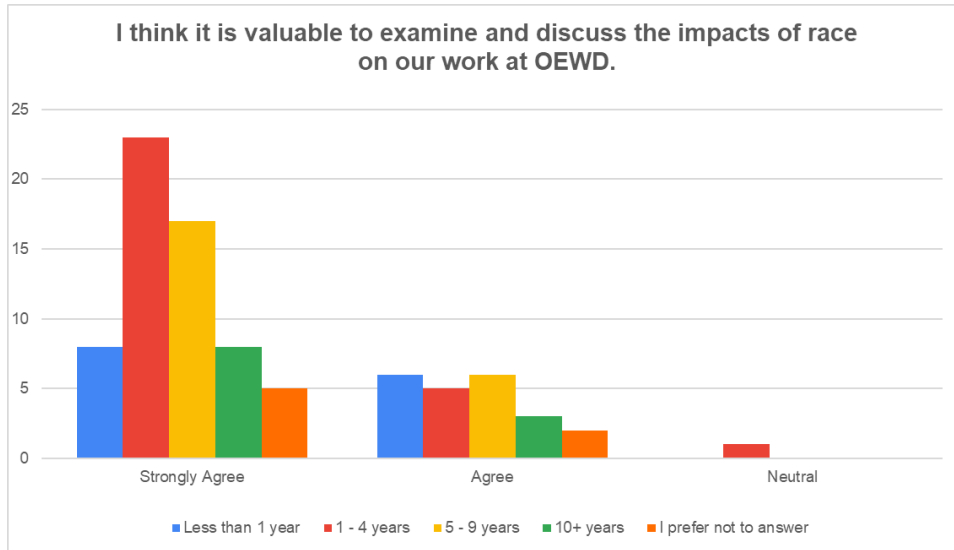


Figure 5. Responses to impacts of examining race at OEWD by tenure, 2022 (n=84)

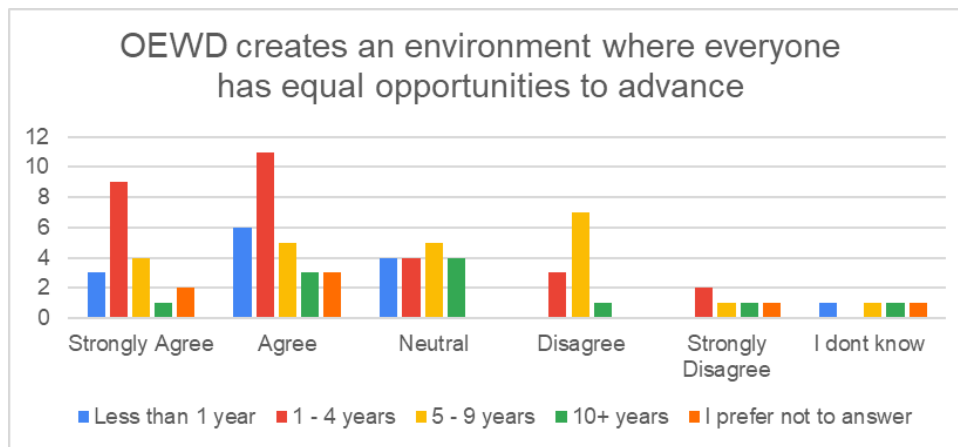


Figure 6. Responses to equal opportunities in advancement at OEWD by tenure, 2022 (n=84)

We compared participants' tenure within the department and questions about diversity in hiring practices. More than half of the participants, 52%, were either neutral, didn't know, or disagreed that they had spoken up about diversity in hiring practices. However, 63% agreed that OEWD leadership is equipped to participate in internal and external conversations around race.

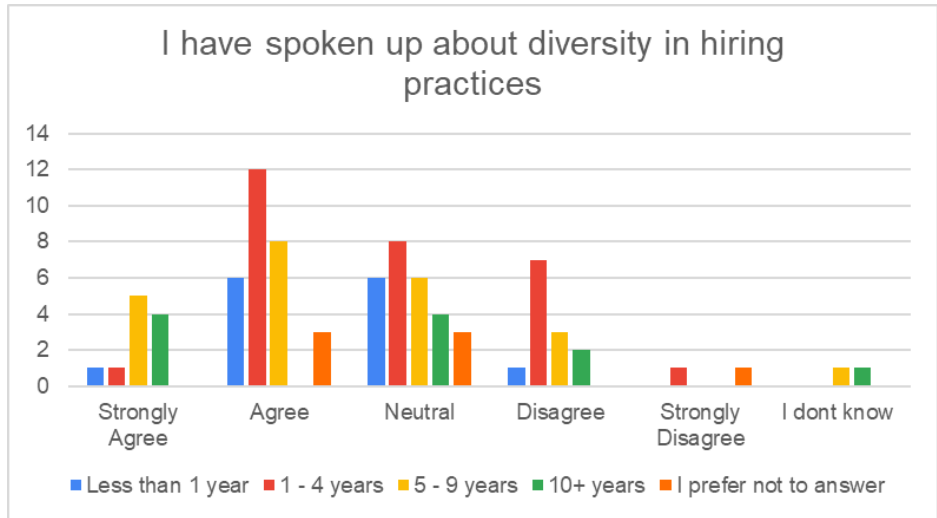


Figure 7. Responses to diversity in hiring practices by tenure, 2022 (n=84)

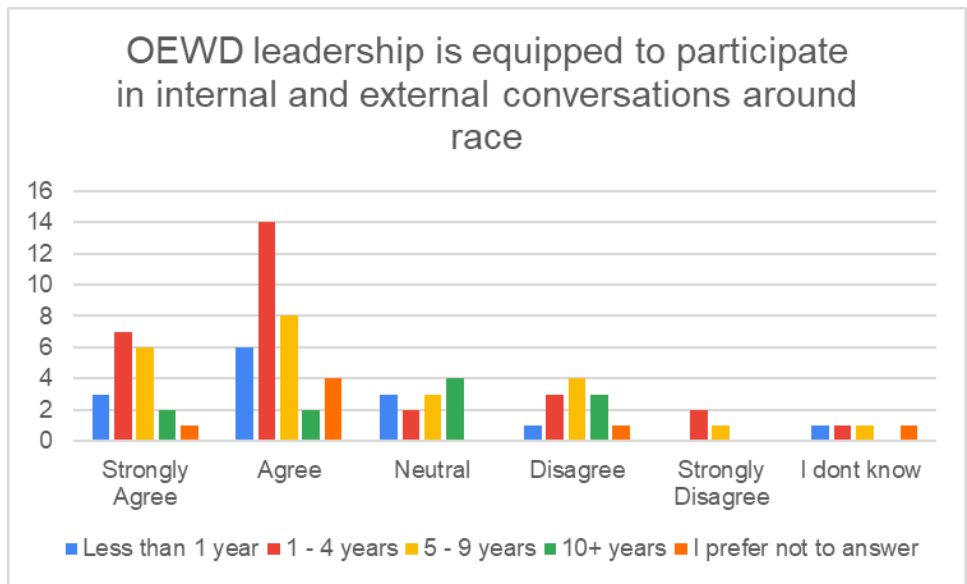


Figure 8. Responses to Leadership internal/external racial conversations, 2022 (n=84)

We also analyzed if staff felt like they had risked their reputation or if it has improved by talking about race at OEWD. 22% of participants thought they had risked their reputation, while 25% remained neutral. In addition, 27% agreed that their reputation has improved, while 20% disagreed.

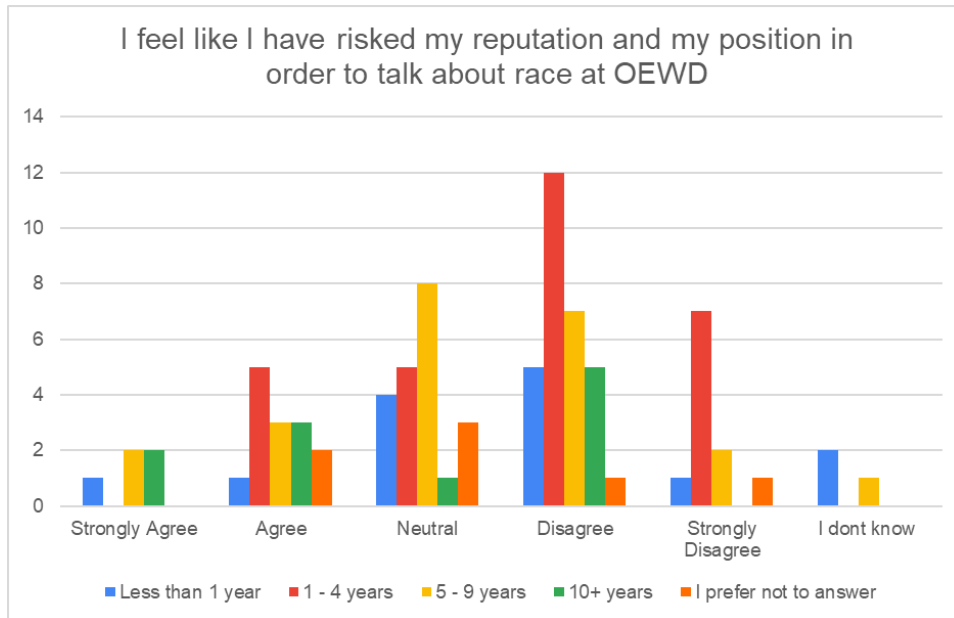


Figure 8. Responses to reputation at risk by tenure, 2022 (n=84)

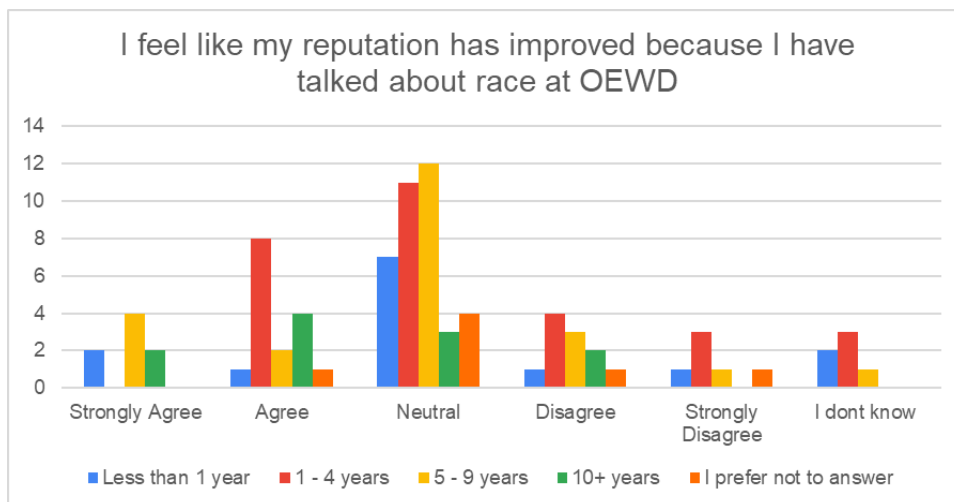


Figure 9. Responses to reputation improved by tenure, 2022 (n=84)

CONCLUSION

Results from this survey provided insight into OEWD mission, vision, and values, and yielded rich data and thoughtful responses from OEWD staff. This was a meaningful exercise in identifying staff needs, because these insights were immediately applicable in the development of the RE Action Plan. Specifically, these insights allowed the OEWD Racial Equity Working Group to advocate for greater transparency of policies, especially as they relate to hiring,

recruitment, retention, promotion, discipline, separation, and mediation; alignment of messaging around planned and implemented activities related to racial equity; access to data to support staff reports about fairness and transparency; and permission to build a departmental training plan.

As committed in the RE Action Plan, OEWD plans to administer this survey annually in October, using the existing methodology outlined in the Appendices as a basis.

Appendix A: Survey Instrument

Title: 2022 OEWD Racial Equity Survey

Instructions:

Thank you for taking the time to participate in the Racial Equity Survey. This survey takes ~10 - 15 minutes.

Your response to this survey will inform OEWD's Racial Equity Action Plan due to the Office of Racial Equity this year. The intent of the survey is to better understand the racial equity climate within OEWD and is not a resource to report harassment, discrimination, or retaliation. Please read the EEO statement below.

Please complete this survey by the end of day on Friday, October 28, 2022.

Goals of the survey:

Learn the following from Office of Economic and Workforce Development (OEWD) staff:

- Where we need to invest in staff training to increase competency around racial equity
- Understand our collective awareness of racial equity and how it impacts our work
- Understand collective awareness of OEWD's efforts around racial equity

This will be OEWD's first *[sic]* racial equity employee survey. DHR will also send a citywide survey in the coming months.

This survey will be confidential. No identifying information will be connected to an individual's survey response and all personal statements will be anonymous. Aggregate results (never individual data) might be shared publicly in service of our spread and adoption goals.

The questions from this survey are adapted from the Government Alliance on Race & Equity's (GARE) Employee Survey for Local Governments, D5 initiative's Field Survey, Living Cities, as well as best practices from the field.

If you have questions about the survey, or would like to request translation or other support in completing this survey, please contact the Core Team via e-mail (Tajuana Gray, Marissa Bloom, Jen Hand, Andrew Abou Jaoude, Susan Ma, and Crezia Tano-Lee).

Equal Employment Opportunity Statement

The City and County of San Francisco (City) is committed to equal employment opportunity. It is the City's policy to ensure:

- equal opportunity to all employees and applicants;

- that employees be selected and promoted based on merit and without discrimination;
- reasonable accommodations for qualified employees and applicants that require them.

The City prohibits discrimination and harassment on the basis of sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

The City also prohibits retaliation against an individual who reports, files a complaint of, or otherwise opposes conduct he or she reasonably believes to be unlawful discrimination, harassment, or retaliation, or assists in the investigation of a complaint.

The intent of the survey is to better understand the racial equity climate within OEWD and is not a resource to report harassment, discrimination, or retaliation.

All employees are encouraged to report discriminatory, harassing, or retaliatory behavior, whether directed at themselves or at co-workers.

For information or to file a complaint, contact any of the following:

- the employee's supervisor or any other supervisor or manager;
- the department's Human Resources personnel;
- the City's Department of Human Resources, EEO Division located at 1 South Van Ness Avenue, 4th Floor, San Francisco, CA 94103, or online at www.sfdhr.org;
- the City's EEO Helpline at (415) 557-4900 or (415) 557-4810 (TTY)

Additional information may be found at <https://sfdhr.org/equal-employment-opportunity>.

Survey Questions:

I understand that this survey is a workplace climate survey and not a resource to report harassment, discrimination, or re

. [Yes]

I understand concepts related to racial equity.

[Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

I think it is valuable to examine and discuss the impacts of race on our work at OEWD.

. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

How many trainings/workshops about racial equity have you attended either at OEWD or outside of OEWD?

[0, 1-2, 3 or more]

How many trainings/workshops about racial equity have you attended this year (FY 2021-22)?

[0, 1-2, 3 or more]

I have found trainings / workshops about racial equity to be useful.

. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

If you have attended trainings, please share what kind of training and whether you would recommend it for our organization.

[Open-ended]

- Structural (or Systemic) racism: A system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with “whiteness” and disadvantages associated with “color” to endure and adapt over time. Structural racism is not something that a few people or institutions choose to practice. Instead, it has been a feature of the social, economic, and political systems in which we all exist. [I know how to identify examples of structural racism (i.e. people of color have been left out of wealth creation, homeownership as a result of centuries of structured racialized practices, police are likely to focus on certain areas of a city where there are predominantly Black and Latino people etc.).] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I have the tools to address structural racism in my workplace. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- Institutional Racism: Institutional racism refers to the policies and practices within and across institutions that, intentionally or not, produce outcomes that chronically favor, or put a racial group at a disadvantage. Poignant examples of institutional racism can be found in school disciplinary policies in which students of color are punished at much higher rates than their white counterparts, in the criminal justice system, and within many employment sectors in which day-to-day operations, as well as hiring and firing practices, can significantly disadvantage workers of color. I know how to identify examples of institutional racism (i.e., when organizational programs or policies work better for white people than for people of color, usually unintentionally or inadvertently). [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I have the tools to address institutional racism in my workplace. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- Interpersonal (or Individual) racism: Individual racism can include face-to-face or covert actions toward a person that intentionally express prejudice, hate, or bias based on race. I know how to identify examples of interpersonal/individual racism (i.e. using coded language, questioning someone's competence based on their race or ethnicity). [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I have the tools to address interpersonal racism in my workplace. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I am aware that some of my actions may be influenced by implicit biases to race and ethnicity. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I take proactive steps to uncover my implicit biases and take corrective action. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

I have used a racial equity tool or framework to assist me in making policy, program, or budget decisions.

[Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

My team assesses racial equity outcomes for programs and projects.

[Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

What are the tools or frameworks you have used to help you embed racial equity in policy, program, or budget decisions? (e.g., results-based accountability, meeting rules and community agreements, racial equity policy checklist, participatory research, community-based contracting, budget equity analysis, ORE budget equity tool, community organizing, etc.) [Open-ended]

I would become more active in advancing racial equity if... (Mark all that apply)

- I had more information, so I knew what to do
- I received training
- I had more time
- I had the support of my manager
- I felt that I have a more supportive environment
- I knew that there was senior leadership buy-in
- I received acknowledgement on the work I do to advance racial equity
- I am happy with my current level of engagement
- Perception of OEWD Leadership, Infrastructure, and Tools. For these questions, OEWD leadership is defined as Directors, Managers, and Supervisors. Please consider the leadership team as a whole rather than focusing on individual members of the team. OEWD is committed to racial equity. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I feel like the demographics of our leadership team are representative of the communities that we serve. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I can articulate OEWD's commitment to racial equity to external partners. . [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- Leadership in OEWD participates in and supports conversations about racial equity internally. . [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- [Leadership in OEWD communicates the importance of addressing racial inequities and achieving racial equity.] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- OEWD provides the resources necessary for addressing racial disparities and achieving racial equity. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- OEWD has taken steps to reduce racial inequities internally. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- OEWD has taken steps to reduce racial inequities generally. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- OEWD leadership is equipped to participate in internal and external conversations around race. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- OEWD leadership has taken bold steps to reduce institutional racism. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- OEWD creates an environment where everyone has equal opportunities to advance. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- My team/project is taking concrete actions to increase equity in our team processes and infrastructure such as in contracting and procurement. (i.e. We have prioritized minority-owned businesses etc.), hiring, communications, underwriting, etc.] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I have the tools to address interpersonal racism in my workplace.]. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- Individual Experience. For these questions, consider your experience during your time with OEWD.[I have taken the time to read, attend workshops, watch films, and educate myself about what people of color experience in this country and how I can advance racial equity in my current position.] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- [I feel comfortable talking about race in my workplace.]. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- [I am comfortable when others talk about race in my workplace.]. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- [I have set aside my own discomfort and my own fear of saying the wrong thing when talking about race at work.] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- [I have pushed my institution to collect data on racial demographics of the leadership of our grantees.] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- [I feel empowered to respond to political and other requests using a racial equity lens.] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I have spoken up about diversity in hiring practices.]. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I feel like OEWD advances equitable hiring practices.] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- [I feel like OEWD advances equitable promotion practices.] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I feel like I have risked my reputation and my position in order to talk about race at OEWD.] [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- [I feel like my reputation has improved because I have talked about race at OEWD.]. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]
- I feel empowered to respond to political and other requests using a racial equity lens. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

In your own words, what do you think a focus on racial equity and inclusion should mean for our OEWD mission and how we work? [Open-ended]

In your own words, what should we do more or less of to promote racial equity and inclusion in our department?
[Open-ended]

Please feel free to share any feedback on new DHR policies (e.g., telecommute policy).
I believe we have advanced racial equity with our policy boards and commissions.
[Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

OPTIONAL: How long have you been with OEWD? If you have been with the department several times, please accumulate your years. [Single Select]

- Less than 1 year
- 1 – 4 years
- 5 – 9 years
- 10+ years

Please identify your race/ethnicity. Select all that apply. We recognize that these categories may not be a full representation.
[Multiple Select]

- American Indian, Alaskan Native, or First Nation
- Asian Indian
- Black, African-American, or Black African
- Chinese
- Filipina/o/x
- Guamanian or Chamorro
- Japanese
- Korean
- Latina/o/x or Hispanic
- Middle Eastern
- North African
- Native Hawaiian
- Other Pacific Islander
- Samoan
- Tongan
- Vietnamese
- White or European American
- I prefer not to answer.

- [Blank / Other...]

Please identify your gender identity. These demographic categories are identified by the Department of Public Health and

. [Single Select]

- Male
- Female
- Trans Male
- Trans Female
- Genderqueer / Gender Non-Binary
- I prefer not to answer.

Appendix B: Survey Communications

Initial Email (Three Weeks Prior to Deadline)

Dear Colleagues,

As outlined in our Racial Equity Action Plan, the Racial Equity Working Group administers an annual organizational climate survey to staff. Your insights will be critical to our work in breaking down structural inequities within our department and our work.

Please take a moment to complete this survey to further our department's work on racial equity. The survey should take no longer than 15 minutes. Your responses will be incorporated into our Racial Equity Action Plan's annual update, and your responses will inform the Racial Equity Working Group's projects over the next year.

As a note, this survey is anonymous and we have turned off any tracking features, so please feel free to be your authentic self. We will close responses on Friday, October 28th COB.

With Gratitude,

[EXECUTIVE LEADERSHIP]

Follow Up Email (Day-Of Deadline)

Good afternoon,

Just a gentle reminder to complete our **Annual OEWD Racial Equity Survey** by next Friday, October 28th. You can click on **this link** to access the survey.

Thank you in advance!

[RACIAL EQUITY CORE TEAM]

Sample Communications from Division Leads to Units (One Week In)

Sample #1

Hello [Unit],

Just FYI that this is an internal OEWD survey. This is definitely confidential, so please be candid where applicable. As the internal Racial Equity team is preparing a response to the Office of Racial Equity, partaking in this survey will surely be helpful.

I just took the survey, and it only took me about 10 minutes. If you have any questions feel free to reach out. I appreciate all of you and hope that we can continue to look at our work through an equity lens.

Thanks,

[RE Lead]

Sample #2

Good to see you all at our staff meeting last Friday.

As recommended by the Office of Racial Equity, the OEWD Racial Equity Action Plan Working Group put together this internal survey on organizational climate. Responses will be integrated into the Racial Equity Action Plan due [DATE].

As a note, this survey is anonymous and we have turned off any tracking features, so please feel free to be your authentic self. Kindly note HR's EEO information in the email below. We will close responses this Friday, October 16th COB.

Best,

[RE Lead]