

APPENDIX C OEWD Internal Racial Equity Survey (2021)

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 three policy bodies and commissions: the Small Business Commission, Film Commission, and Workforce Investment San Francisco Board. According to the City and County of San Francisco's Department of Human Resources (DHR)¹, OEWD employed 129 staff reflecting diverse perspectives and communities across San Francisco as of July 2021. 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 second 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 creation of the survey in 2020, and each REWG Sub-Committee had the opportunity to add a special topic question to the existing survey instrument. 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 20 questions, and it took approximately 15 minutes to complete.

The REWG administered the 2021 OEWD Internal Racial Equity Survey (Appendix A: Survey Instrument) electronically through Google Forms in October 2021. 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 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 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. Of the 129 employees in the department, 68 responded to the survey, representing a 52.7% completion rate, which is substantially lower than last year's 71.8% completion rate.

PARTICIPANTS

All participants were staff from the Office of Economic and Workforce Development in November 2021 - January 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

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.

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; Asian Indian; Burmese; Chinese; Creole. Multiracial; Filipina/o/x; Latina/o/x or Hispanic; Middle Eastern; Vietnamese; White or European American; 50% Thai and 50% White or European American; 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, with some underreporting from BIPOC staff.

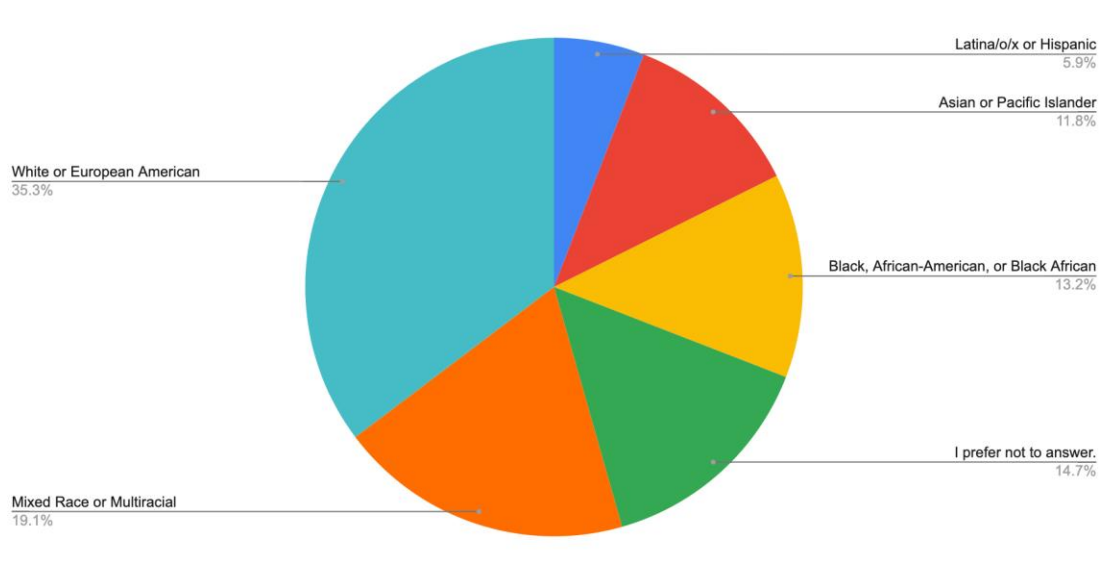


Figure 1. Respondents by Race and Ethnicity, OEWD Internal Staff Survey, 2021 (n=68).

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 Burmese; Chinese; Creole; Filipina/o/x; Middle Eastern or North African; Native American, American Indian, or Alaskan Native; Thai; and Vietnamese are not visible in these data visualizations.

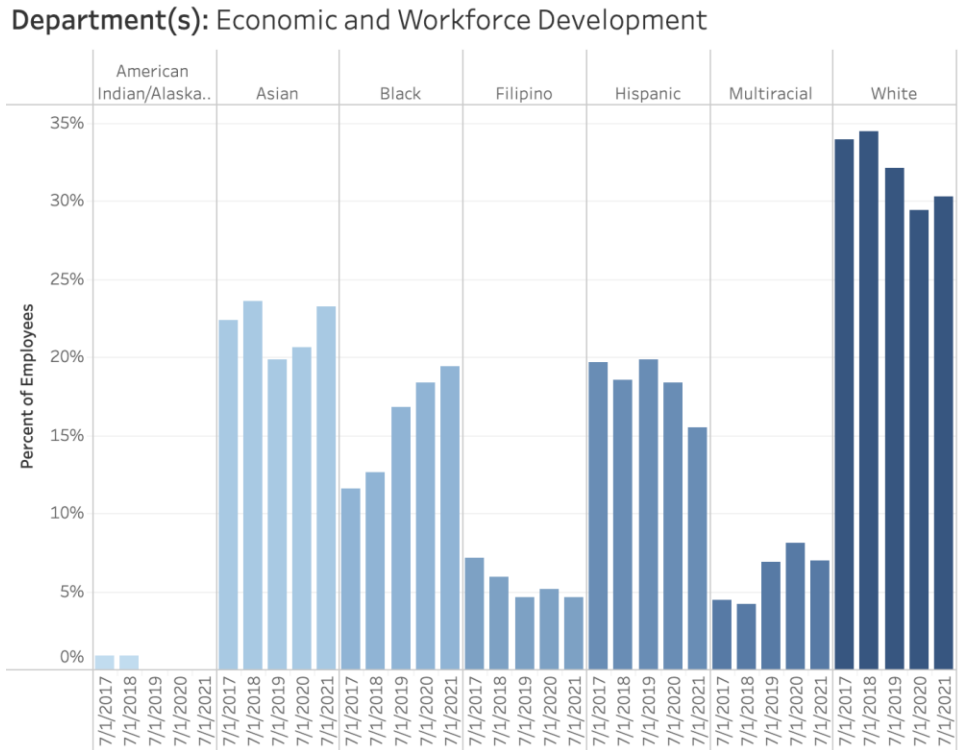


Figure 2. OEWD Workforce Demographics by Race and Ethnicity, San Francisco Department of Human Resources, 2021 (n=129)³.

Figure 2 reports DHR data for OEWD employees as of July 2021. When compared, these two data sets demonstrate that the survey reflects underrepresentation from Asian (about 28% of organization, 11.8% of respondents), Latina/o/x (15.5% of organization, 5.9% of respondents), and Black (19.38% of organization, 13.2% of respondents) staff. Multiracial respondents (6.9% of organization, 19.1% 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 (30.3% in organization and 35.2% of respondents). Additionally, 14.7% of survey respondents declined to self-identify race and ethnicity.

Staff self-reported gender identity as Male; Female; Genderqueer / Gender Non-Binary; and I prefer not to answer. Female respondents represented 48.5% of responses, while Male respondents represented 38.2% of responses, while Female respondents represented 39.8%. Genderqueer / Gender Non-Binary respondents accounted for 2.9% of respondents, with I prefer not to answer at 10.3%.

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>

Per DHR⁴, OEWD employs 55.04% Female staff and 44.96% Male staff. Genderqueer / Gender Non-Binary data are not reported in the most updated DHR data. From 2020, Female and Genderqueer / Gender Non-Binary responses have increased as a percentage of whole, but Female staff continue to be underrepresented in responses.

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 (97%)⁵. 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. On the whole, staff echoed similar sentiments about leveraging government resources and tools (e.g., data collection, evaluation, procurements, funding) toward deconstructing systemic, institutional, and interpersonal racism to the benefit of community, people of color, workers of color, and marginalized communities in San Francisco.

Staff underscored the need to engage all Black, Indigenous, and People of Color (BIPOC) in internal and external racial equity and inclusion initiatives, while considering intersections with gender, ability, age, educational attainment, class, and diversity of life experience.

As compared to last year, staff responses moved from requests to normalize racial equity to supportive comments on the Racial Equity Working Group's organizing of the work within the department and thoughtful suggestions to operationalize racial equity at work.

Some examples of comprehensive staff feedback are below:

"I think it should be part of everything we do - every meeting, every conversation, every piece of paperwork. We should refer to racial equity and inclusion all the time. And each of us should have a specific, defined task to do, whether or not we're on the committee."

"All stakeholders, community, and staff should feel accepted, involved, and heard in OEWD's work, practices and policies. More staff dedicated to RE work and to move the needle forward, would be extremely helpful."

"A focus on racial equity and inclusion at OEWD would mean our budget lines up with our verbal commitment to racial equity. Leadership proactively engage with staff on

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

⁵ 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.

ways they can improve racial equity at all levels, and all policy decisions would be screened through the lens of whether or not the proposed policy would advance equity for key populations we serve.”

“Focusing on racial equity and inclusion looks like taking an in depth look at current programs and policies and examining how their outcomes points to inequities in their implementation. In the creation of new programs/policies, using equity methods from programs that have successfully addressed the needs of marginalized people to help guide our methods.”

“ Leadership explicitly committing to advancing racial equity and speaking on how OEWD programs and staff work towards it. Increasing education to OEWD staff on historical and structural racism that continues to impact our programs, work and policy and how to change it. Requiring attendance to annual trainings/workshops on racial equity.”

“ I’m actually really happy with where we are in focusing on racial equity and inclusion in Invest in Neighborhoods, and Economic Recovery & Regeneration. I like that we take space to go through the resources and frameworks available from OEWD at the start of our projects, and/or do an equity ‘diagnostic’ for each of our grantees.”

“First, we need to have awareness of what the outcomes and impact of our work is by race. We also should push ourselves to co-create our programs and strategic priorities with community members - centering the most marginalized voices. The people we serve should be at the table throughout the process - not just giving feedback on portions of our work at particular intervals.”

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.

COVID-19 CONTEXT

The Racial Equity Working Group added an open-ended question about how the COVID-19 pandemic impacted equity at OEWD. Staff feedback covers the organization’s nimble response in serving communities disproportionately impacted to how the digital divide has simultaneously improved and contracted service delivery to how OEWD staff have navigated the work-from-home experience:

“It’s caused us to focus our work on the areas/populations of highest need, and better communicate that to other City departments and to the public.”

“...folks don’t have the necessary tools & resources to access [digital] services.”

“It has forced our programs to be made available digitally which has increased access overall (although some populations need help with that)...”

“It created opportunities for OEWD to support key initiatives and organizations working to address inequities with underserved and marginalized communities, such as COVID relief HUBS, UBI's, and the organizations chosen as grantees.”

“When the pandemic first hit, I'm sure there was a disparity in work environments at home-- whether folks had the necessary equipment and space. Now that we're returning I think we have to be considerate about folks who don't live in the city or have different commute circumstances.”

“Everyone is stretched thin, we as a people were dealing with high-notoriety cases revolving around systemic racism and injustices then the pandemic. In addition to adjusting personally, our work lives had to pivot significantly and rotate around more work, still no acknowledgement of performing at a high level, sickness, death, no work life balance and the expectations increased, we have had to deal with a myriad of competing factors and had a significant change in executive staff.”

“City HR policies on return to work are very restrictive and did not account for how difficult it is to rapidly adjust back to in-person work. This has had an adverse impact on equity at OEWD, particularly for parents, those with physical and mental health conditions, and those who are caring for aging parents or family members. Women are disproportionately impacted by these policies, and (because of institutional racism, wealth gaps, and health disparities) people of color are more likely to bear the burden of caregiving roles.”

The REWG will use this feedback from the staff survey to advocate for expansion of digital equity initiatives within programming and for responsive human resources policies.

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 2021 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 predominantly 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.** (92.6%)
- **I can articulate OEWD's commitment to racial equity to external partners.** (77.9%)
- **OEWD Leadership participates in and supports conversations about racial equity internally.** (77.9%)
- **OEWD Leadership communicates the importance of addressing racial inequities and achieving racial equity.** (76.4%)
- **OEWD has taken steps to reduce racial inequities generally.** (73.5%)
- **OEWD has taken steps to reduce racial inequities internally.** (67.6%)
- **OEWD Leadership is equipped to participate in internal and external conversations about race.** (60.3%)
- **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.** (60.3%)
- **I have the tools to address interpersonal racism in the workplace.** (57.4%)
- **I can articulate OEWD's commitment to racial equity to external partners.** (56.18%)

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 operationalizing racial equity interventions in the workplace.

There was **no majority** on the following responses, all of which 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”)

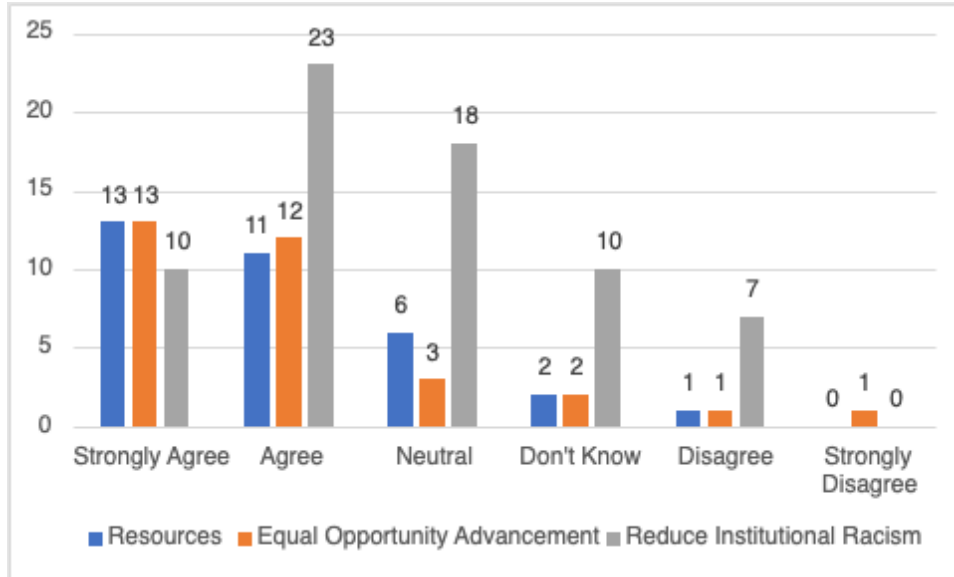


Figure 3. Responses to questions about reducing institutional racism, equal opportunity, and resourcing racial equity work from OEWD Staff Survey, 2021 (n=68).

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

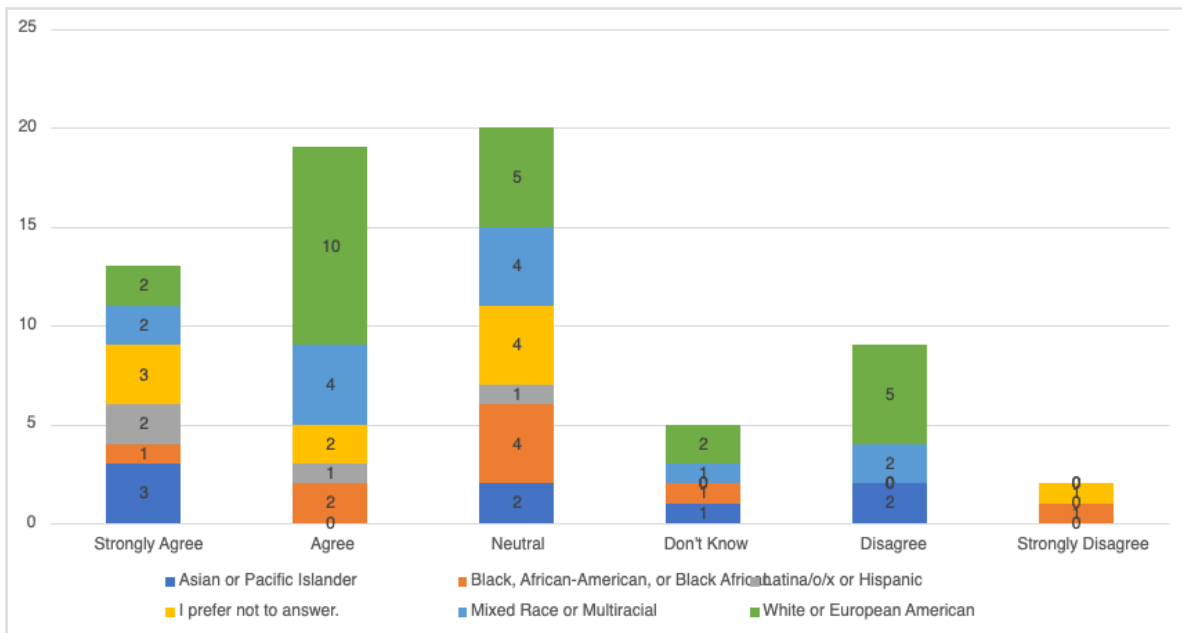


Figure 4. Responses to question about OEWD's allocation of resources for racial equity from OEWD Staff Survey, 2021 (n=68).

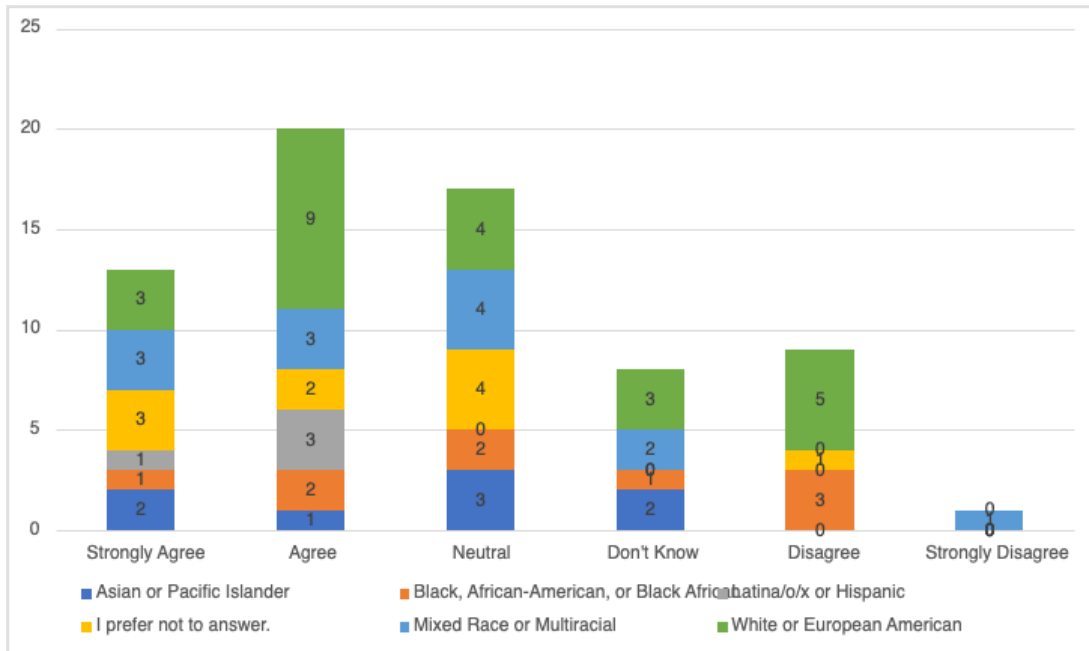


Figure 5. Responses to question about OEWD’s equal opportunity for advancement from OEWD Staff Survey, 2021 (n=68).

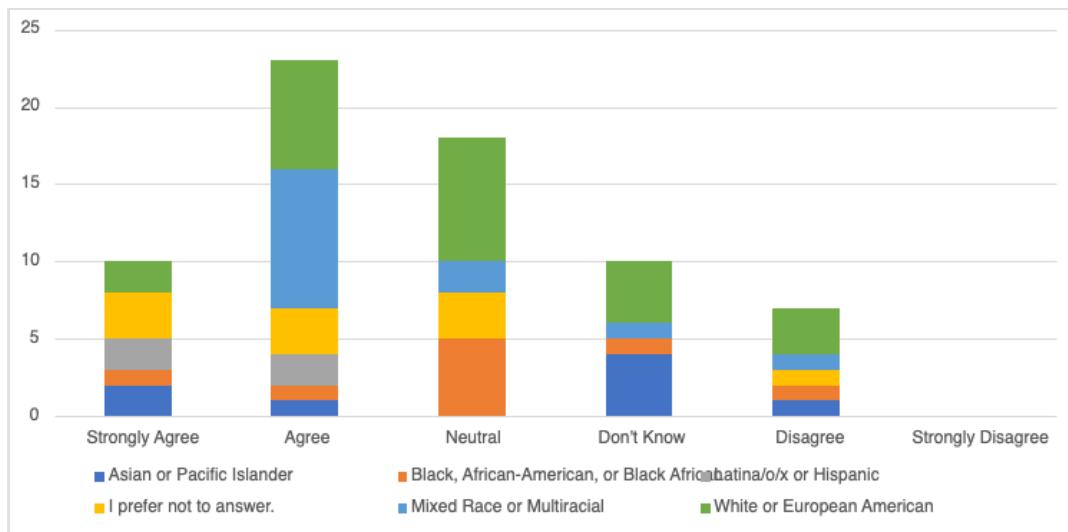


Figure 6. Responses to question about OEWD reducing institutional racism from OEWD Staff Survey, 2021 (n=68).

CONTENT KNOWLEDGE

Nearly all content knowledge questions demonstrated an improvement year-over-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 (97%) reported understanding racial equity, which was a five-point increase from last year. Additionally, there were no disagree responses to this question.

I understand concepts related to racial equity.
68 responses

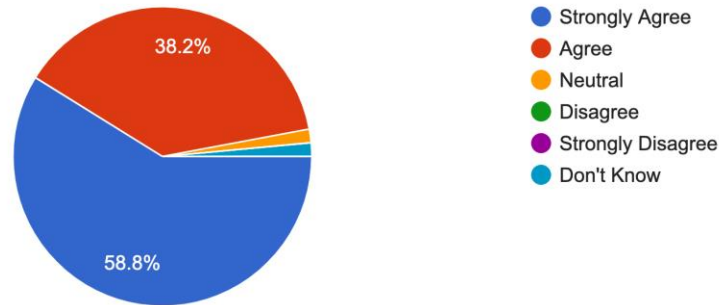


Figure 7. Responses to “I understand concepts related to racial equity” in OEWD Internal Staff Survey, 2021 (n=68).

Over 92% of staff reported that they knew how to identify examples of structural, institutional, and interpersonal racism; however, staff were less likely to report 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.

Structural (or Systemic) racism: A system in which public policies, institutional practices, cultural representations, and other norms work in various, o...nomic, and political systems in which we all exist.

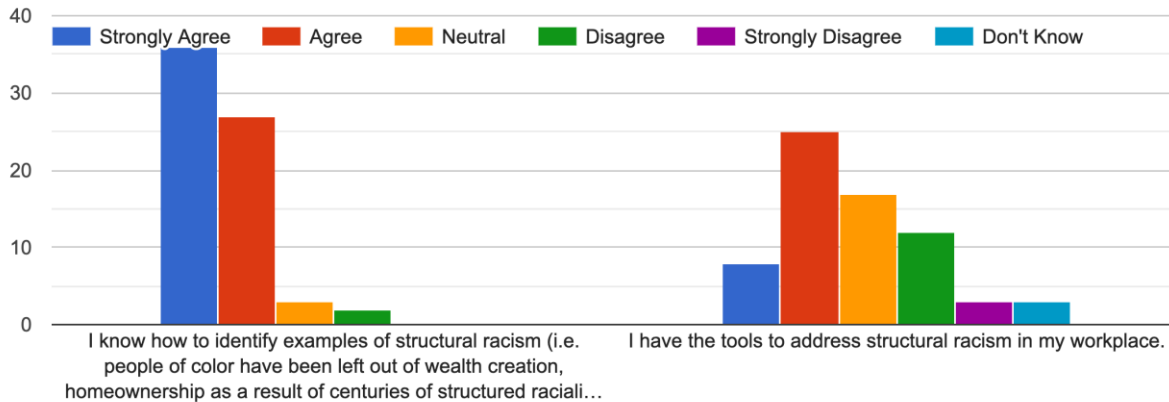


Figure 8. Responses to Structural Racism Content Knowledge in OEWD Internal Staff Survey, 2021 (n=68).

Institutional Racism: Institutional racism refers to the policies and practices within and across institutions that, intentionally or not, produce out...es, can significantly disadvantage workers of color.

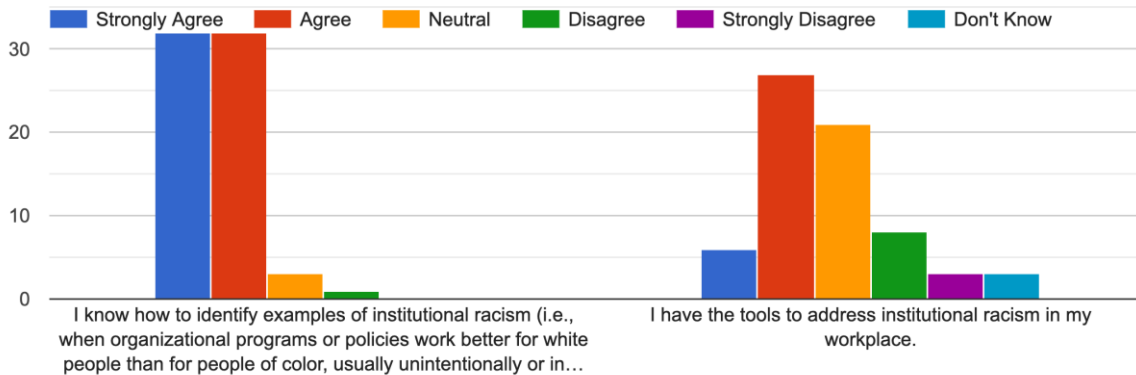


Figure 9. Responses to Institutional Racism Content Knowledge in OEWD Internal Staff Survey, 2021 (n=68).

The survey provided a multi-select question for conditions in which staff would be more active in advancing racial equity. Frequency of respondents and percent of whole for every answer decreased from last year, which could indicate that staff are feeling more supported and autonomous in this realm or a lower multi-select response rate. Over 32% of respondents (n=22) indicated they are happy with their current level of engagement, which is more than double the percentage from last year.

Regarding becoming more active in advancing racial equity, respondents wanted: more information so they knew what to do (41.2%, n=28), training (44.1%, n=30), more time (38.2%, n=26), a more supportive environment (19.1%, n=13), senior leadership buy-in (19.1%, n=13), acknowledgment of the work they do to advance racial equity (22.1%, n=15), and more support of their manager (11.8%, n=8).

Last year, 46.1% of staff indicated that they used a racial equity tool or framework to assist them in making policy, program, or budget decisions, with over 30% in disagreement, neutral, or unaware if they had used a tool. Responses this year indicate that over 63.2% of staff have used a tool or framework, and less than 15% of staff disagreed or did not know.

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

68 responses

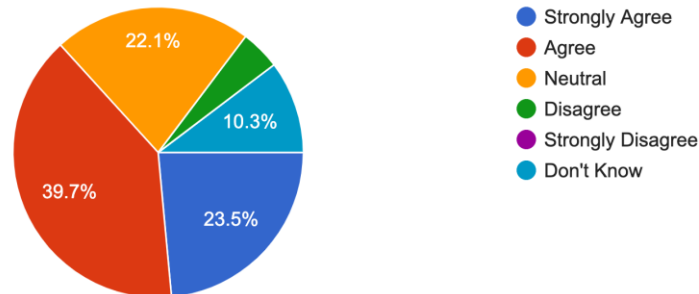


Figure 10. Responses to Racial Equity Tool Content Knowledge in OEWD Internal Staff Survey, 2021 (n=68)

Reported racial equity tools and frameworks included the following:

“Results-based accountability, community engagement, decentralized leadership models, participatory research”

“When I make an investment in a citywide program that isn't specifically targeting an historically disenfranchised group, I make sure to deliberately design multiple equity components to the program. This could be partnering with low-income/BIPOC nonprofits; hiring or subcontracting with BIPOC organizations or individuals; deliberately including an historically African American neighborhood in a program; etc.”

“Developing performance metrics that focus on measuring well being of communities of color, persons of color in comparison to the general population and in comparison to persons/communities of different races”

“increasing access to community meetings with flexible scheduling and hybrid in person/online, amplifying voices of marginalized people in meetings/feedback sessions, using direct aid framework for distributing budgets”

“Frameworks proposed by Dr. Ken Hardy focused on tasks for the privileged, as well as frameworks that acknowledge structural racism as a public health crisis.”

Nonetheless, at least 18 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 2021, 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 include the Small Business Commission, Film Commission, and Workforce Investment San Francisco Board.

I believe we have advanced racial equity with our policy boards and commissions.
68 responses

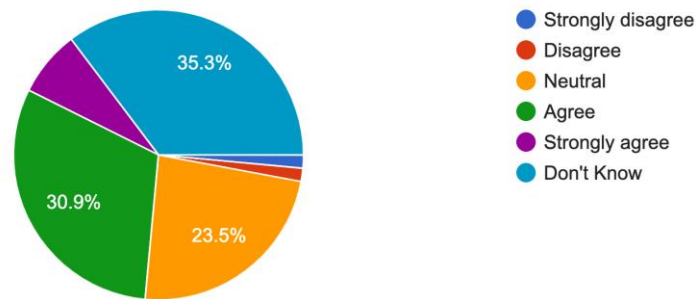


Figure 11. Responses to "I believe we have advanced racial equity with our policy boards and commissions" in OEWD Internal Staff Survey, 2021 (n=68)

The majority 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 97% of respondents were aware of their implicit bias, and 92.6% of respondents reported that they take action to uncover their biases and take corrective action.

STAFF TRAINING

Almost 90% 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.

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

68 responses

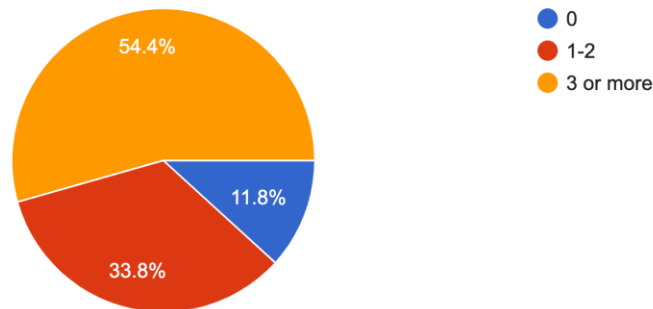


Figure 12. Number of Trainings/Workshops about Racial Equity, OEWD Internal Staff Survey, 2021 (n=68)

Most of the respondents reported attending trainings through the City and County of San Francisco, including the Government Alliance on Racial Equity Foundations (GARE) training 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 trainings, and various Human Rights Commission (HRC) trainings and workshops.

Additional training resources accessed included Hollaback, SURGE, events from Apolitical, Bridgespan, Pathways to Equity Fellowship at Open Architecture Collective, Reflex Design Collective, Creating Brave Spaces, Urban Land Institute, Lambda Alpha International, Learning for Justice, and non-specific nonprofit and political campaign training. Staff recommended that OEWD include informal training such as guided discussions on books or movies into its community of learning and to consider that online formats do not work for all learners.

As a final note, The Racial Equity Working Group has decided to reframe trainings as workshops in order to underscore that learning about equity is an interactive, ongoing journey on which we are all students. It is important for our community of learning to use this modified lexicon, and

the Racial Equity Working Group plans to change the survey instrument next year to reflect this new perspective.

STAFF INPUT OUTSIDE OF SURVEY INSTRUMENT

Throughout the process of developing the Racial Equity Action Plan Phase I, the Racial Equity Working Group has used multimodal data collection across quantitative and qualitative methods—including survey instruments, subject matter topic groups, small group discussions, large group discussions, virtual facilitation tools, and human resources data analysis—to provide regular interaction with and feedback on the plan content for OEWD staff.

As a best practice, the Racial Equity Working Group engages in one-to-one conversations with staff on a regular basis in order to provide coaching and peer support to colleagues about topics related to racial equity in the workplace. The Working Group has created safe space for staff to engage in critical conversations about the organization and its processes in an anonymous and confidential space. This section documents staff input outside of the staff survey instrument described in this document.

Though this information was not captured through a formal qualitative interview protocol, staff provided unstructured, sociohistorical context of their lived experience, in line with participatory organizational ethnographic research. Staff whose experiences are included in this section gave permission for their experiences and qualitative data to be captured in this document.

- Some staff disclosed that they did not fill out the staff survey because they did not expect it to be a meaningful exercise towards racial equity. Participating in the survey may be another example of a continuous request for feedback without promise of implementation.
- Similarly, some BIPOC staff indicated that this subject matter is their lived experience, and they don't want to participate in public, critical dissection of their lived experience in the workplace.
- Some staff disclosed that they did not complete the staff survey because a similar survey had been administered previously in the department, and their race/ethnicity was used to identify who had completed the survey and who had not or their responses were used as blanket statements about needs in the department.
- Some staff disclosed that they were recently onboarded to positions at OEWD and had not been with the agency long enough to feel like they could adequately respond.
- While these are not universal experiences, they do reflect the true and lived experience of some BIPOC staff who did not participate in the survey exercise. These considerations have been used in the development of the RE Action Plan.

In the future, OEWD may consider promoting other formalized ways to collect data to ensure a representative sample of staff, such as keeping a formal qualitative research protocol on hand to supplement any staff survey results.

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: 2021 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, January 14, 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 (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 retaliation. [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 2020-21)? [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]

What are the tools or frameworks you have used to help you embed racial equity in policy, program, or budget decisions? [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 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 have spoken up about diversity in hiring 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 mission and how we work? What should we do more/less of? What would we need to change? [Open-ended]

How has the COVID-19 pandemic impacted equity at OEWD? [Open-ended]

I believe we have advanced racial equity with our policy boards and commissions. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

Please identify your race/ethnicity. Select all that apply. We recognize that these categories may not be a full representation of our department's experience and identity, so please utilize the "other" category so we can ensure inclusion in the next survey. [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 the Office of Trans Initiatives. [Single Select]

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

Appendix B: Survey Communications

Initial Email (Two 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, November 12th 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, November 12. You can click on [this link](#) to access the survey.

Thank you in advance!

[RACIAL EQUITY CORE TEAM]

Sample Communications 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 this December 2020.

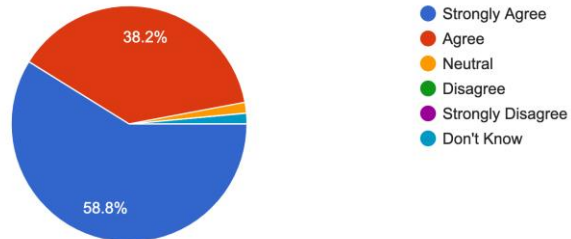
As a note, this survey is anonymous and we have turned off any tracking features, so please feel free to be your authentic self. Kindly note HR's EEO information in the email below. We will close responses this Friday, October 16th COB.

Best,

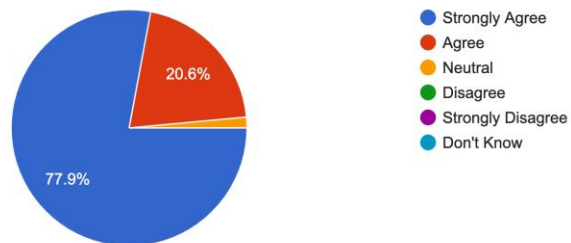
[RE Lead]

Appendix C: Examples of Pre-Packaged Survey Data

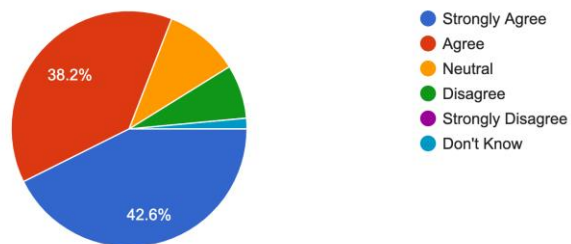
I understand concepts related to racial equity.
68 responses



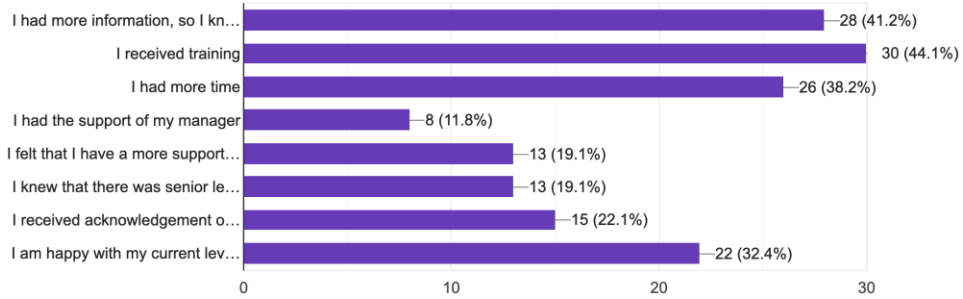
I think it is valuable to examine and discuss the impacts of race on our work at OEWD.
68 responses



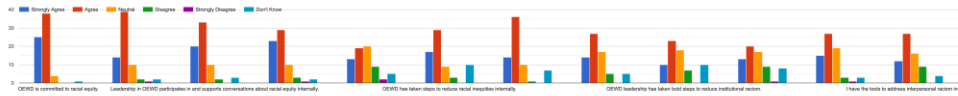
I have found trainings / workshops about racial equity to be useful.
68 responses



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



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.



Individual Experience. For these questions, consider your experience during your time with OEWD.

