San Francisco Department of the Environment: Draft Racial Equity Action Plan Phase 1

Tuesday, December 8th, 2020
Overview

• Racial Equity Action Plan Timeline
• New Guidance from the Office of Racial Equity
• Structure of the Racial Equity Action Plan Phase I
• Engagement
• Examples of Data Leading to Action
• Next Steps
Racial Equity Action Plan Timeline

Presented Phase I Actions to the Commission on the Environment (COE)

Vulnerable populations assessment

Staff engagement on Phase I Racial Equity Action Plan

Present Phase I Racial Equity Action Plan to COE

Jan 2020

Phase I Template received from ORE

COE Operations Committee Presentation

Nov 2020

Complete implementation matrix for Phase I Plan

Dec 2020

Review draft Plan with ORE

Dec 31, 2020

Incorporate Feedback into Plan

2021

Draft Phase II Racial Equity Action Plan

Implementation of Phase I
## Proposed Phase I actions

### Opportunity Area: Hiring

<table>
<thead>
<tr>
<th>#</th>
<th>Action Name</th>
<th>Priority</th>
<th>Impact</th>
<th>Difficulty</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work with DHR to revise minimum qualifications to create opportunities for more people who would otherwise not be able to apply</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>2</td>
<td>Work with Unions to convert positions to Permanent Civil Service (PCS) or establish similar protections for exempt employees to improve institutional equity</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>3</td>
<td>Work with Unions to explore deeper steps across classifications and/or other types of recognition /compensation</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>4</td>
<td>Strategically expand recruitment efforts to help SFE attract a more diverse pool of applicants</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>5</td>
<td>Simplify desirable qualifications and evaluate the appropriateness to job classifications to help SFE attract a more diverse pool of applicants</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>6</td>
<td>Include a statement on SFE’s commitment to equity and inclusion in all job announcements</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>7</td>
<td>Insert equity questions into supplemental questionnaires, interview questions, and other stages of hiring process</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>8</td>
<td>Implement a comprehensive employment-tracking system to collect data on race, applicant pools, new hires, promotions, classification changes, salaries, separations, and civil service and exempt positions</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
</tr>
</tbody>
</table>

### Opportunity Area: Work environment and staff understanding

<table>
<thead>
<tr>
<th>#</th>
<th>Action Name</th>
<th>Priority</th>
<th>Impact</th>
<th>Difficulty</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Expand ongoing education and training opportunities and integrate training into staff workplans and Performance Plan and Appraisal Reviews</td>
<td>Medium</td>
<td>High</td>
<td>Mid</td>
</tr>
<tr>
<td>11</td>
<td>Train staff on best practices for engaging with San Francisco’s diverse communities</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>12</td>
<td>Onboard new staff with implicit bias and racial equity training</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>13</td>
<td>Require supervisors to take white fragility and cultural competency training to support a more inclusive workplace</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

### Opportunity Area: Staff growth and advancement

<table>
<thead>
<tr>
<th>#</th>
<th>Action Name</th>
<th>Priority</th>
<th>Impact</th>
<th>Difficulty</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>Develop a mentorship program to help staff navigate employment opportunities at CCSF departments or other entities</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>15</td>
<td>Formalize and standardize access to professional development opportunities using transparent criteria</td>
<td>Medium</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>16</td>
<td>Explore creating a promotional policy using standardized and transparent criteria</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
</tr>
</tbody>
</table>
Hiring and Recruitment
Retention and Promotion
Discipline and Separation
Diverse and Equitable Leadership
Mobility and Professional Development
Organizational Culture of Inclusion and Belonging
Boards and Commissions

Strategies For Each Section

Actions for Each Strategy

Resources Committed
Indicators
Timeline
Implementation Plan
Status
Lead

Implementation Template

7 Sections
18 Strategies
82 Actions
7.2. Safeguard members so they naturally feel welcomed and valued, not tokenized.

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>RESOURCES COMMITTED</th>
<th>INDICATORS</th>
<th>TIMELINE</th>
<th>IMPLEMENTATION</th>
<th>STATUS</th>
<th>LEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2.1.</td>
<td>Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.</td>
<td># of diverse board/commission members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.</td>
<td>% of board/commission retention</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2.2.</td>
<td>Commit to ongoing racial equity training being mindful of ongoing and current issues.</td>
<td># of completed training per quarter</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased participation rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Alignment of strategies

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

2.2. Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color

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

★ More Alignment  ★ Some Alignment  ★ No Alignment
Plan structure

Part 1
Context

Part 2
Actions

Part 3
Appendices

SF Department of the Environment
Racial Equity Action Plan
Engagement and Feedback
Staff Priorities

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

Retention and Promotion
2.2: Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color

2.3: Create paths to promotion that are transparent and work to advance equity
Diverse and Equitable Leadership
4.1: Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging

Organizational Culture of Inclusion and Belonging
6.1: Foster an intentional organizational culture that is committed to inclusion and belonging.
## Incorporating Feedback from the Office of Racial Equity

<table>
<thead>
<tr>
<th>Feedback</th>
<th>Proposed Revisions to Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Visionary and specific department goals</strong></td>
<td>Working with Racial Equity Steering Committee United (RESCU) to revise goals to align with needs identified by staff and through assessment findings</td>
</tr>
<tr>
<td><strong>Inclusion of department-specific actions</strong></td>
<td>RESCU will review new goals to determine sections that may need additional actions</td>
</tr>
<tr>
<td><strong>Details about resources committed</strong></td>
<td>Adding specificity around estimated staff hours, consultant time/type of consultant, other funding</td>
</tr>
<tr>
<td><strong>Granularity for Timelines</strong></td>
<td>Adding quarters to implementation timeline</td>
</tr>
<tr>
<td><strong>Leveraging Existing Department Budget</strong></td>
<td>Adding implementation step to work with COE Operations Committee to review sources of funding that could support racial equity work</td>
</tr>
</tbody>
</table>
Examples of Data Leading to Action
## Workforce Demographics

**SFE, CCSF Employees, and Bay Area Available Workforce Demographics**

<table>
<thead>
<tr>
<th></th>
<th>SFE</th>
<th>CCSF</th>
<th>Bay Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>51%</td>
<td>29%</td>
<td>43%</td>
</tr>
<tr>
<td>Asian</td>
<td>23%</td>
<td>28%</td>
<td>21%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>12%</td>
<td>15%</td>
<td>19%</td>
</tr>
<tr>
<td>Black</td>
<td>8%</td>
<td>15%</td>
<td>4%</td>
</tr>
<tr>
<td>Filipino</td>
<td>6%</td>
<td>11%</td>
<td>inc. w/Asian</td>
</tr>
<tr>
<td>Am. Ind.</td>
<td>omitted</td>
<td>0.50%</td>
<td>0.40%</td>
</tr>
<tr>
<td>Multi</td>
<td>omitted</td>
<td>1%</td>
<td>4%</td>
</tr>
</tbody>
</table>
SFE Staff Demographics

SFE BLACK, INDIGENOUS, AND PEOPLE OF COLOR (BIPOC) AND WHITE STAFF 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>BIPOC</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited Term Trainees</td>
<td>11</td>
<td>5</td>
</tr>
<tr>
<td>5638</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>5640</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>5642</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>5638 - 5644</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Sr. Staff &amp; Leadership</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Number of BIPOC Employees:
- Limited Term Trainees: 11
- 5638: 8
- 5640: 10
- 5642: 5
- 5638 - 5644: 25
- Sr. Staff & Leadership: 2

Number of White Employees:
- Limited Term Trainees: 5
- 5638: 9
- 5640: 8
- 5642: 12
- 5638 - 5644: 32
- Sr. Staff & Leadership: 7
Racial Equity Action to Address Workforce Data Findings

• Revise minimum qualifications and desirable qualifications
• Standardize recruitment and hiring practices
• Develop expanded recruitment lists to reach BIPOC networks
• Complete a more detailed workforce assessment to track stages of recruitment and hiring and assess promotional appointments
• Evaluate classifications with lack of employee diversity and develop strategies and training opportunities for employees in lower classifications to achieve mobility to higher classifications
Survey Data – involvement

How would I become more involved?

- More information and/or training: 44% Staff of color (41) vs 58% White staff (33)
- More time and resources: 61% Staff of color (41) vs 58% White staff (33)
- Greater management / supervisory support: 66% Staff of color (41) vs 42% White staff (33)
Racial Equity Action to Address Survey Findings

- Institutionalized discussions of racial equity at Senior Staff meetings and Team meetings; Senior Staff attended white fragility training

- Promote ongoing education and training; create a central hub to share resources and training opportunities that are accessible to all staff

- Supervisors work with staff to include racial equity and professional development objectives in their performance plans

- Measure success by comparing annual staff survey results
Next Steps
Incorporate
Feedback from ORE, COE, and SFE staff into Plan

Review and Finalize
Plan with Leadership

Submit
Submit Phase I Plan to Office of Racial Equity and Board of Supervisors – Dec 31, 2020
Thank You!

SF Department of the Environment Racial Equity Leaders:

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