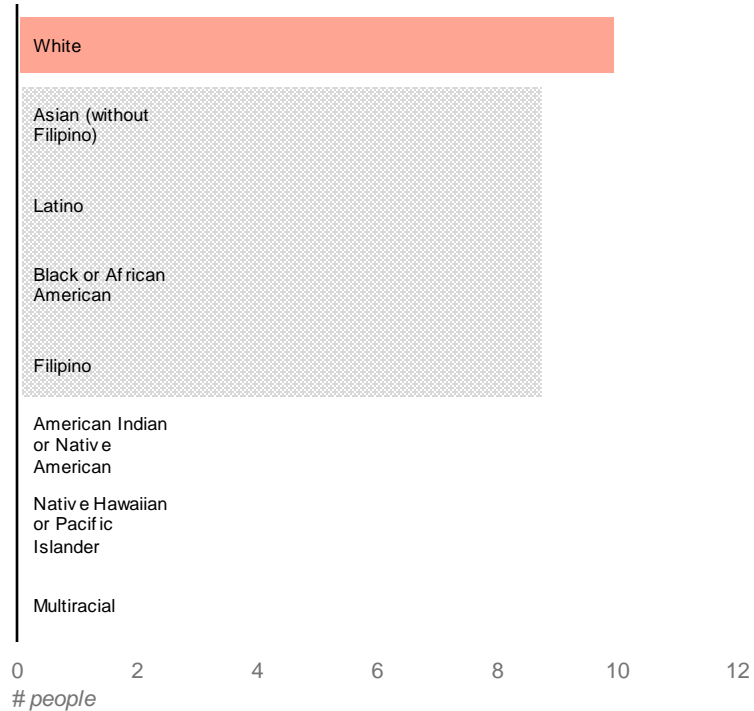
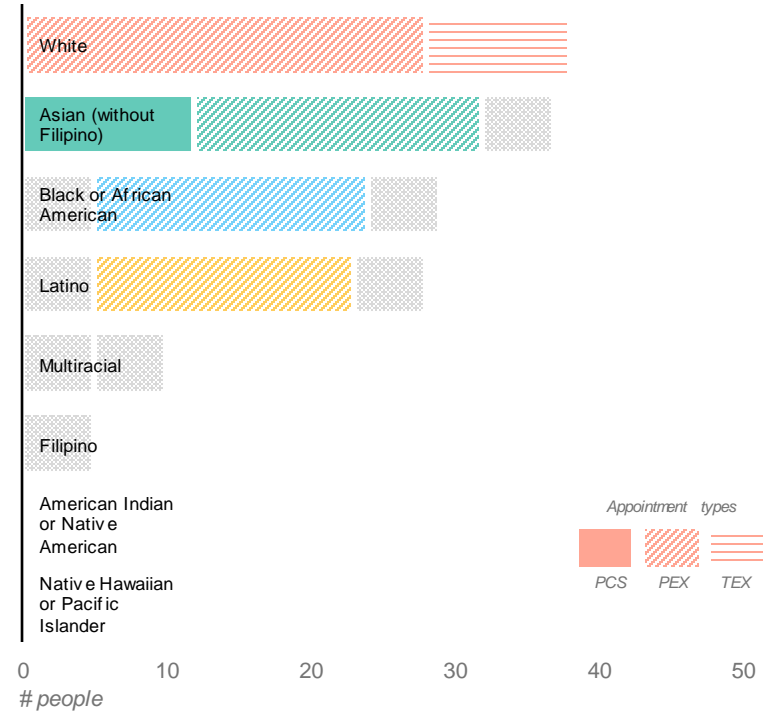

**OFFICE OF ECONOMIC
AND WORKFORCE
DEVELOPMENT**

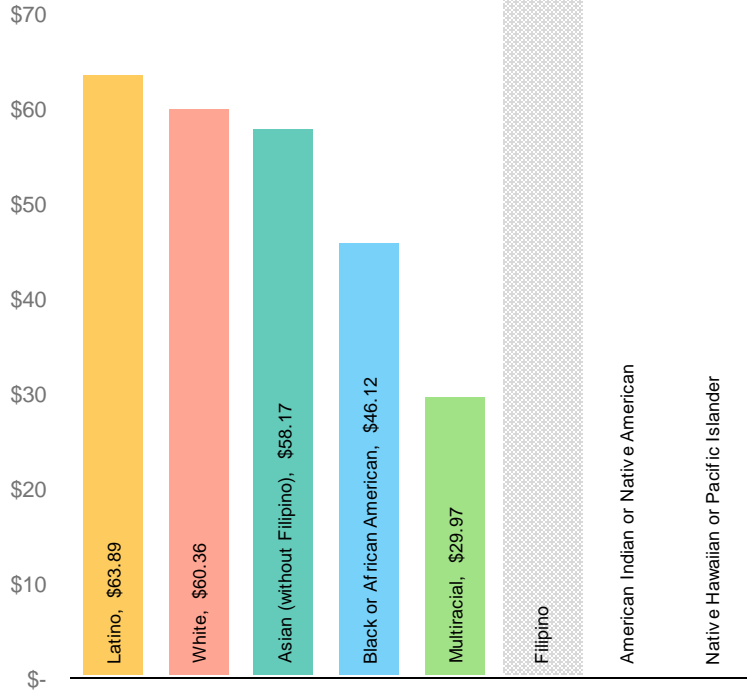
ECN: Senior management demographics (MCCP)



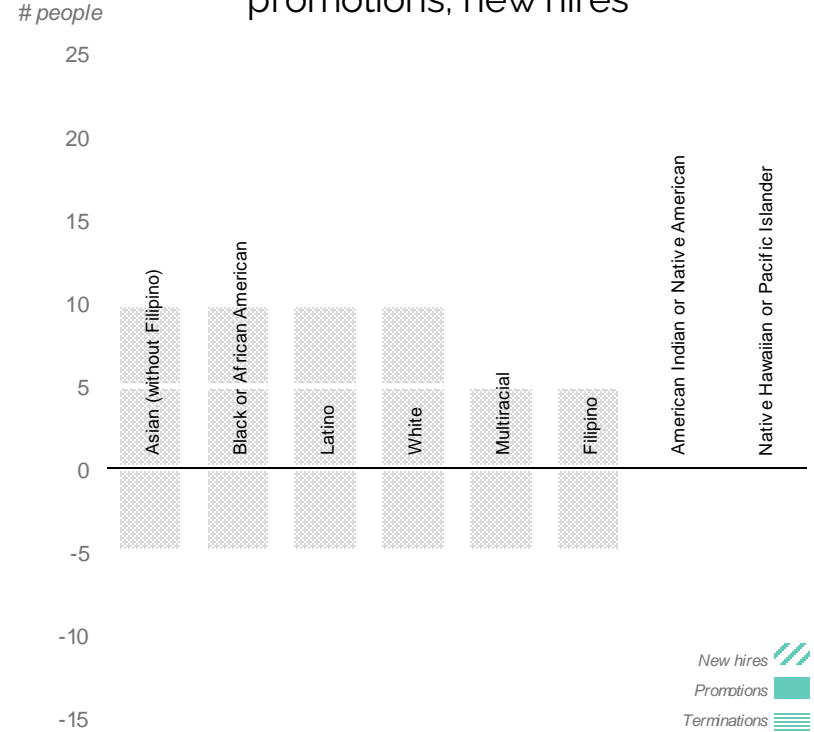
ECN: Overall department demographics



ECN: Average hourly pay for all employees



ECN: Number of terminations, promotions, new hires



What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **OEWD Human Resources coached Hiring Managers on the necessity of educational requirements, experience substitutions, and alignment of core competencies for each position.**
 - OEWD hired over 40 employees last year, and it was important to standardize the hiring process across the department in order to diversify skill sets and bring individuals with lived experience into the organization.
 - OEWD added experience substitutions to job descriptions.
 - The pool of entry-level classification and manager classification employees became more diverse from 2021 to 2022.
 - This practice will continue, and OEWD Human Resources continues to monitor staff demographics changes.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **All new managers attended DHR's 24-Plus and Implicit Bias training to ensure that new management is adequately resourced to build effective teams, which includes leadership coaching on PPARs, alternative dispute resolution, and reasonable accommodation.**
 - OEWD felt that it was important to adequately support managers in accepting new staff oversight responsibilities, and in supporting diverse teams who may be supervised by new managers.
 - New managers attended 24-Plus within the first 18 months of promotion or hire.
 - New managers felt better equipped to support staff.
 - OEWD intends to continue this practice in the future, and intends to prioritize attendance within the first 3 to 6 months.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **OEWD staff included racial equity goals in their PPARs in order to support engagement in the work and prioritize participation in racial equity community building.**
 - Including outcomes in PPARs promotes accountability for staff to integrate racial equity principles into their work and also promotes accountability for the department in supporting staff to achieve performance goals.
 - Managers encouraged staff to include racial equity outcomes in their PPARs.
 - Many staff included racial equity outcomes in the PPARs.
 - Staff will continue to include racial equity outcomes in their PPARs, and managers will continue to be encouraged to add outcomes.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **Staff provide feedback to leadership via the Racial Equity Organizational Climate Survey.**
 - Feedback from the survey informs leadership on staff perception of equitable practices, and allows leadership to modify policies and practices which build a positive culture within the agency. The leadership team uses these data for continuous improvement of department human resources policies and practices.
 - Staff complete the survey in October of each year. The Racial Equity Working Group reviews results, conducts data analysis, prepares a public report, and presents on results to the department and the leadership team.
 - This practice is systematized and is the only opportunity for staff to provide anonymous feedback to the department and leadership team on racial equity within the department. Additionally, the number of BIPOC managers has increased over the last year.
 - OEWD will continue this practice next year and is exploring the opportunity to collect feedback outside of this annual resource.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **OEWD developed and implemented a curriculum for a 3-hour OEWD Racial Equity Foundations Workshop, and continues to build capacity of new trainers to lead the curriculum every few months.**
 - OEWD prioritizes upward mobility within the department, where staff are equitably compensated, trained, and promoted across race and gender lines. Trainings and opportunities to lead trainings provide opportunities for staff to learn and lead equity work within the department.
 - Based on HRC's Foundations Workshop (2018) and Government Alliance on Race and Equity, OEWD's Workshop is developed and led by staff who contextualized these trainings to economic and workforce development principles to meet the need outlined by staff.
 - OEWD trained 12 staff, and six new staff became trainers.
 - We will continue to provide quarterly RE Foundations workshops and plan to expand other avenues of participation for staff to learn and participate in leadership roles.

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **A Racial Equity Orientation is included in the new staff on-boarding process. 35 newly hired staff members were introduced to OEWD's Racial Equity practices and policy, and invited to join the Racial Equity Working groups should they be interested.**
 - New members are introduced to the departments commitment to racial equity early on. Staff should feel empowered to practice humility, courage, and compassion in talking about race and culture in the workplace.
 - Managers notified the CORE team of new on-boarding employees and scheduled them for orientations.
 - Many new staff have joined racial equity working groups and have shared how excited they were to be apart of an organization that values racial equity.
 - Create more opportunities for community by developing and implementing consistent “Lunch and Learn” sessions, RE book clubs, and resource spaces to discuss Racial Equity concepts and current/historical events

What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- **OEWD boards revised by-laws and rules of order with racial equity mission and inclusive language, and all boards and commissions have a racial equity and/or community update on agendas.**
 - OEWD identified that it was important to memorialize racial equity in foundational documents and ongoing meetings for boards and commissions.
 - Each by-law and rules of order includes the Ohlone Land Acknowledgment and racial equity priorities, and each agenda has a standing section for an equity or community update.
 - The by-laws and rules of order were amended with no contest. Boards and commissions recite the Ohlone Land acknowledgment at all meetings, and board members feel supported in an inclusive environment.
 - The board and commission will continue finding opportunities to embed equity into meetings.

What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- **Process and procedure for resource allocation requests for racial equity activities to foster an organizational culture of inclusion and belonging.**
 - OEWD Racial Equity Working Group identified resource allocation needs and proposed an itemized budget to leadership to foster an organizational culture of inclusion & belonging. OEWD staff and leadership identified the need to build community within the department by hosting cultural events and creating in-person & virtual equity spaces, as well as to build capacity of Working Group members, training volunteers, and new staff to engage with the work in a meaningful way. This relates to Section 6: Organizational Culture of Inclusion & Belonging, and specifically 6.1.6, 6.1.8, 6.2.2, and 6.2.3.
 - For FY 23-24, OEWD leadership resourced the proposed budget of \$5,500 for staff training, events, and resources in order to address staff needs, promote professional development, and create a culture of inclusion and belonging.
 - **How are other departments managing resourcing internal racial equity programs and activities and are any other departments engaging in participatory budgeting with staff, and can resources be pooled with sister agencies?**
 - OEWD Racial Equity Working Group launches monthly, staff-led and department-resourced events. Staff are able to make budget recommendations to leadership and equitably manage funds.

What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- **The OEWD strives to encourage collaboration between staff and supervisors that are consistent and thoughtful, and open lines of communication on career advancement.**
 - OEWD staff and leadership identified the need to create a mentorship program between senior and junior level staff to foster diversity. This relates to Section 5: Mobility and Professional Development, and specifically 5.2.2
 - For FY 23-24, OEWD leadership aims to design and launch a mentorship program by the end of the fiscal year.
 - **Have other departments designed and launched mentorship programs, if so what departments? What is the frequency of the communication between mentor and mentee? What successes have been gained and what challenges should OEWD be aware of?**
 - OEWD designs and launches the program, and 5 mentors and 5 mentees volunteer to participate in the program by the end of FY 23-24.

Resources

- [OEWD Racial Equity Action Plan & Annual Updates](#)



Staff Acknowledgements

- Tajuana Gray, Contract Compliance Officer
 - Marissa Bloom, Director of Contracts and Grants
 - Jen Hand, Workforce Alignment Manager
 - Andrew Abou Jaoude, Hospitality Initiative Manager
 - Susan Ma, Project Manager
 - Crezia Tano, Chief Operating Officer
 - Ren Floyd-Rodriguez, Youth and Young Adult Programs Manager
 - Lisa Pagan, Director of Policy & Planning
 - Zefania Preza, Senior Film Coordinator
 - Manijeh Fata, Film SF Manager
 - Armina Brown, Executive Assistant to Director of City Build and Office Manager
 - Gloria Chan, Director of Communications
 - Benson Tran, Communications Specialist
 - Glenn Eagleson, Sr. Workforce Policy Analyst
 - Jerry Trotter, Sr. Community Development Specialist
 - Marianne Thompson, Communications Project Manager
 - Lex Leifheit, Senior Business Development Manager
-

Staff Acknowledgements

- Mark Hogains, Management Assistant
 - Anabel Simonelli, Chief People Officer
 - Merrick Pascual, Chief Financial Officer
 - Carmen Towler, Sr. Community Development Specialist I
 - Jen Salerno, Sr. Community Development Specialist
 - Kerry Birnbach, Sr. Policy Analyst
 - Maggie Mattson, Housing Delivery Analyst
 - Andres Coronado Salas, Pr. Administrative Analyst
 - Ebon Glenn, Sr. Community Development Specialist I
 - Michelle Reynolds, Small Business Programs and Communication Manager
 - Kayla Gordon, Sr. Workforce Alignment Specialist I
 - Katy Tang, Executive Director, Office of Small Business
 - Sofia Sanchez, Executive Secretary
 - Benson Tran, Communications Specialist
 - Derek Remski, Sr. Community Development Specialist
 - Lowell Rice, First Source Hiring Manager
 - Orrian Willis, TechSF Manager
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