

# Racial Equity Action Plan

for the  
Department of Technology  
City and County of San Francisco  
December 2020





SAN FRANCISCO  
DEPARTMENT OF  
TECHNOLOGY

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December 29, 2020

Dear Reader,

Thank you for your interest in the Department of Technology's Equity Action Plan. This plan presents the Department of Technology's (DT) commitment to unbiased practices and equitable and inclusive outcomes in our work.

As a city experiencing rapid growth, the City and County of San Francisco (CCSF) must resist inequity at all organizational levels. Technology can be a fundamental part of this journey. Access to the Internet and basic technology training are necessary and essential services for education, healthcare, employment and community. Many of San Francisco's communities of color lack access to the technology they need.

DT's plan is consistent with and informed by the Mayor's priorities, and the Office of Racial Equity's initiative for department-specific Racial Equity actions to catalyze long-term, meaningful change. DT is committed to strengthening the City's workforce by building an organizational environment in which all people, regardless of background, identity or ability feel welcome, participate and share in opportunity.

Though primarily an internal service organization, DT continues to actively seek opportunities to partner with other City departments to build equitable public services. DT is uniquely positioned to advocate for and design technology solutions that increase access and deliver equitable service. Examples include DT's current partnership with the Mayor's Office of Housing and Community Development providing high-speed internet to affordable housing at no cost to residents. DT is also deepening its understanding of equitable emergency response, such as during the COVID-19 pandemic when there was a critical need for technology connectivity for students, seniors, low-income residents, and houseless residents under shelter-in-place.

When racial equity underpins every project, it is not only BIPOC individuals who benefit. The whole community gains. San Francisco must keep changing. Emboldened by this action plan and its frameworks, DT is committed to building a thriving, equitable world and inspiring the next generation to be strong advocates for racial equity.

Sincerely,

A handwritten signature in black ink, appearing to read "L. Gerull", written in a cursive style.

Linda Gerull  
City CIO | Executive Director Department of Technology



# Department of Technology

## Racial Equity Action Plan – Phase 1

*A Racial Equity Action Plan (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. — ORE Legislative Mandate, [Ordinance No. 188-19](#)*

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### Racial Equity Action Plan Template Key

ACTIONS:	specific acts to accomplish to achieve departmental goals
RESOURCES COMMITTED:	what is needed to perform actions; financial, human, and/or material
INDICATORS:	quantifiable measure of an action's success; how much, how well, or is anyone better off?
TIMELINE:	dates denoting the start and end of the action
IMPLEMENTATION:	detailed plan on how the action will be accomplished; month, quarter, and/or year
STATUS:	the action's current status, updated regularly [ongoing   in-progress   completed   not started]
LEAD:	staff, committee, or body responsible for the action and/or accountable for its completion



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## INTRODUCTION

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.

## DEPARTMENT OVERVIEW

The Department of Technology is an internal service department and provides technology services to City departments and agencies throughout the City and County of San Francisco. The Department serves 52 City departments and is comprised of approximately 200+ employees and an annual budget of \$130M.

### Department Mission Statement:

To provide innovative, reliable, and secure business solutions that support and empower CCSF agencies and departments in their delivery of high-quality government services.

### Vision Statement:

We envision being a trusted leader and global example in providing innovative technology services and solutions to all CCSF agencies, the people of San Francisco and worldwide.

### Guiding Principles:

- Strive for Simplicity – We build disciplined processes, streamline organizational structures, improve managerial practices, and simplify service portfolios to deliver quality services with greater scope and speed.





- Deliver Excellent Customer Service – We leverage technology to improve communication, increase transparency, deliver efficient and economical technology.
- Innovate – We deliver new services and technology that anticipate the demands from a City-wide perspective.
- Focus on Outcomes – We are flexible, responsive, results-oriented facilitators of success, who overcome constraints to achieve our objectives.
- Own It – We demonstrate accountability through transparency, self-evaluation, openness to feedback and the pride we take in our work.
- Take A City-Wide Perspective – We provide enterprise solutions that will deliver the lowest total cost of ownership for the City departments.

**Strategic Initiatives:**

1. **Transform City Technology Infrastructure** – Enable City service by building high-performing, sustainable technologies, and communication systems.
2. **Ensuring Secure Services** – Securely manage and protect assets, services, and information with advanced cyber security across CCSF.
3. **Delivering Quality Services** – Deliver high quality City services enabled by technology, data access and streamlined processes and data management.
4. **Promoting a Digital City** – Partner with Departments and the business community to drive innovation, becoming an efficient, cost effective and digital City.
5. **Building a Dynamic Workforce** – Increase organizational performance and service delivery to achieve City goals.

**Department of Technology Divisions** and focused work areas include:

Enterprise Applications – supporting citywide enterprise applications and web service to lower cost and improve efficiency.

Infrastructure and Operations – providing a robust data center, network, and hybrid cloud environment for the benefit of the public and departments

Cybersecurity – actively developing, implementing, and protecting citywide information security technology architecture

Justice Tracking Information System Program – building a centralized hub for efficient and effective criminal justice information management.

Public Safety Communication Systems – expanding fiber connectivity and wireless (radio) communication networks for first responders, departments, and underserved communities.



Tech Financial Management – delivering procurement models, enterprise agreements and contract management services that save taxpayer dollars.

Strategy and Performance – leading organizational improvements through strategic initiatives and project management.

### **Environmental Scan:**

#### **What is Working Well and Opportunities for Improving Racial Equity**

DT leadership advocates for continuous improvement. This core Department value guides the organization as it strives for excellence and each employee is challenged to problem solve, find efficiencies, save costs, and innovate. The result: Every day improvements are made to business operations, service delivery, customer satisfaction and employee engagement.

While like other City departments, DT faces challenges improving racial equity, the Department has built and maintained a relatively diverse workforce, especially compared to private Bay Area tech companies. Sixty-eight percent of DT employees are non-white — a 3 percent increase from the previous year. DT's Racial Equity Plan paves the way for even more improvement in this area and serves as a thorough temperature check into what is working well that can be captured and expanded and where opportunities for new thinking and growth exist.

#### **What is Working Well**

##### ***DT Employees Desire New and More Training***

Both a desire and need for training for racial equity, bias, social justice, discrimination and trust-building are identified in this plan. Finding and funding training resources will be challenging but stretching the current development budget to do more with less will be a start. DT will encourage employees to use union tuition reimbursement programs for training and professional development courses, and the Department's Office of Civic Innovation will also help identify racial equity courses. DT also plans to review ORE's resources for facilitators to guide internal racial equity conversations.

##### ***A Diverse Internship Program is a First Step to a Diverse DT Workforce***

Over the years, DT has participated in citywide summer college engineering internship program with great success. Since 2017, DT has hired 20 summer interns with six of the interns becoming full-time DT employees (four male, two female, three Filipino, one Black, one Asian and one White). Internships remain a great way for DT to train, shape and mentor future technology engineers. High school interns are also hired through Project Pull, Opportunities for All and Youth Works. As the budget and state of the pandemic permit, DT will continue to hire and mentor





interns with a focus on students in vulnerable or underrepresented populations, helping to ensure all college and high school students have the opportunity to gain valuable work experience and exposure to careers in technology. Mentoring interns and new employees is also a priority and has become an organic and natural process, and 43 percent of BIPOC employees say they are interested in mentoring junior-level employees. A general mentorship program where more senior staff support early-career employees and training for all employees on equity and inclusion are addressed in the action plan.

### ***Employee Engagement Creates a Culture of Inclusion***

DT has prioritized culture-building activities to provide additional opportunities for staff to feel included and engaged. Rallying together to support causes like the City's Combined Charities Campaign with speakers, bake sales, crafting for a cause and other activities promotes participation while also allowing time for staff to bond — over causes that are important to them and as coworkers. (Engagement in this program is particularly high; DT placed first in percentage of donors per total staff and donation amount in 2019 and second in the same categories in 2020.) Staff rally around each other to celebrate milestones and life events (retirement, births, marriage) and create fun events to celebrate San Francisco's sports teams, holidays and other special days like pi day and May 4<sup>th</sup> (Star Wars Day) as opportunities to step away from work and be together. DT also has an employee engagement committee led by the Department's CIO that meets regularly to plan for events, discuss employee morale, brainstorm inclusive team building and present ideas for employee camaraderie.

### ***Employee Recognition Creates Space to Value Individual and Team Contributions***

DT encourages managers, supervisors, employees, and teams to publicly acknowledge individual and group accomplishments. Leadership also prioritizes regular celebrations of recent or ongoing projects small and large at DT's quarterly all-staff convening, monthly newsletter, and weekly project updates. The highlighted recognition comes from within DT as well as from DT clients and partners. However, 45 percent of BIPOC employees do not feel that their work contributions are recognized by leadership and shared in a similar way in the Department. This finding in conjunction with DT's focus to make all employees feel seen reveals an important discrepancy that this plan hopes to address. Past kudos presented at all-staff meetings, included in newsletters and weekly project updates will be reviewed for acknowledgement of BIPOC employee contributions.



### ***Onboarding New Employees is a First Step in Promoting an Inclusive Culture***

New DT employees partake in two days of welcome activities, orientation and training. This orientation ensures staff develop a general understanding of all DT's work, including safety and security practices, available productivity and collaboration tools and other Department resources. Staff are also introduced to department leadership, given background information to review and introduced at all-staff meetings. This employee onboarding process and workflow has been used since 2018. While a similar voluntary employee off-boarding process is relatively new to ensure the return of city-issued equipment and access to internal systems is removed, this process will be expanded to include an exit interview covering a range of topics relevant to racial equity as part of this action plan.

### **Opportunities for Improvement**

#### ***Recruiting A Diverse Candidate Pool for Tech Recruitments is Challenging***

Recruiting and hiring qualified, skilled and experienced technologists and engineers is challenging. Recruiting and hiring qualified non-Asian BIPOC engineers is even more challenging. The candidate pool for City technology positions is often small and tends to lack BIPOC applicants. With the City's rigid hiring policies, firm salary ranges and lengthy procedures, competing with private tech companies is difficult and candidates often drop out during the interview process. The private sector can hire faster and offer salaries commensurate with candidates' skills and experience. Candidates often drop out during the application process.

There is a great need for diversity in technology — and not just for BIPOC populations, but also women. While DT's workforce is 68 percent non-white, which is much higher than private sector tech companies in the Bay Area, the Department has disproportionately few American Indian/Alaskan Natives, Black/African American, Hispanic and Filipino staff. Women account for only 22 percent of DT's workforce and most work non-technology positions.

This action plan includes strategies to disrupt these patterns, such as actively engaging in job fairs, college career fairs and hosting internships to reach and attract a diverse candidate pool and promote racial and gender diversity in tech. DT is also committed to continuing to invite diverse staff panels to hiring interviews.

#### ***Identifying Resources for Equity Program Management in DT***

Staffing racial equity efforts with due time and focus presents another challenge. The majority of DT's medium-sized workforce consists of technical or technologically skilled workers stationed in five different locations. A small, non-technical staff is dedicated to supporting business operations and Department



administration. Allocating non-technical staff for racial equity initiatives is a high priority, however, racial equity presents this small team of non-technical staff with one more priority on top of existing work. To accelerate change, institutionalize practices and engage staff in racial equity will require budgeting for dedicated Department racial equity positions.

***How Will the Current Budget Challenge Impact the DT's Equity Plan?***

Budget constraints in the coming years pose a challenge. DT's annual budget is \$131.5 million and \$42.2 million of that is pass-through procurements and rate charges for other departments. During the COVID-19 pandemic, DT saw an overwhelming increase in demand for and consumption of technology as departments, commissions, boards, and City executives delivered services to the public digitally. DT has had to quickly reprioritize its budget and focus to support for the City's response to the COVID-19 emergency and the City's recovery by assigning employees as disaster service workers (DSW) and to different emergency response projects. These initiatives include connectivity for hotel shelters, COVID testing sites, public housing, and community hubs; hardware support; software management; staff training; press conference coverage and broadcasts; commission, board and department virtual meetings; and help desk and equipment services at the City's emergency response COVID Command Center (C3).

Additionally, many DT projects have been paused and cost-saving ones accelerated, such as moving the City's primary data center out of leased space into a City-owned building — a huge and rare undertaking for technology organizations. As San Francisco's economy recovers from the pandemic, securing the budget necessary to support the City's needs for next-generation technology, especially as the City works towards its goal to eliminate the digital divide and connect vulnerable populations with broadband internet, will continue to be a challenge.

***Employees Asked: How Will This New City Effort be More Effective Than Previous Efforts?***

The Department also must overcome some hard feelings and cynicism left behind by shortcomings in previous efforts to improve racial equity. A common theme in the responses to DT's staff survey and in discussions among racial equity leaders is skepticism about past initiative's failures to make meaningful change. DT acknowledges the validity of these concerns and aims to demonstrate a renewed commitment with substantive follow-through on planned action items.

**Implementing this Plan**

Creating this initial Racial Equity Action Plan has been an exciting and humbling endeavor. The Department of Technology (DT) began the Racial Equity (RE) Plan project by asking for volunteers interested in working on this important effort. Staff from all



divisions and in different job classifications asked to participate in the project. DT was encouraged by the large number of DT staff who volunteered as leaders.

### **Initial Work and Findings**

The RE working group met and selected leaders whose experience and skill would best align with Plan development. DT's plan is also based on insights from all staff via surveys, external frameworks, internal focus groups and guidance from Office of Racial Equity (ORE) staff. The process and action items include:

- From June to July of 2020, DT's RE Leads completed the Vulnerable Populations Survey to self-assess which DT services impact San Francisco's BIPOC communities and invited ORE staff to present at a Department all-staff meeting to share RE City initiatives with DT staff.
- From July to August 2020, DT attended RE convenings, recruited DT RE Leaders and Department Co-Leads, met with other Department RE Leads and put together a strategy for building an RE action plan.
- In September and October, RE Leads created focus groups to gather insights from staff and inform the development of an internal survey about employees' perception of racial equity.
- In November, DT surveyed employees about their perception of racial equity in the workplace.
- In December, DT RE Leaders analyzed workforce demographic data, prepared a draft Phase 1 report and scheduled in-depth discussions with staff to integrate feedback into the Action Plan.

The work accomplished in 2020 and the initial plans for 2021 have established a foundation and common language for conversations about racial equity. While DT's staff survey and interviews show widespread interest in engaging in racial equity work, some responses express a lack of comfort with or knowledge with talking about race.

### **Next Steps and Expected Outcomes**

Over the next three years, DT's plan will be fully implemented. The Department will closely monitor its progress to ensure measurable improvements are made to practices and employee understandings, experiences, and sentiments around:

- Hiring and recruitment;
- Retention and promotion;
- Discipline and separation;
- Diverse and equitable leadership;



- Mobility and professional development; and
- Organizational culture of inclusion and belonging programs.

The following action items among others highlighted in this plan are being prioritized as catalyst for change:

- recognizing the work contributions of BIPOC employees;
- speaking with leadership about career opportunities and employee relations;
- identifying and eliminating discrimination;
- and addressing racial tension between employees in the workplace.

Building an organizational environment where staff feel comfortable discussing racial equity, BIPOC issues and action items with leadership and other employees is also a priority as this will support the advancement of racial equity. Trust between employees and leadership has been built and will help as conversations and discussions about advancement, work and non-work issues, temporary and ongoing challenges, performance issues, roadblocks and racial equity happen.

To fully advance and institutionalize racial equity practices, the Department hopes to see support from the Office of Racial Equity and Mayor's Budget Office for positions to form a dedicated full-time racial equity team in the Department's plans and budget. This first phase of the RE Action Plan has taken significant time and been the effort of untrained staff with other assigned duties. Ongoing efforts and Phase 2 of this action plan are only partially sustainable as staff add racial equity to existing workloads. Racial equity work would benefit from dedicated and trained full-time staff.

As the City recovers economically from the pandemic, the Department also hopes to see funding restored to internship programs to recruit full student cohorts. These programs allow the Department to do outreach at historically black and local colleges to increase diversity in the City's workforce. They also provide supervisors the opportunity to mentor the next generation of technology workers.

The Department is hopeful that taking the necessary actions, continuing advocacy, listening, and building on what foundations already exist will nurture a racially equitable future for BIPOC employees, the Department and City.



## **Department of Technology Vulnerable Populations Served**

The Department of Technology (DT) is primarily an internal services department serving other City departments, rather than the public directly. However, DT does operate three initiatives that engage communities of color directly: Fiber to Housing (FTH), SFGovTV and public access television.

The FTH program typically engages with non-profit housing providers, residential services providers, tenant associations and individual residents to address broadband service needs. SFGovTV engages with community-based organizations to create programming that features their work. SFGovTV also engages with community-based organizations by recruiting them as organizational members, producing series of non-profit spotlight and producing short informational videos for social media distribution.

### ***Fiber to Affordable Housing (FTH)***

Communities of color face inequalities in internet access which exacerbate other injustices in education, economic opportunity, and access to healthcare. The COVID-19 crisis has exposed many of these disparities — including how internet is now keys to accessing remote learning and basic healthcare services as neighborhood health clinics close for in-person appointments. For communications related programs, communities of color also face a lack of representation and a platform to express specific, local needs.

FTH provides free high-speed Internet access to residents of public and affordable housing developments. FTH is a collaboration between DT, the Mayor's Office of Community and Housing and Development (MOHCD) and a local Internet provider. The program works to reduce the digital divide by bringing free high-speed Internet to residents of public and affordable housing. FTH currently offers free high-speed internet access in over 5,200 units in 36 affordable housing properties. To support distance learning during the COVID-19 pandemic, the FTH initiative also provided service to an additional 1,126 units in the Alice Griffith, Hunter's View, North Beach, 201 Turk and 211 Jones complexes — affordable housing complexes where SFUSD identified high concentrations of students.

### ***SFGovTV Services***

SFGovTV provides critical information to the public on City governance and operations by broadcasting and streaming community-based videos and programming. During the COVID-19 pandemic, SFGovTV emphasized distributing critical health guidance and directives to communities of color and all San Francisco communities. The SFGovTV team facilitates community engagement by televising, live-streaming and helping conduct — as well as archiving and distributing — virtual meetings and video of San Francisco's public forums, board and commission meetings. As in-person meetings have been suspended during the COVID-19 pandemic, SFGovTV provides the only platform





for the community to engage, participate and give public comment during board and commission meetings.

SFGovTV also produces a wide variety of original content focused on engaging and supporting communities of color, such as:

- QuickBites: An Emmy award winning program on food and community in San Francisco. Segments have provided information on resources such as the SFUSD Meal Distribution program, City College's free culinary training programs, the Healthy Corner Store initiative and the Cooking Project that teaches youth cooking skills. Other segments have highlighted POC-owned restaurants such as Anthony's Cookies, La Cocina, the Filipino Night Market and the Bayview Bistro.
- Shop and Dine in the 49: a program that promotes local businesses has featured POC-owned businesses such as Yvonne's Southern Sweets in the Bayview, the Wok Shop and Dragon Papa Dessert in Chinatown, El Toro Night Club in the Portola, and Diju Jewelry in the Mission Calle 24 Latino Cultural District.
- What's Next SF?: A program that highlights innovative work by City departments has featured a number of initiatives aimed at engaging communities of color, such as Opportunities for All (a youth career development program) and Pathways to Citizenship that supports citizenship-eligible immigrants.

Additionally, SFGovTV supports the Bay Area Video Coalition (BAVC) with SF Commons, funded by a DT grant. SF Commons provides basic video production training, facilities for producing video and the opportunity to broadcast and webstream locally-generated content. BAVC trains and supports local producers as well as non-profit organizations. BAVC's producers are predominantly people of color: 47% Black; 35% White; 7%, Asian; 6% Latinx; 2% Native American.

### ***Vulnerable Populations Engagement Assessment***

As described in the previous section, the Department of Technology (DT) engages with communities of color through its Fiber to Housing program and SFGovTV. These services have been important during the COVID-19 pandemic; they support municipal operations, fill gaps in access to internet connection and deliver digital information and local broadcasting services to the community. The pandemic has also transformed the need for a basic level of internet connectivity throughout the City from pressing to critically urgent. Shelter-in-place orders have added urgency to the need for every resident, regardless of income, to have access to high-quality internet at home. The City has also needed to establish temporary quarantine shelters for anticipated influxes of COVID-19 patients and protocols for communicating and live streaming virtually with residents to deliver health and safety information.



### ***Accomplishments***

For the past three years, the Department of Technology has received funding to install broadband internet connectivity to public housing. The results from this investment in equity by DT and the City so far are:

- From 2017-19 Internet connectivity was installed in **1,600 units** connecting approximately **6,400 residents**.
- During the FY 19/20 budget year, the Fiber to the Premise team extended Internet service to **2,132 units** and served approximately **8,528 residents**.
- When the Covid19 emergency started the focus shifted to the immediate student distance learning and tele-health needs. The Team installed Internet connectivity to **525 students in 4 weeks** as well as completing **5 shelter sites with 545 beds**.

The Capital investment from FY 2017-2020 totaled \$2.3 million. This work has significantly benefited the community. Many stories have been collected from residents on how this internet access has changed lives.

### ***Critical Issues Facing Communities of Color – Limited Funding***

A critical issue facing communities of color is a lack of internet service. In FY 2019/2020, the FTH program was able to offer services to an additional 2,500 units of affordable housing (1,400 prior to the COVID-19 crisis and an additional 1,100 on an expedited basis since then). Unfortunately, due to the City's financial constraints the budget for this project is reduced from \$2.4 million in FY 2019/20 to \$900,000 in FY 2020/21.

For SFGovTV, any type of funding gaps or limitations in the overall production budget limits ability for producers, photographers, and editors to effectively and thoroughly convey the stories that reflect and benefit communities of color. Limited funding or limitations on funding prevent quality work in pre-production, production, and post-production because instead of focusing on quality SFGovTV is forced to concentrate on quantity, which negatively affects the outcome of the production which affects the ability to advance equity.

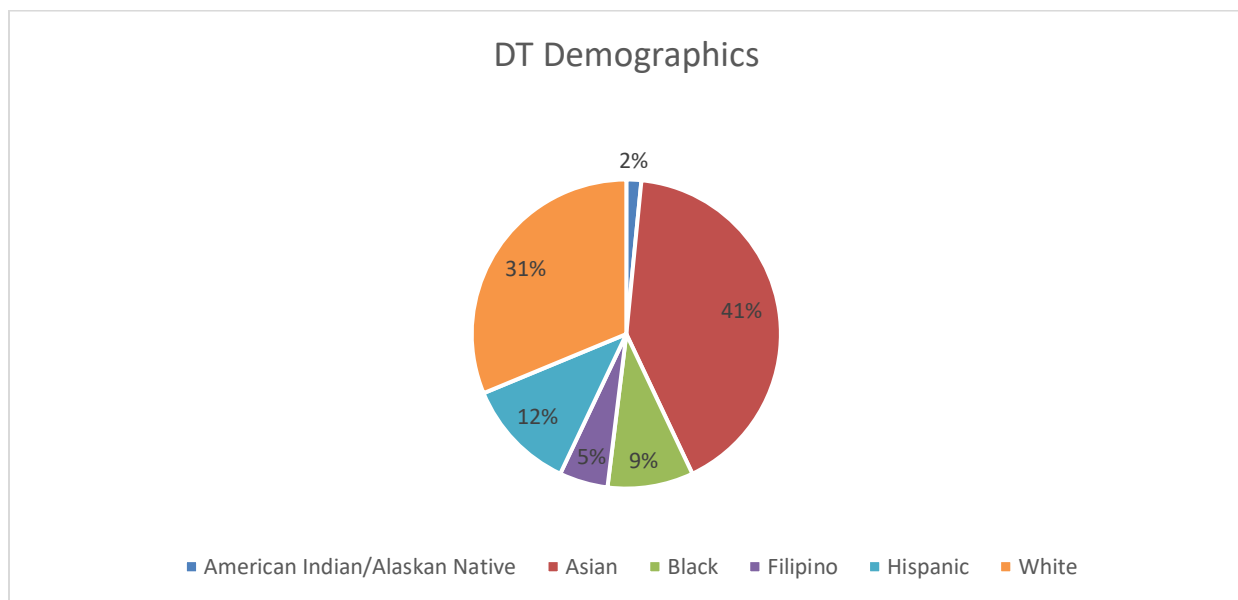
Please see Appendix B for additional information.



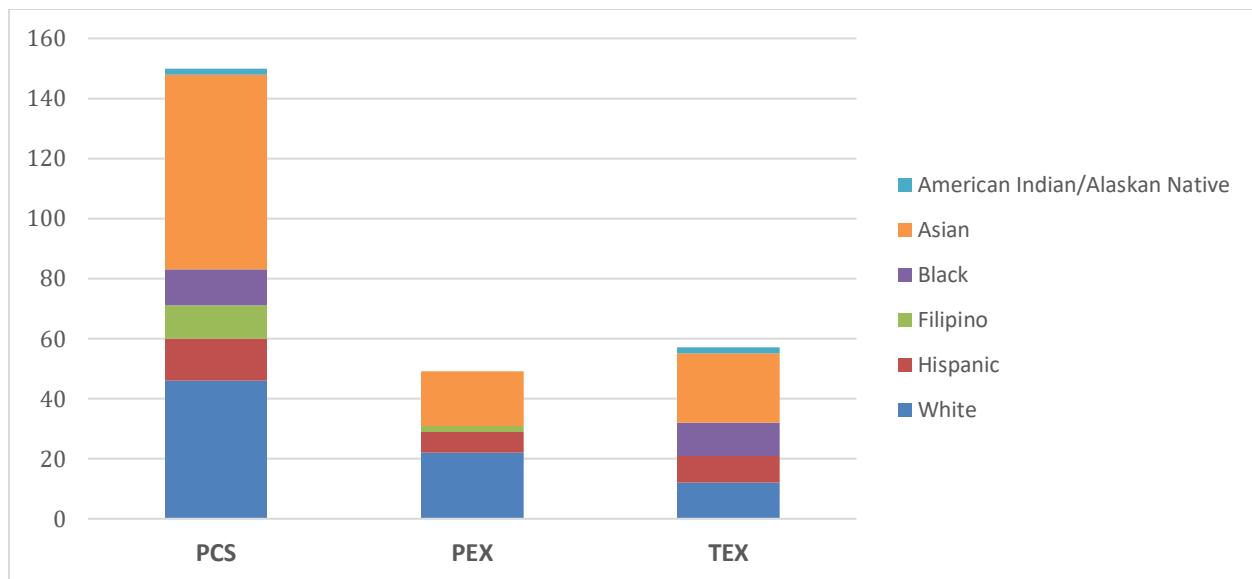
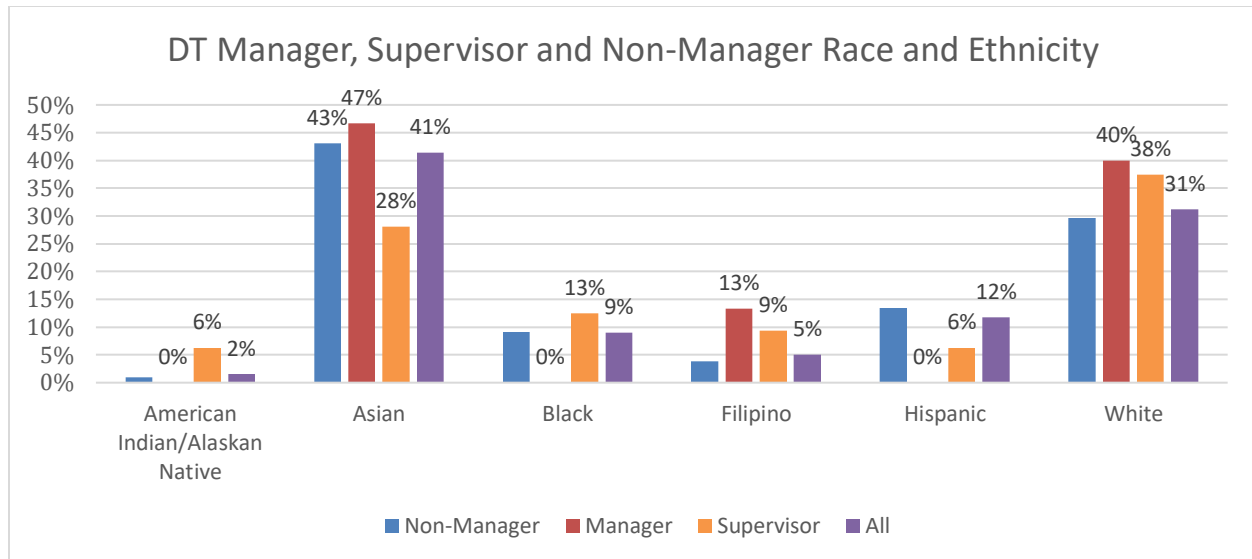
## CURRENT WORKFORCE DEMOGRAPHIC DATA

**Note:** *The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.*

This portion of the Department of Technology's Racial Equity Plan discusses demographic data about the Department's workforce as of October 2020. The analysis provided here is intended to serve as a baseline understanding of who works for DT and their experiences. While there are limitations in using such high-level race and ethnicity groups, this report relies on data from the City and County of San Francisco's Department of Human Resources (DHR) and City job applicant portal which use these categories.



The image above illustrates an overall breakdown of DT employees by race and ethnicity. Below is a breakdown analysis across positions and appointment type (manager, supervisor and non-manager; PEX, PCS and TEX). Overall, about two-thirds of individuals in leadership positions identify as non-white and approximately 68 percent of DT staff identify as non-white, putting the Department ahead of many industry peers in the private sector.



## Overview of Analysis and Methodology

DT surveyed employees about their perceptions of racial equity in the department in November of 2020. Questions ranged in format — open-ended, Likert scale questions and others — depending on their content to source meaningful feedback. One hundred and seventeen responses were collected. While the Covid-19 pandemic made it harder to survey staff without regular access to a computer, future surveys will include a paper version for equity purposes.

### Categorical Groups and Rule of Ten

The racial and ethnic groups discussed in this report are limited, high-level categories and are used because they match current DHR guidance and reflect how City job applicants identify themselves during the application process. Care was



taken during analysis to implement DHR's recommended "Rule of Ten." No groups with less than ten individuals were disaggregated to maintain anonymity for these individuals. A non-Asian BIPOC category was created consisting of 22 responses from individuals identifying as Black, Hispanic/Latinx, Filipino, Native Hawaiian, Pacific Islander or multiracial so that insights brought to bear by these individuals would not be lost.

Here is a breakdown of total DT staff responses according to DHR's standard racial and ethnicity group categories, as well as DT's non-Asian BIPOC category:

- Total: 117 responses
- Asian: 29 responses
- Non-Asian and Black, Indigenous, People of Color (BIPOC): 22 responses
- Decline to state: 36 responses
- White: 30 responses

### Emergent Trends Inspiring Action

The responses discussed here illuminate encouraging trends, as well as areas for growth, in key focuses for DT: recognizing the contributions of BIPOC employees, building trust in speaking with leadership about career opportunities and employee relations, identifying and eliminating discrimination, and addressing racial tension between employees in the workplace. Promoting a culture where conversations about racial equity and BIPOC issues can be raised and discussed in safe spaces and action items developed with leadership and employee support of advancing racial equity and uplifting BIPOC co-workers is also a priority.

		Disagree/Strongly Disagree				
	Survey Questions	Total	Asian	Non-Asian BIPOC	Decline to State	White
Q6	I believe my work contributions are recognized by leadership and employee accomplishments are shared in a similar way in the Department.	23%	6%	45%	32%	17%
Q8	I feel safe to speak with DT leadership (managers, supervisors) about career opportunities as well as employee relation concerns.	22%	3%	50%	23%	20%
Q19	I believe my workplace is free of discrimination with regard to race, age, gender, social background, religion, education, appearance, disability, or other factor.	29%	13%	50%	41%	17%
		Agree/Strongly Agree				
	Survey Questions	Total	Asian	Non-Asian BIPOC	Decline to State	White
Q20	I observe/have observed racial tension between employees in my department.	24%	10%	41%	32%	20%



Responses to the below survey questions are highlighted where there is strong consistent agreement across all race categories, especially employees who work well together and can resolve differences respectfully. It is also encouraging that the Non-Asian BIPOC respondents are the most interested in being a mentor and the most comfortable talking about race within the work setting. All employees would like more training on identifying bias and racial equity and the plan addresses additional training.

		Agree/Strongly Agree				
	Survey Questions	Total	Asian	Non-Asian BIPOC	Decline to State	White
Q3	I believe my race is not a factor for promotional opportunities within DT.	67%	83%	59%	64%	74%
Q7	My coworkers and I work well together and can resolve personal differences in a respectful way.	80%	90%	73%	87%	80%
Q8	I feel safe to speak with DT leadership (managers, supervisors) about career opportunities as well as employee relation concerns.	59%	77%	50%	59%	60%
Q16	Are you interested in being a mentor to a junior level employee to deliver equity and inclusion coaching?	30%	25%	43%	18%	29%
Q21	I am comfortable talking about race within my department work setting.	49%	43%	62%	37%	53%
Q22	I would like to take training on identifying bias and understanding racial equity in the workplace.	57%	64%	48%	54%	60%
		Disagree/Strongly Disagree				
	Survey Questions	Total	Asian	Non-Asian BIPOC	Decline to State	White
Q20	I observe/have observed racial tension between employees in my department.	60%	70%	56%	46%	70%

### Analysis of Employee Responses to Open Ended Comments

Employee responses to the open-ended portion of the survey add additional nuance, bring staff ideas to the table and serve as a temperature check on DT's journey building an environment where all feel welcome, share in opportunity and bring an equity mindset to department business operations.

While some staff commend the Department for the present racial and ethnic diversity of its workforce — which reflects San Francisco's population and is more diverse than most private tech companies — others urge DT to do more. While staff look mostly to department leadership to be accountable for DT culture and policy and to lead improvement efforts, many speak to the importance of engaging everyone and making racial equity a Department priority.





DT staff suggest many ways the City and Department can improve hiring and recruitment practices to foster racial equity. Several responses touch on how job descriptions could be more current and clear given the technical nature of the work. Others offer remote and physical locations to post job listings and outreach strategies to diversify DTs candidate pool, including job fairs or partnerships with communication organizations and local schools and colleges. Allowing positions that can be to be remote and masking candidates' gender during the application processes are also suggested. Staff additionally speak to the importance of promoting from within and the value of mentorship and support for entry-level or early career employees.

Retention and promotion are also much discussed in tandem with matters of diverse and equitable leadership. Many DT employees hope to see more forums for BIPOC employees to safely express their concerns and managers and supervisors making visible attempts to build a culture that welcomes diverse experiences — especially those of early-career staff. Some suggest concrete ways to do this, including celebrating heritage months, recognizing the contributions of younger employees and investing in early-career staff with technical trainings and access to certification courses. Many staff emphasize the importance of finding qualified individuals while recognizing value in seeking individuals with varying experiences, nurturing their skills and promoting from within. Some staff desire more clear pathways for upward mobility and express frustration with City processes for promotions and advancement.

The action items laid forth in the Racial Equity Plan reflect many DT employees' concerns and hopes for the future. Staff comments will propel the Department's journey towards greater racial equity with nuanced insight into DT's culture and employees' experiences as teams engage in conversations safely without hesitation or fear and work together to build trust and an inclusive and equitable environment — and a more digitally equitable San Francisco.

### **Office of Racial Equity Recommended Areas of Analysis and Focus**

Discussed here are findings based on staff responses to questions that focus on recommended analysis areas by the Office of Racial Equity. As with other results from DT's survey, these findings inform the action items detailed later in this report.

*Did this survey uncover any issues related to issues of interpersonal racism in the Department?*

Staff overwhelmingly expressed that they work well with their coworkers and can resolve personal differences in a respectful way (Appendix C, Q7). However, the data reveal discrepancies when it comes to observing racial tension between employees. While only 24 percent of all respondents say they have observed racial tension between employees in the Department (Appendix C, Q20), 41 percent of non-Asian BIPOC respondents say they have.



*Did this survey uncover any issues related to issues of institutional racism within the Department?*

While more than 50 percent of employees indicate they would like to have voluntary, open conversations about racial equity and diversity, over 50 percent also believe their workplace is free of discrimination. The data further reveal 50 percent of BIPOC and 41 percent of employees who declined to identify their race or ethnicity felt that their workplace is not free of discrimination with regard to race, age, gender, social background, religion, education, appearance, disability or other factors. Such inconsistencies in whether staff feel there is discrimination in the workplace underscore a need to require the currently suggested DHR Essentials training “Equal Employment Opportunity” for all employees to help staff recognize, prevent and report discrimination.

Many staff expressed an interest in training opportunities to expand DT’s collective knowledge on racial equity, diversity, inclusion, disciplinary procedures and bias training.

*Do all employees have regular access to training opportunities and professional development? If not, why not?*

All DT staff currently have access to DHR’s optional trainings and self-identified opportunities supported by their union’s employee development fund, as well as the Department’s training fund pending resource availability.

*Do all employees feel safe and included at work?*

59 percent of all respondents, and 50 percent of non-Asian BIPOC respondents, say they feel safe to speak with DT leadership about career opportunities and employee relation concerns. However, while only 22 percent of all respondents say they do not feel safe to speak with leadership, 50 percent of non-Asian BIPOC respondents say they do not feel safe to speak with leadership. (Appendix C, Q8)

*Do all employees have equal access to advancement and promotional opportunities?*

DT staff have equal access to advancement and promotional opportunities. In seven related survey questions (Appendix C, Q3, Q4, Q5, Q9, Q10, Q13 and Q19), at least 50 percent of employees agreed with this statement. However, when responses to these questions were disaggregated, a much lower proportion of BIPOC employees — 20 to 50 percent — said the same.



## SECTION 1: HIRING AND RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, under-represented and underserved communities. Rather than passively waiting for a more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively seek these individuals out. This includes assessing the most basic barriers to access that influence the City's applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

### DEPARTMENT GOAL

#### ***What is the department's overall goal on Hiring and Recruitment?***

The Department of Technology's (DT) will support a pipeline of diverse candidates by building meaningful partnerships with local BIPOC networks; partnering and investing in the Mayor's Opportunities for All program, Youth Works, Project Pull, City Hall Fellows and College Engineer Summer programs; and strengthening our recruitment strategies to reflect our commitment and values for diversity, inclusion and racial equity.

## Action Items

### **1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department's RE Action Plan.**

**1.1.1 Assess current conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Barriers assessment is completed
TIMELINE:	Start: January 2021 Complete: July 2021
STATUS:	Not started
LEAD:	DT HR



IMPLEMENTATION PLAN:

- January – February 2021: Develop assessment plan and identify potential barriers impacting potential applicant’s ability to apply.
- March – June 2021: Administer survey/assessment and capture results.
- July 2021: Analyze results and develop recommendations for improvement.

**1.1.2 Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.**

RESOURCES COMMITTED: Staff time  
INDICATORS: Survey is administered annually  
Survey results are included in the dept annual review  
TIMELINE: Start: October 2020  
Complete: December 2020, then on-going  
STATUS: Completed  
LEAD: Karen Hong, Organizational Development and Governance Manager

IMPLEMENTATION PLAN:

- October 2020: DT RE Leads will create first draft of survey. DT RE Leaders will create subgroups for each section of the Action Plan. Each subgroup will review and edit survey questions for their section. DT RE Leaders seek feedback from their divisions.
- November 2020: DT RE Leads will analyze results of survey and disaggregate the data.
- December 2020: DT RE Leads will incorporate staff input into RE plan.

**1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.**

RESOURCES COMMITTED: Staff time  
INDICATORS: Policy is created, implemented, and reviewed annually to maximize results  
TIMELINE: Start: July 2021  
Complete: June 2022  
STATUS: Not started  
LEAD: DT HR



IMPLEMENTATION PLAN:

- July - December 2021: Review DHR citywide hiring and recruitment policies and engage relevant stakeholders to clarify department responsibilities. Review feedback from staff survey and applicant barriers assessment.
- January - June 2022: Get feedback from relevant stakeholders, propose changes, and make recommendations to DHR. Align efforts with DHR, Unions, and DT Labor practices and procedures.

**1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.**

**1.2.1 Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches beyond existing outreach protocols to new and unexpected non-traditional outlets and networks. Map and track outreach efforts.**

RESOURCES COMMITTED: Staff time  
INDICATORS: Candidate pool is increasingly more diverse and referred from a variety of sources  
TIMELINE: Start: July 2021  
Complete: December 2021, then on-going  
STATUS: Not started  
LEAD: DT HR

IMPLEMENTATION PLAN:

- July 2021: Define and document DT's recruitment process. Develop action plan for partnering with local community colleges, community-based organizations, Historically Black Colleges/Universities (HBCU) and BIPOC professional networks. Plan and schedule virtual career fair.
- August-September 2021: Assess and measure barriers to employment. Develop recommendations for improving recruitment process.
- September 2021: Develop recruitment content (flyers, pamphlets, newsletters etc.) and distribute across professional networks.
- October-December 2021: Track and analyze outreach efforts.

**1.2.2. Foster relationships with new and unexpected non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.**

RESOURCES COMMITTED: Staff time



INDICATORS:	Candidate pool is increasingly more diverse and referred from a variety of sources and # of recruiting events and career site visits
TIMELINE:	Start: July 2021 Complete: December 2021, then on-going
STATUS:	Not started
LEAD:	DT HR

IMPLEMENTATION PLAN:

- July - August 2021: Create distribution list for job announcements. Create and post schedule of DT-recruitment events and career site visits.
- September 2021: Include more networks serving diverse candidates. Establish a standard frequency for meeting with BIPOC networks.
- October – December 2021: Develop and implemented targeted outreach plan, review and analyze job applicants from BIPOC networks.

**1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Job descriptions display consistent and inclusive language and candidate pool is increasingly more diverse
TIMELINE:	Start: July 2021 Complete: September 2021
STATUS:	Not started
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• July - August 2021: Review DT staff job descriptions and minimum qualifications.</li><li>• September 2021: Get feedback from relevant stakeholders and propose changes/make recommendations to DHR. Align efforts with DHR, Unions, and DT Labor practices and procedures.</li></ul>





**1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.**

RESOURCES COMMITTED: Staff time  
INDICATORS: An increase in applicant pool with more diverse life, education, and professional experiences  
TIMELINE: Start: September 2021  
Complete: December 2021  
STATUS: Not started  
LEAD: DT HR  
IMPLEMENTATION PLAN:

- September 2021: Review Citywide regulations on Minimum Qualifications (MQs).
- October-November: Identify DT positions with MQs and propose changes to remove unnecessary/outdated MQs to DHR.
- December 2021: Convene relevant stakeholders (DT hiring managers) to get feedback on MQs and propose changes/recommendations for improvement.

**1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.**

RESOURCES COMMITTED: Staff time  
INDICATORS: An increase in applicant pool with more diverse life, education, and professional experiences  
TIMELINE: Start: July 2021  
Complete: July 2022  
STATUS: Not started  
LEAD: DT HR  
IMPLEMENTATION PLAN:

- July – December 2021: Review DT staff position with supplemental questions. Review the need for supplemental questions and discuss with relevant stakeholders.
- January – July 22: Propose recommendations for improvement to DHR. Align efforts with DHR, Unions, and DT Labor practices and procedures.



**1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.**

RESOURCES COMMITTED: Staff time  
INDICATORS: An increase in applicant pool with more diverse life, education, and professional experiences  
TIMELINE: Start: July 2022  
Complete: June 2023  
STATUS: Not started  
LEAD: DT HR  
IMPLEMENTATION PLAN:

- July – December 2023: Review educational backgrounds of staff. Coordinate recruitment efforts to target local community colleges, trade schools, and training programs.
- January – June 23: Propose recommendations for improvement to DHR. Align efforts with DHR, Unions, and DT Labor practices and procedures.

**1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.**

RESOURCES COMMITTED: Staff time  
INDICATORS: Candidate pool is increasingly more diverse and referred from a variety of sources  
TIMELINE: Start: January 2021  
Complete: March 2021  
STATUS: Not started  
LEAD: DT HR  
IMPLEMENTATION PLAN:

- January - March 2021: Convene DT third-party recruiters to understand what their recruiting practices entail and inform them of departmental standards for equitable and inclusive hiring practices.



**1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.**

**1.3.1. Participate in, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	# of paid interns/fellows, increase annually or meets department needs/capacity
TIMELINE:	Start: March 2021 Complete: July 2021
STATUS:	Not started
LEAD:	DT Innovation
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• March 2021: Participate and leverage City Hall Fellow program, College Engineer Summer Program, and Youth Works.</li><li>• February-March: Identify funding source and DT mentors.</li><li>• April-July 2021: Develop work plans, schedule interviews and select local college and high school interns from various backgrounds.</li></ul>

**1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.**

RESOURCES COMMITTED:	Financial – [STRATEGY 20-18 (GF-Chf-Youth Works)] and Staff time
INDICATORS:	# of Opportunities for All placements and mentors
TIMELINE:	Start: January 2021 Complete: July 2021, then on-going
STATUS:	Not started
LEAD:	Karen Hong, Organizational Development and Governance Manager
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• January 2021: Prepare budget request forms for summer interns.</li><li>• February-March: Identify funding source and DT mentors.</li><li>• April-July 2021: Develop work plans, schedule interviews and select local college and high school interns from various backgrounds.</li></ul>



**1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District’s Career Pathways Program.**

RESOURCES COMMITTED: Staff time

INDICATORS: Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources and # of recruiting events attended

TIMELINE: Start: July 2021  
Complete: December 2021, then on-going

STATUS: Not started

LEAD: DT Innovation

IMPLEMENTATION PLAN:

- July 2021: Develop action plan for recruiting at local community colleges, trade schools, training programs, re-entry programs, and public high schools. Propose opportunities to leverage student capstone projects and to build academic channels that lead to City employment.
- August 2021: Convene relevant stakeholders and formalize plan.
- October -- December 2021: Attend at least 1 tech recruiting event (in-person or virtual).
- December 2021: Communicate opportunities via different social media outlets and promote via professional organizations that target local candidates from various backgrounds.

**1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.**

RESOURCES COMMITTED: Staff time

INDICATORS: Completed internal site with staff resources on diversity, equity, and inclusion

TIMELINE: Start: January 2021  
Complete: March 2021

STATUS: Not started

LEAD: DT RE Leads

IMPLEMENTATION PLAN:

- January 2021: Plan and develop draft concept for internal staff site regarding E&I resources.



- February – March 2021: Post relevant resources and training opportunities, and release comms informing DT staff.

**1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.**

RESOURCES COMMITTED: Staff time

INDICATORS: Tracking system implemented, % of evaluations completed, and internship/fellowship program updated before next cycle

TIMELINE: Start: July 2022

Complete: June 2023

STATUS: Not started

LEAD: DT HR

IMPLEMENTATION PLAN:

- July – December 2022: Research, plan, and make recommendations for tracking system. Include new hires by race/ethnicity and other demographic data.
- January – June 2023: Collect feedback from interns and fellows regarding their experience.
- Analyze feedback and make recommendations for improvement.

#### **1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.**

**1.4.1. Maintain a standardized and holistic interview process with structured interview questions.**

RESOURCES COMMITTED: Staff time

INDICATORS: Standardized interview process with a set of inclusive interview questions

TIMELINE: Start: January 2021

Complete: June 2021

STATUS: Not started

LEAD: DT HR

IMPLEMENTATION PLAN:

- January 2021: Review current interview process and developing recommendation for improvement.



- March – June 2021: Propose “holistic” interview process, convene DT Hiring Managers for feedback, formalize and adopt inclusive questions.

#### **1.4.2. Ensure a diverse hiring panel for each interview.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Demographic composition of panels and increase in diverse interview panels
TIMELINE:	Start: January 2021 Complete: March 2021, then on-going
STATUS:	Not started
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• January 2021: Conduct brief training for DT Hiring Managers to remind them of City EEO policies and importance of diverse hiring panels/candidates. Develop plan to track DT staff serving on hiring panels going.</li><li>• February 2021: Formalize plan to track diversity of interview panels.</li><li>• March 2021: Share resources with DT Hiring Managers to assist with hiring.</li></ul>

#### **1.4.3 Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows**

RESOURCES COMMITTED:	Staff time, SF Employee Portal – “My Learning”
INDICATORS:	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had, percentage of DT staff completed “Introduction to Implicit Bias” and “Understanding the Disciplinary Process” trainings
TIMELINE:	Start: November 2020 Complete: June 2021, then on-going
STATUS:	In progress
LEAD:	DT Strategy
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• November 2020: Research and identify relevant GSA/DHR trainings on implicit bias, equity and inclusion, and hiring.</li><li>• January 2021: Enroll DT staff in GSA’s Foundational Diversity training and Crucial Conversations.</li><li>• February 2021: Add “Introduction to Implicit Bias” and “Understanding the Disciplinary Process” trainings to all DT staff PeopleSoft SF Learning schedule.</li></ul>





- June 2021: All DT staff required to complete “Introduction to Implicit Bias” and “Understanding the Disciplinary Process” trainings by June 30, 2021. Look for additional training opportunities for staff.

**1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Tool created and implemented, # of applicants increased, and increased assistance to job seekers
TIMELINE:	Start: July 2021 Complete: June 2022
STATUS:	Not started
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• July – December 2021: Research and clarify DHR’s Job Apps system capabilities for tracking application progress.</li><li>• Make recommendations to DHR for improvement. Get feedback from job seekers and identify opportunities to support them.</li></ul>

**1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Increase in internal part-time and full-time staff, interns and fellows applying for job openings
TIMELINE:	Start: March 2021 Complete: June 2021
STATUS:	In progress
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• DT shares job openings internally through its all staff email distribution lists, quarterly newsletters, town halls, and public website.</li><li>• Identify opportunities for improvement.</li></ul>

**1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.**

RESOURCES COMMITTED:	Staff time
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INDICATORS:	Hiring, interviewing, and onboarding processes standardized, and lag times/wait times
TIMELINE:	Start: July 2022 Complete: December 2022
STATUS:	Not started
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• DT formalized and standardized the onboarding process for all incoming staff (full-time, part-time, and interns) by leveraging it's ServiceNow (SNOW) platform. This ensures all new hires go through a consistent process and receive the same information with respect to important City conduct policies, training, union resources, equipment, and support services.</li><li>• July – December 2022: Review internal hiring, interviewing, and onboarding processes. Convene hiring managers and gather feedback for process improvement. Flag potential causes in hiring delays and make recommendations to streamline process.</li></ul>

**1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.**

RESOURCES COMMITTED:	DT ITSM platform (ServiceNow), and staff time
INDICATORS:	All new hires are processed similarly regardless of position
TIMELINE:	Start: January 2021 Complete: May 2021
STATUS:	In progress
LEAD:	Karen Hong, Organizational Development and Governance Manager
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• DT formalized and standardized the onboarding process for all incoming staff (full-time, part-time, and interns) by leveraging it's ServiceNow (SNOW) platform. This ensures all new hires go through a consistent process and receive the same information with respect to important City conduct policies, training, union resources, equipment, and support services.</li><li>• January - March 2021: Interview recent DT hires and get feedback on the onboarding process. April – May 2021: Propose training for onboarding employees and add requirement to complete within first 90 days.</li></ul>



**1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Increase in number of diverse candidate pools, and overall faster hiring times
TIMELINE:	Start: July 2021 Complete: June 2022
STATUS:	Completed
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• Review procedures and rules for Certification Rule of Three Scores</li><li>• Convene relevant stakeholders and make recommendations for improvement to DHR.</li></ul>



## SECTION 2: RETENTION AND PROMOTION

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

### DEPARTMENT GOAL

#### *What is the department's overall goal on Retention and Promotion?*

Engage staff with professional development opportunities, training, and resources to equip them with new tools and practices that will help them with both their short-term and long-term career goals.

## Action Items

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

**2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Tracking mechanism implemented Demographic data analyzed
TIMELINE:	Start: December 2020 Complete: June 2021
STATUS:	In progress
LEAD:	DT HR, DT C3
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>December 2020: Gather summary of DT DSW worker data by race, classification and gender.</li></ul>



- January 2021: Leverage C3 tracking mechanism to capture the given functions of all DT DSW workers (frontline work and remote work) deployed throughout the period.
- February-April 2021: Conduct comparative analysis of demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.
- May-June 2021: Report findings.

**2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Budget analysis completed Strategies developed and published
TIMELINE:	Start: January 2021 Complete: January 2022
STATUS:	In progress
LEAD:	DT Finance
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• December 2020: Conduct internal budget analysis with RE lens.</li><li>• January – June 2021: Get DHR’s “special conditions” for PEX/TEX positions. Add “special conditions” into staff positions going forward.</li><li>• July – September 2021: Identify resource and service gaps. Develop strategies to prevent layoffs and furloughs.</li><li>• October – December 2021: Engage stakeholders in budget discussions.</li><li>• January 2022: Communicate proposed changes and publish results.</li></ul>

**2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	PPE access protocol established DSW workers have an increased awareness of PPE access protocol
TIMELINE:	Start: January 2021 Complete: December 2021, then on-going
STATUS:	Not started



LEAD: DT C3

IMPLEMENTATION PLAN:

- January – December 2021: Communicate every quarter available PPE supplies for DSWs (consider location of PPE, where DSWs are located, time, travel, etc.).

**2.1.4. Clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.**

RESOURCES COMMITTED: Staff time

INDICATORS: Compensation, paid sick leave, and flex time benefits assessed and easily accessed  
Increased employee awareness of additional benefits

TIMELINE: N/A

STATUS: Completed

LEAD: DT HR

IMPLEMENTATION PLAN:

- DT-HR has already gathered relevant COVID-19 DSW/staff resources and shared summary of benefits with staff. Additional emails were sent to all staff clarifying additional benefits along with one-pagers and resource guides for staff.

**2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. (e. g. graveyard shifts)**

RESOURCES COMMITTED: Staff time

INDICATORS: Caretaking and safe transportation sections included in DSW deployment protocol

TIMELINE: Start: March 2021

Complete: December 2021

STATUS: Not Started

LEAD: DT C3

IMPLEMENTATION PLAN:

- March – May 2021: Review and analyze deployed DSW staff by demographics.
- April – July 2021: Gather feedback on DSW staff experience.
- September – December 2021: Propose recommendations to improve staff experience



## **2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.**

### **2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.**

RESOURCES COMMITTED: Staff time  
INDICATORS: Pay inequities are reduced and aligned annually after salary data is reviewed  
TIMELINE: Start: June 2021  
Complete: December 2021  
STATUS: Not started  
LEAD: DT HR  
IMPLEMENTATION PLAN:

- June – August 2021: Gather summary of salary data DT positions. Compare with Santa Clara County and local peers.
- September – November 2021: Conduct analysis and summarize results.
- December 2021: Communicate results.

### **2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies, e. g. parental leave policy, short-term disability, etc.**

RESOURCES COMMITTED: Staff time  
INDICATORS: Benefits provided are annually improved  
TIMELINE: Start: July 2021  
Complete: June 2022  
STATUS: Not Started  
LEAD: DT HR  
IMPLEMENTATION PLAN:

- July – December 2021: Conduct review of department benefits and policies. Create clear processes and procedures to increase staff awareness
- January – June 2022: Propose recommendations to DHR to enhance existing policies and align with citywide efforts.

### **2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.**

RESOURCES COMMITTED: Staff time  
INDICATORS: PTO policy is annually improved





	# of staff taking PTO increases
TIMELINE:	Start: July 2021 Complete: June 2022
STATUS:	Not started
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>July – December 2021: Conduct review of department benefits, and policies related to PTO. Create clear processes and procedures to increase staff awareness</li><li>January – June 2022: Propose recommendations to DHR to enhance existing PTO policy and align with citywide efforts.</li></ul>

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

#### **2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Increase in knowledge about raises and promotions
TIMELINE:	Start: July 2022 Complete: June 2023
STATUS:	Not started
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>July – December 2022: Review factors captured in staff annual performance appraisals and KSIs. Make recommendations for improvement.</li><li>January - June 2023: Promote new and existing staff training opportunities for professional development that connect to staff KSIs and performance goals.</li></ul>

#### **2.3.2. Develop a formal and transparent process for raises and promotions.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Increase in staff feedback about promotion and raise process
TIMELINE:	Start: July 2022 Complete: June 2023
STATUS:	Not started
LEAD:	DT HR



IMPLEMENTATION PLAN:

- July – December 2022: Review DHR’s process and procedures for raises and promotions. Convene relevant stakeholders and clarify process.
- January - June 2023: Make recommendations to DHR to increase transparency for raises and promotions. Align DT’s practices with citywide efforts.

**2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.**

RESOURCES COMMITTED: Staff time  
INDICATORS: Acting/interim staff process included in internal policies and processes  
Increased awareness of process for acting/interim staff  
TIMELINE: Start: March 2021  
Complete: September 2021  
STATUS: Not started  
LEAD: DT HR

IMPLEMENTATION PLAN:

- March 2021: Get clarity on “acting” positions, rules, and process from DHR.
- April – September 2021: Provide summary of results and clarify process for acting/interim roles for staff. Communicate results.

**2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.**

RESOURCES COMMITTED: Staff time  
INDICATORS: Reversal of diversity drop-offs in classifications  
TIMELINE: Start: November 2020  
Complete: January 2022  
STATUS: In progress  
LEAD: DT HR

IMPLEMENTATION PLAN:

- November 2020: Gather summary of staff positions by classification and demographics.
- December – March 2021: Conduct analysis on “drop-off” positions.
- March – April 2021: Communicate results to relevant stakeholders (managers/supervisors)



- May – July 2021: Identify professional development training/resources.
- August – November 2021: Set forth strategies and training opportunities to support employee development to achieve mobility.
- December – January 2022: Propose recommendations to improve staff mobility.

**2.3.5. Revisit classifications that “dead end” employees, to propose various upward paths for continued employment opportunities with the City.**

RESOURCES COMMITTED: Staff time

INDICATORS: Identify “dead end” classification

TIMELINE: Start: November 2020

Complete January 2022

STATUS: In progress

LEAD: DT HR

**IMPLEMENTATION PLAN:**

- November 2020: Gather summary of staff positions by classification and demographics.
- December – March 2021: Conduct analysis on “drop-off” positions.
- April – May 2021: Communicate results to relevant stakeholders (managers/supervisors)
- June - July 2021: Identify professional development training/resources.
- August-November 2021: Set forth strategies and training opportunities to support employee development to achieve mobility.
- January 2021: Propose recommendations to improve staff mobility.



## SECTION 3: DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.<sup>1</sup> This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and discipline negatively impacts a department's ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.<sup>2</sup> Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

<sup>1</sup> Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

<sup>2</sup> Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

### DEPARTMENT GOAL

#### *What is the department's overall goal on Discipline and Separation?*

The department addresses employee performance and behavior issues at the lowest level, and focuses on coaching, training, and mentoring to improve performance and behavior.

Notes: See DT staff survey question #9 and #19.

## Action Items

### 3.1. Create a clear, equitable, and accountable protocol for disciplinary actions.

3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.

RESOURCES COMMITTED:	Staff time
INDICATORS:	Create tracking mechanism Analyze data annually
TIMELINE:	Start: January 2021



Complete: August 2021  
STATUS: Implemented, then ongoing  
LEAD: City Administrator HR-ELR team assigned to DT  
IMPLEMENTATION PLAN:

- Process implemented to track instances of discipline that includes type of discipline, demographics, and division. Sensitive information will be redacted for anonymity.
- Ongoing: Analyze the data annually while ensuring protection of confidentiality.

**3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.**

RESOURCES COMMITTED: Staff time  
INDICATORS: Create tracking mechanism  
Analyze data annually  
TIMELINE: Start: January 2021  
Complete: August 2021  
STATUS: Partially implemented  
LEAD: City Administrator HR-ELR team assigned to DT  
IMPLEMENTATION PLAN:

- Process implemented to track instances of discipline that includes type of discipline, demographics, and division. Sensitive information will be redacted for anonymity.
- Ongoing: Analyze the data annually while ensuring protection of confidentiality.
- 7/1/21 – 12/31/21: Implement process to track all departures from DT, including PEX, TEX, and staff that voluntarily leave.

**3.1.3. Train supervisors and staff on bias and equitable discipline and separation.**

RESOURCES COMMITTED: Staff time  
May require funding for training  
INDICATORS: Percentage of staff who completed training  
TIMELINE: Start: January 2021  
Complete: June 2022  
STATUS: Not started



LEAD: DT Strategy, City Administrator HR-ELR team assigned to DT

IMPLEMENTATION PLAN:

- 1/1/21 – 6/30/21: All supervisors to complete implicit bias training.
- 1/1/21 – 6/30/21: All staff to complete the training, “ERD: Understanding the Disciplinary Process.”
- 1/1/21 – 6/30/21: DT Strategy to identify an appropriate training for managers on equitable discipline and separation.
- 6/30/22: All supervisors to complete additional training on equitable discipline and separation.

**3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.**

RESOURCES COMMITTED: Staff time

INDICATORS: Human resources trained on alternative dispute resolution

TIMELINE: Start: January 2021  
Complete: December 2021

STATUS: Not started

LEAD: DT HR

IMPLEMENTATION PLAN:

- 1/1/21 – 6/30/21: Explore DT participation DHR’s pilot Peer Mediation Program.
- 7/1/21 – 12/31/21: Evaluate DT’s participation in the pilot Peer Mediation Program and research best practices in alternative dispute resolution.
- 1/1/2021 – 6/30/2021: RE Leaders and interested mentors to develop a game-based mentorship program as detailed in Action Item 5.2.2.
- 1/1/2021 – 6/30/2021: Document DT’s approach to focusing on internal coaching, training, and mentoring for performance improvement as an alternative to formal discipline.
- 7/1/2021 – 12/31/2021: Conduct internal required training session to share DT’s policy and practice on coaching for performance improvement.

**3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.**



RESOURCES COMMITTED:	Staff time
INDICATORS:	Reduction of racial disparities in disciplinary actions
TIMELINE:	Start: January 2021 Complete: June 2022
STATUS:	Not started
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• 1/1/2021 – 6/30/2021: Document DT’s approach to focusing on internal coaching, training, and mentoring for performance improvement as an alternative to formal discipline.</li><li>• 7/1/2021 – 12/31/2021: Conduct internal required training session to share DT’s policy and practice on coaching for performance improvement.</li><li>• 1/1/21 – 6/30/21: All supervisors to complete implicit bias training.</li><li>• 1/1/21 – 6/30/21: All staff to complete the training, “ERD: Understanding the Disciplinary Process.”</li><li>• 1/1/21 – 6/30/21: DT Strategy to identify an appropriate training for managers on equitable discipline and separation.</li><li>• 6/30/22: All supervisors to complete additional training on equitable discipline and separation.</li></ul>





## SECTION 4: DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.<sup>1</sup> In general, a department's leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.<sup>2</sup> Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

<sup>1</sup> Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>.

<sup>2</sup> Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

### DEPARTMENT GOAL

#### ***What is the department's overall goal on Diverse and Equitable Leadership and Management?***

DT is committed to maintaining and growing a diverse and equitable leadership and management team. DT will actively seek training opportunities to build leadership and management awareness, vocabulary, conversation, and action to place racial equity, inclusion and belonging at the forefront.

## Action Items

### **4.1. Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.**

#### **4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.**

RESOURCES COMMITTED: Staff time

INDICATORS: % increase in diverse leadership



TIMELINE: Start: January 2021  
Complete: August 2021

STATUS: Not started

LEAD: DT HR

IMPLEMENTATION PLAN:

- 1/1/2021-3/31/2021: Review the City's hiring and recruitment policies
- 4/1/2021-5/31/2021: Revisit the RE framework and review for alignment with hiring and recruitment policies. Post DT RE Action Plan on DT website.
- 4/1/2021-6/30/2021: Review positions where employees are serving in "acting" capacity and eligibility for acting pay
- 4/1/2021-6/30/2021: Review positions where employees are at top of class and eligibility for extended range for supervisory role
- 4/1/2021-6/30/2021: Establish criteria for acting and supervisory advancements
- 6/1/2021-6/30/2021: Review and update upper management job announcements to reflect commitment to diversity, fairness, and equity in hiring
- 7/1/2021-7/31/2021: Review and update job recruitment and DT's website to reflect commitment to diversity, fairness, and equity in hiring
  - Emphasize commitment to diverse and equitable leadership
  - Emphasize training opportunities
- 8/31/2021: Communicate the policy and goal to hiring managers, DT employees and interview panelists
- 2/28/2023: Run report on % increase in diverse leadership in FY21/22

**4.1.2. Commit to ongoing racial equity training and development for leadership.**

RESOURCES COMMITTED: Staff time

INDICATORS: # of training & development completed by leadership per quarter  
% of managers taking training

TIMELINE: Start: January 2021  
Complete: June 2022

STATUS: Research has begun. Existing and planned training courses identified (Introduction to Implicit Bias, Diversity Foundation, Crucial Conversations, Building Trust). Will continue to search for additional training opportunities.



LEAD: DT Strategy

IMPLEMENTATION PLAN:

- 1/31/2020-7/31/2021: Identify available City training courses on racial equity, implicit bias, social justice and related topics and stretch DT's training budget for highest impact and value
- Ongoing: Resources will procure training opportunities
- 08/1/2021-6/30/2022: Leadership take training
- Ongoing: Track training
- 02/28/2023: Run report on # of training and development completed by leadership by quarter for FY21-22

**4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.**

RESOURCES COMMITTED: Staff time

INDICATORS: Senior leadership demographic included in the department annual report

TIMELINE: Start: October 2020  
Complete: December 2020

STATUS: Completed

LEAD: DT HR

IMPLEMENTATION PLAN:

- 12/31/2020: Include leadership and senior management demographics in action plan.
- 12/31/2020: Post DT Racial Equity Plan with senior leadership demographics on DT's Racial Equity website.
- 2/28/2022: Run senior leadership demographic report for annual RE AP report

**4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.**

RESOURCES COMMITTED: Staff time

INDICATORS: % of staff is aware of the process

TIMELINE: Start: February 2021  
Complete: April 2021

STATUS: Implemented and active, will refresh with raffle

LEAD: DT Admin Asst



IMPLEMENTATION PLAN:

- 12/14/2020-2/28/2021: Purchase locked employee suggestion/feedback box or mailbox for Public Safety Division located at 200 Paul Avenue.
- Monthly: Resources will check DT 1) physical locked employee suggestion box as feasible during COVID-19 telecommuting and 2) digital suggestion box online in DT's internal SharePoint site are available to employees
- Continuous: Advertise/market the suggestion box in the DT monthly newsletter, DT Town Hall and monthly Meet-up meeting
- 02/1/2021-03/2021: Check for employee awareness by running a free raffle for employees who drop their names and/or feedback/suggestions in the digital suggestion box following the February 2021 Town Hall
- Monthly: Retrieve submissions monthly at a minimum or no later than week prior to DT Town Hall.
- Present and respond to submissions publicly at DT Staff Town Hall quarterly by CIO
- 4/2021: Announce raffle winners.
- 2/28/2022: Report % staff aware of suggestion process



## SECTION 5: MOBILITY AND PROFESSIONAL DEVELOPMENT

When an Employee's Needs are Met, so are the Department's Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential.<sup>1</sup> By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

<sup>1</sup> Evelyn Carter, Restructure Your Organization to Actually Advance Racial Justice, Harvard Business Review (Jun. 22, 2020) <https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice>.

### DEPARTMENT GOAL

#### ***What is the department's overall goal on Mobility and Professional Development?***

Provide training, professional development, mentorship and leadership support to all employees to ensure they have the knowledge, skills and abilities necessary to be successful in their current position and individual goals, and to be ready for opportunities they wish to pursue.

## Action Items

### **5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.**

#### **5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	# of available professional development opportunity
	# of completed training
TIMELINE:	Start: January 2021
	Complete: September 2022
STATUS:	Not started
LEAD:	DT Strategy
IMPLEMENTATION PLAN:	
	<ul style="list-style-type: none"> <li>1/1/2021-7/31/2021: Identify additional training within DT's training budget</li> </ul>



- 7/1/2021-6/30/2022: Employees to complete training
- Continuous: Employees with approval of supervisor may submit training requests continuously throughout the year
- Ongoing: Department will communicate mandatory training to employees through email, monthly all staff meeting, DT Town Hall, and monthly newsletter
- 7/1-2021-9/30/2021: Employees and supervisors must identify FY21-22 individual training and professional development goal in annual Employee Goal Setting document
- 10/1/2021-12/31/2021: Employees and supervisors will identify a specific training or professional development course offered through the City, external partners, Lynda (LinkedIn), professional associations, memberships, marketplace vendors, and others
- 1/1/2022-1/31/2022: Supervisors, Managers, Strategy & Performance, CIO, and CFO will prioritize training requests in a fair and equitable manner within department training budget and union tuition reimbursement program fund
- Procure approved training courses in a timely manner
- DT Strategy & Performance will track training paid by DT Training budget
- 7/1/2021-7/31/2021: Provide training to employees to add and track training and completion in SF Learning
- 9/30/2022: Employees will report training completed on their annual Employee Self-Assessment
- 2/28/2023: Report # of available professional development opportunities and # of completed training in FY21-22

**5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.**

RESOURCES COMMITTED: Staff time  
INDICATORS: # of attended, external conferences  
TIMELINE: Start: January 2021  
Complete: June 2022  
STATUS: Not started  
LEAD: DT Strategy  
IMPLEMENTATION PLAN:

- 7/1/2021-7/31/2021: Provide training to employees to add and track external conferences and completion in SF Learning



- 7/1/2021-7/31/2021: DT Finance will provide training on pre-approval authorization for travel, eligible expenses, and completion and submission of field or travel expense report
- 7/1/2021-9/30/2021: Employees and supervisors must identify FY21-22 conference, if any, in annual Employee Goal Setting document
- 10/1/2021-12/31/2021: Supervisors, Managers, Strategy & Performance, CIO, and CFO will prioritize training requests in a fair and equitable manner within department training and travel budgets and union tuition reimbursement program fund
- Continuous: Employees with approval of supervisor may submit conference requests subject to Admin Code 12X and acceptance of gift policies continuously throughout the year
- Procure approved conference registration paid by department/Employee Development Fund in a timely manner
- DT Strategy & Performance will track conferences paid by DT Training and Travel budgets
- 7/1/2021-6/30/2022: Employees to attend approved conferences
- 7/1/2022-9/30/2022: Employees will report training completed on their annual Employee Self-Assessment
- 2/28/2023: Report # of attended conferences, external conferences

**5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually
TIMELINE:	Start: January 2021 Complete: September 2022
STATUS:	Not started
LEAD:	DT Strategy
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• 1-31/2021-7/31/2021: Identify opportunities for continual and extended learning within DT's training budget</li><li>• 7/1/2021-7/31/2021: Provide training to employees to add and track learning completion in SF Learning</li><li>• 7/1/2021-9/30/2021: Employees and supervisors must identify FY21-22 continual and extended learning goal in annual Employee Goal Setting document</li></ul>





- Continuous: Employees with approval of supervisor may submit continual and extended learning requests continuously throughout the year
- 7/1/2021-9/30/2021: Employees and supervisors will identify a specific continual and extended learning offered through the City, external partners, Lynda (LinkedIn), professional associations, memberships, marketplace vendors, and others
- 10/1/2021-12/31/2021: Supervisors, Managers, Strategy & Performance, CIO, and CFO will prioritize continual and extended learning requests in a fair and equitable manner within department training budget and union tuition reimbursement program fund
- Procure approved continual and extended learning courses paid by department/Employee Development Fund in a timely manner
- DT Strategy & Performance will track continual and extended learning paid by DT Training budget
- 7/1/2021-6/30/2022: Employees to complete continual and extended learning
- 7/1/2022-9/30/2022: Employees will report training completed on their annual Employee Self-Assessment
- 2/28/2023: Report # of staff enrolling and completing extended learning and \$ dedicated to extended learning for FY21-22

**5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.**

RESOURCES COMMITTED: Staff time

INDICATORS: # of staff participating in outside events or opportunities

TIMELINE: February 2021  
Complete: September 2022

STATUS: Not started

LEAD: DT Strategy

**IMPLEMENTATION PLAN:**

- 7/1/2021-7/31/2021: Provide training to employees to add and track external professional events and completion in SF Learning.
- 7/1/2021-9/30/2021: Employees and supervisors must identify FY21-22 external professional event goal in annual Employee Goal Setting document
- 7/1/2021-9/30/2021: Employees and supervisors will identify a specific external professional event offered through the City, external partners,



Lynda (LinkedIn), professional associations, memberships, marketplace vendors, and others

- 10/1/2021-12/31/2021: Supervisors, Managers, Strategy & Performance, CIO, and CFO will prioritize external professional event requests in a fair and equitable manner within department training budget and union tuition reimbursement program fund
- Continuous: Employees with approval of supervisor may submit external professional event requests continuously throughout the year
- Procure approved external professional events paid by Department/Employee Development Fund in a timely manner
- DT Strategy & Performance will track external professional events paid by DT Training budget
- 7/1/2021-6/30/2022: Employees to complete external professional events
- 7/1/2021-9/30/2022: Employees will report external professional events attended on their annual Employee Self-Assessment
- 2/28/2023: Report # of staff participating in outside events or opportunities for FY21-22

**5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.**

RESOURCES COMMITTED: Staff time

INDICATORS: Adopt a tracking system, analyze annually  
# of staff of color utilizing professional development

TIMELINE: Start: March 2021  
Complete: December 2022

STATUS: Not started

LEAD: DT Strategy

IMPLEMENTATION PLAN:

- 3/1/2021-4/30/2021: Develop an employee questionnaire on professional and skills development
- 5/1/2021-5/31/2021: Roll out questionnaire to employees
- 6/1/2021-6/30/2021: Categorize responses
- 7/1/2021-7/31/2021: Supervisors and Managers review responses and address in Employee goal setting and Performance review
- 2/28/2023: Run report on # of staff of color utilizing professional development during FY21-22



## **5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.**

### **5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Bi-annual performance evaluation program to all staff
TIMELINE:	Start: March 2021 Complete: July 2021
STATUS:	Not started
LEAD:	DT Strategy
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• 3/1/2021-3/31/2021: Assess current annual Performance Evaluation</li><li>• 4/1/2021-4/30/2021: Conduct requirements gathering for updating annual Performance Evaluation form</li><li>• 5/1/2021-5/31/2021: Seek approval to modify form</li><li>• 6/1/2021-6/30/2021: Add skills and abilities in performance review requirement data field to ServiceNow Performance Review</li><li>• 7/1/2021-7/31/2021: Train employees on updated ServiceNow Performance Review requirement</li><li>• 2/28/2023: Run report on # of completed annual performance reviews for FY21-22</li></ul>

### **5.2.2. Create a mentorship program between senior and junior level staff.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	# of mentorship programs per year # of meetings per program cycle
TIMELINE:	Start: January 2021 Complete: June 2021
STATUS:	Not started
LEAD:	Skip Niesen, Project Manager, RE Leaders
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• 1/1/2021-3/31/2021: RE Leaders and interested mentors to meet and discuss establishing a game-based mentorship program (points based, badges earned)</li><li>• 4/1/2021-5/31/2021: Roll out pilot program</li></ul>



- 6/1/2021-6/30/2021: Advertise the pilot program and include in new employee onboarding
- 7/1/2021: Roll out game
- Track # participants

### **5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.**

**5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Process developed % of staff aware of accommodation process # of accommodations made increased
TIMELINE:	Start: January 2021 Complete: April 2021
STATUS:	Not started
LEAD:	DT HR
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• 1/1/2021-3/31/2021: Define the accommodation request process</li><li>• 4/1/2021-4/30/2021: Announce and socialize process through Emma</li><li>• 4/1/2021-5/31/2021: Analyze the Emma email click and view rate to determine staff awareness</li><li>• 4/1/2021-4/30/2021: Add process information to DT internal SharePoint for reference</li><li>• Ongoing: Track accommodation requests received</li><li>• 2/28/2023: Run report % of staff aware of accommodation process and # of accommodations made in FY21-22</li></ul>

**5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Accommodations discussed and recorded during bi-annual performance evaluation process
TIMELINE:	Start: July 2021 Complete: July 2021



STATUS: Implemented

LEAD: DT Strategy

IMPLEMENTATION PLAN:

- 7/1/2021-7/31/2021: Employees identify roadblocks and circumstances in annual employee self-assessment

**5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).**

RESOURCES COMMITTED: Staff time

INDICATORS: Improvement in overall staff mental health, increase in staff feedback

TIMELINE: Start: January 2021

Complete: May 2021

STATUS: Partially implemented

LEAD: DT Innovation

IMPLEMENTATION PLAN:

- Maintain current identified staff break spaces within facilities
- Maintain access to Atrium open space at 1SVN, 2<sup>nd</sup> floor
- Maintain department lactation room at 1SVN, 2<sup>nd</sup> floor
- 1/1/2021-4/30/2021 Develop an employee city services guide
- 5/1/2021-5/31/2021 Increase employee awareness of employee resources, i.e., EAP, Peer Mediation, affordable housing, rent board, BIPOC resources etc. at Town Hall and newsletters

**5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e. g. transportation stipends, exercise stipends, childcare, etc.**

RESOURCES COMMITTED: Staff time

INDICATORS: Assessment performed annually

\$ set aside for accommodations

Increase in staff awareness of accommodations

TIMELINE: Start: March 2021

Complete: July 2021

STATUS: Not Started

LEAD: DT Strategy



IMPLEMENTATION PLAN:

- 3/1/2021-3/31/2021: Review accommodations budget
- 4/1/2021-4/30/2021: Request budget increase for accommodations, if needed, during budget cycle
- 3/1/2021-7/31/2021: Leadership to take Speed of Trust training.
- Build employee trust to openly speak with leadership about challenges and issues
- Develop cadence for managers to meet and discuss strategy, implementation, tips, problem solve

**5.3.5. Respect religious and cultural practices of employees.**

RESOURCES COMMITTED: Staff time  
Space

INDICATORS: Improvement in overall staff mental health

TIMELINE: Start: January 2021  
Complete: March 2021

STATUS: Not Started

LEAD: DT RE Leaders

IMPLEMENTATION PLAN:

- Maintain current identified staff break spaces within facilities
- Maintain access to Atrium open space at 1SVN, 2<sup>nd</sup> floor
- Maintain department lactation room at 1SVN, 2<sup>nd</sup> floor
- Maintain unrestricted use of community spaces for religious and cultural practices
- 1/1/2021-3/31/2021: Review harassment training for guidelines on religious and cultural practices
- Encourage staff to attend City diversity celebrations open to the public



## SECTION 6: ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.<sup>1</sup> This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

<sup>1</sup> Aysa Gray, The Bias of ‘Professionalism’ Standards, Stanford Social Innovation Review (Jun. 4, 2019) [https://ssir.org/articles/entry/the\\_bias\\_of\\_professionalism\\_standards](https://ssir.org/articles/entry/the_bias_of_professionalism_standards).

### DEPARTMENT GOAL

***What is the department’s overall goal on Organizational Culture of Inclusion and Belonging?***

Ensuring everyone feels included, has a sense of belonging, enjoys coming to work and is valued in the day-to-day work they perform and in employee engagement activities the department organizes.

## Action Items

### 6.1. Foster an intentional organizational culture that is committed to inclusion and belonging.

6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.

RESOURCES COMMITTED:	Staff time
INDICATORS:	Department mission, policies, and procedures are updated and available Number of policies and procedures updated to reflect commitment to inclusion





**TIMELINE:** Start: January 2021  
Complete: December 2021

**STATUS:** Not started

**LEAD:** DT RE Leaders

**IMPLEMENTATION PLAN:**

- 1/1/21 – 3/31/21: Solicit input from staff on edits to the department’s mission, employee policies, and procedures.
- 4/1/21 – 9/30/21: DT RE Leaders to draft update to department’s mission and identify employee policies and procedures that should be updated or created.
- 10/1/21- 12/31/21: Review proposed updates with staff and finalize revised mission, employee policies and procedures.

**6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.**

**RESOURCES COMMITTED:** Staff time

**INDICATORS:** Regular, scheduled meetings with RE Team to implement RE Action Plan

**TIMELINE:** Start: July 2020  
Complete: July 2020

**STATUS:** Completed

**LEAD:** DT RE Leaders

**IMPLEMENTATION PLAN:**

- 7/1/20 – 7/31/20: Recruit racial equity leads from each division.
- 9/1/20 – 9/30/20: Conduct kickoff meeting to review Racial Equity Action Plan.
- 10/1/20 – 12/31/20: Create working groups to create each section of DT’s REAP and questions for DT RE staff survey.
- 11/1/20 – 12/31/20: Schedule regular working meetings with RE leads to complete RE AP.

**6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.**

**RESOURCES COMMITTED:** Staff time

**INDICATORS:** RE Action Plan is published on department website

**TIMELINE:** Start: July 2020  
Complete: December 2020



STATUS: Completed  
LEAD: DT RE Leaders  
IMPLEMENTATION PLAN:

- 6/1/20 – 7/13/20: Complete DT Vulnerable Populations Engagement Survey
- 7/1/20 – 7/31/20: Recruit racial equity leads from each division.
- 10/1/20 – 12/31/20: Create working groups to create each section of DT's REAP and questions for DT RE staff survey.
- 9/1/20 – 11/30/20: Develop, conduct, and analyze DT RE staff survey.
- 7/1/20 – 12/31/20: Complete initial DT REAP.
- 1/1/20 – 3/31/20: Develop system to track RE action items.
- Ongoing: Conduct quarterly DT RE Lead meetings to track progress and develop annual updates going forward.

#### 6.1.4. Regularly report to staff on RE Action Plan updates.

RESOURCES COMMITTED: Staff time  
INDICATORS: Ongoing reporting  
TIMELINE: Ongoing  
STATUS: Ongoing  
LEAD: DT RE Leaders, DT Strategy  
IMPLEMENTATION PLAN:

- 8/24/20: Shakira Simley to present at DT Town Hall about Office of Racial Equity
- 10/6/20: DT RE Leaders to present at DT Town Hall about DT REAP.
- Ongoing: Provide updates on DT REAP in DT's Q1 and Q3 Townhall Meetings.
- Ongoing: Provide updates on DT REAP in DT newsletters.

#### 6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.

RESOURCES COMMITTED: Staff time  
INDICATORS: % of staff is aware of the process  
Results of DT RE staff survey on affinity groups  
Number of DT affinity groups and their activities  
TIMELINE: Start: January 2021  
Complete: December 2022  
STATUS: Not started  
LEAD: DT RE Leaders



IMPLEMENTATION PLAN:

- 1/1/21 – 6/30/21: Survey DT RE Leaders to evaluate interest in creating affinity groups
- 1/1/21 – 6/30/21: Include question in DT's RE staff survey to evaluate interest in creating affinity groups
- 7/1/21 – 12/31/21: If there is interest, allocate time for staff to create and participate in affinity groups
- 1/1/21 – 6/30/21: Research if there are any citywide affinity groups and disseminate information to DT staff.
- 7/1/21 – 12/31/21: Conduct brown bag lunch meetings with featured speakers.

**6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter
TIMELINE:	Start: January 2020 Complete: June 2022
STATUS:	Research has begun. Existing and planned training courses identified (Introduction to Implicit Bias, Diversity Foundation, Crucial Conversations). Will continue to search for additional training opportunities.
LEAD:	DT Strategy, DT RE Leaders

IMPLEMENTATION PLAN:

- 1/31/2020-7/31/2021: Identify available City training courses on racial equity, implicit bias, social justice and related topics and stretch DT's training budget for highest impact and value
- Ongoing: Resources will procure training opportunities
- 08/1/2021-6/30/2022: Staff to take training
- Ongoing: Track training
- 02/28/2023: Run report on # of training and development completed by staff by quarter for FY21-22



**6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Survey is administered annually Survey results are included in the department annual review
TIMELINE:	Start: October 2020 Complete: December 2020, then on-going
STATUS:	Completed
LEAD:	Karen Hong, Organizational Development and Governance Manager
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>October 2020: DT RE Leads will create first draft of survey. DT RE Leaders will create subgroups for each section of the Action Plan. Each subgroup will review and edit survey questions for their section. DT RE Leaders seek feedback from their divisions.</li><li>November 2020: DT RE Leads will analyze results of survey and disaggregate the data.</li><li>December 2020: DT RE Leads will incorporate staff input into RE plan.</li></ul>

**6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.**

RESOURCES COMMITTED:	Staff time Funding for art, décor, and design
INDICATORS:	Increase in staff engagement
TIMELINE:	Start: July 2021 (dependent on reopening of offices) Complete: December 2022
STATUS:	Not started
LEAD:	DT RE Leaders, DT Engagement Committee
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>7/1/21 – 9/30/21: Conduct a review of the current art, décor, and design of DT work sites and of their potential for enhancements.</li><li>7/1/21 – 12/31/21: Solicit suggestions from DT staff on ideas for how to reflect racial and societal diversity.</li><li>1/1/22 – 6/30/22: Create plan and secure funding for enhancing art, décor, and design, including the possibility of rotating installations.</li><li>7/1/22 – 12/31/22: Implement new art, décor, and design plan.</li></ul>



## 6.2. Develop internal communication processes and procedures that promote equity.

### 6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.

RESOURCES COMMITTED:	Staff time
INDICATORS:	Increase in staff feedback, participation, and response to communications
TIMELINE:	Start: January 2021 Complete: March 2021
STATUS:	Not started
LEAD:	DT Communications
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>1/1/21 – 2/28/21: Compile list of all department-wide and division-wide mailing lists.</li><li>3/1/21 – 3/31/21: Identify owner of each list to ensure all staff are on the appropriate lists.</li><li>1/1/21 – 3/31/21: Review process for on-boarding new hires to ensure they are added to the appropriate lists.</li></ul>

### 6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics

RESOURCES COMMITTED:	Staff time
INDICATORS:	Ongoing staff participation and feedback
TIMELINE:	Start: January 2021 Complete: December 2021
STATUS:	Not started
LEAD:	DT Strategy
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>1/1/21 – 12/31/21: Track diversity of speakers at DT quarterly Town Hall meetings.</li><li>4/1/21 – 12/31/21: Include topics focused on diversity and inclusion in at least two department-wide meetings per year.</li><li>7/1/21 – 12/31/21: Research and invite thought leaders from outside DT to speak on diversity and inclusion in technology.</li></ul>



**6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.**

RESOURCES COMMITTED:	Staff time Funding may be required for enhancements
INDICATORS:	Ongoing staff participation and feedback
TIMELINE:	Start: July 2020 (dependent on offices reopening) Complete: December 2021
STATUS:	Ongoing
LEAD:	DT RE Leaders
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• 7/1/20 – 7/31/20: Create DT Racial Equity channel in Microsoft Teams/DT Commons</li><li>• 7/1/20 – 9/30/20: Create SharePoint page for DT Racial Equity Action Plan</li><li>• 8/1/20 – 9/30/20: Create Microsoft Teams subchannel for the 21-Day Racial Equity Action Plan</li><li>• 3/1/21 – 6/30/21: Include question in annual DT RE survey to solicit suggestions from staff on if improvements are needed for physical or digital spaces for information sharing.</li><li>• 7/1/21 – 9/30/21: Conduct a review of physical spaces for information sharing at DT work sites.</li><li>• 7/1/21 – 9/30/21: Solicit suggestions from DT staff on if improvements are needed for physical spaces for information sharing.</li><li>• 10/1/21 – 12/31/21: Develop recommendations on if improvements are needed for physical spaces for information sharing.</li></ul>

**6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.**

**6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Protocol distributed internally and with any outward-facing interactions
TIMELINE:	Start: January 2021 Complete: June 2021
STATUS:	Not started
LEAD:	DT Communications



IMPLEMENTATION PLAN:

- 1/1/21 – 3/31/21: Coordinate with DHR, RED, and ADM-Digital Services to learn best practices for event and communication accessibility protocol.
- 4/1/21 – 4/30/21: Determine if DHR or ADM-Digital Services accessibility protocols are appropriate for DT, or if should develop our own protocols.
- 5/1/21 – 6/30/21: Implement accessibility protocols, including potential accommodations to address limitations.

**6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.**

RESOURCES COMMITTED:	Staff time Funding for facility improvements
INDICATORS:	A plan for physical space improvement \$ funding secured Successful implementation
TIMELINE:	Start: July 2021 (dependent on reopening of offices) Complete: December 2022
STATUS:	Not started
LEAD:	DT Admin Assts

IMPLEMENTATION PLAN:

- 7/1/21 – 9/30/21: Conduct accessibility evaluation of all DT work sites and identify all accessibility deficiencies.
- 10/1/21 – 6/30/22: Create DT accessibility improvement plan, including evaluation of the severity of deficiencies and estimated cost of solutions, to prioritize accessibility improvements and accommodations.
- 7/1/22 – 12/31/22: Recommend improvements to RED.

**6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	A plan for digital improvement \$ funding secured



	Successful implementation
TIMELINE:	Start: January 2021
	Complete: December 2022
STATUS:	Not started
LEAD:	SFGovTV
IMPLEMENTATION PLAN:	
	<ul style="list-style-type: none"><li>• 1/1/21 – 6/30/21: SFGovTV to conduct a digital accessibility evaluation of their website and video productions.</li><li>• 1/1/21 – 6/30/21: SFGovTV to conduct a digital accessibility evaluation of DT's website and digital communications.</li><li>• 7/1/21 – 12/31/21: Create DT digital accessibility improvement plan, including evaluation of the severity of deficiencies and estimated cost of solutions, to prioritize accessibility improvements and accommodations.</li><li>• 1/1/22 – 6/30/22: Implement cost-neutral improvements and secure funding for additional improvements, if needed.</li><li>• 7/1/22 – 12/31/22: Implement additional improvements, if needed.</li></ul>

#### 6.3.4. Invest in translation services.

RESOURCES COMMITTED:	Staff time
	Funding for translation services
INDICATORS:	# Increase in translated materials
TIMELINE:	Start: January 2021
	Complete: June 2021
STATUS:	Not started
LEAD:	SFGovTV
IMPLEMENTATION PLAN:	
	<ul style="list-style-type: none"><li>• 1/1/21 – 3/30/21: Investigate available City translation services.</li><li>• 1/1/21 – 3/30/21: SFGovTV to investigate best practices in website translation.</li><li>• 4/1/21 – 6/30/21: Implement strategy for translation of DT website and other public-facing materials.</li></ul>

#### 6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.

RESOURCES COMMITTED:	Staff time
INDICATORS:	Increase in staff using inclusive identity expression, second nature





TIMELINE: Start: January 2021  
Complete: December 2021

STATUS: Not started

LEAD: DT RE Leaders

IMPLEMENTATION PLAN:

- 1/1/21 – 6/30/21: Create strategy for educating DT staff about gender identity and pronouns, and to encourage use of pronouns. Look at resources such as Out and Equal's "[Strategies for Inclusion in the Workplace](#)."
- 1/1/21 – 6/30/21: Add preferred pronouns to DT's email signature template.
- 7/1/21 – 12/31/21: Create DT Racial Equity Team subgroup to identify other strategies for encouraging inclusive identity expression.

**6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.**

RESOURCES COMMITTED: Staff time

INDICATORS: Accommodations information infused throughout department touchpoints (e.g., website, event announcements)  
Provide closed-captioning by default  
Increased digital equity (e.g., access) for all employees

TIMELINE: Start: July 2021  
Complete: July 2022

STATUS: Not started

LEAD: DT Admin Assts, DT Communications, SFGovTV

IMPLEMENTATION PLAN:

- 7/1/21 – 7/31/21: Post accessibility and accommodation information developed in Action Items 6.3.1 and 6.3.3 on department websites. Investigate need for additional lap tops and connectivity for DT Public Safety staff
- 7/1/22 – 7/31/22: Post accessibility and accommodation information developed in Action Items 6.3.2 in DT work sites.
- 1/1/21 – 6/30/21: SFGovTV to develop report on options for increasing presentation of accessibility information.



#### **6.4. Expand the internal culture of belonging by fostering relationships with the external communities the department serves.**

##### **6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.**

RESOURCES COMMITTED:	Staff time
INDICATORS:	Community will have an impact on all department projects
TIMELINE:	Start: January 2021 Complete: December 2021
STATUS:	Not started
LEAD:	DT Communications, DT Strategy, SFGovTV
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• 1/1/21 – 6/30/21: As part of Phase 2 of DT’s Racial Equity Action Plan, build an outreach list of communities, non-profit organizations, student organizations, and others who may be interested in or impacted by DT’s work.</li><li>• 1/1/21 – 6/30/21: Leverage public hearing ordinance to solicit community feedback on DT’s annual budget.</li><li>• 7/1/21 – 12/31/21: Create working groups for DT’s public-facing initiatives (including Fiber to Housing, SFGovTV, and public access television) to develop plans for increasing community feedback and participation.</li></ul>

##### **6.4.2. Find opportunities to invest into and support the communities the department serves.**

RESOURCES COMMITTED:	Staff time Additional funding
INDICATORS:	A plan for community investment \$ funding secured Successful implementation
TIMELINE:	Start: July 2021 Complete: December 2022
STATUS:	Not started
LEAD:	DT Finance, DT Strategy, SFGovTV
IMPLEMENTATION PLAN:	<ul style="list-style-type: none"><li>• 7/1/21 – 12/31/21: Create working groups for DT’s public-facing initiatives (including Fiber to Housing, SFGovTV, and public access television) to develop</li></ul>



budget proposals to expand investment in communities of color. Clarify HUD grant funding in support of public housing connectivity.

- 1/1/22 – 7/21/22: Obtain funding.
- 8/1/22 – 12/31/22: Implement program enhancements.



## SECTION 7: BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bylaws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

This section is not applicable. DT does not have any Boards or Commissions.

## IMPLEMENTATION SCHEDULE

DT developed an implementation schedule to monitor and track our progress over time. This schedule also highlights the resources needed to make meaningful and lasting change. To that end, staff play a critical role in helping our department move forward. Approximately ten different DT teams are represented in the schedule and have a lead role.

DT is intentional about engaging various divisions across the organization to promote accountability and racial equity awareness. Staff have provided input to set the initial timeframe of three years, after which the racial equity plan will be fully implemented. The department will closely monitor progress and update the schedule on an ongoing basis as we continue to develop plans for future staff engagement and long-term root cause solutions.

[illegible]



## Appendix A – Vulnerable Populations Served

Originally submitted in July of 2020.

### 1. Which communities of color do you serve? (Select all that apply) \*

- ☒ Black or African-American
- ☒ Latino/a/x or Hispanic
- ☒ Middle Eastern or North African
- ☒ Indigenous, Native American or American Indian
- ☒ Pacific Islander/Native Hawaiian
- ☒ East Asian
- ☒ Southeast Asian
- ☒ South Asian/Indian
- ☒ Filipino/a/x

Other:

### 2. What other vulnerable groups/communities do you serve? (Select all that apply) \*

- Seniors and Older Adults
- Children and Youth
- Transgender, Gender Variant, Intersex People
- Lesbian, Gay, Bisexual, Queer People
- People with Disabilities and Medical Conditions
- People with Mental Health and Behavioral Health Issues
- People with Limited-English Proficiency
- Undocumented People
- People Facing Food Insecurity
- People who are Subjected to Intimate Partner Violence
- ☒ Public Housing Residents
- Caregivers
- Detained/Justice-Involved People
- Shift, Temporary Gig, Low-wage Workers
- Low-income Students
- People facing Digital Access/Connectivity Issues
- People who Rely Exclusively on Public Transit
- Under/Uninsured People



People Who Are  
Unbanked/No Access to  
Credit/Debit Cards



Other:

DT's SFGOVTV provides a variety of original content that focuses on engaging and supporting communities of color

### Overview of Engagement Activities

Please provide an overview of your engagement activities with communities of color and other vulnerable groups. Note: In the "Vulnerable Populations Engagement Assessment - Details" document, you can provide specifics for each of the groups you have identified in the table provided.

### 3. Please describe your community engagement activities with individuals and groups in San Francisco's communities of color. \*

The Department of Technology (DT) is primarily an internal services department meaning that we serve other City departments rather than the public directly. However, DT does operate three initiatives where we engage communities of color directly: Fiber to Housing (FTH), SFGovTV and public access television.

FTH provides free high-speed Internet access to residents of public and affordable housing developments it serves. FTH is a collaboration between DT, MOHCD and a local Internet provider. FTH works to reduce the digital divide by bringing free high-speed Internet to residents of public and affordable housing. FTH currently offers free high-speed internet access in over 4200 units in 36 affordable housing properties. To support distance learning during the COVID-19 pandemic, the FTH initiative provided service to an additional 1126 units in Alice Griffith, Hunter's View, North Beach, 201 Turk and 211 Jones--affordable housing complexes where SFUSD identified high concentrations of students.

SFGovTV provides critical information to the public on City governance and operations by broadcasting and streaming video. During the COVID-19 pandemic SFGovTV has emphasized distributing critical health guidance and directives to communities of color and all San Francisco communities. SFGovTV facilitates community engagement by televising, live-streaming, and archiving video of San Francisco's boards and commissions. And with the suspension of in-person meetings during the COVID-19 pandemic, SFGovTV provides the only opportunity for the community to engage, participate and give public comment on boards and commissions.

SFGovTV also produces a wide variety of original content that focuses on engaging and supporting communities of color, such as:

- QuickBites: An Emmy award winning program on food and community in San Francisco. Segments have provided information on resources such as the SFUSD Meal Distribution program, City College's free culinary training programs, the Healthy Corner Store initiative, and the Cooking Project that teaches youth cooking skills. Other segments



have highlighted POC-owned restaurants such as Anthony's Cookies, La Cocina, the Filipino Night Market, and the Bayview Bistro.

- Shop and Dine in the 49: a program that promotes local businesses has featured POC-owned businesses such as Yvonne's Southern Sweets in the Bayview, the Wok Shop and Dragon Papa Dessert in Chinatown, El Toro Night Club in the Portola, and DiJu Jewelry in the Mission Calle 24 Latino Cultural District.
- What's Next SF? A program that highlights innovative work by City departments has featured a number of initiatives aimed at engaging communities of color, such as Opportunities for All (a youth career development program) and Pathways to Citizenship that supports citizenship-eligible immigrants.

The Bay Area Video Coalition (BAVC) operates the "SF Commons" through a grant from the DT. SF Commons provides basic video production training, facilities for producing video and the opportunity to broadcast and webstream locally generated content. BAVC trains and supports local producers as well as non-profit organizations. BAVC's producers are predominantly people of color: 47% Black; 35% White; 7% Asian; 6% Latinx; 2% Native American; 3% Unknown.

#### **4. Based on your work, what critical issues do these communities face? \***

Communities of color face inequalities in Internet access which exacerbate all other inequalities in terms of education, economic opportunity and access to health care. The COVID-19 crisis has exposed many of these disparities, for example lack of Internet access now means lack of access to remote learning or basic health care services as neighborhood health clinics have closed to in-person appointments. For the communications related programs, communities of color face a lack of representation and a platform to express specific, local needs.

#### **5. Who are the community based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders) \***

The FTH program typically engages with non-profit housing providers, residential services providers, tenant associations and individual residents to address service needs. SFGovTV engages with CBO's through programming featuring their work. SF Commons engages with community based organizations by (1) recruiting them as organizational members, (2) producing a series Non-Profit spotlight and (3) producing short informational videos for social media distribution.

### **Budget Considerations & Impacts**

This section assesses your department's FY20/21 budget, decision-making processes, and as well as supports for engagement with vulnerable populations you serve.





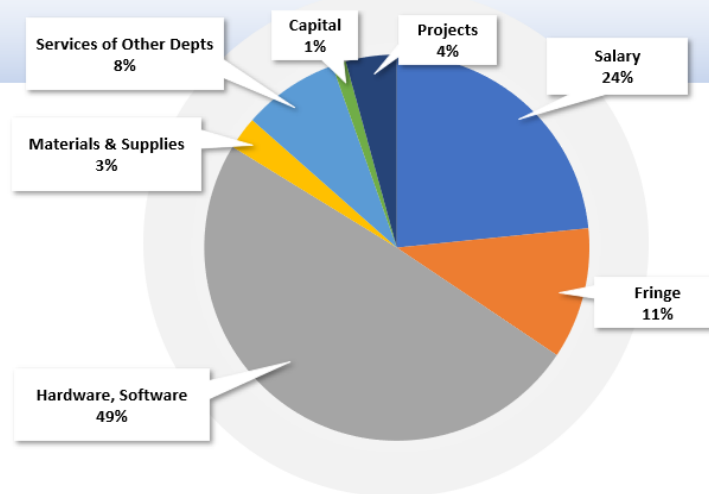
**6. What is your Department's total annual budget for FY 20/21? Briefly describe how your Department generally decides upon its proposed budget allocations: \***

Based on preliminary budget numbers for FY20-21, the total DT budget is \$144M (as of June 2020).



## Budget Uses by Expenditure Type

*Where Does The Money Go?*



**7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget? \***

The primary data taken into account for vulnerable populations was the number of public and affordable housing units yet unserved.

**8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes? \***

Yes

No

**9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here: \***

DT held a public meeting to solicit public input on budget priorities in February 2020.



**10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \***

Software and IT maintenance ~\$67M.

**11. Beyond salaries and benefits, what is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \***

The third highest would be Services from Other Depts (including Digital Services and Open Data) at ~\$11M.

**12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \***

Salary and Fringe ~ \$45M. [\*Identifying next largest expenditure]

**13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory. \***

Minor equipment ~\$1.5M

**14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve? \***

In the FY 20/21 budget, 0.6% of DT's budget or \$900k has been attributed to vulnerable populations. As indicated above, DT is primarily an internal services agency so much of our spending indirectly supports vulnerable populations by serving the departments that support them. In addition, the portion of the work of SFGovTV and SF Commons is difficult to attribute vulnerable populations, so was not included in this estimate.



# Closing the Digital Divide with Internet Service

*Providing Equal Access to Student Distance Learning, Telemedicine, Jobs and CITY SERVICES*

## Fiber to Housing

- 2017-2019 1,600 units, wired \$1.0M
  - 2019-2020 2,132 units, wired \$1.3M
  - COVID May-June 1,300 units, wifi, 525 students \$0.7M
  - COVID shelter sites 5 sites, 545 beds
  - 5,000 apartments connected, approximately 20,000 residents served
  - FY20/21 budget is \$900k
- ▶ \$600/unit

## Partnership between DT and MOHCD Digital Equity Program

- Training, routers, testing, education, connections!



North Beach Apartments



Alice Griffith



201 Turk



Hunters View Phase I & II



111 Jones

## Community Rooms Connected in Last 6 Weeks

1. Westbrook
2. Sala Burton Manor
3. Alice Griffith (1/5)
4. Hunters View Phase I
5. North Beach Place Apartments
6. Bernal Dwellings
7. Alice Griffith (2/5)
8. Arnett Watson Apartments
9. Alice Griffith (3/5)
10. Alice Griffith (4/5)
11. Alice Griffith (5/5)

## Community Rooms To Be Started x 12

1. Ping Yuen 795/711, 795 Pacific-TBD units  
**PRIORITY -Demarc Drop TBD, but it will be near roof.**
2. Sunnydale Youth Center, 1652 Sunnydale-775 units/440 students  
**PRIORITY -Fiber at DPH Clinic**
3. Plaza East Apartments, 1300 Buchanan- 193 units/ 114 students  
**PRIORITY -Fiber on backside**
4. Valencia Gardens, 390 Valencia-260 units/68 students  
**PRIORITY -On hold, no access yet**
5. Ping Yuen West, 895 Pacific Ave- 241 units/ 60 students  
**PRIORITY -On hold, no access yet**

## 15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department's ability to advance equity? \*

In FY 2019/2020 the FTH was able to offer service to an additional 2500 units of affordable housing, 1400 prior to the COVID-19 crisis and an additional 1100 on an expedited bases since then. Unfortunately, due to the City's financial constraints the budget for this project is being reduced from \$2.4 million in FY 2019/20 to a currently proposed \$900,000 in FY 2020/21. For



SFGovTV, any type of funding gaps or limitations in our overall production budget limits our ability as producers, photographers, and editors to effectively and thoroughly convey the stories that reflect and benefit communities of color. Limited funding or limitations on funding prevent quality work in pre-production, production, & post-production because instead of focusing on quality we are forced to concentrate on quantity which thereby negatively affects the outcome of the production which affects the ability to advance equity.

**16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts. \***

Limitations on funding will slow the pace of expansion of the FTH program. For SFGovTV, limited funding or limitations on funding prevent quality work in pre-production, production, & post-production because instead of focusing on quality we are forced to concentrate on quantity which thereby negatively affects the outcome of the production which affects the ability to advance equity and impacts communities of color and vulnerable communities. The less stories, videos, productions we are allowed to do due to budget/funding gaps, the less information about people, programs, initiatives, etc., we are able to deliver to the community and public at large.

**17. How does your commitment to vulnerable population(s) show up in your proposed expenditures? \***

☒ Staff Time

Grants to Community-Based Organizations

☒ Direct Service(s)

☒ Professional Development for Staff

☒ Recruitment and Hiring

Events

Other:

**18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity? \***

Examples might include staff time allocations, and/or programmatic commitments that are intended to reduce or eliminate disparities experienced by communities of color and other vulnerable groups.

Budget will be realigned to advance racial equity in:

- recruitment and hiring;
- fiber to public housing program to close the digital divide for underserved populations and SFUSD students;



- public service announcements and original content production to inform and educate vulnerable populations in English and targeted languages;
- writing and preparing RFPs in a manner that encourages a diverse respondent pool and/or opportunities for joint ventures that rewards contractors that will mentor underrepresented minority-owned firms and advance racial equity or have racial equity plans and programs in operation.
- train the trainer program for cybersecurity awareness offered at public housing sites and through community-based organizations;

### Focus Areas

A comprehensive approach to fostering an equitable and just San Francisco includes these focus areas.

### 19. Does your spending address specific equity needs?

Please refer to your previous responses about expenditures.

	Largest expenditure	Second largest expenditure	Lowest expenditure
Racial Disparities			
Disability Access			
Public Safety			
Economic development			
Academic Achievement			
Climate and Environment			
Housing and Homelessness			
Transportation and Mobility			
Justice System			
Community Health and Wellness			
Workforce and Fair Employment			
Information Technology and Digital Equity		✓	
Education, Knowledge and	✓		



Community Wisdom

Wealth Building and Economic  
Justice

Arts and Culture

Food Justice and Sovereignty

LGBTQIA+ and Gender Justice

**20. How do you get feedback on the success of your proposed spending? The return on investment?**

	Largest Expenditure	Second largest Expenditure	Lowest Expenditure
Focus groups/interviews with stakeholders			
Results based evaluation			
Unbiased data collection			
Participatory budgeting			
Performance on key indicators			



## Appendix B – Vulnerable Populations Engagement Assessment

Originally submitted in July of 2020.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
Low Income Public/Affordable Housing Tenants	Provide connectivity	1.6%	\$2.4 m (\$1.8 m in FY 19/20. Includes carry forward from prior year.)	COVID-19 revealed the need to accelerate program to provide residents access to distance learning, remote work and telemedicine.	Free internet access available to 2500 units of affordable housing.



## Appendix C – Results from Department Assessment and Employee Survey

### DT staff survey results

#### Racial and/or Ethnic Self-Identity of Survey Respondents

Racial / Ethnic Self-Identity	Percentage	Number
Am. Indian or Alaskan Native (not Hispanic)	0%	0
Asian (except Filipino)	25%	29
Black or African American (not of Hispanic origin)	3%	3
Hispanic or Latinx	4%	5
Filipino	6%	7
Native Hawaiian or Pac. Islander	1%	1
White (not of Hispanic origin)	26%	30
Multiracial	5%	6
Decline to state	31%	36

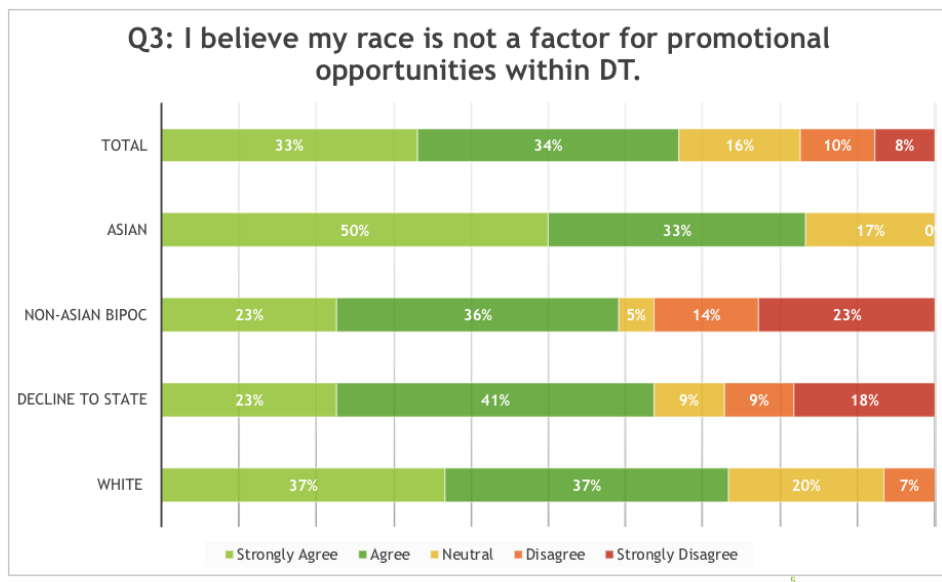
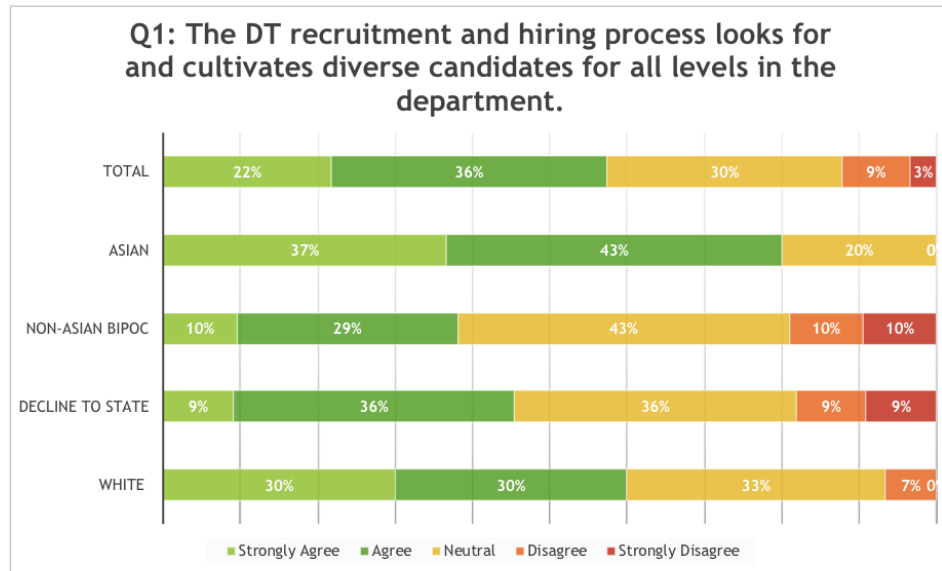
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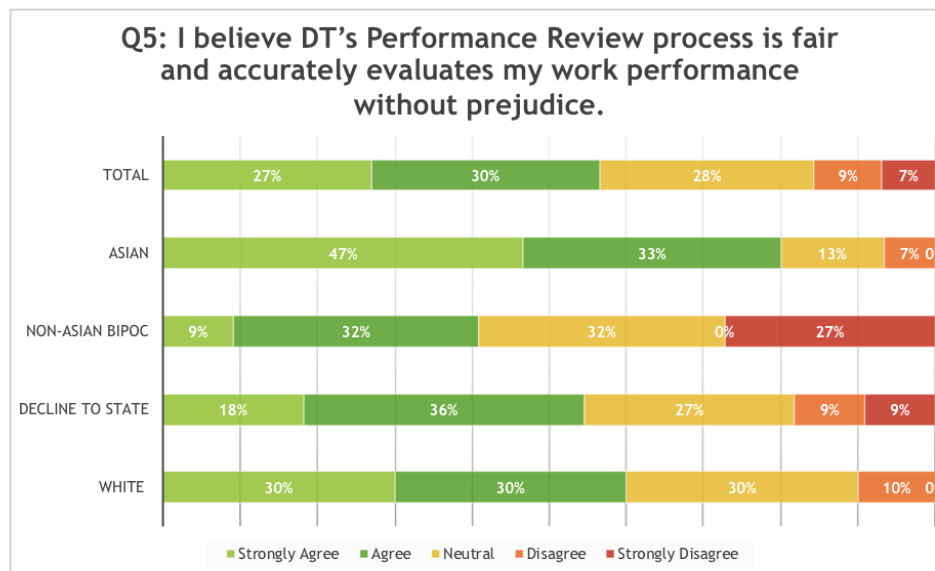
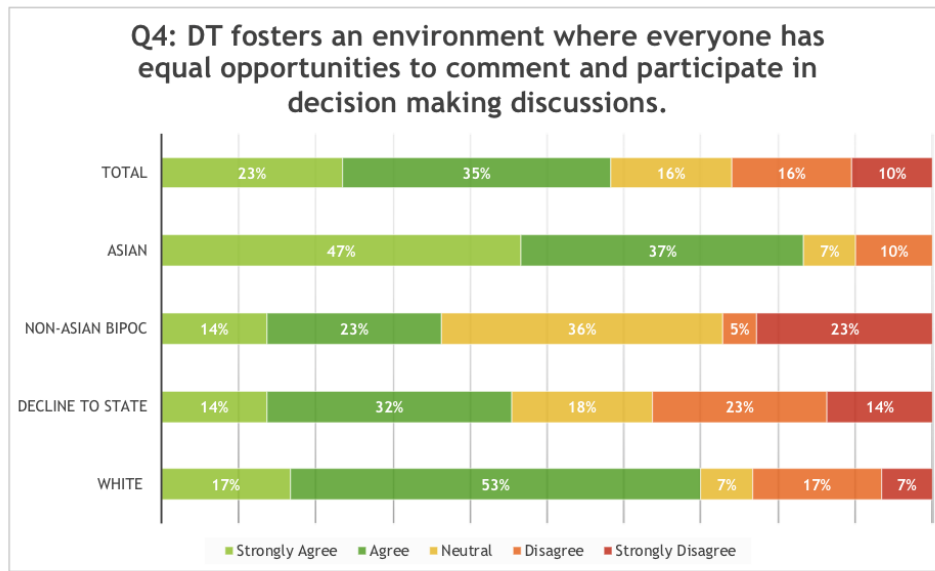
#### Disaggregation of DT Racial Equity Staff Survey Results

- ▶ DHR “Rule of Ten:” Recommends not disaggregating data for groups of less than ten to respect anonymity
- ▶ DT analyzed the survey results for the following groups:
  - ▶ Asian: 29 responses
  - ▶ Non-Asian Black, Indigenous, People of Color: 22 responses
  - ▶ Decline to state: 36 responses
  - ▶ White: 30 responses
- ▶ “Non-Asian BIPOC” includes Black or African American, Hispanic or Latinx, Filipino, Native Hawaiian or Pac. Islander, and Multiracial

3

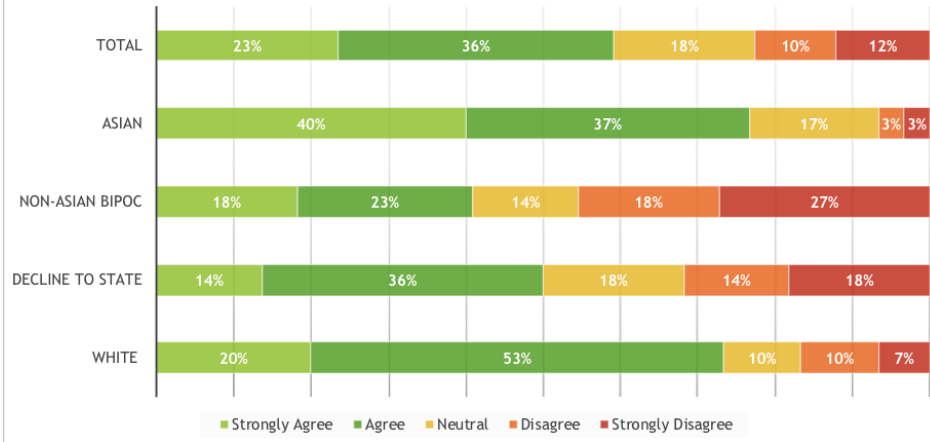






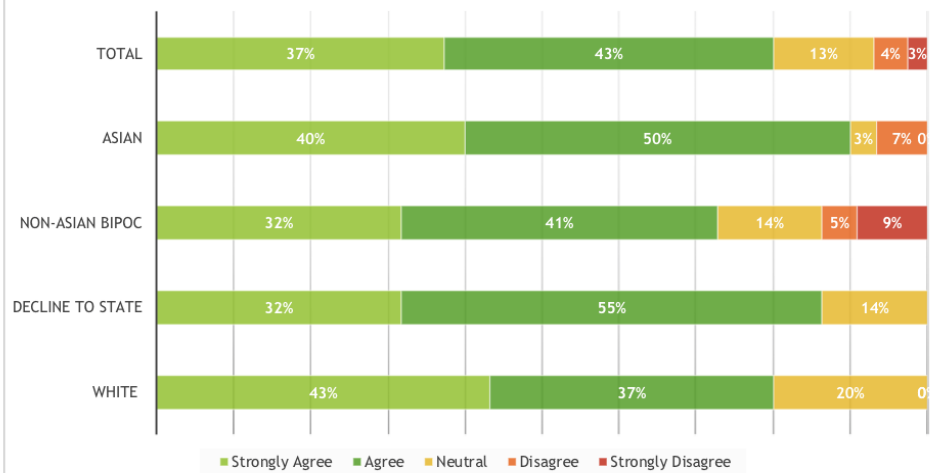


**Q6: I believe my work contributions are recognized by leadership and employee accomplishments are shared in a similar way in the Department.**

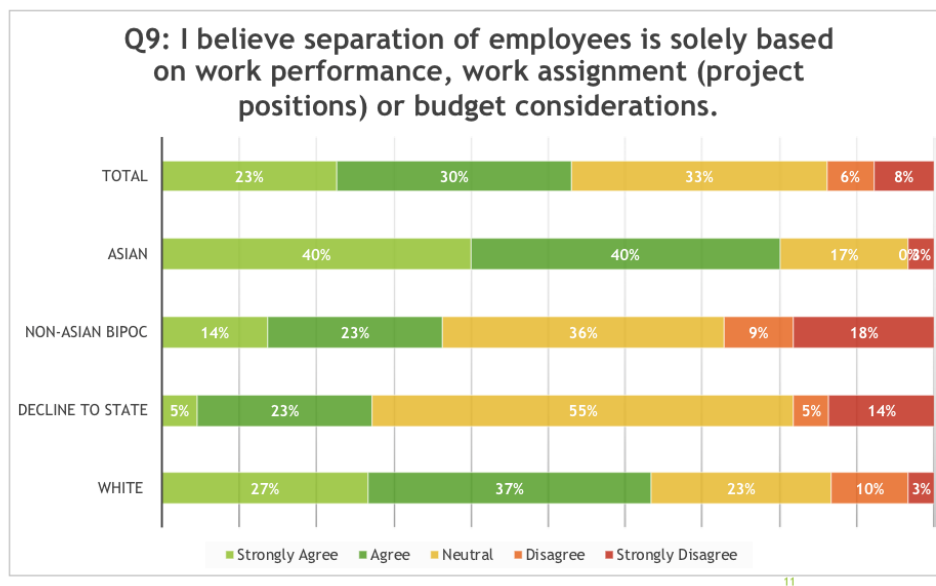
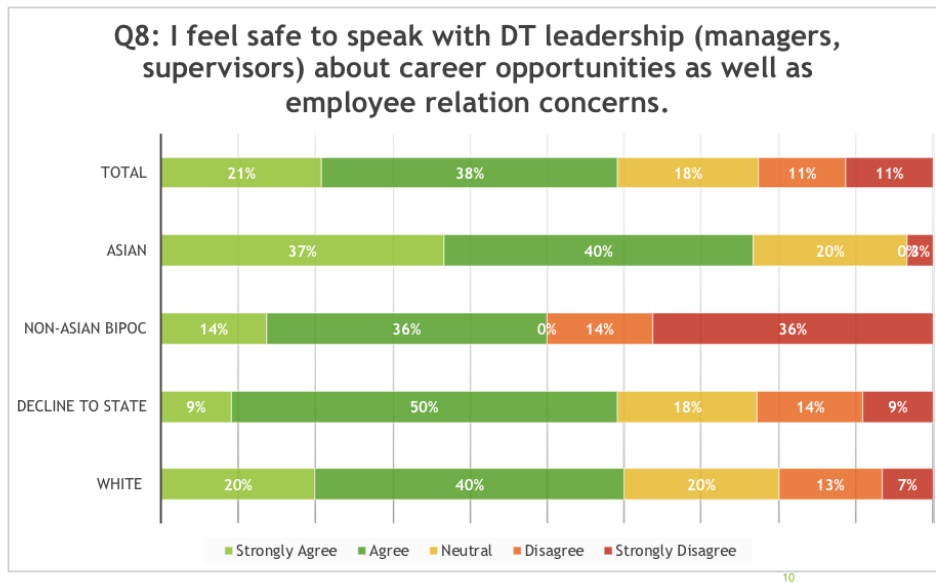


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**Q7: My coworkers and I work well together and can resolve personal differences in a respectful way.**

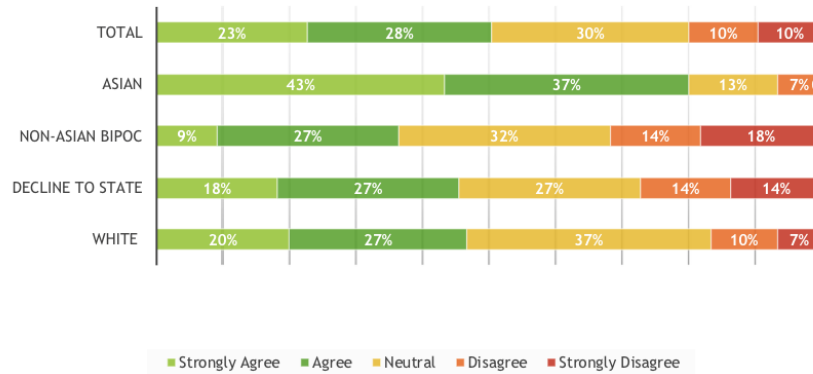


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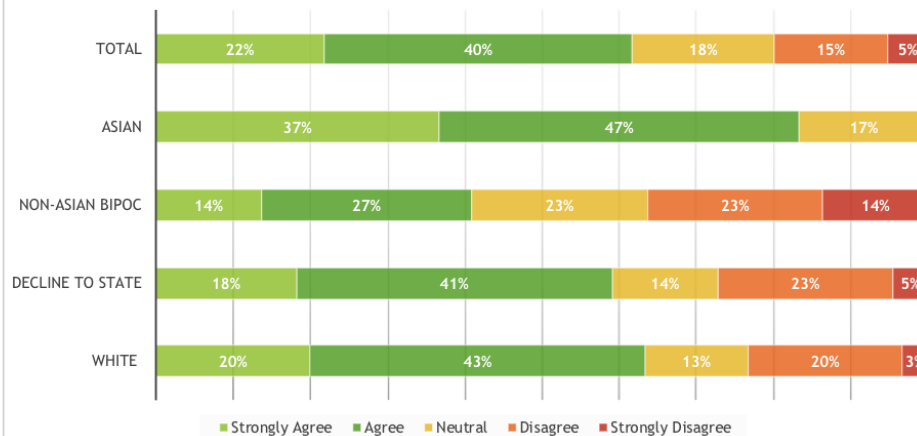


**Q10: DT applies the City's policies and procedures for disciplinary actions consistently to all employees.**



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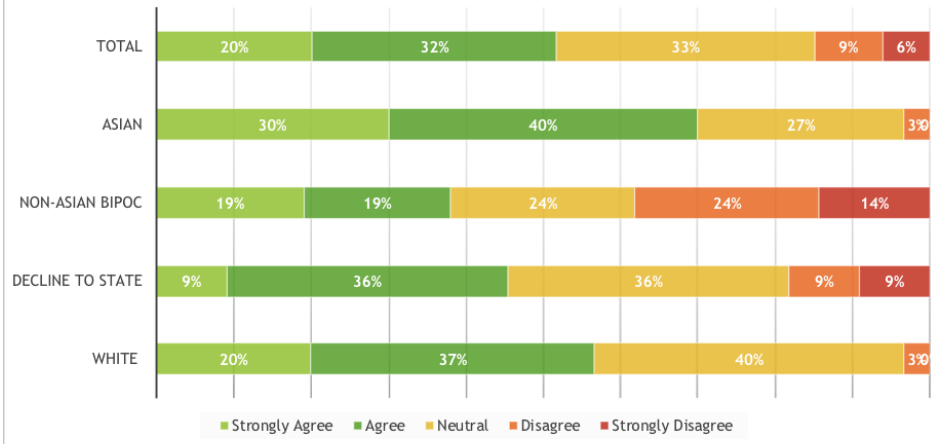
**Q11: DT has a racially diverse leadership team (Department Director to Team Supervisors).**



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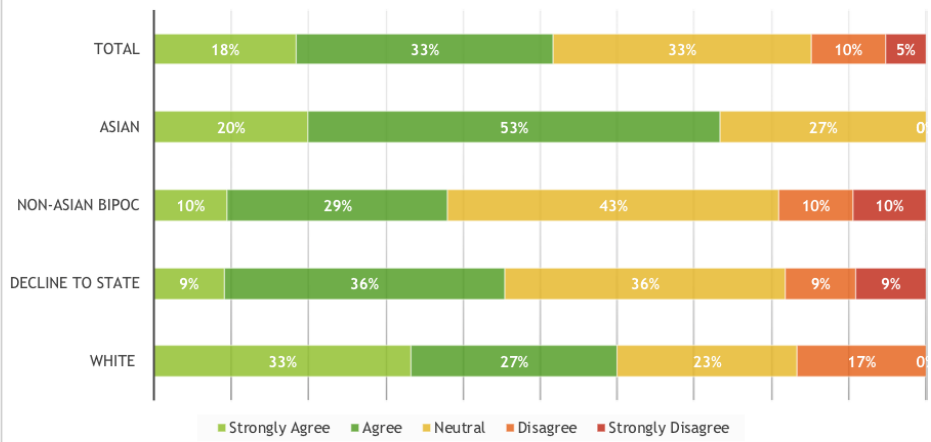


**Q12: DT leadership and management are committed to understanding the challenges facing BIPOC employees at DT.**



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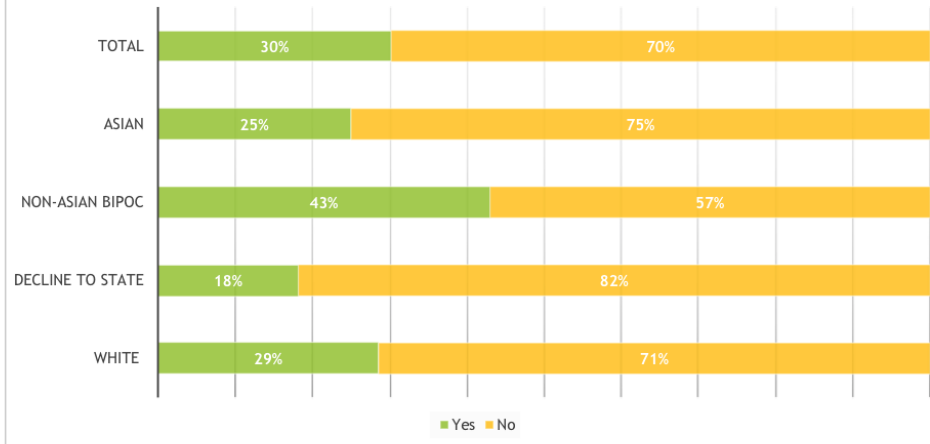
**Q13: BIPOC employees participate in leadership and decision making within our organization.**



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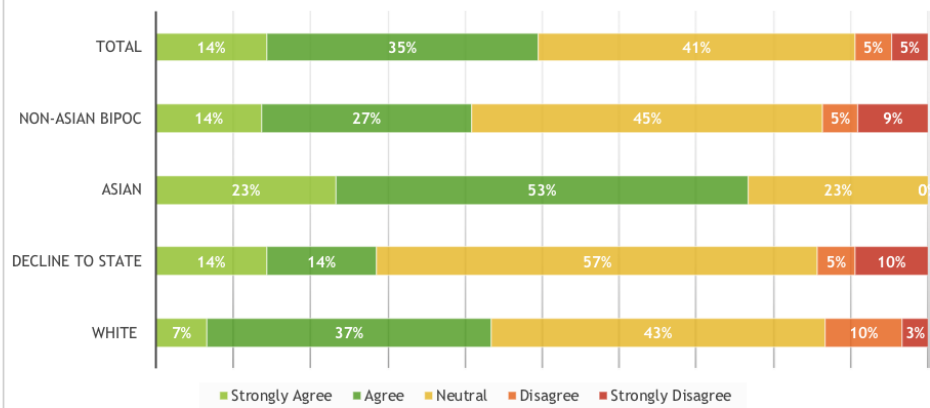


**Q16: Are you interested in being a mentor to a junior level employee to deliver equity and inclusion coaching?**

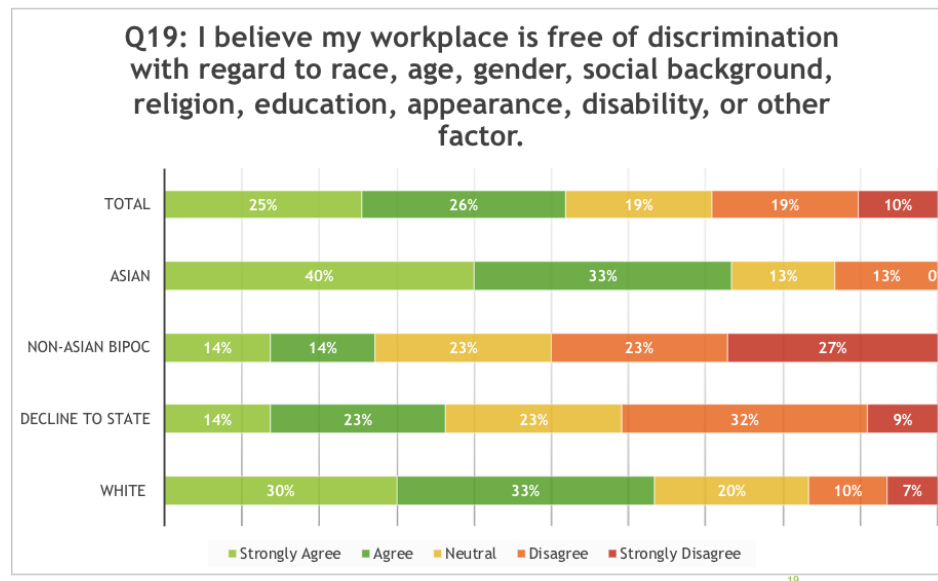
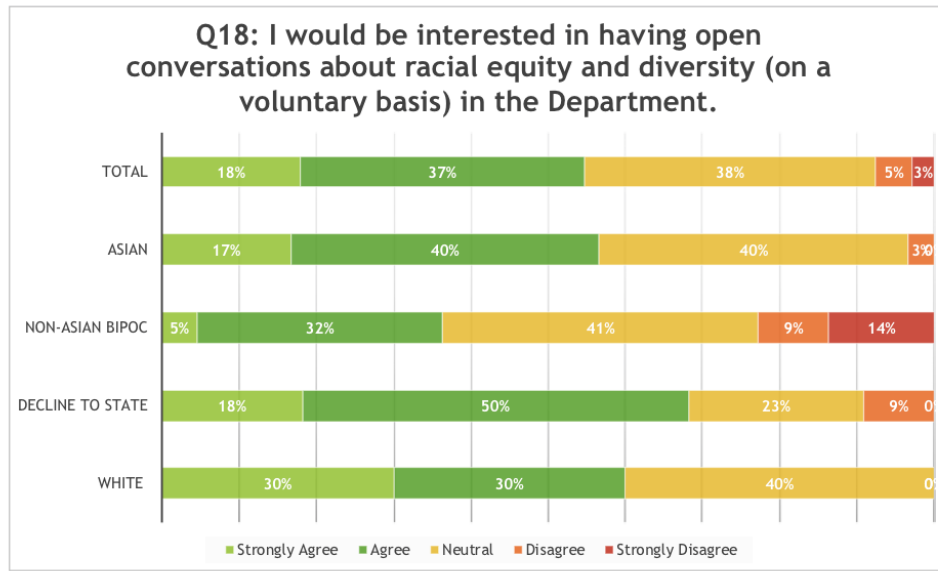


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**Q17: DT prioritizes initiatives that put racial equity at the forefront of its decision-making processes (consider affordable housing, digital equity, UTN, VOIP, data platform, cybersecurity projects).**



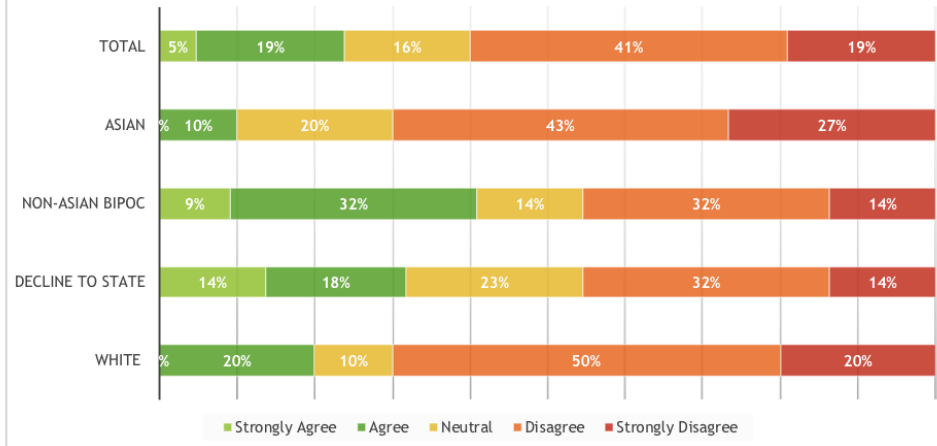
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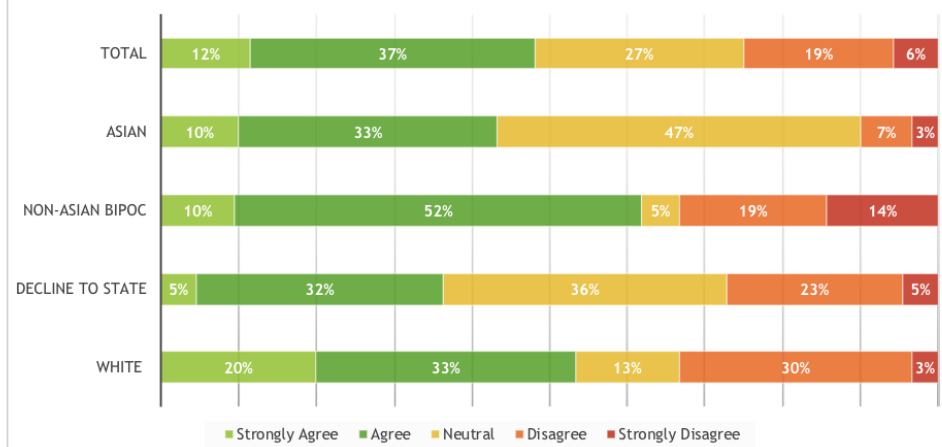


**Q20: I observe/have observed racial tension between employees in my department.**

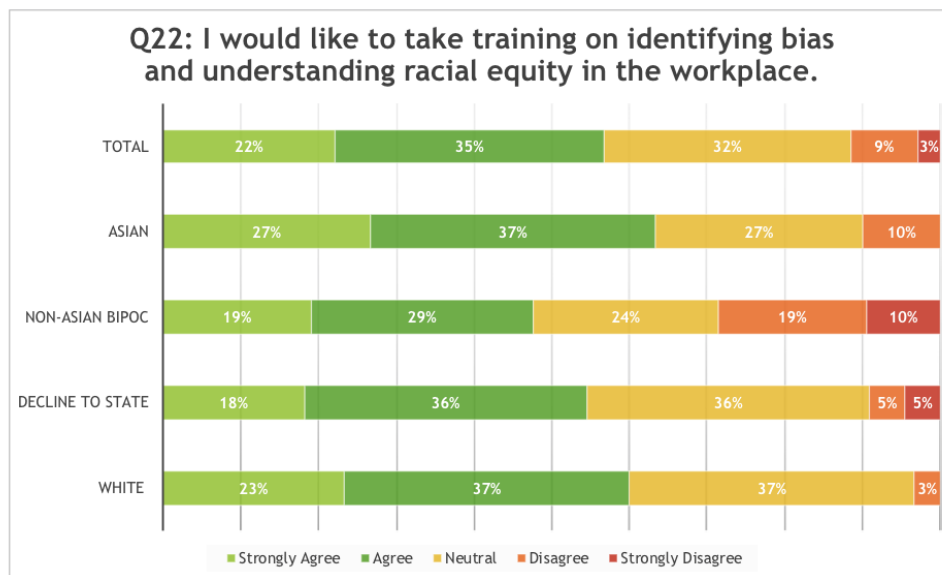


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**Q21: I am comfortable talking about race within my department work setting.**



21



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