

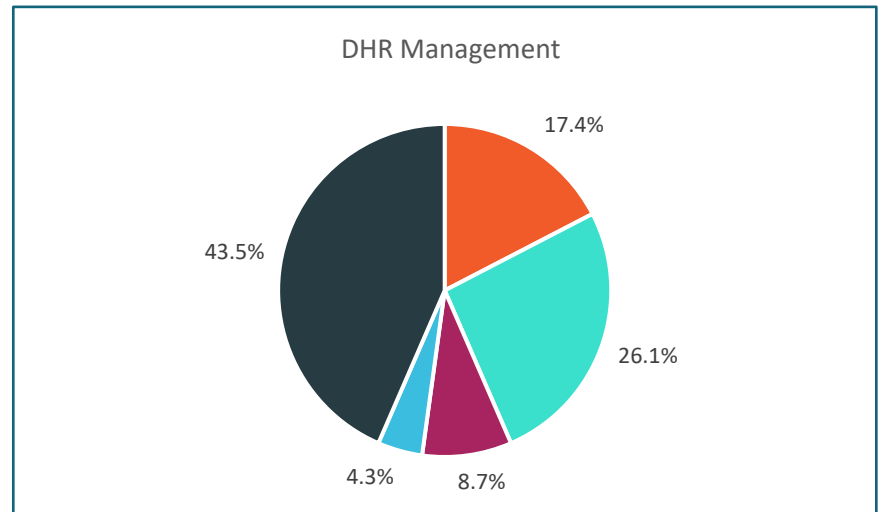
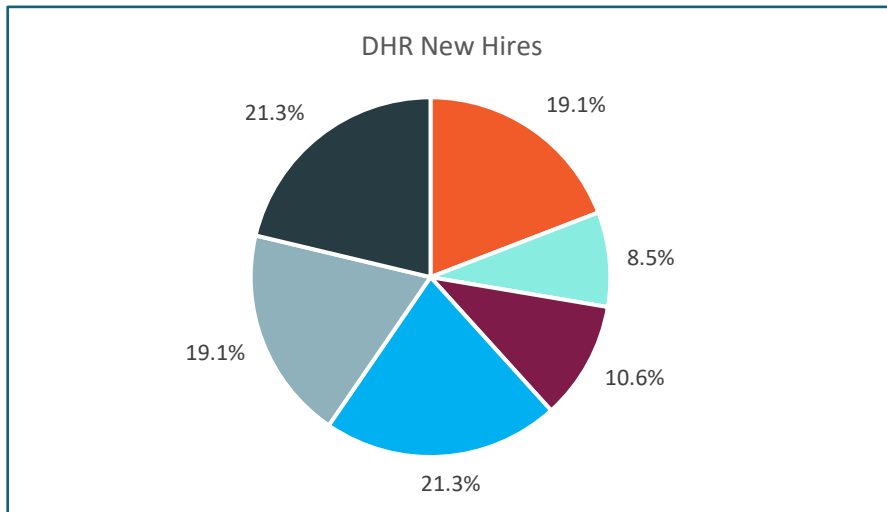
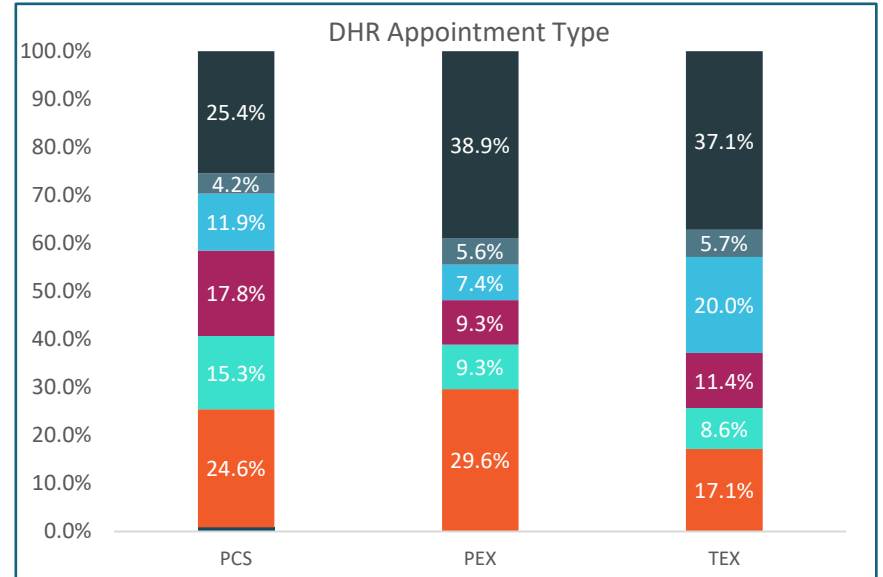
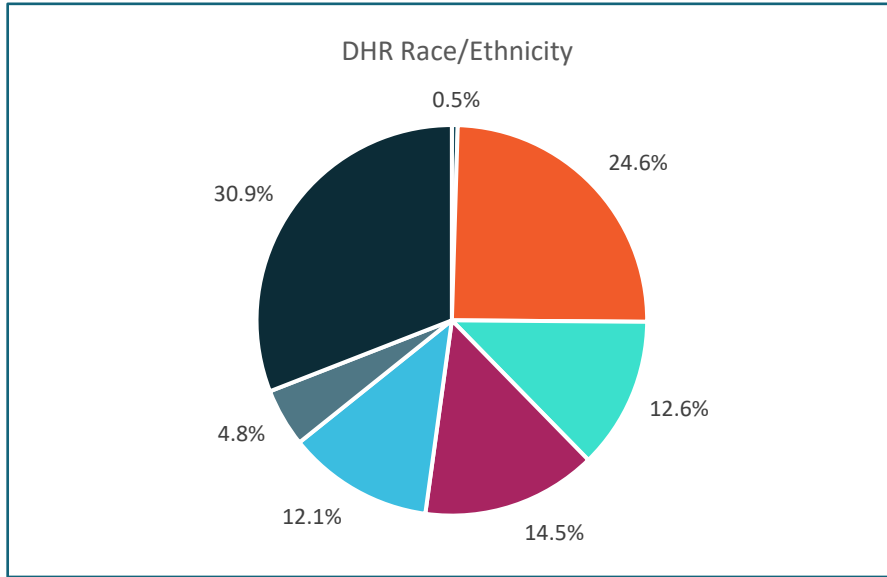


Department of Human Resources

2023 Racial Equity Action Plan

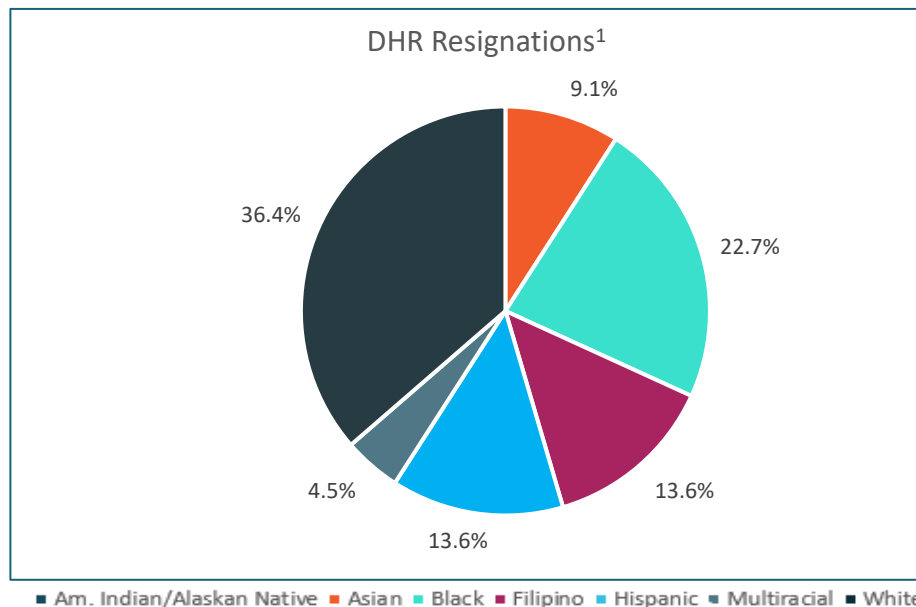
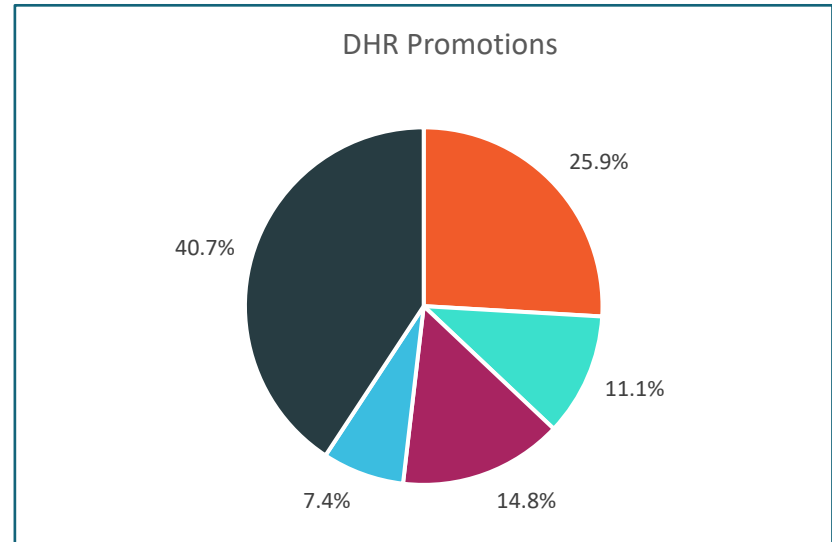
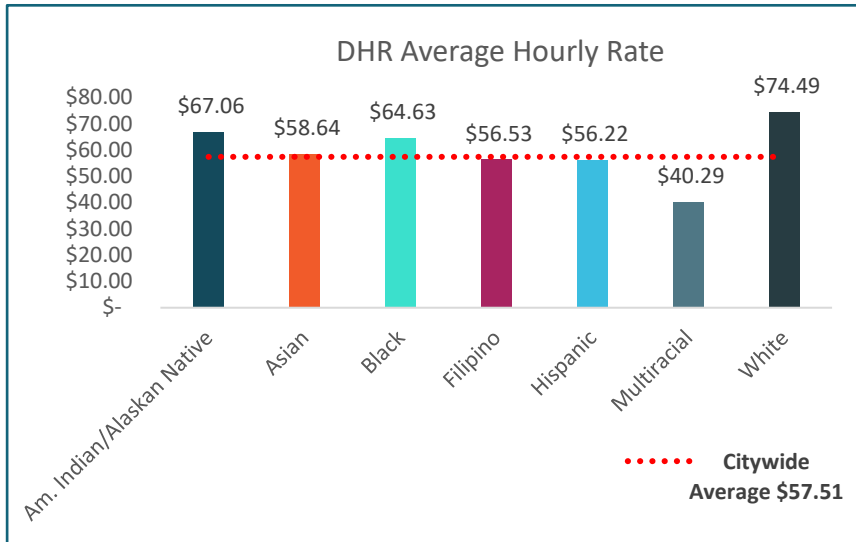


DHR Workforce FY 2022 Demographics



■ Am. Indian/Alaskan Native ■ Asian ■ Black ■ Filipino ■ Hispanic ■ Multiracial ■ White

DHR Workforce FY 2022 Demographics

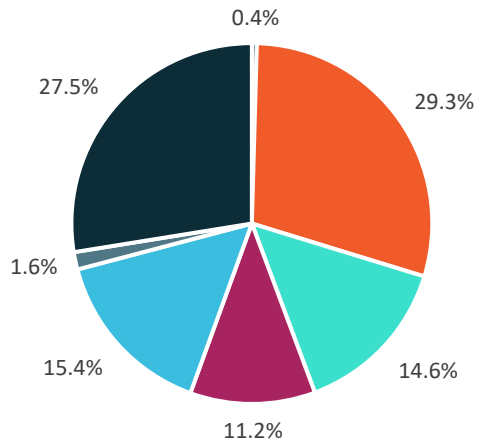


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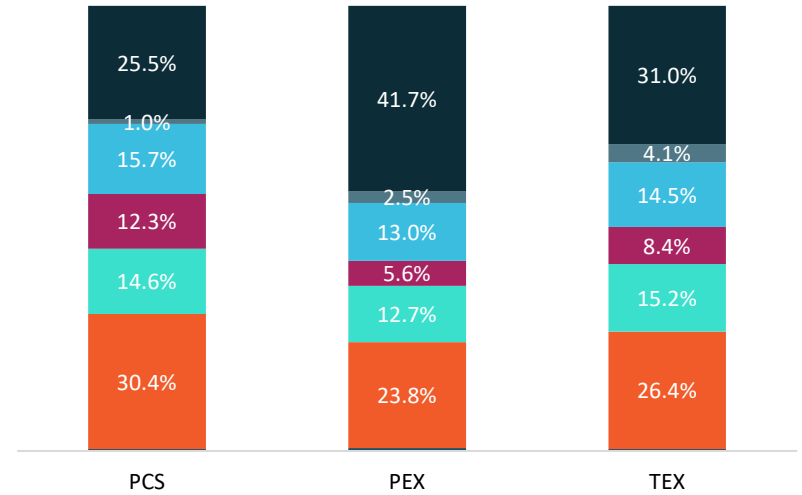
¹ Satisfactory Resignations represent the largest group in citywide separations, 37%. Separations from city employment constitute a variety of reasons such as retirement, release from probation, resignation, and termination.

Citywide FY 2022 Demographics

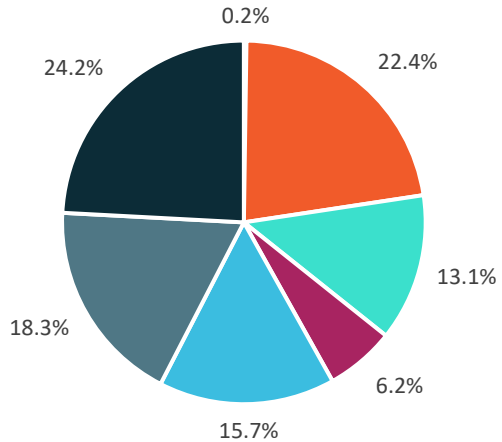
Citywide Race/Ethnicity



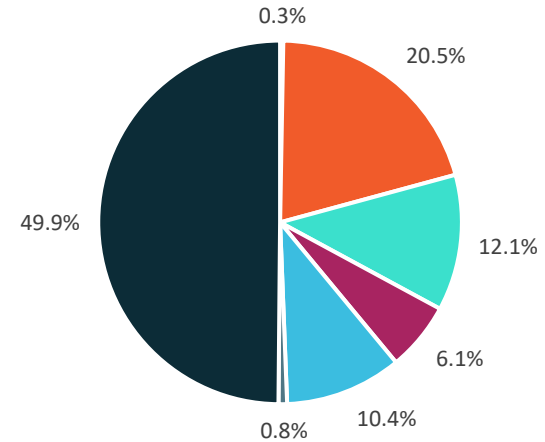
Citywide Appointment Type



Citywide New Hires

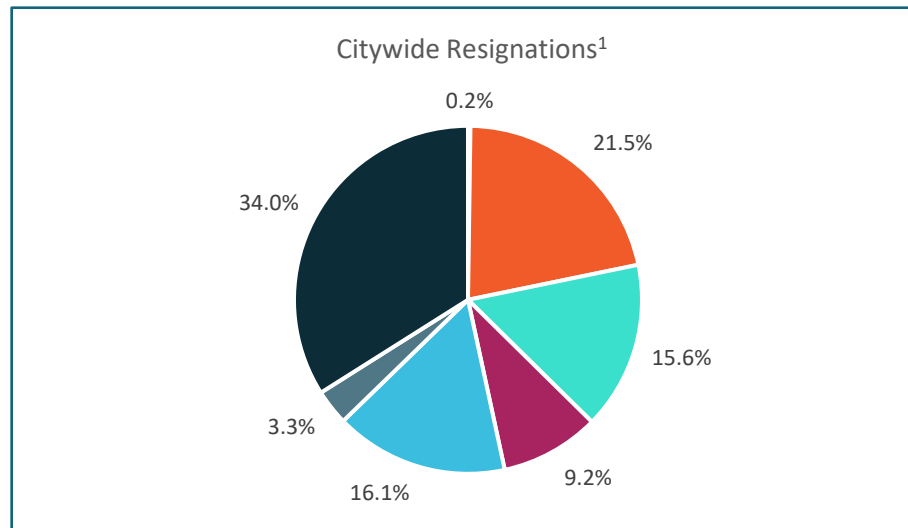
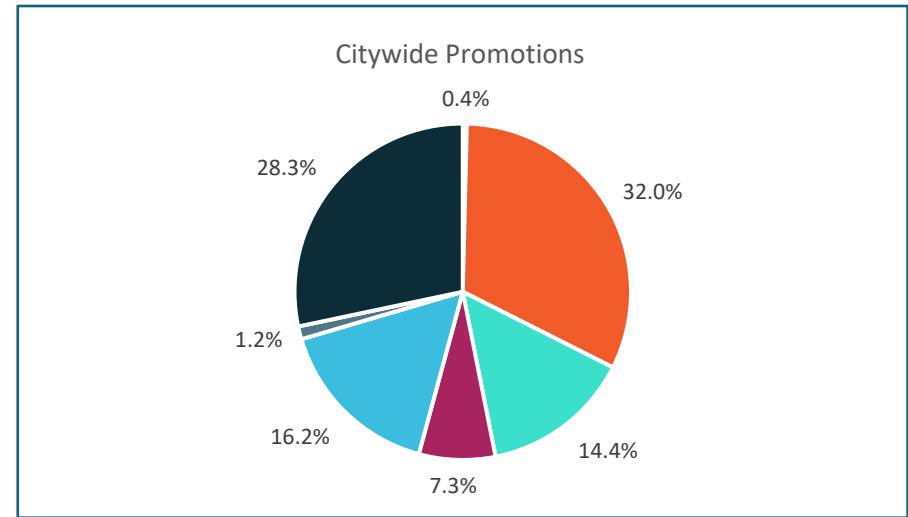
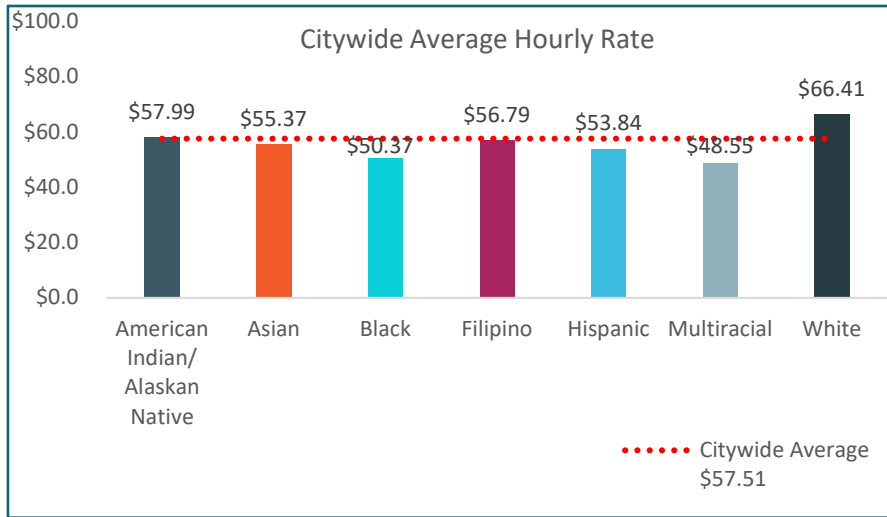


Citywide Management



■ Am. Indian/Alaskan Native ■ Asian ■ Black ■ Filipino ■ Hispanic ■ Multiracial ■ White

Citywide FY 2022 Demographics



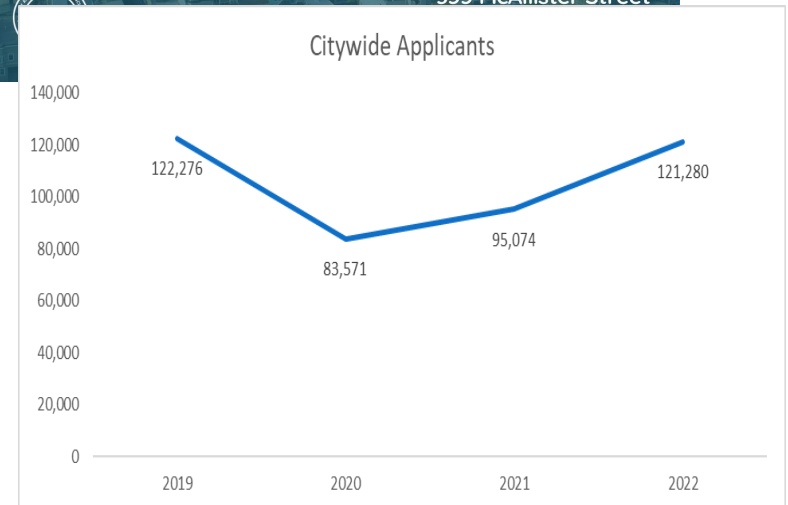
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Hiring and Recruitment

Improving City Application Process and Outreach

- DHR hosted the second annual Citywide Career Resource Fair
 - Partnered with 35 City departments
 - 1,700+ job seekers attended
- DHR launched a new applicant tracking system which allows better engagement with job seekers throughout the application process and better outreach to diverse communities.
 - Applications received in calendar year 2022 were equivalent to pre-pandemic levels.
 - In CY 2022, 80 percent of applicants were People of Color
 - 75 percent of new hires citywide were People of Color



Hiring and Recruitment

Expanding Opportunities for Entry into City Employment

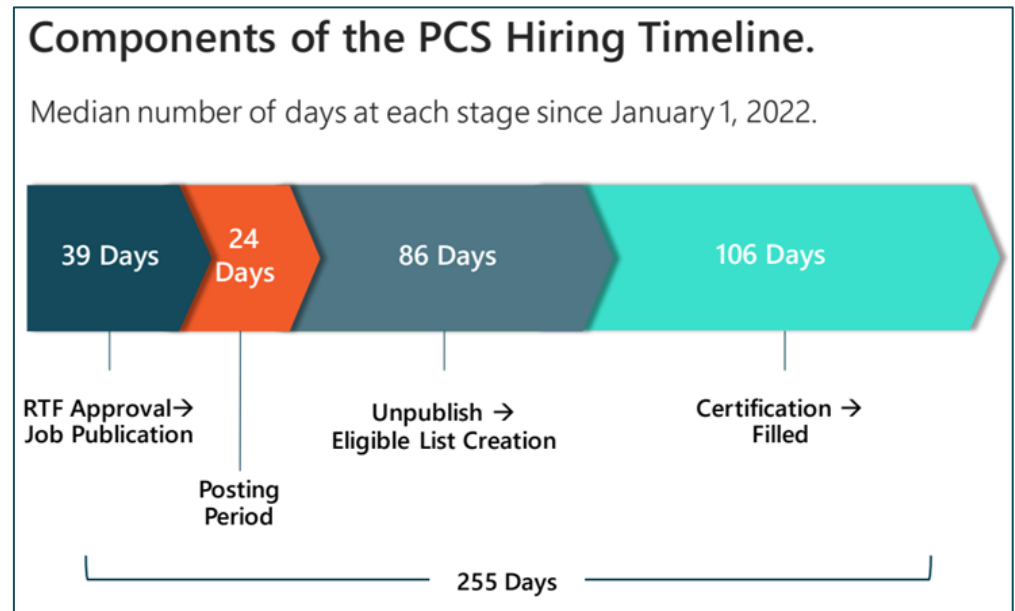
DHR has made changes to class specifications for the 182X and 124X series. The changes will make entry into these widely used professional classifications more inclusive.

- **182X - Administrative Analyst series & 124X Human Resources Analyst series changes to minimum qualifications:**
 - Removing the requirement for one year of experience allowing departments to hire candidates that have recently graduated from college and provides career pathways for paraprofessional growth.
 - Requiring only baccalaureate degree instead of a narrow list of specific baccalaureate degrees.
 - Allowing for experience substitution such that individuals with an Associates Degree or the equivalent number of units and 2 years of experience meet minimum qualifications.
- **124X – Human Resources Analyst series Functional areas added to qualifying experience:**
 - Diversity, Equity, and Inclusion: Developing employee resources, leading diversity recruitment, Coaching management, mediating workplace conflict, creating and monitoring DEI benchmarks.
 - Personnel Training: Supervision and leadership, team building workshops, career development programs, consultation on training and development project.

Hiring and Recruitment

Expediting the City's Hiring Timeline

- DHR is reviewing potential options for administrative and civil service rule changes to create greater consistency and equity in the administration of hiring.
- The 2022 proposed changes are expected to reduce the City's time to hire from 255 days to 180 days or less.
- Changes include:
 - Improved Outreach to increase the number and diversity of applicants
 - Implementation of Online, On-demand testing for high vacancy and widely used classifications
 - Expanded use of provisional appointments
 - Expedited vetting including medical and fingerprinting processing
 - Expedited onboarding processes



Retention and Promotion

Retention and Promotions at DHR

- DHR promoted a total of 12 employees to management-level positions.
 - 42% White, 8% Hispanic, 25% Black and 25% Asian.

Launched SEIU Work Training Program

- DHR launched the SEIU* Work Training Program to support employees' professional development.
- The SEIU Work Training Program provides up to 8 hours per week of paid release time for SEIU employees accepted into the program.
- Participating employees may attend classes at an accredited educational institution to earn a degree or certificate that will support them in meeting the minimum qualifications for a job-class for which they aspire to work in.



**85 SEIU
Employees
enrolled in
the SEIU
Work
Training
Program**



**Nearly
11,000
hours
charged**

• *Service Employees International Union (SEIU) represents over 40% of the City workforce.*

Mobility and Professional Development

Launched Career Development Initiative

- DHR launched the new Career Development Initiative intended to increase career development support to City employees who have historically experienced fewer opportunities for advancement in the City.
- DHR conducted 13 Growing Your Career Workshops and 13 Webinars in FY 21-22 and FY 22-23
- Provided over 540 City employees with career development guidance.
- DHR worked closely with departments to target the Growing Your Career Workshops to employees in lower-level classifications in support of their career mobility.

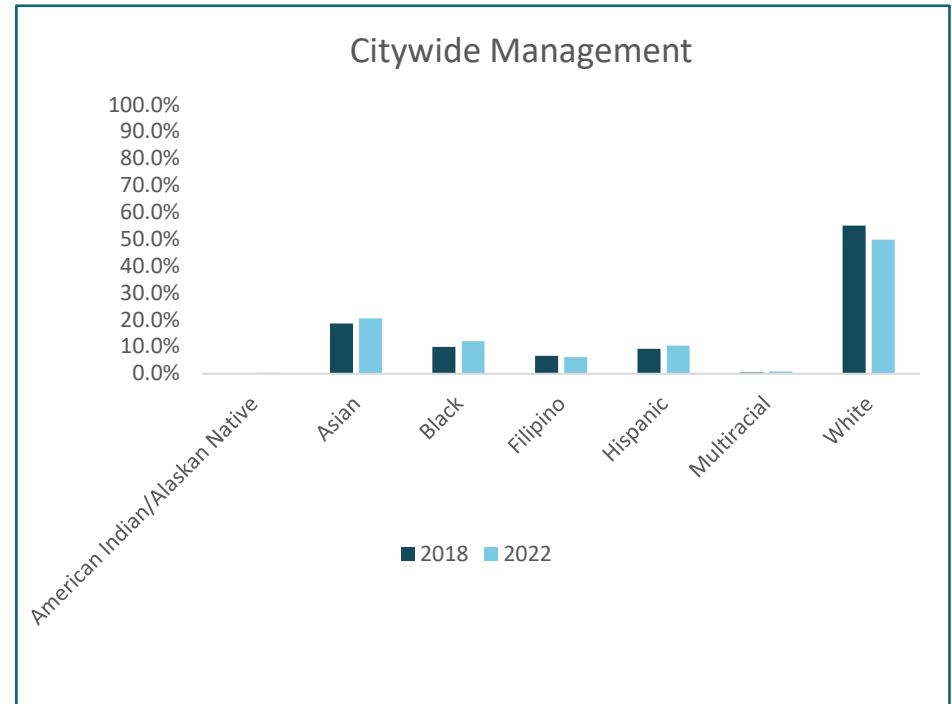
**DHR
delivered 13
webinars to
295
employees**

**DHR hosted
13 Workshops
for 249
employees**

Mobility and Professional Development

Citywide Management Diversity

- In 2022, the total number of employees of color in management positions increased by 5 percent to 50% from 2018. Simultaneously, White employees in management positions declined from 55% to 50%.
- DHR requires all managers and supervisors to complete DHR's Managing Implicit Bias Training which was revised in 2022.
- DHR requires that all employees who serve on a hiring panel must complete the Fairness in Hiring training, intended to reduce bias in the interview process.
- DHR offers the Emerging City Leaders Training Workshop which focuses on core leadership skills such as communication, coaching, conflict management, and facilitation skills to enhance managers ability to provide equitable, compassionate, effective support for their employees.
 - 52 employees participated in FY 2021 - 2022.



Organizational Culture of Inclusion & Belonging

Building a Positive Workplace Culture

- **Equitable, Fair, and Respectful Workplace Policy**
 - The policy is a code of conduct agreement between the City and employees that sets foundational expectations for a positive, inclusive, and welcoming environment at all City worksites.
 - The policy details respectful and disrespectful behaviors in the workplace.
 - The accompanying required training for all employees was launched in spring 2023.
- **Transgender 101 Training**
 - In partnership with the Office of Transgender Initiatives (OTI), DHR created the Transgender 101 online training. The training is now required for all employees.
- **Sexual Orientation and Gender Identity Data**
 - Through a legislative repeal of Administrative Code 12E, DHR is now able to collect voluntary sexual orientation demographics from city employees and applicants.
- **Equal Employment Opportunity (EEO) Process Reforms**
 - **New Case Management System**
 - Greater accountability, centralized tracking, and improved reporting capabilities.
 - Uses strategic enforcement, creating a ripple effect to improve employee morale and work environment.
 - **New EEO Website and Intake Forms**
 - Updated guidance helps employees who file an EEO complaint understand their administrative and procedural rights to pursue a complaint of discrimination, harassment, or retaliation pursuant to City policy.
 - **Case Intake and Triaging**
 - Front-end reviews of all incoming cases to quickly determine the nature and severity of cases prioritizing resources towards the most egregious and/or high-risk cases while continuing to investigate

Priorities for the Upcoming Year

- Launching Equitable, Fair, and Inclusive Workplace Campaign
- Employee Culture and Climate Survey
- Additional Minimum Qualifications adaptations
- Further hiring reform proposals including additional civil service rule changes
- Building on Growing Your Career workshops to launch City Career Center to enhance internal growth opportunities for City employees.



The 2020 DHR Racial Equity Action Plan can be found here:

<https://sfdhr.org/sites/default/files/documents/Reports/DHR-Racial-Equity-Action-Plan-2020.pdf>

