Departmental Racial Equity Progress Report
Annual Report for 2021

Part A
Submit to ORE by March 1, 2022

Department name: Department of Technology (DT)
Date: 02/02/2022

Reflections from Department Leadership
What specific racial inequities and disparities within your department are <u>you</u> focused on addressing in 2022?   **DT's many projects focus on enhancing City services with greater cybersecurity and innovative technology. Simultaneously, DT also works to bridge the digital divide, addressing gaps in internet access through the Fiber to Housing project which will enable low-income residents to use the internet for daily living - education, health and jobs - ensuring they can participate in the digital economy.**   **To effectively accomplish this work, DT is focusing our hiring practices to become a more competitive employer and bring diverse, qualified and creative talent to DT projects. We are working with DHR and fellow departments to be more mindful of making diversity and inclusion essential components of our success. We are working to expand our outreach and network, and we understand that bringing different perspectives and experience into DT improves our effectiveness and better represents the needs and interests of the communities we serve.**   **DT continues to work with other departments in the Citywide Summer Internship program, and we are actively mindful of inflated requirements which may bar would-be candidates. DT leadership is revamping our internship program with an internal mentorship program, providing greater professional development for interns and junior employees, with a mind to promotion and leadership development.**
Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?

DT leadership has granted latitude and support for our local Racial Equity Leaders to help drive our Action Plan. We have actively worked to bring relevant parties together, and we have ensured that Racial Equity Action Items have been incorporated in ongoing projects and hiring.

However, we also recognize that all our current Racial Equity leaders act on a voluntary basis. The Action Plan demands greater time and consistent work to ensure each item is completed and changes are well woven into the fabric of DT.

As such, we are actively searching for and hiring a Senior Racial Equity Analyst to lead and support the implementation of our Racial Equity Action Plan. This reflects the need for dedicated time to this project and DT's commitment to Racial Equity more broadly. Importantly, we believe a fulltime, dedicated analyst will:
- Deliver, measure, and refine ongoing action items, with an eye to providing resources or teachable moments to other City departments
- Facilitate racial equity training and leadership development
- Drive networking and relationships with local organizations, underrepresented communities, and BIPOC or other professional organizations

Acknowledged by: *Linda Gerull*
DocuSigned by:
5F172D9980A04E7
Linda Gerull, City CIO and Executive Director

Date: February 28, 2022 | 2:23 PM PST

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1. Hiring and Recruitment

Goals and performance measures
- DT is working to improve racial equity by engaging large, BIPOC professional networks and taking on more college interns to locally source new staff (1.3.1, 1.3.2).
  - Increasing internship funding from 4 summer interns to 10 to match pre-2020 levels
- Since the implementation of SmartRecruiters, DT has seen a marked increase in applications, in addition to applications from BIPOC, out-of-state, and international applicants (1.2.7).
- Supporting internal staff's professional development (1.3.4, 1.4.5):
  - DT actively shares all new job postings internally, and employees are actively encouraged to discuss desired training or promotional opportunities with their managers and supervisors.

○   **DT monitors some participation with professional development and training opportunities, and is working with DHR to closely monitor current demographics.**

Changes implemented over the 2021 calendar year
Completed Items:
- 1.2.7   **Outside recruiters**
- 1.3.1   **Paid internship opportunities**
- 1.3.2   **Placements for Mayor's Opportunities for All Program**
- 1.3.4   **Expand internal E&I resources**
- 1.4.3   **Staff training on interviewing**
- 1.4.5   **Share and post all job openings internally**
- 1.4.7   **Formalize and standardize the onboarding process**

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making
If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.
- 1.1.1   **Barriers assessment**
- 1.1.3   **Hiring and recruitment policy**
- 1.2.1   **Diverse candidate pool/sources**
- 1.2.2   **Networks w/BIPOC, CBOS, local schools**
- 1.2.3   **Simplify and standardize MQs (deferred to DHR)**
- 1.2.4   **Interrogate necessity for MQs (deferred to DHR)**
- 1.2.5   **Review the need for supplemental questions (to be started)**
- 1.3.3   **Disrupt "Feeder Model"**
- 1.4.1   **"Holistic" interview process (deferred to DHR)**
- 1.4.2   **Diverse hiring panels**
- 1.4.6   **Decrease and close lags and long wait times (to be started)**
- 1.4.8   **Expand upon the default Certification Rule of Three Scores (to be started)**

Items 1.2.3, 1.2.4, and 1.4.1 have been deferred to DHR as City guidelines restrict what we can do. However, we are mindful MQs and will present recommendations and suggestions to DHR when ready.

2. Retention and Promotion

Goals and performance measures

- **Our completed work for 2021 focused on continuing COVID-19 response. Close to 100 DT staff actively interface with the public and work in high-risk situations, and completing these goals ensured that our various projects continued safely.**
- **We also observed that City salaries are not competitive when compared to other Bay Area departments; we observed that for the same positions, the City and County of San Francisco lagged by 10 – 20%.**

Changes implemented over the 2021 calendar year
Completed Items:
- **2.1.1   Track deployment of DSWs**
- **2.1.3   DSW supplies**
- **2.1.5   Consider DSW caretaking and safe transportation constraints**
- **2.2.1   Salary standards and comparison**

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making
If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.
- **2.1.2   Internal budget analysis (to be started)**
- **2.2.2   Conduct annual internal reviews (to be started)**
- **2.2.3   Review the paid time off (PTO) policy (to be started)**
- **2.3.3   Process for "acting/interim" roles (deferred to DHR)**
- **2.3.4   Investigate "drop off" positions**
- **2.3.5   Investigate "dead end" positions**

In 2022, we will focus on addressing the findings from item 2.2.1 (salary and compensation), as well as bring 2.3.4 – 2.3.5 to completion. Existing reports in PeopleSoft give us visibility on a number of data points; we will use 2022 to plot the data and see what we can learn or implement to effect racial equity or better compensation and professional development for DT staff.

Item 2.3.3 is related to earlier items deferred to DHR.

3. Discipline and Separation

Goals and performance measures
- **Existing reports in PeopleSoft give us visibility on separations. DT will partner with GSA-Labor to observe this data in the context of disciplinary action, dead end positions, and demographics to begin fulfilling these items.**

Changes implemented over the 2021 calendar year
If relevant, include action numbers from the RE Action Plan.

- **Several items were reassigned or deferred to DHR. DT needs to identify existing resources to implement internal changes and work interdepartmentally to begin addressing other action items.**

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.
- **3.1.1 Track disciplinary actions (in progress / deferred to DHR)**
- **3.1.2 Track separations (in progress)**
- **3.1.3 Training on equitable discipline (to be started)**
- **3.1.4 Implement alternative dispute resolution (to be started / deferred to DHR)**
- **3.1.5 Standardize discipline procedures (to be started)**

As with other deferred items, DT will work with DHR and other departments to recommend changes or identify existing resources to understand existing challenges.

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4. Diverse and Equitable Leadership

Goals and performance measures
- **DT maintains an open-door policy and welcomes feedback from staff (4.1.4). However, it is still determining a plan for anonymous feedback.**
- **DT actively monitors data on the racial and ethnic composition of managers and non-managerial staff. At this time, DT is only monitoring and has not acted based on this data.**

Changes implemented over the 2021 calendar year
If relevant, include action numbers from the RE Action Plan.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.
- **4.1.1 Hiring & recruitment policy alignment**
- **4.1.2 RE Training & development for leadership (to be started)**
- **4.1.4 Anonymous feedback to leadership (to be started; revising implementation)**

DT aims to bring greater RE training and leadership development by hiring a dedicated Racial Equity analyst.

DT will synthesize leadership demographics with other data on our staff to begin fulfilling more action items or starting discussions within the organization.

5. Mobility and Professional Development

Goals and performance measures
    ● **Although COVID-19 has meant that work in 2021 was largely remote for many DT staff, DT emphasized open communication channels and updated the yearly self-assessment to ensure employees are heard and have open discussions regarding professional development and career advancement in the workplace.**
    ● **DT has worked to maintain a safe and inclusive work environment, ensuring that areas within 1 South Van Ness's 2nd floor remain accessible and available to staff, e.g. the Atrium, lactation rooms, etc. DT does not restrict religious observances and welcomes staff to attend diversity meetings and related events. (5.3.3, 5.3.4, 5.3.5)**
    ● **DT actively shares training opportunities offered throughout the City with staff, and managers encourage staff to seek professional development and training when desired. DT also maintains a dedicated training budget in addition to what's offered to staff via their respective unions. DT does not currently monitor the demographics of staff participating in voluntary training or professional development.**
    ● **Performance evaluations occur yearly and staff have regular opportunities to voice concerns or design learning plans (5.2.1, 5.3.2)**

Changes implemented over the 2021 calendar year
If relevant, include action numbers from the RE Action Plan.
    ● **5.2.1   Advancement opportunities in annual performance evaluation**
    ● **5.3.2   Staff needs in self-assessment**
    ● **5.3.3   Staff break spaces to be in community**
    ● **5.3.4   Staff needs outside workplace**
    ● **5.3.5   Religious and cultural practices**

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making
If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.
    ● **5.1.1   Formal training for everyone (to be started)**
    ● **5.1.2   Staff attending conferences & reimbursements (to be started)**
    ● **5.1.3   Offer continual and extended learning (to be started)**
    ● **5.1.4   Share external professional event opportunities (to be started)**
    ● **5.1.5   Assess & track skill development annually (to be started)**
    ● **5.2.2   Mentorship program (to be started)**
    ● **5.3.1   Accommodation request process (to be started)**
DT is focusing its efforts on building out a mentorship program. The program will focus on voluntary peer connections within DT, providing inclusion, camaraderie, and professional

development for staff. Although not strictly for junior employees or interns, this program will ultimately enhance the experience of such employees at DT.

6. *Organizational Culture of Belonging and Inclusion*

Goals and performance measures
- **Staff participation and readership has increased for communications (within the department and to other departments within CCSF). (6.2.1)**
- **DT is actively revamping messaging to clearly explain why specific changes are being made, and regular newsletters center the wonderful work done by staff and highlight the unique personalities that are part of our organization.**

Changes implemented over the 2021 calendar year
If relevant, include action numbers from the RE Action Plan.
- **6.2.1   Regularly update department mailing lists to improve communication throughout the organization**

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making
If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.
- **6.1.1   Department mission commits to inclusion**
- **6.1.5   Support affinity groups (to be started)**
- **6.1.8   Office décor to reflect racial and social diversity (to be started)**
- **6.2.2   Staff meetings center diverse speakers and topics**
- **6.2.3   Make physical/digital space for staff to share info**
- **6.3.1   Create accessibility protocol for events and communications**
- **6.3.2   Evaluate and improve on facility accessibility (to be started)**
- **6.3.3   Evaluate and improve on digital accessibility (to be started)**
- **6.3.4   Invest in Translation Services**
- **6.3.5   Encourage inclusive identity expression**
- **6.3.6   Make accessibility info easily accessible (to be started)**
- **6.4.1   Incorporate a process to gather community feedback**

Item 6.1.1 is achieved by hiring our dedicated Senior Analyst. Multiple items are already in progress, e.g. 6.2.2 and 6.2.3, and we anticipate that the new analyst will be able to close out these items.

Other items like 6.3.3 and 6.3.6 will leverage Digital Services sf.gov pages. As DT's website and digital footprint move to sf.gov, DT will adopt Digital Services and the Office on Disability's best practices for digital accessibility.

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7. Boards and Commissions
Goals and performance measures ● **The Department of Technology does not have racial equity and inclusion items related to boards and commissions.**
Changes implemented over the 2021 calendar year *If relevant, include action numbers from the RE Action Plan.* ● **N/A at this time**
Priority actions for 2022 calendar year, including opportunities for staff input and decision-making *If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.* ● **N/A at this time**

Department Resourcing for Phase 1 RE Action Plan
Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021.

Name	Involved in RE AP Creation	Manager/Supervisory Role In DT	Full/Part Time RE Role	Currently Assigned to RE Tasks
ChiaYu Ma	No	Yes	Part time	Yes
Jack Chin	No	Yes	N/A	Yes
Keith Kawas	No	Yes	Part time	No
Cedric Concon	No	Yes	N/A	No
Eddie Gardner	Yes	No	N/A	No
Kim Thompson	Yes	No	N/A	No longer with City
Aarti Lata	Yes	No	N/A	Yes
Connie Poon	No	No	N/A	Yes

Amardeep Prasad	Yes	Yes	N/A	No longer with City
Henry Bartley	Yes	Yes	N/A	No longer with City
Skip Niesen	Yes	No	Part time	Yes
Joseph John	Yes	Yes	N/A	No
Brian Roberts	Yes	No	N/A	No
Charles Kremenak	No	No	N/A	No
Lenore Crawford	No	No	N/A	No
Adrienne Harris	No	Yes	N/A	Yes
Nathan Sinclair	No	Yes	N/A	No
Marco Bruno	No	Yes	N/A	No
Carol Wong	No	No	N/A	Yes
Jane Lim	Yes	No	N/A	No
Shome Vasudevan	Yes	No	N/A	No
Christopher Manners	Yes	No	N/A	No
Hao Xie	Yes	Yes	N/A	No
Chad Bradford	Yes	Yes	N/A	No
Chinna Subramaniam	Yes	Yes	N/A	No
Matthew Larson	Yes	No	N/A	No
Randy Casanas	Yes	Yes	N/A	Yes
Brian Adam	No	No	Part time	Yes
Joshua Tovar	Yes	No	Part time	Yes
Karen Hong	Yes	Yes	Part time	No
Jeremy Pollock	Yes	Yes	Part time	No longer with City

- 19 people originally involved in the creation of DT's action plan
- In total, 7 people have been assigned to monitoring or managing DT's action plan part-time. 1 has moved on from the City, and 1 has changed roles limiting their availability for our RE efforts.
- Of the current 5 staff still working on RE part-time, 2 are managers/directors.

What changes, if any, do you plan for 2022?
In 2022, DT aims to hire a fulltime analyst whose responsibility will be to manage and execute our Racial Equity Action Plan. We will continue to support current RE leaders with their work in fulfilling the plan.

Attachments

Workforce and board/commission demographic data
Figure 1. Breakdown of PEX/TEX/PCS at DT by race or ethnicity
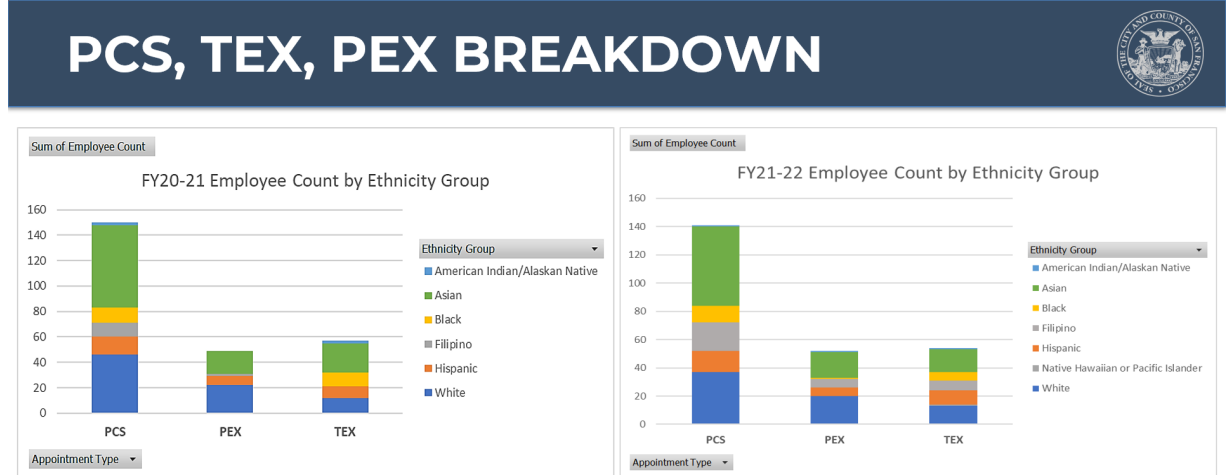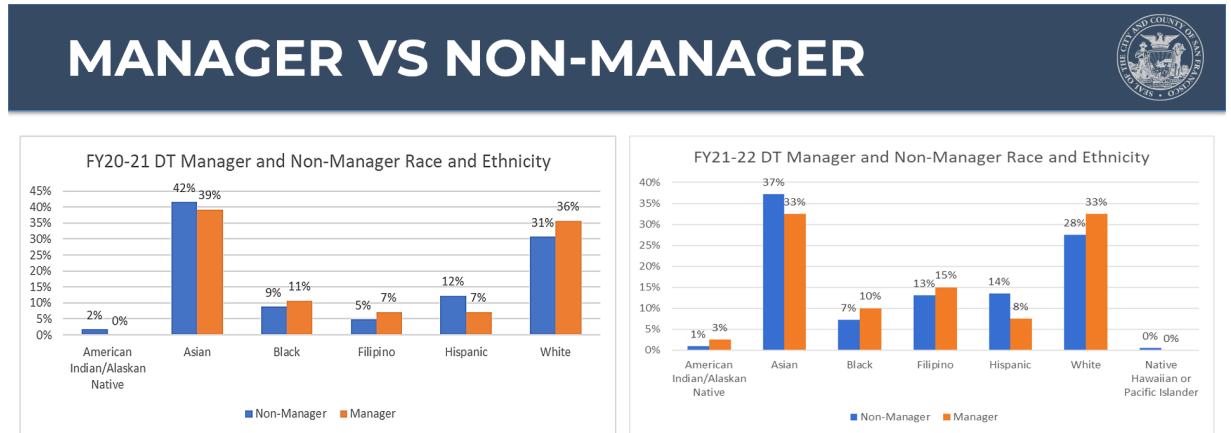

- Size of DT in 2021 remained similar to 2020.
- The number of Filipino employees at DT increased in all hiring types.

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Figure 2. Breakdown of Manager versus Non-manager roles at DT by race or ethnicity

- Management positions are majority Asian or White. The split between manager and non-manager within a race or ethnicity are quite close except for Hispanic employees.
- As noted before, DT's Filipino staff has grown significantly since 2020.

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Racial Equity Action Plan

[*The current DT Racial Equity Action Plan*](#)

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Annual Report for 2021

Part B
Submit final to ORE by April 1, 2022
Attend ORE working sessions in January-February 2022 to develop Part B.

Attachment
Budget Equity Tool: Department Inventory *Completed department inventory spreadsheet*