



**San Francisco  
Department of Public Health**

# **RACIAL EQUITY ACTION PLAN STATUS REPORT FOR FY23-24**

**July 1, 2023 – June 30, 2024**



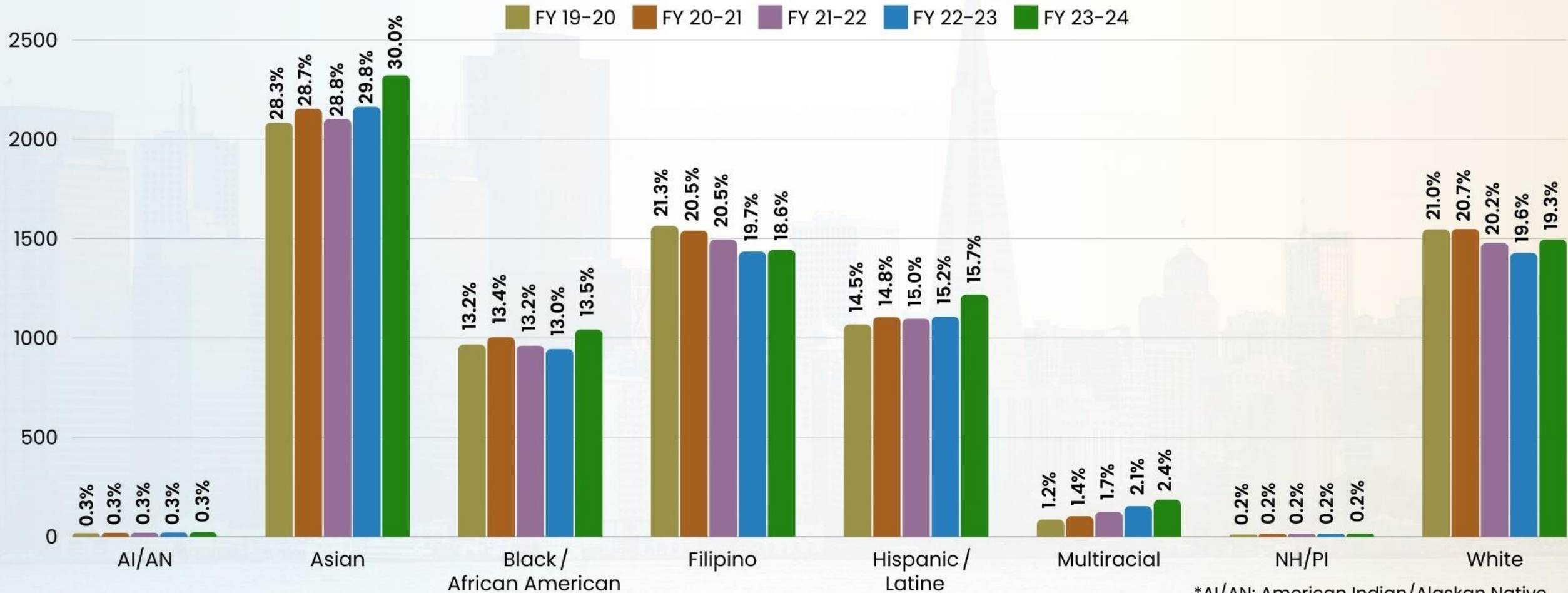


# **Workforce Data**

**July 1, 2023 – June 30, 2024**

# Employee Demographics

## 5-Year Comparison

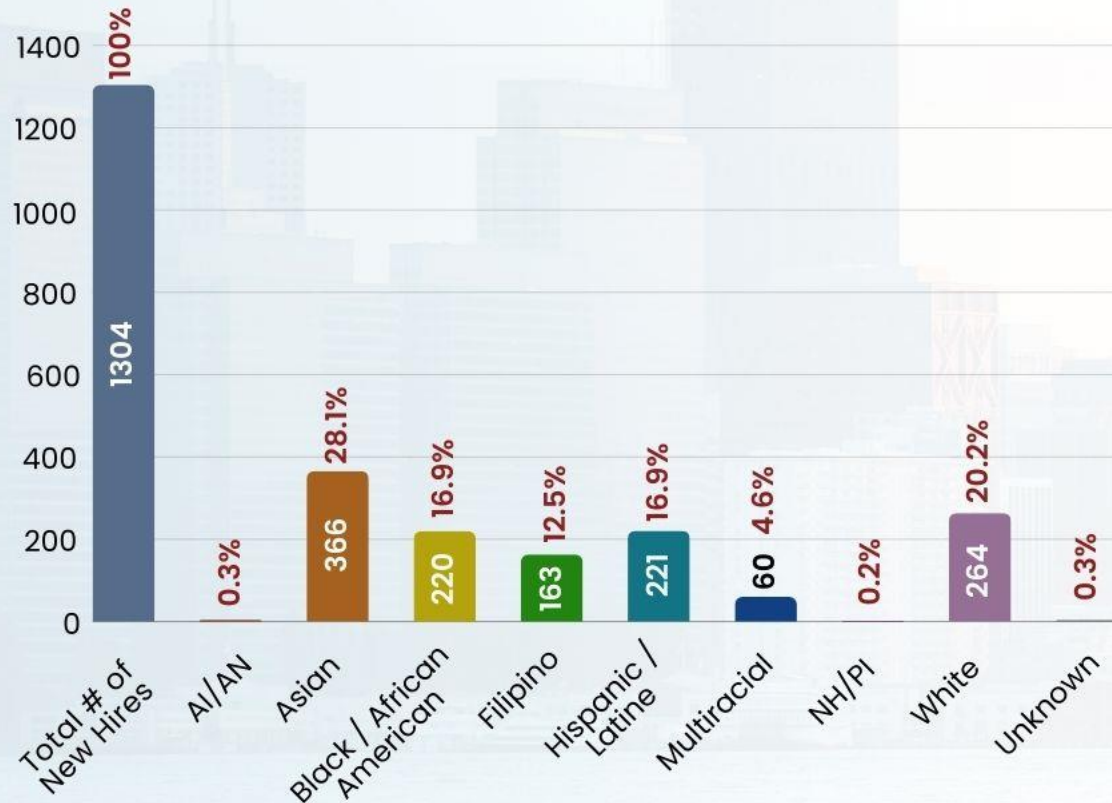


\*AI/AN: American Indian/Alaskan Native  
 \*NH/PI: Native Hawaiian or Pacific Islander

# New Hires & Promotions by Race/Ethnicity

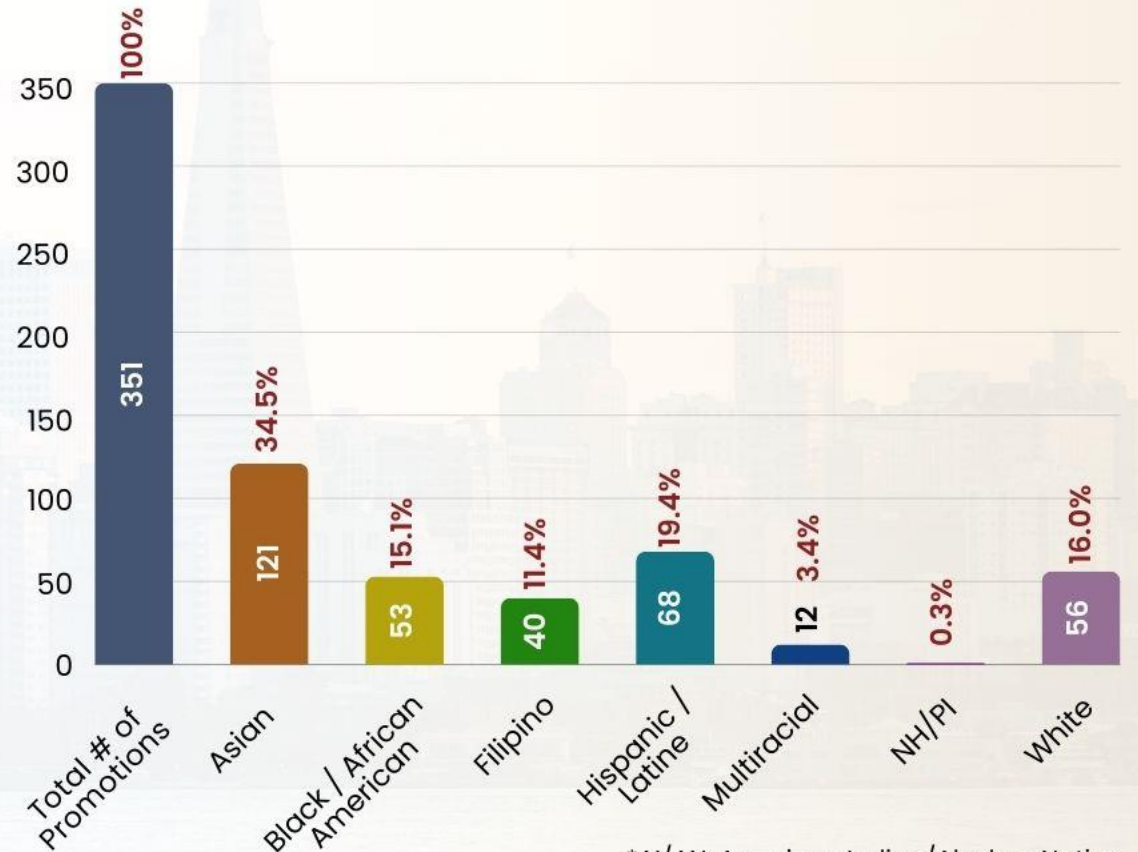
## FY 23-24 Total New Hires

% is based on total # of employees hired (1304)



## FY 23-24 Total Promotions

% is based on total # of employees promoted (351)



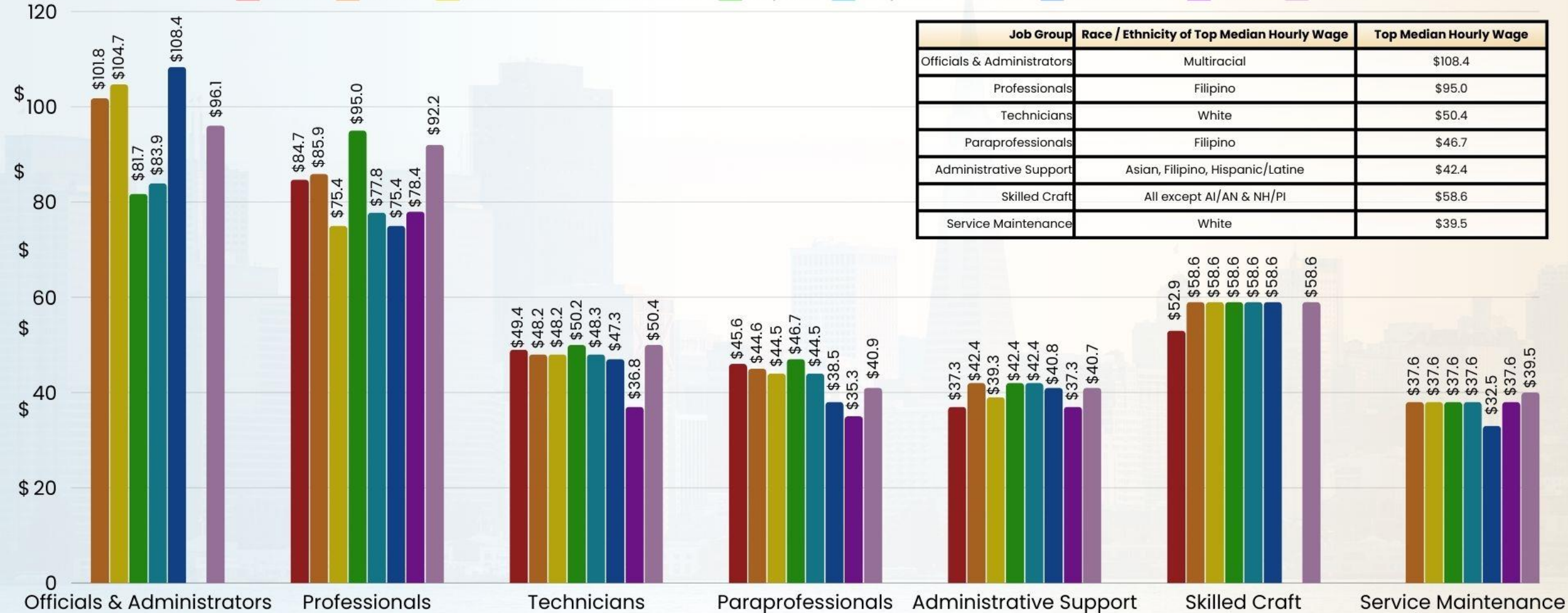
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# Median Hourly Wage Rate

## FY23-24

■ AI/AN 
 ■ Asian 
 ■ Black /African American 
 ■ Filipino 
 ■ Hispanic / Latine 
 ■ Multiracial 
 ■ NH/PI 
 ■ White



\*AI/AN: American Indian/Alaskan Native  
 \*NH/PI: Native Hawaiian or Pacific Islander

# Involuntary Separations

## FY23-24

Race/Ethnicity & Gender Identity	Total Involuntary Separations	% of Total Involuntary Separations	Involuntary Separations as % of Total Employees within Each Racial/Ethnic and Gender Identity Category	% of Total Active Employees as of 7/1/2024	Involuntary Separations as % of Total Workforce
American Indian/Alaskan Native	< 10*	--	--	0.3%	--
Asian	31	23.3%	1.3%	30.0%	0.4%
Black/African American	24	18.0%	2.3%	13.5%	0.3%
Filipino	24	18.0%	1.7%	18.6%	0.3%
Hispanic/Latine	19	14.3%	1.6%	15.7%	0.2%
Multiracial	< 10	--	--	2.4%	--
Native Hawaiian or Pacific Islander	< 10	--	--	0.2%	--
White	23	17.3%	1.5%	19.3%	0.3%
Unknown	< 10	--	--	--	--
<b>Total Involuntary Separations</b>	<b>133</b>	<b>100.0%</b>	<b>1.7%</b>	<b>100.0%</b>	<b>1.7%</b>
Female	78	58.6%	1.5%	68.3%	1.0%
Male	51	38.3%	2.1%	31.3%	0.7%
Non-Binary	< 10	--	--	0.3%	--
Unknown	< 10	--	--	--	--
<b>Total Involuntary Separations</b>	<b>133</b>	<b>100.0%</b>	<b>1.7%</b>	<b>100.0%</b>	<b>1.7%</b>

\* Data with less than 10 values (< 10) was suppressed to maintain privacy.

# Voluntary Separations

## FY23-24

Race/Ethnicity & Gender Identity	Total Voluntary Separations	% of Total Voluntary Separations	Voluntary Separations as % of Total Employees within Each Racial/Ethnic and Gender Identity Category	% of Total Active Employees as of 7/1/2024	Voluntary Separations as % of Total Workforce
American Indian/Alaskan Native	< 10*	--	--	0.3%	--
Asian	118	27.3%	5.1%	30.0%	1.5%
Black/African American	70	16.2%	6.7%	13.5%	0.9%
Filipino	58	13.4%	4.0%	18.6%	0.7%
Hispanic/Latine	58	13.4%	4.8%	15.7%	0.7%
Multiracial	13	3.0%	7.0%	2.4%	0.2%
Native Hawaiian or Pacific Islander	< 10	--	--	0.2%	--
White	96	22.2%	6.4%	19.3%	1.2%
Unknown**	< 20*	4.2%	--	--	0.2%
<b>Total Voluntary Separations</b>	<b>433</b>	<b>100.0%</b>	<b>5.6%</b>	<b>100.0%</b>	<b>5.6%</b>
Female	278	64.2%	5.2%	68.3%	3.6%
Male	134	30.9%	5.5%	31.3%	1.7%
Non-Binary	< 10	--	--	0.3%	--
Unknown	< 20	--	--	--	--
<b>Total Voluntary Separations</b>	<b>433</b>	<b>100.0%</b>	<b>5.6%</b>	<b>100.0%</b>	<b>5.6%</b>

\* Data with less than 10 values (< 10) was suppressed to maintain privacy. "Unknown" data was also suppressed to maintain privacy of other data points that were < 10.

\*\*Voluntary separations sometimes occur within less than one month of an employee starting at DPH, which does not always give enough time for demographic data to populate in PeopleSoft or other Human Resources systems.

# Retirements

## FY23-24

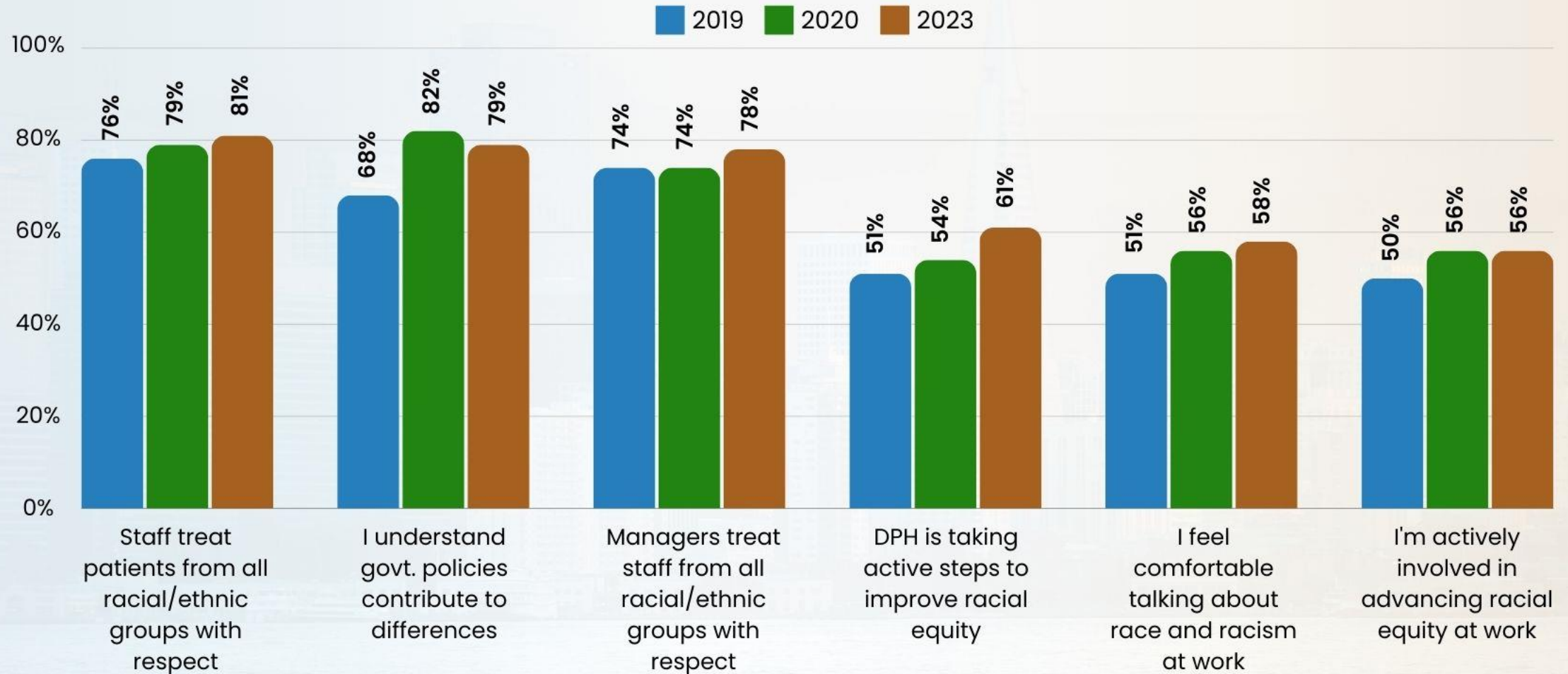
Race/Ethnicity & Gender Identity	Total Retirements	% of Total Retirements	Retirements as % of Total Employees within Each Racial/Ethnic and Gender Identity Category	% of Total Active Employees as of 7/1/2024	Retirements as % of Total Workforce
American Indian/Alaskan Native	< 10*	--	--	0.3%	--
Asian	57	27.0%	2.5%	30.0%	0.7%
Black/African American	18	8.5%	1.7%	13.5%	0.2%
Filipino	52	24.6%	3.6%	18.6%	0.7%
Hispanic/Latine	27	12.8%	2.2%	15.7%	0.3%
Multiracial	< 10	--	--	2.4%	--
Native Hawaiian or Pacific Islander	< 10	--	--	0.2%	--
White	57	27.0%	3.8%	19.3%	0.7%
Unknown	< 10	--	--	--	--
<b>Total Retirements</b>	<b>211</b>	<b>100.0%</b>	<b>2.7%</b>	<b>100.0%</b>	<b>2.7%</b>
Female	151	71.6%	2.8%	68.3%	1.9%
Male	60	28.4%	2.5%	31.3%	0.8%
Non-Binary	< 10	--	--	0.3%	--
Unknown	< 10	--	--	--	--
<b>Total Retirements</b>	<b>211</b>	<b>100.0%</b>	<b>2.7%</b>	<b>100.0%</b>	<b>2.7%</b>

\* Data with less than 10 values (< 10) was suppressed to maintain privacy.



# DPH Employee Engagement Survey

## Racial Equity Score Comparison 2019, 2020, 2023



# Racial Equity Action Plan Priorities

## Current

During the fiscal year 2023-2024, the Department of Public Health dedicated significant attention to streamlining its hiring processes, leveraging insights from employee engagement survey to foster a more respectful work environment, and expanding information and resources for career advancement opportunities for BIPOC (Black, Indigenous, and People of Color) employees. Additionally, the department aimed to broaden and diversify the talent pool by offering internships and fellowships for hard to fill positions.



**Hiring Efficiencies**



**Employee Engagement  
Survey Focusing on Racial  
Equity and Respect**



**Investing in Diverse  
Talent Pools + Internal  
Career Advancement**

# Focus #1

## Hiring Efficiencies

- Created competency-based interview question banks, including questions on diversity, equity, inclusion, and belonging (DEIB), and established transparent communication hiring templates.
- Improved reference check policy and streamlined medical clearance processes for faster onboarding.
- Implemented continuous testing for 15+ job classes to reduce waiting times for applicants.
- Created "We Are SFDPH" video to highlight organizational commitment to diversity and to celebrate the DPH workforce.
- Expanded recruitment team focus on filling low-diversity positions; piloted lived experience as a desirable qualification for Behavioral Health Clinicians.
- Created a process for gathering community input in senior leadership hiring and provided demographic summaries to division directors and hiring managers.

*Hiring and Recruitment: 1.1, 1.2, 1.3, 1.4, 1.5.*

*Diverse & Equitable Leadership: 4.2*

**Rationale:** Address a complex hiring process that impacts applicant experience and disproportionately affects BIPOC applicants with limited means.

**Actions and Outcomes:** In 2021, DPH focused on improving its hiring process by releasing Guidelines on Equitable and Inclusive Recruitment and Hiring and holding information sessions for over 250 hiring managers. In 2022, DPH further advanced by including Diversity, Equity, and Inclusion (DEI) statements in all job announcements and launching a three-phase hiring efficiencies project. **As a result, the overall vacancy rate for the top 20 job classes is down from 11.3% to 5.8%, and for Registered Nurses, the vacancy rate decreased from 15% to 4% (FY22-23 to FY23-24 comparisons).**

**Next Steps:**

- Enhance communication with all hiring managers by providing clear information about hiring procedures and related changes.
- Review job categories with lower diversity and aim to improve hiring procedures while also working to make our workforce more diverse through new recruitment and pathways development partnerships.
- Streamline the career advancement process for current employees through regular information sessions to eliminate barriers to information and offer resources/coaching.

# Focus #2

## Employee Engagement Survey Focusing on Racial Equity and Respect

**Rationale:** DPH noted differences in workplace experiences based on race/ethnicity and job class. The Employee Engagement survey led to strategic priorities focused on respect, staffing, career advancement, and well-being for BIPOC staff. Addressing disparities has been a priority since 2014 as part of the DPH Black African American Health Initiative and was further strengthened in 2020 with the launch of the REAP, focusing on workplace equity.

**Actions and Outcomes:** The 2023 Employee Engagement Survey received 4650+ responses. Survey included specific sections on racial equity and respect at work. Data for each question was stratified not only by division and program but also by race/ethnicity and job series. This offered rich insights into impact of racial identity and job type on employee experiences.

To ensure DPH-wide action and accountability, HR held an employee engagement conference and identified priorities for the next two fiscal years: Hiring Efficiencies, Respect at Work, Wellness, and Career Advancement. Monthly Workgroup on Employee Engagement (WEE) meetings enable cross-divisional collaboration and accountability.

In 2025, our goal is to achieve a 70%+ response rate, particularly from employees in junior and entry-level clinical classifications, many of whom are BIPOC staff. We will continue to utilize survey data to define workforce priorities and design data-driven culture change initiatives.

### Next Steps



#### **Respect in the Workplace**

A Respect in the Workplace campaign will launch in Fall 2024.



#### **HR Help Center**

HR will launch an HR Help Center across DPH to streamline employee support and improve workplace culture.



#### **Data-Driven Culture**

HR is using survey findings to develop data-driven workplace culture assessment reports to design meaningful interventions to strengthen workplace culture.



#### **Employee Retention**

HR will continue to focus on internal career advancement and mobility to strengthen employee retention.

*Organizational Culture of Inclusion & Belonging: 6.1, 6.2, 6.3, 6.4*

# Focus #3

## Investing in Diverse Talent Pools + Internal Career Advancement

**Rationale:** Even though DPH has a diverse workforce, its racial/ethnic diversity is not evenly spread across job classes. We aim to diversify by investing in diverse talent pools through internships and fellowships to create opportunities for permanent employment. Many staff members struggling with career advancement are BIPOC in junior frontline job classes with limited career trajectories. The 2023 Employee Engagement survey revealed that over 18% of employees would consider leaving due to a lack of career advancement opportunities (highest response among all options).

**Actions and Outcomes:** HR expanded the Workforce & Career Development team from 1 staff to 5. The team focused on employee career advancement by building pathways between community and academic programs and partnered with SEIU 1021 for employee advancement programs. Key programs in FY23-24:

- Ongoing information sessions to provide coaching and resources for employees to compete for promotive and lateral positions within DPH. **360+ staff participated across 15 sessions in 2024.**
- 9910 Behavioral Health Clinician (BHC) Fellowship for **25+ graduates** to expand and diversify the applicant pool, thus addressing chronic BHC shortages.
- Health Worker (HW) to Health Program Coordinator (HPC) Program for internal career advancement. Program completed **2 cohorts with 50 total participants, including 30% Black African American HW staff and 20% Hispanic/Latinx HW staff.**
- Partnerships with SEIU Local 1021 to publicize and enroll SEIU members in their tuition incentives for career development programs. **\$447,276 in incentives were provided to a total of 114 DPH employees, averaging incentives worth \$4000 per employee.**

**Goal:** By 2025, achieve at least a 5% reduction in employees citing 'lack of career advancement' as a reason for leaving DPH, from 18.5% in 2023 to 13.5% in 2025.

**Lessons Learned:** Improved internal alignment between HR, leadership, and subject matter experts (SMEs) is crucial for developing pathways and programs with unions and academic institutions.

### Next Steps

#### Data Tracking

Track new hire and promotion data to measure the impact of the mentioned initiatives.

#### Targeted Career Development

Identify the top 5 job classes with limited career ladders and high career stagnation rates and offer focused career advancement workshops and coaching.

#### Structured HR Mentorship

Scale up the HR Mentorship Program, which will be launching in July 2024, to gradually reach all DPH divisions over the next 5 years.

*Hiring & Recruitment: 1.3, 1.5*

*Retention & Promotion: 2.3*

*Mobility & Professional Development: 5.1*

# RACIAL EQUITY ACTION PLAN PRIORITIES

## FUTURE

FY 2024-2025

### Respect at Work Campaign

In FY24-25, DPH will launch a department-wide respect campaign in partnership with Human Resources and the Office of Health Equity.

### Develop Equitable, Inclusive and Responsive Leaders

In FY24-25, HR will use workforce analytics to enhance and grow DPHs leadership development programs.



HR & OHE Staff at the Strengthening DEIB Commitment Conference on June 5, 2024

# Future Priority #1

## Respect at Work Campaign

**Rationale:** The 2023 employee survey highlighted that 83% of employees understand respect at work as an expectation of all, but only 63% experience it at work. There was a 20% disparity between expectation and reality, especially among BIPOC staff in junior job classes compared to their White and Asian colleagues in higher job classes.

**Action Plan:** In FY24-25, DPH will launch a department-wide respect campaign in partnership with Human Resources (HR) and the Office of Health Equity (OHE). The campaign will establish standard expectations and responsibilities for an inclusive and fair workplace. Through various methods such as videos, posters, emails, workshops and town halls, the campaign will highlight DPH's priority to create a safe and inclusive work environment for all, highlight complaint redressal mechanisms through HR, and remind staff about the City and County of San Francisco's policy on Equitable, Fair and Respectful Workplace. HR will continue to analyze employee engagement survey data to design workplace culture assessment reports and tailored interventions for teams with ongoing interpersonal conflicts impacting employee morale and community service.

### **Expected Outcomes:**

In the 2025 employee engagement survey, 5% increase in staff members experiencing respect at work and 5% increase in unit managers treating staff from all racial/ethnic groups with respect.

5% decrease in the number of employees citing "dissatisfaction with work environment" as the reason for leaving DPH in exit interviews, from a baseline of 24%.

Plan to track and decrease HR complaints about disrespectful behaviors at work.

# Future Priority #2

## Develop Equitable, Inclusive and Responsive Leaders

**Rationale:** Leaders define a workplace culture. They have the power to influence the everyday work experience of each employee. To create an anti-racist, inclusive and respectful work environment where all employees can thrive, DPH will continue to prioritize leadership development through a variety of programs. From long term cohort-based learning series to self-paced e-learning and webinars, we are proud to make leadership development accessible and meaningful across DPH. In FY23-24, **over 300 managers participated in our programming, with 60 Managers starting their tenure with New Manager Orientation, 200+ tenured managers who deepened their leadership skills with long term cohort-based learning series, and 100+ leaders who leaned into webinars and e-learning.**

**Action Plans:** DPH Human Resources will center leaders' commitment to workplace respect in FY24-25. Alongside existing leadership programming, HR is partnering with OHE to provide an in-depth Respect Workshop, which will equip leaders and teams with tools to cultivate intentionally respectful workplaces. HR will also offer 30-minute Respect Policy Reviews through its HR2U mobile team.

HR will use data from exit interviews, turnover/retention rates, EEO and other employee complaints to the HR Help Center, and biennial employee engagement surveys to improve and expand our leadership development programs continually.

### **Expected Outcomes:**

#### **Increased Staff Satisfaction**

In the 2025 Employee Engagement survey, 5% increase in positive responses regarding fair distribution of resources and rewards (from 55% in 2023) and opportunities for professional growth (from 57% in 2023) by the manager. We aim for a 10% increase in subsequent surveys.

#### **Decreased Staff Dissatisfaction**

In exit interviews, 5% decrease in "dissatisfaction with work environment" as the primary reason for leaving DPH. Currently, 24% of departing employees cited dissatisfaction.

*Discipline & Separation: 3.1, 3.2*

*Diverse & Equitable Leadership: 4.1, 4.2*

*Mobility & Professional Development: 5.2*



# RESOURCES

2021 SFDPH Race Equity Action Plan: <https://tinyurl.com/REAPProgressReport2021>

2024 SFDPH Race Equity Staffing Plan: <https://tinyurl.com/StaffingProgressReport2024>



OHE, HR, ZSFG & Primary Care Staff at the City College of SF Internship Fair for Community Health Workers on November 8, 2023