

[Nominate an Employee](#)

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Nominate an Employee

The Employee of the Month (EoM) is an employee recognition program that honors the exceptional work of select HSA employees. The awards are a one-time honor presented by their department's respective commission:

- The **Human Services Commission** honors employees in the Department of Benefits and Family Support (Economic Support and Self-Sufficiency programs and Family and Children's Services) and the HSA Administrative Division (Finance, Budget, Administration, Policy and Planning, Operations, IT, Human Resources, Investigations, etc.).
- The **Disability and Aging Services Commission** honors employees from the Department of Disability and Aging Services (DAS).

Employee nomination process

[Submit nomination by email](#)

Submit nomination by email

Any employee can nominate another employee by completing an email form and sending it to their respective commission's secretary. The email form asks for the following information: your name and the nominee's name, title, program, and reason for the nomination (described in 4-5 sentences).

- [HS Commission Email Form](#) - emailed to Elizabeth LaBarre
- [DAS Commission Email Form](#) - emailed to Bridget Badasow

NOTE: Please limit your nomination to an individual colleague rather than a team or program.

[After nominations](#)

After nominations

- Every nomination is added to a master list, which also tracks past winners.
- Each month, the commission secretary provides the list of nominees to their respective executive director and deputy directors. The awardee selections are based on the reasons for being nominated, past winners, and the number of nominations.
- Commission secretaries inform the awardees and notify staff via an all-staff email.

[Presentation of awards](#)

Presentation of awards

- Every EoM receives their award at that month's commission meeting. Family and friends are encouraged to attend.
- An EoM is awarded each month, except July, unless there is a cancellation. For the HS Commission, December is devoted to the Manager of the Year awardee. To nominate a manager, contact [Elizabeth LaBarre](#).

[Questions?](#)

Questions?

Contact your commission secretary:

- HS Commission: [Elizabeth LaBarre](#), 415-557-6540
- DAS Commission: [Bridget Badasow](#), 415-355-3509

From: [Kaplan, Daniel \(HSA\)](#)
To: [LaBarre, Elizabeth \(HSA\)](#)
Subject: FW: Employee of the month
Date: Tuesday, April 6, 2021 9:31:38 AM
Attachments: [Oscar Zin.docx](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image021.png](#)
[image022.png](#)
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[image049.jpg](#)
[image050.png](#)
[image051.png](#)
[image052.jpg](#)
[image053.jpg](#)
[image054.jpg](#)

See attached from Katrina.

Dan Kaplan

Deputy Director for Administration & Finance



O: 415-557-5641



daniel.kaplan@sfgov.org



From: Williams, Katrina (HSA) <katrina.williams@sfgov.org>

Sent: Monday, April 5, 2021 6:23 PM

To: Kaplan, Daniel (HSA) <daniel.kaplan@sfgov.org>

Subject: RE: Employee of the month

Hi Dan,

Here is a short blurb on Oscar Zin.

Thanks,

Katrina Williams, MA, EdD (she/her/hers)

Interim Director
Human Resources

O: (415) 557-6681



Office Address:

1650 Mission Street, Suite 400

San Francisco, CA 94103

www.SFHSA.org



From: Kaplan, Daniel (HSA) <daniel.kaplan@sfgov.org>

Sent: Sunday, April 4, 2021 8:46 PM

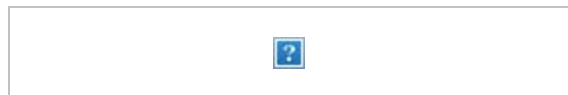
To: Williams, Katrina (HSA) <katrina.williams@sfgov.org>; Toledo, Natalie (HSA) <natalie.toledo@sfgov.org>; Zapien, Esperanza (HSA) <Esperanza.Zapien@sfgov.org>; Huang, Joseph (HSA) <Joseph.Huang@sfgov.org>; Rudakov, Vladimir (HSA) <Vladimir.Rudakov@sfgov.org>; Barone, Doris (HSA) <doris.barone@sfgov.org>; Gibbs, Emily (HSA) <emily.gibbs@sfgov.org>; Walsh, Robert (HSA) <robert.walsh@sfgov.org>

Subject: RE: Employee of the month

Any additional thoughts for employee of the month nominations?

Dan Kaplan

Deputy Director for Administration & Finance



O: 415-557-5641



daniel.kaplan@sfgov.org



From: Kaplan, Daniel (HSA)

Sent: Tuesday, March 30, 2021 4:38 PM

To: Williams, Katrina (HSA) <katrina.williams@sfgov.org>; Toledo, Natalie (HSA) <natalie.toledo@sfgov.org>; Zapien, Esperanza (HSA) <esperanza.zapien@sfgov.org>; Huang, Joseph (HSA) <joseph.huang@sfgov.org>; Rudakov, Vladimir (HSA) <vladimir.rudakov@sfgov.org>; Barone, Doris (HSA) <doris.barone@sfgov.org>; Gibbs, Emily (HSA) <emily.gibbs@sfgov.org>; Walsh, Robert (HSA) <Robert.Walsh@sfgov.org>

Subject: RE: Employee of the month

Thank you.

Dan Kaplan

Deputy Director for Administration & Finance



O: 415-557-5641



daniel.kaplan@sfgov.org



From: Williams, Katrina (HSA) <katrina.williams@sfgov.org>

Sent: Tuesday, March 30, 2021 4:37 PM

To: Kaplan, Daniel (HSA) <daniel.kaplan@sfgov.org>; Toledo, Natalie (HSA) <natalie.toledo@sfgov.org>; Zapien, Esperanza (HSA) <Esperanza.Zapien@sfgov.org>; Huang, Joseph (HSA) <Joseph.Huang@sfgov.org>; Rudakov, Vladimir (HSA) <Vladimir.Rudakov@sfgov.org>; Barone, Doris (HSA) <doris.barone@sfgov.org>; Gibbs, Emily (HSA) <emily.gibbs@sfgov.org>; Walsh, Robert (HSA) <robert.walsh@sfgov.org>

Subject: RE: Employee of the month

I would like to nominate Aung "Oscar" Zin, he works at the HR Reception desk. I will send a write up soon.

Katrina Williams, MA, EdD (she/her/hers)

Interim Director
Human Resources

O: (415) 557-6681



Office Address:

1650 Mission Street, Suite 400

San Francisco, CA 94103

www.SFHSA.org



From: Kaplan, Daniel (HSA) <daniel.kaplan@sfgov.org>

Sent: Tuesday, March 30, 2021 1:28 PM

To: Toledo, Natalie (HSA) <natalie.toledo@sfgov.org>; Williams, Katrina (HSA) <katrina.williams@sfgov.org>; Zapien, Esperanza (HSA) <Esperanza.Zapien@sfgov.org>; Huang, Joseph (HSA) <Joseph.Huang@sfgov.org>; Rudakov, Vladimir (HSA) <Vladimir.Rudakov@sfgov.org>; Barone, Doris (HSA) <doris.barone@sfgov.org>; Gibbs, Emily (HSA) <emily.gibbs@sfgov.org>; Walsh, Robert (HSA) <robert.walsh@sfgov.org>

Subject: Employee of the month

Would you please suggest staff from our division who'd be good candidates for the employee of the month award. Thanks.

Dan Kaplan

Deputy Director for Administration & Finance



O: 415-557-5641

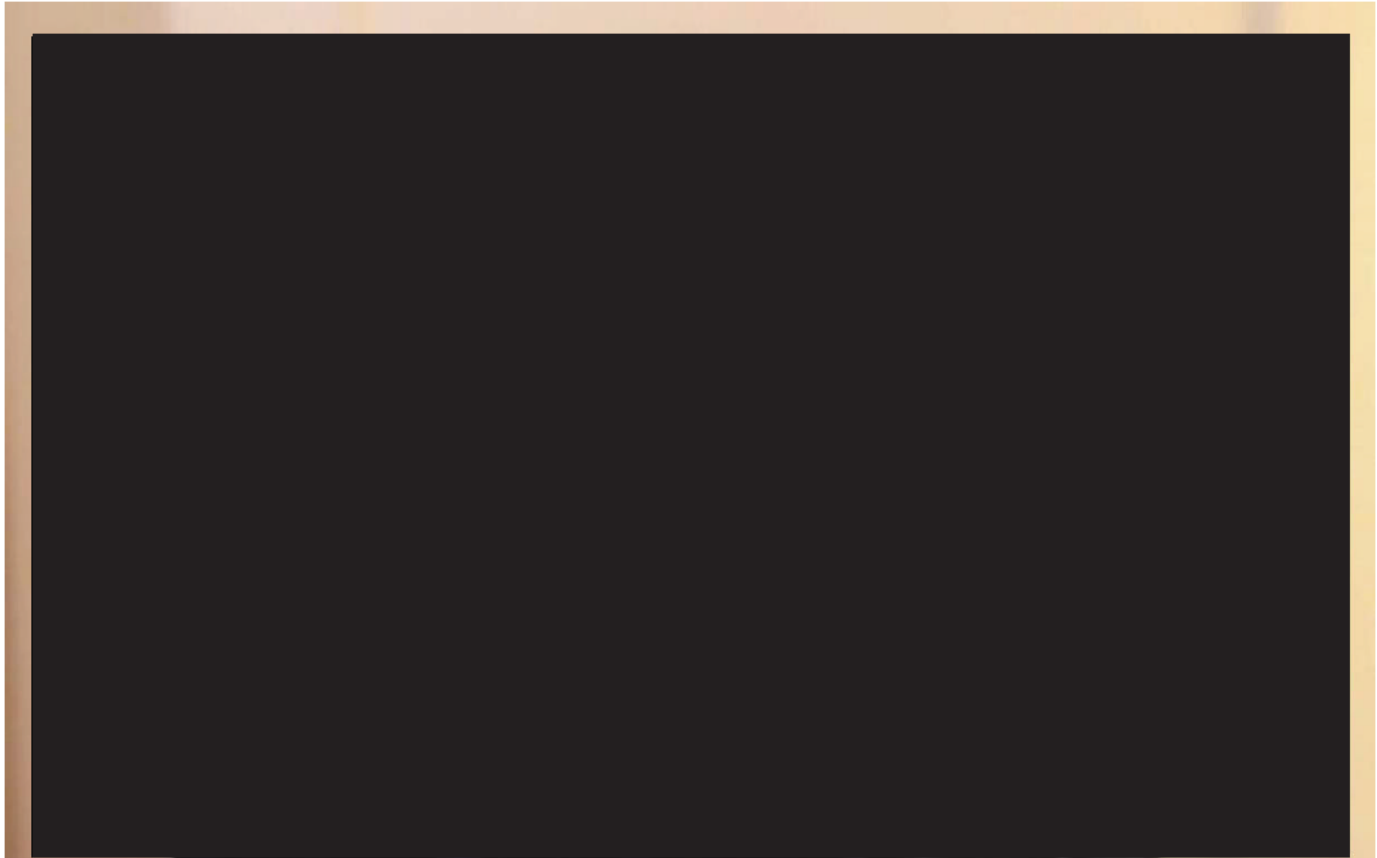


daniel.kaplan@sfgov.org



Aung "Oscar" Zin, April 2021 Employee of the Month

[Print](#)



Details

Awardee(s)

[Aung Zin](#)

Job Title

Senior Personnel Clerk

Department

HSA Admin

Award Date

04/22/21

On behalf of the Human Services Commission and the Department of Benefits and Family Support executive team, we are pleased to announce that **Aung "Oscar" Zin**, Senior Personnel Clerk, Human Resources, is the **April 2021 Employee of the Month**

If you have ever visited the HSA Human Resources reception desk, chances are you have met Oscar. Oscar is friendly, dedicated and reliable, and he will go to great lengths to ensure any issues or requests are handled appropriately and timely. In addition to running the HR reception area, Oscar also fingerprints and onboards new hires and PSTs, as well as fields payroll questions from employees. On many occasions, employees have praised Oscar on his customer service and willingness to help. Each time the compliments are relayed to Oscar, his usual and humble response is, “No need for thanks. I’m just doing my job.”

Oscar is well-respected within the HR team and is often the “go to” person for members of the HR Operations and Payroll teams. Over the past year, Oscar was steadfast in coming into the office every day to ensure the HR reception desk was open for employees. Despite not having reliable public transportation in the early days of the pandemic, Oscar still found a way to make it to the office each and every day. He is often the first one in and the last to leave.

Oscar was deployed as a DSW several times throughout the past year to help fingerprint and onboard essential hires and volunteers for the City’s COVID response. He managed to fulfill his DSW assignment while continuing to provide support to his colleagues in HR.

Thank you, Oscar, for your hard work and dedication, and congratulations for being selected as the April 2021 Employee of the Month.

Want to nominate an employee? Go to our [Employee Nomination](#) page.

[All Employee Spotlights](#)

Exhibit F

Summary of Investigative Interviews

Attachment 1: Katrina Williams, HSA Human Resources Director

Attachment 2: [REDACTED] 0931 Manager III

Attachment 3: [REDACTED], 0931 Manager III

Attachment 4: [REDACTED], then-0931 Manager III

Attachment 5: [REDACTED], 0923 Manager II

Attachment 6: [REDACTED], 0922 Manager I

Attachment 7: [REDACTED], 1244 Senior Human Resources Analyst

Attachment 8: [REDACTED], 1244 Senior Human Resources Analyst

Attachment 9: [REDACTED], 1244 Senior Human Resources Analyst

Attachment 10: [REDACTED], 1244 Senior
Human Resources Analyst

Attachment 11: [REDACTED], 1244 Senior Human
Resources Analyst

Attachment 12: [REDACTED], 1241 Human
Resources Analyst

Attachment 13: [REDACTED], 1241 Human
Resources Analyst

Attachment 14: [REDACTED], 1232 Training
Officer

Attachment 15: [REDACTED], 1232 Training
Officer

Attachment 16: [REDACTED], 1232 Training
Officer

Attachment 17: [REDACTED], 1842
Management Assistant

Attachment 18: [REDACTED], 1203 Personnel
Technician

Attachment 1: Katrina Williams, HSA Human Resources Director



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**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 RESPONDENT INTERVIEW NOTES**

Witness: Katrina Williams (she/her)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: February 23, 2022 2:00 p.m. – 3:55 p.m.
Others Present: Criss Romero, MEA	
Location: Via Teams	Pages: 7

I. BACKGROUND INFORMATION

A. Witness Employment Background

On March 12, 2018, Katrina Williams (Williams) started working for the City and County of San Francisco (City) with the San Francisco Human Services Agency (H.S.A.) as an 0931 Manager III when Williams was hired as the Manager of H.S.A.’s Learning & Organizational Development (L&OD) unit. In March 2021, when Luenna Kim (Kim), then H.S.A. H.R. Director transferred, Williams became Acting H.S.A. H.R. Director. In October 2021, Williams became H.S.A.’s H.R. Director. Williams oversees the human resource units of exams, recruitment, hiring, onboarding, payroll, the Office of Civil Rights that includes employee leaves and Equal Employment Opportunity (EEO), labor relations, L&OD, health and safety, and the diversity, equity, inclusion and belonging (DEIB) group. Williams works at 1650 Mission Street, 4th floor and works Monday through Friday from 8:30 a.m. to 5:00 p.m. Since March 2021, Williams reports to Daniel Kaplan (Kaplan), Deputy Director of Finance and Administration at H.S.A.

Williams socialized with colleagues outside of work with other H.S.A. managers prior to becoming H.R. Director, but has since limited her interaction since becoming Director. Twice, Williams commuted to work with a colleague because they live in adjacent cities.

Williams enjoys working for H.S.A. Williams previously worked for Santa Clara County for almost twenty years. Williams enjoys working in the government environment and doing similar work. Williams worked as social worker and trainer and is committed to H.S.A.’s mission.

Williams informed Kaplan that she would be unavailable on an interview with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO). Otherwise, Williams did not speak with any other City employees about her interview with DHR EEO.

B. Complainant Velma Gay

Around 2019, Williams met Velma Gay (Gay), 1842 Management Assistant, when Gay worked as a Public Service Trainee (PST) in the L&OD unit at H.S.A. Brian He, 1031 IS-Trainer Assistant, supervised Gay. Williams had “minimal” interactions with Gay, did not assign Gay tasks, and exchanged pleasantries with Gay. On a date she could not recall, once, Williams told He that the PST phones should be answered prior to 9:00 a.m. Williams did so because some of the PST training classes started at 9:00 a.m. and people might call about the class and that not answering the phone until 9:00 a.m. was rather late in the business day. Williams believe He had Gay answer the phones.

In late 2019, Williams sat on Gay’s successful interview panel for her current position, along with Kim; [REDACTED], 0931 Manager III; and a fourth person who Williams could not recall.

In March 2021, Gay began reporting to Williams when Williams promoted to H.R. Director. Williams did not come from a role with an assistant, so she told Gay to be patient with Williams as Williams learned the role, tasks, and how to effectively use Gay. Williams had Gay schedule and attend Williams’ management team meetings, collect Form 700s, and initially held weekly meetings with Gay. Williams acknowledged that it was “not a whole lot of tasks initially” for Gay because Williams was new, did not have a desk phone for Gay to answer, and because a number of the people Williams met with had their own assistants for scheduling their meetings. Williams further acknowledged that although she initially had one-on-one meetings with Gay, they “fell of the calendar” due to Williams having to “move appointments a lot” and that her one-on-ones with HR managers were dropped too. At one point, Williams “had to cancel with everyone.” Williams explained that the pandemic and health and safety issues preoccupied her time and caused a strain on her time. Williams further acknowledged that she did not re-establish her one-on-one meetings with Gay; however, Williams identified that she and Gay attended the weekly HR manager meetings and Gay spoke to Williams then.

On November 1, 2021, the City returned to work twice a week. November 9, 2021 was the last day Williams saw Gay in the office. On November 10, 2021, Gay called out sick. On November 19, 2021, Gay told Williams she was filling out Workers’ Compensation forms. Williams believes Gay will return to work on Monday, February 28, 2022.

Gay is very interested in training. Once, when Gay and Williams were discussing the Form 700, the forms used by the City regarding statements of incompatible activities, and walking through the process of how they were going to distribute and collect them, Williams brought up project management. Gay expressed interest in a project management course and Williams helped Gay find the form to request it. Williams supported the course and told Gay that project management helps people complete small and large projects. Another time, Gay requested some Microsoft-suite based training, which Williams believed was Excel, through Academy X. Gay also wanted to attend Analyst Academy, but it was not being offered during the pandemic.

Gay is a “scattered” employee who asks a lot of questions, needs a lot of clarification, and struggles with technology. Gay needs a lot of clarification in that Williams and others would

discuss something and Gay would follow with constantly having to clarify. Gay struggled with technology in that she reported to Williams that her camera did not work. Gay also would have her audio on and “it would sound like her water was running,” so Williams would mute Gay during the meeting. Gay would then tell Williams that she could not hear, even though Gay was only muted. Once, Gay was out on bereavement leave and her work computer was not functioning, so H.S.A. I.T. mailed Gay a replacement laptop. Another time, Gay reported to I.T. that her laptop at work was not working. When I.T. came to service Gay’s problem, they found that Gay had disconnected the intranet cable to plug in a device, which Williams believed was a mouse or printer.

Williams does not socialize outside of work with Gay.

II. HARASSMENT ALLEGATION

A. Allegation 3: Harassment Comment

Based on H.S.A.’s funding with the state of California and the California Department of Social Services (CDSS), H.S.A. gets federal funding for time studying and training for certain programming units, including the Family and Children’s Services, CalFresh, CalWorks, Adult Protective Services (APS), and L&OD trainers who train on the substantive areas in the covered programming. The funding is provided when eligible H.S.A. employees fill out time studies information.

In February 2021, before Williams was supervising Gay and when Gay reported to Kim, Gay emailed Williams about a request for Kim to approve Williams’ time study. Gay “starting asking different questions” including if she could be trained on time studies. On February 25, 2021, Williams emailed Gay and told Gay about the limited applicability of time studies and what they were. Gay replied to Williams and told Williams that she googled time studies and sent Williams the link. Williams saw that Gay had read about a time study in India. Williams clarified to Gay that the time studies in question were specific to CDSS and H.S.A.’s substantive programs and that the time study coding was complicated.

Gay is not required or eligible to complete a time study because she does not provide benefits information to H.S.A. clients.

Williams emailed Gay the phrase in question, but denied it was related to Gay’s protected categories. Williams emailed Gay an explanation about the complexity of time studies’ time recording. Williams has recorded her time in time studies systems for years and does not know what all the codes mean in the various drop down menus. Williams also believes finance people are confused about time studies.

Williams does not make the decision about who completes time studies. Williams believes it would be the Budget and Finance unit making that decision.

2:47 – 2:49 p.m. Williams and her union rep caucused.

III. DISCRIMINATION ALLEGATIONS

A. Allegation 15: Email Dissemination

Williams acknowledged that Gay disseminated email to all of H.S.A. H.R. on behalf of Kim. Williams could not say which email topics Gay did so.

Gay does not disseminate email to all of H.S.A. H.R. on behalf of Williams. Shortly before Kim, H.S.A. H.R. created an H.S.A. H.R. email address because of all the questions about COVID-19 protocols and looking for guidance. Kim wanted one communication line instead of multiple people sending out the same information. Kim had Williams, [REDACTED] and [REDACTED] draft correspondence. Williams believes [REDACTED] and herself send out COVID-19 general advisories and [REDACTED] sends out the general health questionnaire. Williams believes Crystal Ballard also has access to the email address.

Williams denied she instructed [REDACTED] to disseminate email to all of H.S.A. H.R. that Gay used to disseminate. Williams explained that [REDACTED] is H.S.A. H.R.'s contact tracer and it is [REDACTED] responsibility to send out notifications related to positive COVID-19 cases.

Williams explained that she wanted tight control over email dissemination in part because she made an error early on in her tenure as Acting Director. In early 2021, Williams emailed a DSW assignment and did not put the email addresses in BCC format, so when people responded to the email, 2,500 H.S.A. employees were getting the response. H.S.A. IT stepped in and had to shut off the email. Williams believed H.S.A. employees were sending email to Helpdesk and the IT Director to shut the email off. Williams believes there were a "lot of people upset about the way [she] sent the email out" and does not want others, like Gay, to experience what she experienced. Williams further said that her decision for tight control over email distribution has nothing to do with race, as Gay alleged.

B. Allegation 18: Gay's Ideas about Mentoring and Training

Williams denied she took information from Gay's presentation and gave it to [REDACTED]), 1232 Training Officer, for [REDACTED] to implement. [REDACTED] created a mentoring program in 2019 and provided Williams with a draft. After Williams had the draft, she forwarded it to [REDACTED] because [REDACTED] worked on a mentoring program.

Williams believes she attended the December 4, 2020 HR Manager meeting when Gay gave a presentation on 21st Century Innovative Learning because Williams facilitated those meetings. However, Williams could not recall anything about Gay's ideas.

Williams acknowledged that she has heard Gay refer to Williams and [REDACTED] DEIB Manager, as "unicorns." Williams believes Gay did so because Gay believes Williams and [REDACTED] are "not like others" and have a "different experience."

C. Allegation 20: Gay's Ideas about Onboarding

Williams denied that she took Gay's ideas about onboarding employees and gave them to [REDACTED] Operations and Payroll Manager, so that [REDACTED] team got credit for Gay's ideas about onboarding.

Williams acknowledged that Gay told Williams ideas about onboarding. Gay wanted new staff at H.S.A. to be able to find supplies and who to contact in case of an emergency. Williams listened to Gay and shared that Operations staff has onboarding procedures and that some units and managers onboarded differently than others, so there is no standard information to share. Nonetheless, Williams believes Gay met with Operations staff, including [REDACTED] and [REDACTED], about onboarding. Williams does "not know what fully came about from that."

Williams does not believe H.S.A. Personnel changed any onboarding policies or procedures that included giving out bags or packets to new employees in early 2021. Williams believes H.S.A. does not have the budget for such items.

Around April 2021, Williams recommended Aung "Oscar" Zin (Zin), 1204 Senior Personnel Clerk, as Employee of the Month. Zin was "one of the first people" Williams met at H.S.A. when she was onboarding. Zin took Williams' picture and Williams has since "noticed that he works well with anyone at the front desk, is cheerful, and has a great attitude." Williams recommended Zin for employee of the month because the important work Zin provides H.S.A. Williams made the recommendation to Kaplan and the other H.R. Managers agreed that they had good interactions with Zin.

D. Allegation 23: Transition from Kim to Williams

Williams acknowledged that Gay schedules Williams' meetings and runs Williams' calendar. Williams denied that she had [REDACTED] [REDACTED] 1842 Management Assistant, schedule Williams' meetings. [REDACTED] is Kaplan's assistant and she schedules his meetings, along with Susan "Susie" Smith, 0953 Deputy Director III at 170 Otis Street, 8th floor. When Williams reaches out to [REDACTED] for scheduling, it is because she has been directed to by one of the Deputies.

Williams denied she ever limited the number of times she would speak to Gay. Gay is Williams' direct report and Williams cannot limit her direct reports from contacting her.

Williams acknowledged Gay has asked Williams for more assignments. Williams further acknowledged that she had "given few tasks to anyone," including HR Managers, because Williams was still learning the Director role and wanted to learn the job. Once, Williams asked Gay to create a kudos board in a hallway enclave to acknowledge the hard work and accomplishment of H.S.A. H.R. staff. Williams believes kudos boards are "great for employee engagement." Gay declined to create the kudos board and said it would be working out of class. Williams was surprised Gay said so because Williams has made them herself.

Williams denied she never offered Gay training. Williams will provide DHR EEO email and Gay's training records.

Williams acknowledged that she asked Gay to establish an frequently asked questions (FAQ) document for processing additional employment requests (AERs) and public service loan forgiveness (PSLF) forms. Williams did so because there were emails from employees with questions, as cited by Gay and [REDACTED] Gay was the person processing the forms and to make that process more efficient, Williams worked with Gay on a FAQ to post on the H.S.A. intranet for employees to reference.

E. Allegation 24: Williams Prevents Gay from Working in H.S.A. Office

Williams denied she ever personally limited Gay from working in the office. Williams believes there were City protocols about capacity limits in April 2020 and that if Williams limited the number of people in the office, it would be for reasons of health and safety. Williams herself was not able to go into the office as freely as she did prior because of the City's COVID-19 pandemic capacity limits. Williams instructed employees on telecommuting.

F. Allegation 25: Williams and Form 700s

Williams acknowledged that Gay collected the Form 700s. Gay sent out an email to the individuals who were required to fill out a Form 700, would answer questions, referred some questions to the Ethics Commission, and collected the forms.

Williams denied she ever asked [REDACTED], 1244 Senior Human Resources Analyst, to collect the Form 700s. However, Williams then consulted her email and said, "Wait, I see an email." Williams said that Gay emailed her on April 13, 2021, and told Williams that because Gay could not lock her cabinet, she was giving the Form 700s to McKnight to safeguard. Williams explained that Gay gave McKnight the forms on her own and Williams was not involved in that decision.

IV. MISCELLANEOUS

A. Gay's Interactions with H.S.A. IT

On October 21, 2021, Williams received a phone call from Judith Ferretti (Ferretti), 1095 IT Operations Support Administrator V. Ferretti was upset and told Williams that Gay had been in the SOS office and had to wait for assistance behind someone. Gay then started "yelling and screaming" at Ferretti and accused Ferretti of not helping Gay because of Gay's race because the person being helped was an Asian employee and an Asian tech was helping the employee. Ferretti said that Alexander Shoyket, 0933 Manager V, took Velma to her desk to assist her. Shoyket observed that Gay disconnected her IT network connection. Ferretti told Williams that this was not the first time she and Shoyket had "run ins" with Gay in that she demands immediate assistance from IT.

Williams reached out to Gay and at first, Gay told Williams she would not speak with Williams without a union rep present. Eventually, Gay agreed to talk with Williams. On October 22, 2021, Williams scheduled a Teams meeting with Gay. During the meeting, Williams asked Gay

what happened with the IT department. Gay began shouting and Williams asked Gay not to yell. Gay disconnected herself from the call. Williams waited and then left the meeting. Gay then logged back on, so Williams logged back on. Gay told Williams that she is filing an EEO complaint against Ferretti. Williams said that Gay had the right to do that. Gay was calm, but said she was not going to speak to Williams further without a union rep present. Williams reached out to speak to Gay because Williams believes that if a person yells, there is “something else going on” and Williams wanted to figure out what was upsetting Gay. Williams had no intention of disciplining Gay for Gay’s conduct. Shortly after this, Gay went out on leave.

B. Gay’s Interactions with Locked Cabinet

On a date Williams could not recall, Gay asked for a locked cabinet. Williams told Gay that she could request a key for a cabinet in Gay’s office with a locking feature by writing down the number off the lock and requesting one. However, Gay did not do so. Instead, Gay continued to request a locked cabinet. Eventually, Williams wrote down the lock number and requested a key. Williams believes this is an example of things that were “easy enough to do, but they weren’t done” by Gay. Williams will send DHR EEO the email she sent Gay on how to lock the cabinet. Williams believes this is contrary to Gay’s allegations that Williams “didn’t give [Gay] an opportunity and took information from [Gay].”

Williams does not believe any H.S.A. employee would lie or make up stories about her.

Williams believes that based on Williams’ communications with Gay, Williams is not sure Gay “fully understands what is being done” because Gay “requires a lot of clarification.” Therefore, Williams does not know if Gay “is trying to be untruthful or not fully understanding.”

V. CONCLUSION

Williams did not have any additional information for DHR EEO and would send along some emails to substantiate her testimony. Williams believes Ferretti and Shoyket would have further information about Gay’s issues with IT; [REDACTED] would have further information about the mentoring program; Rachel Brannon, 1823 Senior Administrative Analyst, Heather Davis, 0923 Manager II, and Joseph Huang, 0932 Manager IV, would have further information about Gay’s eligibility for time studies; Natalie Toledo, IT Director, would have more information about Williams’ email “flub” regarding a DSW assignment; and Williams’ HR Managers—including [REDACTED], [REDACTED], Brenden Lim, [REDACTED], [REDACTED], and Shiree Nisha—would be able to provide information about Williams.

I thanked Williams for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 2: [REDACTED] 0931 Manager III



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (he/him)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: January 14, 2022 10:00 a.m. – 11:20 a.m.
Others Present: Francisco Isidoro, DHR EEO	
Location: Via Teams	Pages: 4

I. BACKGROUND INFORMATION

A. Witness Employment Background

On November 7, 2011, [REDACTED] started working for the City and County of San Francisco (City) as a 1220 Payroll Clerk with the San Francisco Human Services Agency (H.S.A.). In 2013, [REDACTED] promoted to a 1241 Human Resources Analyst with H.S.A. and worked in the Office of Civil Rights. In 2015, [REDACTED] promoted to a 1244 Senior Human Resources Analyst and moved to H.S.A. Human Resources (H.R.) Operations unit. In February 2018, [REDACTED] became an Acting 0931 Manager III while Leopoldo Saucedo, then-0931 Manager III, was out on leave as the Operations and Payroll Manager. In September 2019, after Saucedo retired, [REDACTED] became the permanent Operations and Payroll Manager in H.S.A. H.R.

Since around 2021, [REDACTED] works at 1650 Mission Street on the 4th floor. Prior to 2021, [REDACTED] worked on the 2nd floor. [REDACTED] works Monday through Friday, from 8:00 a.m. to 5:00 p.m. From 2019 to 2020, Luenna Kim (Kim), then-H.S.A. H.R. Director, supervised [REDACTED]. Since 2021, Katrina Williams (Williams), H.S.A. H.R. Director, has supervised [REDACTED].

[REDACTED] job duties include overseeing the Operations and Payroll groups at H.S.A. H.R. [REDACTED] has four direct reports that perform H.S.A.’s processes for payroll, the post-referral process, onboarding, and separating employees. [REDACTED] also covers for other H.R. managers when they are out. [REDACTED] enjoys working at H.S.A. because it is “where [he] started [his] City career and is a good working environment.”

[REDACTED] told Williams that he needed to participate in an interview with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO). [REDACTED] did not inform Williams about the subject of the interview or investigation. Williams said, “ok” when [REDACTED] told her about his meeting.

B. Respondent Luenna Kim

In 2011, ██████ met Kim when Kim was on ██████ interview panel when Kim was the Employee Labor Relations (ELR) Manager. Around 2014 or 2015, Kim promoted to H.R. Director, and in 2019, for a year, ██████ reported to Kim when he promoted to Operations and Payroll Manager.

Between 2014 and 2019, a handful of times, ██████ assisted Kim with special projects. For instance, when the Department of Homelessness and Supportive Housing (HOM) was created, ██████ assisted Kim with transitioning some of the functions that H.S.A. performed to HOM. In addition, ██████ assisted Kim with data reporting. From 2019 until 2021 when Kim left H.S.A., ██████ worked daily with Kim on policy development and implementation on hiring.

Kim allows ██████ to be autonomous, does not micromanage, and focuses on setting and meeting goals. Kim “doesn’t provide a ton of direction” about issues ██████ works on with her because a lot of their work is emergent and unprecedented. ██████ went out to lunch with Kim with other H.R. Managers, alone, and with his team. ██████ also texted with Kim about movies and television shows. Otherwise, ██████ does not socialize with Kim outside of work.

C. Respondent Katrina Williams

Around 2018, when Williams joined H.S.A., ██████ met Williams when Williams was onboarding. In 2019, when ██████ promoted to Operations and Payroll Manager, ██████ and Williams became colleagues. In 2021, when Williams promoted to HR Director, ██████ began reporting to Williams.

From 2019, two to three times a year, two to three times a week, ██████ and Williams collaborated on hiring of Eligibility Workers and coordinating timing with the availability of Learning & Organizational Development (L&OD) trainers. Since 2021, daily, ██████ and Williams interface on COVID-19 vaccination procedures and policies that relate to Operations and Payroll issues. Weekly, on Wednesdays at 11:00 a.m., ██████ attends Williams’ H.R. Managers meetings. ██████ and Williams have as-needed one-on-one meetings.

Williams and ██████ have a good working relationship because Williams does not micromanage. In addition, Williams “leans on” her staff as experts and because Williams is relatively new as H.R. Director. ██████ and Williams text outside of work and prior to COVID-19 pandemic had lunch together.

D. Complainant Velma Gay

Around late 2019, ██████ met Velma Gay (Gay), 1842 Management Assistant, when Gay was hired at H.S.A. as Kim’s assistant. Prior to this time, ██████ Operations group performed some of the tasks that Gay later assumed including additional employment requests (AERs) and Public Student Loan Forgiveness (PSLFs) forms. In early 2020, after Gay began processing AERs and PSLFs, once every two weeks, Gay would come to ██████ with questions about the forms. Once a week, ██████ and Gay jointly attended the H.S.A. H.R. Manager meetings.

E. Relationship Between Kim and Gay

██████████ is unaware if Kim and Gay had any conflict or if Kim and Gay socialized outside of work.

F. Relationship Between Williams and Gay

██████████ is unaware if Williams and Gay had any conflict or if Williams and Gay socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT ALLEGATIONS

A. Kim Communication

██████████ never heard Kim make unprofessional comments or disparaging comments about anyone's race, and no one ever told ██████████ they heard Kim do so.

B. Williams Communication

██████████ never heard Williams make unprofessional comments or disparaging comments about anyone's race, and no one ever told ██████████ they heard Williams do so.

III. DISCRIMINATION ALLEGATIONS

A. Allegation 9: Data Training by H.S.A.

██████████ joined the City in 2011 and, at the time, his Excel skills were poor. ██████████ could "do some formulas and that's it." ██████████ never took training, but self-learned Excel via "trial and error" and "building that up over time."

B. Allegation11: June 2020 Health Survey

██████████ worked with ██████████ 0923 Manager II, on H.S.A.'s health survey, which identified which employees were telecommuting, had COVID-19, etc. ██████████ performed back-end data work. ██████████ could not say if Gay was involved in the development of the survey.

C. Allegation 12: Searching Gay's Office

██████████ acknowledged that he and Kim went into Gay's office with and without Gay present. ██████████ and Kim did so because Gay's office had the H.R. personnel files. ██████████ could not recall Kim ever telling Gay that there were too many people in Gay's office or if Kim ever went into Gay's office with a mask and gloves.

D. Allegation 16: Intent Opposed to Impact

██████████ could not recall ever speaking to Gay about "intent opposed to impact."

E. Allegation 20: Gay's Ideas about New Employee Orientation

██████████ acknowledged that Gay met with ██████████ and ██████████) about new employee orientation. ██████████ could not recall if ██████████ told Gay to meet with ██████████ or vice versa. ██████████ believes Gay wanted to streamline new employees coming into H.S.A. H.R. and “put a document together or maybe a checklist” about “onboarding H.R. staff.” ██████████ believes Gay did so because ██████████ believes Gay “felt some frustration and didn't know about new people starting.” ██████████ did not believe Gay's document referred to all new H.S.A. staff, only H.S.A. H.R. staff.

██████████ believes H.S.A. Operations unit had their “own checklist” for onboarding new employees prior to Gay's document because the unit had been onboarding people for years. ██████████ believes H.S.A. Operations' onboarding process is “pretty standard” and has a “form that notifies payroll and facilities.” ██████████ does not believe H.S.A. Operations “overhauled [their] processes” as a result from Gay's meeting with ██████████.

██████████ believes ██████████ were moved to Post-Referral Selection unit. ██████████ believes Mildred Mendoza, Lisa Mah, Allen Gonzalez Ruiz, 1204 Senior Personnel Clerks, onboard H.S.A. employees.

██████████ never told anyone at H.S.A. H.R. to not speak to Gay. ██████████ could not say why Gay would make such an allegation.

F. ██████████ DSW Assignment

In early 2020, for six to nine months, ██████████ worked a disaster service worker (DSW) assignment. ██████████ staffed shelter sites and worked on improving the SharePoint database for staffing and notifying employees to work a DSW assignment. After ██████████ improved the SharePoint database, ██████████ was able to transfer ownership to other people in the Department of Homelessness and Supportive Housing. Kim assigned ██████████ to the DSW assignment. ██████████ was not trained on how to perform his DSW assignment.

V. MISCELLANEOUS

██████████ had no reason to believe that Kim, Williams, or Gay would be untruthful.

VI. CONCLUSION

██████████ did not have any additional information he believed would be relevant for DHR EEO to know. I thanked ██████████ for participating in the interview and reminded him of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 3: [REDACTED], 0931 Manager III



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: ██████████ (she/her)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: January 7, 2022 10:02 a.m. – 11:36 a.m.
Others Present:	
Location: Via Teams	Pages: 6

I. BACKGROUND INFORMATION

A. Witness Employment Background

Around 1999, ██████████) started working for the City and County of San Francisco with the San Francisco Human Services Agency (H.S.A.). Around 2000, ██████████ left H.S.A. to the Department of Human Resources (DHR). In 2014, ██████████ returned to H.S.A. as an 0923 Manager II. ██████████ was recruited by Luenna Kim (Kim), then-H.S.A. H.R. Director, to come to H.S.A. as the Exams Unit Manager. In that role, ██████████ performs job analyses and sponsors class-based tests, reviews the exams and classification process, and reviews classifications for budget purposes. At some point, Kim promoted ██████████ to a 0931 Manager III. From 2014 to March 2021, Kim supervised ██████████. Since March 2021, Katrina Williams (Williams), H.S.A. H.R. Director has supervised ██████████.

██████████ likes working at H.S.A. because she likes the agency’s mission and although ██████████ does not provide direct client services, ██████████ believes her job to hire the right staff contributes to the agency’s goals.

██████████ has not spoken with any H.S.A. employees about her interview with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO).

B. Respondent Luenna Kim

In 2014, ██████████ first met Kim. In March 2014, Kim hired ██████████ as the Exams Manager, and from 2014 to 2021, Kim supervised ██████████ ██████████ and Kim had a good working relationship at first; however, after 2017, Kim distanced herself from ██████████ and ██████████ fell out of Kim’s inner circle.

Kim is a busy employee who works in a lot of chaos and has to put out a lot of fires. Early in ██████████ tenure, ██████████ was part of Kim’s inner circle and had Kim’s confidence. Around 2017, ██████████ took medical leave and one of ██████████ co-workers, ██████████, then-Health and Safety Manager, also took medical leave. In ██████████ and ██████████ absence, Kim hired new

employees who became part of Kim's inner circle including Williams and ██████████, Equity Manager, and Sharee Nisha, ELR Manager, and made untrue comments about the Exams unit being "in chaos." When ██████████ returned from leave, Kim no longer invited ██████████ to group lunches with the other managers and only went out with William, ██████████ Nisha, Brenden Lim (Lim), OCR Manager, and ██████████ Operations and Payroll Manager.

Kim is cruel and lies and manipulates employees. For instance:

- Once, at a time she could not recall, ██████████ wanted to request to hire an exempt person without posting an announcement. ██████████ was in Kim's office and Kim picked up the phone and called ██████████ to Kim's office. When ██████████ arrived, Kim asked ██████████ "██████████ do you think we should be doing this? Or do you think there are problems with equity if we do this?" ██████████ felt like Kim was consulting someone with significantly less experience and less City experience by doing so because ██████████ had over 20 years of experience with the City and HR and ██████████ was then an 0922 Manager I. However, ██████████ was "very diplomatic" and agreed with ██████████ but Kim said no. Nonetheless, ██████████ felt like Kim was "checking" ██████████ "professional opinion" and putting ██████████ in her place by asking a colleague about ██████████ work.
- Another time, Kim and ██████████ were speaking about Carmen Lewis-Laing (Lewis-Laing), 1241 Human Resources Analyst, a direct report of ██████████. According to ██████████ Lewis-Laing is a "problematic" employee and ██████████ and Kim once discussed Lewis-Laing's conduct and Kim told ██████████ "[Lewis-Laing] does not care about you." ██████████ told Kim she knew that and wondered why Kim phrased it in that way.
- Kim would bad-mouth the Exams unit frequently at Kim's HR Manager meetings, in front of ██████████ colleagues. Kim would say things like how "Exams needs to get with the program and modernize itself. Ever other aspect of HR has been revamped and brought into the 21st century, except Exams." ██████████ believes Kim's comments meant that ██████████ co-workers, who had no experience with Exams, would repeat these kinds of comments like once Williams said, "Well, Exams is just in chaos."
- Once, Kim gave ██████████ a quotation by Colin Powell about not taking things personally.
- ██████████ hired Ivy Yeung (Yeung), 1244 Senior Human Resources Analyst, in the Exams Unit. Kim "hated" Yeung "from the very beginning" and pressed ██████████ to release Yeung. ██████████ "lost a lot of respect" for Kim for saying so because Yeung is a "competent and effective employee" and did not want to fire Yeung for no reason. ██████████ could not say why Kim did not like Yeung except that Kim was "very judgmental" of younger analysts and that maybe because Yeung is a young, smart, Asian female, who is "outspoken" and "good looking" and maybe Kim is "jealous" of Yeung. Once, Kim told ██████████ that Dan Kaplan (Kaplan), H.S.A. Deputy Director, did not want to work with Yeung. However, after Kim left H.S.A. Yeung has been working with Kaplan with no problems. At one point, Kim told ██████████ that another Director in the City worked with Yeung and said that Yeung did not do a good job. ██████████ told Kim that ██████████ was not aware that Yeung worked with the Director in question. ██████████ believes Kim lied to try to get ██████████ to release Yeung.

██████████ never socialized with Kim outside of work.

C. Respondent Katrina Williams

In 2018 or 2019, ██████████ met Williams when Williams applied to H.S.A. Williams was hired as H.S.A.'s L&OD Manager and ██████████ and Williams were colleagues and jointly attended weekly HR Management meetings; however, ██████████ and Williams' jobs did not overlap very often. In 2021, Williams and ██████████ both applied for the H.S.A. H.R. Director position and Williams was chosen for the position. Since March 2021, Williams has supervised ██████████ Weekly, ██████████ attends weekly HR Management meetings with Williams. Biweekly, ██████████ and Williams have one-on-one meetings. ██████████ and Williams also interface on COVID-19-related issues because ██████████ performs contact tracing for H.S.A.

Williams is a good manager. Williams respects ██████████ professional opinion, is fair, gracious, and very kind. Williams was once a social worker and in training, which ██████████ respects.

Once, before Williams became ██████████ supervisor as H.R. Director, ██████████ and Williams attended the Donna Summer musical together. Otherwise, ██████████ does not socialize outside of work with Williams.

D. Complainant Velma Gay

Around 2020, ██████████ met Velma Gay (Gay), 1842 Management Assistant, when Gay interviewed for the position. ██████████ was on Gay's interview panel along with Kim and Williams. After Gay was hired as Kim's assistant, some times ██████████ would chat with Gay when ██████████ came to see Kim. Around June or July 2020, ██████████ assigned Gay to work on the H.S.A. employee health survey, as discussed further below in Section III. A.

Gay "needs a lot of hand-holding." Gay expects to be given training that other employees do not get. ██████████ believes employees are expected to come with a certain level of analytical and technological skill in the 1842 classification, and Gay "didn't seem to have that."

██████████ never socialized with Gay outside of work.

E. Relationship Between Kim and Gay

██████████ believes Kim and Gay had a difficult relationship. ██████████ believes so because Kim told ██████████ that Gay complained about her job tasks not having value and would then complain after Kim gave Gay more meaningful work projects. Kim also complained to ██████████ that Gay confronted Kim about how Kim assigned Gay tasks.

██████████ does not believe Kim and Gay socialize outside of work.

F. Relationship Between Williams and Gay

██████████ does not believe Williams and Gay get along. Once, Williams told ██████████ that Gay accused Williams of "going behind" Gay's back and talking with Kim about Gay's performance.

Another time, Williams asked Gay to make a kudos board for H.S.A. H.R. when they were slotted to return to the office.

██████████ does not believe Williams and Gay socialize outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Communication

Once, after an interview panel, ██████████ heard Kim talk “in stereotypical” terms about a 1241 Human Resources Analyst candidate who was a Latino male. Kim said, “I heard he was aggressive when he works. He speaks out of turn, a know-it-all.” ██████████ clarified that she never heard Kim make racist comments, but she is “just judgmental” and it can “become stereotypical.”

██████████ never heard Kim make disparaging comments about anyone’s race and no one ever told ██████████ they heard Kim do so.

B. Williams Communication

██████████ never heard Williams make disparaging comments about anyone’s race and no one ever told ██████████ they heard Williams do so. Williams is “African American” and is “very present and aware of what she’s saying.” Williams “has integrity.”

III. DISCRIMINATION

A. Allegation 11: June 2020 Meeting and Project Assignment Regarding Health Survey and Other Assignments

Around June or July 2020, shortly after the COVID-19 pandemic began, Kim told ██████████ that Gay had asked for more meaningful work tasks. ██████████ told Kim that Gay could help with the H.S.A. COVID-19 pandemic employee health survey assignment. ██████████ direct report, John ██████████ 1244 Senior Human Resources Analyst, was working on the daily survey reports. ██████████ believes the survey was on a Microsoft (MS) form and generated a daily report that had to be cleaned up before sending it to IT. ██████████ believes the task helped H.S.A identify who was not answering the survey and employee health. ██████████ believes ██████████ would be able to provide and explain the technical aspect of the survey data. ██████████ believes the work constituted “data crunching,” and was “very cumbersome.”

Kim put together a data team to handle the employee health survey, which included ██████████ and another employee, who ██████████ could not recall. Kim asked Gay to do data gathering in order to determine who did and did not complete the survey. Gay attended the team meetings. ██████████ assigned ██████████ to work with Gay on the employee health survey. ██████████ met with Gay every day, sometimes for 2-3 hours. ██████████ believes that employees who work independently did well during the pandemic, and Gay did not work independently. ██████████ became frustrated with Gay,

told ██████████ that Gay could not do the work independently, and asked ██████████ if he would work without Gay.

Around June or July 2020, ██████████ assigned Gay to create fliers about DSW fliers and testing for COVID-19. ██████████ believes she assigned Gay one or two fliers to create and did so because Kim asked ██████████ to and because Gay has a master's degree in art.

B. Release Gay from Probation

At some point, ██████████ brought up to Kim that Gay should not pass probation. ██████████ told Kim that Gay is “not a good employee” and “should not pass probation.” At that point, Kim told ██████████ that Gay’s 6 month probation had passed. ██████████ thought every employee had a year probation. ██████████ does not believe Kim ever tried to release Gay or extend Gay’s probation. ██████████ told Kim to not pass Gay’s probation because Gay was not working independently and requested “hand holding” for any task.

C. Racial Equity Work Group

██████████ is not a member of the Racial Equity Work Group.

D. In-Person at H.S.A.

One to three times a week, for 8-10 weeks, ██████████ was in-person at H.S.A. during the pandemic. ██████████ did so because she was providing lunches to H.S.A. staff who were working in-person. ██████████ estimated they delivered lunches to approximately 300 H.S.A. staff, which is “not a lot” considering that H.S.A. has thousands of employees. ██████████ could not recall if Gay ever participated.

V. MISCELLANEOUS

██████████ believes she has email between Gay and herself regarding DSW fliers that ██████████ asked Gay to compose.

██████████ had no reason to believe that Williams or Gay would be untruthful.

██████████ believes Kim would be untruthful because Kim lied about Yeung in the past and because Kim once lied to ██████████ in order to “manipulate” ██████████. Early in her career, ██████████ told Kim about some City employee being named in the newspaper and ██████████ told Kim that was her worst fear. Later, during Kim’s goodbye phone call before she left H.S.A., Kim told her managers that the union is really upset with the H.S.A. Exams unit because they believe the group is not doing enough for equity purposes and they were going to go to the newspapers about it. ██████████ believes this was Kim’s “parting shot” at ██████████ and a lie because ██████████ later asked DHR Exams unit about any concerns with the union and they said no.

VI. CONCLUSION

██████████ did not have any additional information she believed would be relevant for DHR EEO to know. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 4: [REDACTED], then-0931
Manager III



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (she/her)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: November 17, 2021 at 2:30 p.m. – 3:21 p.m.
Others Present:	
Location: [REDACTED]	Pages: 4

I. BACKGROUND INFORMATION

A. Witness Employment Background

On July 22, 2013, [REDACTED] started working for the City and County of San Francisco (City) as a 1244 Senior Human Resources Analyst with the San Francisco Public Utilities Commission. On October 14, 2013, [REDACTED] promoted to a 1281 Senior Employee Relations Representative with the Department of Human Resources (DHR). Sometime between 2013 and August 2014, [REDACTED] gave a presentation at the Human Services Agency (H.S.A.) and met Luenna Kim, then-H.S.A. H.R. Director, and Dan Kaplan, Deputy Director. Kim invited [REDACTED] to apply for an open manager position at H.S.A. in Employee Relations. Kim did so and on August 18, 2014, [REDACTED] promoted to an 0931 Manager III with H.S.A. until [REDACTED] retired from City service on October 1, 2021.

From 2014 to late 2017, [REDACTED] worked as H.S.A.’s Employee Relations Manager. In that role, [REDACTED] handled employee discipline, meet and confer negotiations, the reasonable accommodation (RA) process, and workman’s compensation. [REDACTED] would also “step in and handle issues related to Health and Safety.” At some point, Kim removed the RA process and workman’s comp from [REDACTED] workload and were given to Brenden Lim, 1246 Principal Human Resources Analyst. From April 2017 to January 2018, [REDACTED] went on medical leave for breast cancer treatment. When [REDACTED] returned from medical leave, Kim had hired someone to backfill [REDACTED] Employee Relations Manager role and [REDACTED] took over the Health and Safety as Manager. In that role, [REDACTED] managed ergonomics, wellness programming, accident and injury reporting, investigating accidents and injuries, and drafting and updating a hazards communication plan. At some point, Kim removed ergonomics duties from [REDACTED] because Kim told [REDACTED] that the employees liked [REDACTED] too much.

While at H.S.A., [REDACTED] worked at 1650 Mission Street on the 2nd and then 3rd floor. [REDACTED] worked Monday through Friday, 8:00 a.m. to 5:00 p.m. From 2014 to 2020, Kim supervised [REDACTED]

B. Respondent Luenna Kim

In 2014, ██████████ met Kim when ██████████ gave a presentation to H.S.A. managers, as discussed above. From 2014 to 2017, ██████████ worked daily with Kim as Labor Relations Manager. At first, ██████████ and Kim got along well. However, after a period of time and after Kim started removing responsibilities from and began micromanaging ██████████ their relationship strained.

██████████ believes Kim is a “lousy, lousy manager,” who micromanages employees and then does not make herself available for clarification. Kim is a “big reason” why ██████████ retired. If ██████████ had known that Kim was transferring to DPH, ██████████ might have put off retirement.

██████████ believes Kim had an inner circle of employees including Shiree ; Katrina Williams, H.R. Director; ██████████, DEIB Manager; Lim; and ██████████, . ██████████ believes Kim and these employees went to lunch together frequently. ██████████ never socialized outside of work with Kim.

C. Complainant Velma Gay

Around 2020, ██████████ met Velma Gay when Gay was hired as Kim’s assistant. In early 2020, before the COVID-19 pandemic began, ██████████ and Gay were on the committee trying to plan and H.R. retreat. ██████████ believes Gay was “very excited” and “enthusiastic” about planning the retreat. However, due to the pandemic, the H.R. retreat planning ceased and ██████████ did not work further with Gay.

██████████ never socialized outside of work with Gay.

D. Relationship Between Luenna and Velma

██████████ could not say if Kim and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

E. Unwelcome Comments / African Americans

██████████ heard Kim make comments to herself and others that was rude and belittling. Kim is a “control freak” and is “very critical” to employees. Furthermore, Kim criticizes employees in front of co-workers. Once, before he retired, ██████████ had coffee with Leopoldo Saucedo, then-0931 Manager III, who told ██████████ “horror stories” about Kim’s criticisms. ██████████ believes “a lot of people had stories about” Kim; however, ██████████ could not recall specific comments Kim is alleged to have said. ██████████ used to keep a journal about Kim’s treatment, but threw it away when ██████████ retired.

██████████ never heard Kim make disparaging comments about anyone’s race. However, once, ██████████, 0931 Manager III, told ██████████ that ██████████ was initially close with Kim, but their

relationship soured. ██████ told ██████ that ██████ would tell Kim “personal information,” which Kim would then turn around and use against ██████ performance. ██████ also told ██████ once that Kim called ██████ “emotional” and ██████ asked Kim if she did so because ██████ was Latina. After that, Kim ceased calling ██████ “emotional.”

III. DISCRIMINATION

A. DSW Assignment

In early 2020, Kim assigned ██████ to a Disaster Service Worker (DSW) assignment. From early 2020 to July 2020, ██████ helped staff hotels. ██████ worked with ██████; Daniel Varela, and Cheo Appel. In July 2020, ██████ became Health and Safety manager of the City’s hotels for Covid positive people and homeless residents to shelter in place. In that role, ██████ supervised safety inspectors, liased with staff and doctors at the hotels regarding health and safety issues. In September 2020, the City stopped staffing these duties with City employees and Community Based Organization (CBOs) came aboard. When that shift occurred, ██████ designed and gave training for CBO employees to track safety visits.

B. Allegation (28) : Mental Health Awareness Flier

██████████ was never told by anyone at H.S.A. to not give Gay any work assignments. ██████ had very little contact with H.S.A. employees while deployed. ██████ could not say why Gay would say so. ██████ speculated that Gay was upset with Kim because Kim is such an antagonistic supervisor. However, “Nobody ever told me to give [Gay] work or not. I wasn’t there.”

██████████ believes she asked ██████, 1203 Personnel Technician, to send out information about Mental Health Awareness month. ██████ did so because ██████ was a “champion” or point-person for Wellness programming at H.S.A. ██████ would not have asked ██████ to do so otherwise because ██████ was not ██████ direct report. ██████ would not have asked Gay to send out the flier because Gay was not ██████ direct report nor was Gay a Wellness champion.

F. Additional Issue

██████████ told ██████ that Kim did not want to keep Gay on as an employee. ██████ believes that Kim was busy due to the COVID-19 pandemic and the date had already passed to release Gay. ██████ believes that Kim was not very happy that Gay worked for Kim. ██████ believes it was bad enough for ██████ to deal with Kim, but if ██████ “had to be in [Kim’s] immediate sphere” like Gay was, that it would have to “be hard” on Gay.

IV. MISCELLANEOUS

██████████ did not have any documentation that would be relevant for DHR EEO to have.

██████████ believes Kim would be untruthful because Kim “wants to paint the most positive picture and doesn’t mind taking people down around her.”

██████████ had no reason to believe that Gay would be untruthful but was concerned that Gay alleged that ██████████ was told not to give Gay work because such an allegation is not true.

V. CONCLUSION

██████████ believes ██████████ would have additional information about Kim’s conduct because ██████████ and ██████████ confided in each other about Kim. ██████████ did not have any additional information she believed would be relevant for DHR EEO to know. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 5: [REDACTED], 0923 Manager II



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (they/them)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: January 10, 2022 1:30 p.m. – 2:53 p.m.
Others Present:	
Location: Via Teams	Pages: 6

I. BACKGROUND INFORMATION

A. Witness Employment Background

On August 11, 2018, [REDACTED] started working for the City and County of San Francisco (City) as a 1244 Senior Human Resources Analyst with the San Francisco Human Services Agency (H.S.A.) in H.S.A.’s Office of Civil Rights (OCR). On January 18, 2020, [REDACTED] promoted to an 0923 Manager II and became the Manager of the Office of Diversity, Equity, Inclusion, and Belonging (DEIB), which is [REDACTED] current job classification. [REDACTED] works at 1650 Mission Street, on the 4th floor, Monday through Friday from 8:00 a.m. to 5:30 p.m. From January 2020 to March 2021, Luenna Kim (Kim), then-H.S.A. Human Resources Director, supervised [REDACTED]. Since March 2021, Katrina Williams (Williams), H.S.A. Human Resources Director, has supervised [REDACTED].

As DEIB Manager, [REDACTED] job duties include spearheading H.S.A.’s efforts to advance racial equity, working on racial action plans, and managing a team of staff analysts within the DEIB team. [REDACTED] enjoys working at H.S.A. because they are able to really work on racial equity issues. [REDACTED] experience as an analyst who worked on Equal Employment Opportunity (EEO) complaints and people who felt they were victims of harassment, discrimination, and retaliation was more reactive than their current role. As DEIB Manager, [REDACTED] feels like there is forward progress on equity issues and it is “fulfilling” to have such a job.

[REDACTED] has not spoken with any City employees about their interview with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO).

B. Respondent Luenna Kim

In 2018, [REDACTED] first met Kim when Kim was a panelist on a 1246 Principal Human Resources Analyst position that [REDACTED] was unsuccessful for. Kim was not a panelist on [REDACTED] successful 1244 Senior Human Resources Analyst panel. From January 2020 to March 2021, Kim supervised [REDACTED].

██████████ worked “very frequently” with Kim in weekly supervisor meetings and reviewing ██████████ work tasks. ██████████ and Kim went over policies and procedures about H.S.A.’s racial equity plan and had frequent collaboration and communication.

Kim is a “very dedicated employee who really cares about her staff.” Kim really cares about Human Resources and sees its potential to impact people’s lives. Kim took this value and carried it throughout the management team meetings by encouraging her managers to see their role as leaders to improve employee well-being.

██████████ occasionally had lunch with Kim alone and with other H.R. managers. Otherwise, ██████████ never socialized outside of work with Kim.

C. Respondent Katrina Williams

In 2018, ██████████ first met Williams when ██████████ started working at H.S.A. Williams was the then-Manager of Learning & Organizational Development (L&OD). From 2018 to 2020, ██████████ and Williams’ work did not overlap, but ██████████ saw Williams at weekly H.R. manager meetings.

After March 2021, when Williams started supervising ██████████ when Williams promoted to H.S.A. H.R. Director, Williams and ██████████ worked more closely together, holding regular supervision meetings, meet jointly with the Deputy Director of Administration, discuss racial equity efforts, and to discuss COVID-19 policies.

Williams is very collaborative and keeps the team informed. Williams made sure H.S.A. staff were aware of COVID-19 policies and was attentive to safety-related issues and staff in the office. Williams stresses relationships with colleagues and in the policies that H.S.A. enacts. Williams is very committed to racial equity work.

██████████ occasionally has lunch with Williams when they were both in the H.S.A. office. Otherwise, ██████████ never socialized outside of work with Williams.

D. Complainant Velma Gay

In late 2020, ██████████ met Velma Gay (Gay), 1842 Management Assistant, when Gay was hired as Kim’s assistant. At the time, ██████████ worked for H.S.A. O.C.R. and reported to Brenden Lim (Lim), 1246 Principal Human Resources Analyst. Since 2021, ██████████ and Gay both report to Williams; however, there is no reporting line between ██████████ and Gay.

██████████ has worked with Gay when reporting new staff to Gay to update the H.S.A. H.R. directory, to schedule meetings with Kim or Williams, to discuss the mail, to order calendars, and jointly attend the H.R manager and DEIB meetings. ██████████ and Gay’s working relationship is “pretty limited.”

Gay is sometimes off-task, unprepared, and distracted in staff meetings. For instance, once during a Teams meeting, Gay was not on mute and there was a loud television in the background

noise. Another time, ██████ held a H.S.A. H.R. meeting in preparation for drafting H.S.A.'s racial equity plan and the next City-wide meeting. During the first meeting, Gay was present and did not speak or ask any questions. The purpose of that meeting was to inform H.S.A. H.R. about the next meeting and answer any questions. During the next meeting, which was City-wide and had "hundreds of people" on the call, Gay asked, "Is this related to DEIB and ██████ and what's ██████ doing?" Gay pronounced DEIB like "deeb" instead of its acronym as D-E-I-B. Further, ██████ had informed H.S.A. on the prior meeting and was confused by Gay's question. ██████ believes these are examples of "lack of attentiveness" in meetings by Gay. Another time, during an H.S.A. meeting that was discussing the City's new policy of people returning to work 2x a week by November 1, 2021, Gay suggested that H.S.A. H.R. do statistical analysis of who may have COVID-19, rates of various variants, and made a reference to H.S.A. employees being federal employees. ██████ was not sure if Gay just "misspoke" but it made ██████ wonder if Gay "was attentive or tracking the purpose of the meeting." ██████ acknowledged that they have limited encounters with Gay, but that these instances "left an impression" on ██████

Once, an H.S.A. co-worker who ██████ could not recall, told ██████ that Gay asked at the start of the pandemic if Gay could take the H.S.A. fax machine home to work. ██████ was not sure if Gay confused a fax machine for printer. However, Gay was insistent to bring a fax machine home, even though H.S.A. primarily uses phone and email and, eventually, virtual meetings, but very rarely uses fax machines to communicate.

██████████ never socialized with Gay outside of work.

E. Relationship Between Kim and Gay

██████████ is unaware if Kim and Gay had any conflict or if Kim and Gay socialized outside of work.

F. Relationship Between Williams and Gay

Once, at a time ██████ could not recall, Williams told ██████ to remind ██████ staff to be polite and courteous to H.S.A.'s Information Technology (IT) team. When ██████ asked why, Williams told ██████ it was due to the fact that Gay had an incident with IT when she raised her voice and acted disrespectfully to the IT staff. Otherwise, ██████ is unaware if Williams and Gay socialize outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Allegations

██████████ never heard Kim make rude or disparaging comments to anyone, and no one ever told ██████ that Kim did so. ██████ never heard Kim make disparaging comments about anyone's race, and no one ever told ██████ they heard Kim to do so.

B. Williams Allegation

██████████ never heard Williams make rude or disparaging comments to anyone, and no one ever told ██████████ that Williams did so. ██████████ never heard Williams make disparaging comments about anyone's race, and no one ever told ██████████ they heard Williams to do so.

III. DISCRIMINATION

A. Allegation 16: Intent vs. Impact

██████████ never heard ██████████ 0931 Manager III, and Gay discuss equity issues or talk about "intent vs. impact."

B. Allegation 17: Data Training

From March to July 2020, ██████████ was deployed as a Disaster Service Worker (DSW). In July 2020, ██████████ returned to as the Manager of DEIB, but had no staff. The first phase of H.S.A.'s Racial Equity Action Plan was due at the end of 2020. ██████████ did not believe there would enough time to complete the document and asked Kim for temporary assistance before ██████████ could hire permanent staff. Kim suggest Claire McCaleb, 1244 Senior Human Resources Analyst, to assist ██████████. Kim did so because McCaleb has a really good handle on HR data. ██████████ agreed McCaleb would be a good resource. Kim approved McCaleb's move.

After the Racial Equity Plan was submitted, ██████████ Operations team experienced several retirements and open positions during the pandemic. ██████████ needed assistance with data requests and ██████████ said McCaleb could assist. McCaleb was open to the move because she is "open to different experiences in H.R" and it was a "good move for" her. Also, ██████████ onboarded an 1823 Senior Administrative Analyst and needed less help from McCaleb. Williams approved McCaleb's move to ██████████ Operations team.

Gay was not involved and not relevant to McCaleb's moves. Gay's job classification is a Management Assistant and there was no need for those skills in Gay's team.

C. Allegation 18: Gay's Training PowerPoint Presentation

██████████ could not identify any ideas about training or mentoring that they have heard Gay make.

On a date ██████████ could not recall, ██████████ missed a H.S.A. H.R. managers' meeting because they were out ill. When ██████████ returned to work, ██████████ asked Williams what ██████████ missed in the manager's meeting. Williams told ██████████ that Velma gave a presentation about training and "said something a little odd" and called Williams and ██████████ "unicorns" in that they were outlier employees who did not require training and support.

██████████ never saw Gay's PowerPoint presentation.

D. Allegation 23: Mentoring Program

Mentoring is a top priority for [REDACTED] work in racial equity. [REDACTED] believes that H.S.A. employees of color are under-represented in management roles and DEIB is looking to make for more equitable demographic representation of employees of color in management. Unions and employees have said they wanted a mentorship program.

Many years ago, [REDACTED] 1232 Training Officer, developed a workbook on mentorship that [REDACTED] saw. [REDACTED] met with [REDACTED] [REDACTED] and Williams when Williams was manager of L&OD. [REDACTED] wanted to develop the mentoring program. However, the COVID-19 pandemic hit soon after or around this time and L&OD's priorities shifted to digitizing training.

In conjunction with H.S.A.'s and [REDACTED] contributions to the H.S.A.'s Racial Equity Plan, [REDACTED] later came back to Williams and said [REDACTED] mentorship workbook's ideas could be applied to a racial equity goal of mentoring. Isabella Blasi, 1241 Human Resources Analyst with DEIB, and Felix Caraballo, 1244 Senior Human Resources Analyst with L&OD, worked to help facilitate a mentoring program with [REDACTED] in 2021. The first cohort of mentees was for supervisors who want to promote to manager, with a six-month pilot that starts in February 2022.

[REDACTED] referenced their email and saw that they met with [REDACTED] and Williams on February 28, 2020 regarding mentoring.

E. Racial Equity Work Group (REWG)

[REDACTED] leads H.S.A.'s Racial Equity Work Group (REWG) and facilitates all the meetings. [REDACTED] called for applications for the REWG to be due in October 2020 for a one-year cohort. The group started meeting in November 2020. Any H.S.A. employee is eligible to apply. Gay did not apply. [REDACTED] had over 100 applications and accepted 27 people, which were too many. Other H.S.A. H.R. employees who applied and were not selected by [REDACTED] included Carmen Lewis-Laing, 1244 Senior Human Resources in the Exams Unit; [REDACTED], 1232 Training Officer in L&OD; [REDACTED], 1241 Human Resources Analyst with the Operations Unit; and Caraballo.

V. MISCELLANEOUS

[REDACTED] had no reason to believe Kim or Williams would be untruthful.

[REDACTED] thinks Gay could "potentially" be untruthful if Gay was having performance issues. [REDACTED] believes so because they have observed and heard about Gay's performance problems like not being fully present and respectful during meetings and being unprofessional and yelling at IT staff.

VI. CONCLUSION

[REDACTED] did not have any additional information they believed would be relevant for DHR EEO to know. [REDACTED] believes [REDACTED] and [REDACTED] would have additional information about the mentorship

program. I thanked ██████████ for participating in the interview and reminded them of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 6: [REDACTED], 0922
Manager I



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED]	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: January 12, 2022 9:00 a.m. – 10:15 a.m.
Others Present:	
Location: Via Teams	Pages: 5

I. BACKGROUND INFORMATION

A. Witness Employment Background

On April 28, 2014, [REDACTED] started working for the City and County of San Francisco (City) with the San Francisco Public Utilities Commission as a 9910 Public Service Trainee. On June 22, 2015, [REDACTED] began working for the San Francisco Human Services Agency (H.S.A.) as a 1241 Human Resources Analyst. On January 9, 2017, [REDACTED] promoted to a 1244 Senior Human Resources Analyst with H.S.A. On March 7, 2020, [REDACTED] promoted to an 0922 Manager I with H.S.A.’s Labor & Organizational Development (L&OD) as a Workforce Analytics Manager. Since April 2021, [REDACTED] has been an Acting 0931 Manager III of H.S.A.’s L&OD Manager.

[REDACTED] works at 1650 Mission Street, on the 4th floor. Sometime during 2020, H.S.A. Human Resources (H.R.) moved from the 2nd to the 4th floor. [REDACTED] works Monday through Friday from 8:30 a.m. to 5:30 p.m. Since March 2020, Katrina Williams (Williams), H.S.A. H.R. Director, has supervised [REDACTED] when Williams was first the L&OD Manager and then when Williams promoted to H.R. Director.

As Acting L&OD Manager, [REDACTED] is responsible for the training and learning opportunities for H.S.A. staff. [REDACTED] has led the virtualization process that transitioned H.S.A.’s training from in-person to remote learning during the COVID-19 pandemic. [REDACTED] also oversee the agency-wide annual training and has performed some COVID-19 responsibilities as well like contact tracing. As Workforce Analytics Manager, [REDACTED] is responsible for running reports on training completions, surveys, drafting metrics for evaluating training, and racial equity, including H.S.A.’s racial equity action plan.

[REDACTED] enjoys working at H.S.A. because it is an organization that is mission driven. [REDACTED] does not really socialize outside of work with co-workers. [REDACTED] has not discussed her interview with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO).

B. Respondent Luenna Kim

In 2014, when ██████ started working at H.S.A., ██████ met Luenna Kim (Kim), when Kim was the H.R. Director. Sometime after 2016, ██████ worked as Acting Manager for the Exams unit and ██████ attended meetings with Kim. Around 2018, ██████ worked as the Acting Manager for the Operations unit and reported directly to Kim on hiring and budgeting positions for H.S.A. Also in 2018, ██████ worked on racial equity work with Kim by jointly attending meetings and reviewing drafts with Kim for feedback and direction. In 2020, ██████ reported directly to Kim as Acting Manager of the L&OD Team.

Kim is a “very dedicated” employee. Kim made ██████ feel like a valued employee. Kim wanted H.S.A. H.R. to automate procedures and update their systems. At times, ██████ did not agree with Kim’s approach because it would be “too complicated,” but it was not antagonistic.

██████████ has had lunch with Kim and others in the H.S.A. H.R. management team; otherwise, ██████ never socialized outside of work with Kim.

C. Respondent Katrina Williams

In 2018, ██████ met Williams when Williams was hired as the L&OD Manager. At the time, ██████ was on the Operations team and “didn’t really interact” with Williams. In 2020, ██████ began reporting to Williams when ██████ moved to the L&OD team. ██████ worked with Williams on H.S.A.’s annual training plan and COVID-19 procedures.

Williams is a “great” supervisor who provide ██████ with guidance. Williams puts the “human” in H.R. is “very dedicated” and supports her staff.

██████████ does not socialize outside of work with Williams.

D. Complainant Velma Gay

In late 2019, ██████ met Velma Gay (Gay), 1842 Management Assistant, when Gay was applying to the 1842 position. ██████ was the post-referral supervisor and coordinated Gay’s interview and onboarding process. In 2020, ██████ assisted Gay with Zoom and Outlook training. Since 2021, ██████ has interfaced with Gay on scheduling meetings with Williams.

Gay struggles with technology and is off-topic at meetings. When ██████ worked with Gay on troubleshooting how to use Zoom and Outlook, ██████ observed Gay struggle to keep up. When asked for ██████ to provide a specific instance of Gay being off-topic, ██████ provided the examples listed below in Section I. E. and F.

██████████ does not socialize outside of work with Gay.

E. Relationship Between Kim and Gay

██████████ never observed any “spat or anything like that” between Kim and Gay. ██████████ observed Kim have “patience” with Gay and when Gay would ask something unrelated to the topic at hand, Kim would say, “Thanks for bringing it up, we can talk about it later, we’re talking about X now.”

██████████ could not say if Kim and Gay socialized outside of work.

F. Relationship Between Williams and Gay

██████████ believes Williams and Gay get along. ██████████ also observed Williams be patient with Gay in meetings when Gay asked irrelevant questions. For instance, once during a manager meeting about the new COVID-19 regulations and return to work, Gay said “something like, ‘Why is the City requiring everyone to come back to work?’” ██████████ felt this question was irrelevant because the managers were aware that COVID rates were high and did not agree with the return to work policy, either, but Gay’s question took “time away from strategizing” about how to implement and announce the new policy. ██████████ observed Williams tell Gay, “I understand; however, this is the policy that is coming down and we have to enforce it and make sense for the employees about it.” ██████████ believes this was another example of Gay providing “off-topic commentary” that distracted from business needs. ██████████ could not say if Williams and Gay socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Allegations

██████████ never heard Kim speak to employees in a rude, disrespectful, or belittling manner. Once, from a person who ██████████ could not recall, ██████████ was told that Kim spoke to another H.S.A. employee in a rude manner. Twice, ██████████ has been told that Kim is “direct.” ██████████ agrees Kim speaks in a direct manner.

██████████ never heard Kim make disparaging comments about anyone’s race, and no one ever told ██████████ they heard Kim do so.

B. Williams Allegation

██████████ never heard Williams make rude or disparaging comments to anyone, and no one ever told ██████████ they heard Williams do so. ██████████ never heard Williams make disparaging comments about anyone’s race, and no one ever told ██████████ they heard Williams do so.

III. DISCRIMINATION

A. Gay Onboarding

In late 2019, ██████████ helped onboard Gay after Gay was selected for hire as Kim’s assistant. ██████████ had to collect the verification of education and experience from what Gay provided on her

application to meet the job's minimum qualifications (M.Q.s). ██████████ "had a hard time gathering that documentation" from Gay. ██████████ clarified that it is not "uncommon" because sometimes businesses go out of business and it is hard for employees to get verification of the job that no longer exists. For Gay's onboarding, Gay suggested that ██████████ accept Gay's art portfolio to satisfy the MQs. ██████████ declined to do so. ██████████ felt it was a "challenge" to onboard Gay because she had to "keep going back" to Gay and requesting documentation and Gay "was upset." For instance, Gay suggested to ██████████ that ██████████ should be the one calling Gay's educational institutions and former employers and said to ██████████ "Am I doing your job?" ██████████ could not recall if Gay told ██████████ that it was "economic genocide" to request that Gay provide documentation for her education and work history. ██████████ will look in her email if there is any additional information about Gay's onboarding process.

B. Allegation 2: ██████████ Became Kim's Assistant

██████████ never worked as Kim's assistant. Early in the COVID-19 pandemic, ██████████ scheduled meetings through MS Teams because ██████████ knew the platform. However, ██████████ was never tasked with scheduling all of Kim's meetings or calendar.

After Gay learned MS Teams, Gay scheduled the H.S.A. H.R. manager meetings over Teams and other HR-related meetings for Kim.

C. Allegation 8: Gay Requested to Shadow ██████████

██████████ is unaware if Gay ever requested to shadow ██████████ ██████████ does not think it "would make sense" because ██████████ performed very different work from Gay. However, ██████████ acknowledged that she helped Gay "troubleshoot" MS Teams, Outlook, and Zoom. For instance, between five to ten times, ██████████ helped Gay troubleshoot tech programs and apps. ██████████ would do so because Gay would tell ██████████ that Gay did not know how to add a person to the meeting, how to take notes within the platform, and how to set a reoccurring meeting.

██████████ had to go over the same content with Gay on more than one occasion and found it "frustrating."

D. Allegation 11: June 2020 Meeting, H.S.A.'s Employee Health Survey

██████████ believes Gay was assigned to some role in H.S.A.'s employee health survey. ██████████ believes ██████████ and ██████████ took the lead roles in the survey. ██████████ told ██████████ that he had to help Gay to troubleshoot her role with downloading data.

██████████ believes ██████████ also had to review the same content with Gay on more than one occasion.

IV. MISCELLANEOUS

██████████ had no reason to believe Kim or Williams would be untruthful. ██████████ did not believe that Gay would untruthful or lie purposefully. However, ██████████ believes Gay might interpret "some of these things in a negative way" or that Gay's "perception is accurate."

V. CONCLUSION

██████████ believes ██████████ would have additional information about Gay's performance on the Employee Health Survey. ██████████ believes Kim and Williams have the most interaction with Gay. ██████████ did not have any additional information she believed would be relevant for DHR EEO to know. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 7: [REDACTED], 1244 Senior Human Resources Analyst



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (she/her)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: December 10, 2021 at 10:00 a.m. – 10:56 a.m
Others Present:	
Location: Via Teams	Pages: 2

I. BACKGROUND INFORMATION

A. Witness Employment Background

In 1995, [REDACTED] started working for the City and County of San Francisco (City) with the Human Services Agency (H.S.A.). In January 2012, [REDACTED] promoted to a 1244 Senior Human Resources Analyst, which is her current job classification. Since 2018, [REDACTED] works in H.S.A.’s Human Resources (H.R.) Operations unit. [REDACTED] works Monday through Friday, from 8:30 a.m. to 5:00 p.m. at 1650 Mission Street on the 4th floor. [REDACTED] H.R. Operations Manager, supervised [REDACTED] [REDACTED] is an H.R. Operating Supervisor and supervises four 1241 Human Resources Analysts who work on the Post-Referral Selection Process, Acting Assignments, and Position Management.

[REDACTED] enjoys her job at H.S.A. because there are “nice people” and [REDACTED] likes the “positive and encouraging work.” [REDACTED] also enjoys that since 2000, she has grown in H.R. from a clerical position to a supervisor. [REDACTED] believes the people in H.S.A. H.R. are “supportive.”

[REDACTED] does not socialize with H.S.A. co-workers outside of work.

B. Respondent Luenna Kim

Sometime before 2009, [REDACTED] met Luenna Kim, then-H.S.A. H.R. Director, when Kim began working at H.S.A. Kim came to H.S.A. as the Manager of Labor Relations and then promoted to H.R. Director. From around 2009 to 2013, [REDACTED] reported directly to Kim when [REDACTED] worked in Labor Relations and Payroll units at H.S.A. H.R. [REDACTED] believes she worked with Kim daily during those years on H.R. issues.

Kim is “very direct,” “very supportive and encouraging,” “very smart,” and has “a lot of ideas about how to improve efficiencies.”

[REDACTED] never socialized outside of work with Kim.

C. Respondent Katrina Williams

Around 2017, ██████ met Katrina Williams, H.S.A. H.R. Director, when Williams began working at H.S.A. as the L&OD Manager. ██████ never directly reported to Williams. However, from 2017 to 2021, once or twice a year, Williams would reach out to ██████ for status updates on hiring in order to plan Induction training classes for new hires.

Although ██████ has “limited interactions” with Williams, ██████ believes Williams is “approachable,” “friendly,” “encouraging,” “very professional,” and “very smart.” ██████ likes Williams and enjoys working with her.

██████████ never socialized outside of work with Williams.

D. Complainant Velma Gay

Around late 2019, ██████ met Velma Gay, 1842 Management Assistant, when Gay started working at H.S.A. ██████ transitioned two assignments to Gay: Additional Employment Requests (AERs) and Public Student Loan Forgiveness (PSLFs), as discussed further below in **Section III**.

Although ██████ has “limited interactions” with Gay, ██████ believes Gay is “very polite” and “asks questions.” ██████ believes Gay is “very engaging” in order to learn the material she needs to know; however, Gay also has “so many questions” about where to look for information and often asks the same questions twice. When asked why ██████ believed Gay asked the same question twice, ██████ said that she believed it was due to the fact that Gay did not remember the answer, so Gay would ask ██████ again.

██████████ never socialized outside of work with Gay.

E. Relationship Between Kim and Gay

██████████ could not say if Kim and Gay got along and did not know if they socialized outside of work.

F. Relationship Between Williams and Gay

██████████ could not say if Williams and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Allegations

██████████ never heard Kim reproach employees or speak to them in a rude manner, and no one ever told ██████ they heard Kim do so. ██████ never heard Kim make disparaging remarks about someone’s race, and no one ever told ██████ they heard Kim do so.

B. Williams' Allegation

██████ never heard Williams reproach employees or speak to them in a rude manner, and no one ever told ██████ they heard Williams do so. ██████ never heard Williams make disparaging remarks about someone's race, and no one ever told ██████ they heard Williams do so.

III. DISCRIMINATION

A. Allegation (6) : DSW Assignment

██████ had multiple Disaster Service Worker (DSW) assignments. ██████ believes ██████ assigned ██████ to her DSW assignments. ██████ deployed DSWs to the Covid Command Center, helped employees get DSW badges, assisted with payroll questions related to DSW assignments.

For two or three weekends, ██████ also worked as a DSW on the Great Plates program. ██████ attended training with Kate Shadoan, 0931 Manager III. ██████ believes Shadoan's Aging and Adult Services (DAAS) team was also working as DSWs for the Great Plates program because her staff was also there. ██████ could not recall if Gay attended the DSW training.

██████ believes the Great Plates DSW assignment included using the SharePoint site, looking up information, placing a call, and updating the note information. ██████ could not recall any further details about what the assignment included. ██████ did not use Language Line or any other translation service because she is bilingual and was calling clients who could speak ██████ language.

██████ has never been trained by H.S.A. on how to SharePoint. ██████ "takes initiative" and will learn a program for herself.

B. Allegation (7) : AERs and PSLFs

██████ believes Nelly Rodriguez, 9703 Employment & Training Specialist II, processed AERs and PSLFs while Rodriguez worked as Kim's assistant. After Rodriguez retired, ██████ team took over processing the AERs and PSLFs. ██████ learned how to process them and then assigned them to her staff to process. ██████ assigned ████████████████████, 1241 Human Resources Analyst, to process the AERs. AERs are requests from employees for additional employment. The information the employee needs to submit is an employment job title, a brief summary of the job duties, a schedule, the name of the employer, the compensation, and the address of the additional employment. When an employee submits a request, H.S.A. H.R. will review the form for completeness, and when the form is complete, H.R. staff will reach out the employee's program manager and make the request. If the program manager approves the employee's request, H.R. will double check the form and then submit it to the H.R. Director or, later, ██████ to approve. Once the form is approved at H.S.A., H.S.A. H.R. will submit the form to DHR for final approval. Once H.S.A. H.R. receives final approval from DHR, they send the form back to the employee. ██████ estimated that she or her team processed 5-6 AERs a month.

On an unknown date, ██████ told ██████ to give the AER and PSLF tasks to Gay.

██████████ never heard Kim or ██████████ discuss Gay's performance in processing AERs or PSLFs.

██████████ acknowledged she has created standard operating procedures at H.S.A. ██████████ updated the S.O.P. Rodriguez had created for AERs. In addition, ██████████ created an S.O.P. for payroll that included activity and productivity lists, which detailed staff daily tasks. ██████████ will provide copies of those documents to DHR EEO.

C. Allegation (20): Gay's New Employee Orientation Ideas

██████████ could not recall ever hearing Gay discuss her ideas about new employee orientation.

D. Racial Equity Work Group

██████████ is not part of H.S.A.'s Racial Equity Work Group. ██████████ believes H.S.A. employees have to apply to be a member.

E. In-Person at H.S.A.

One to three times a week, ██████████ went into the H.S.A. office throughout the pandemic. ██████████ did so in order to supervise payroll tasks. ██████████ does not believe there were many people in the H.S.A. office. ██████████ is aware of limits on the number of people allowed in the office, but could not quantify those limits. ██████████ believes the limits on the number of people in the office were communicated via email and through meetings to H.S.A. H.R. employees.

IV. MISCELLANEOUS

██████████ could not think of any additional documentation that would be relevant for DHR EEO to have. ██████████ had no reason to believe that Kim, Williams, or Gay would be untruthful.

V. CONCLUSION

██████████ had no further information for DHR EEO. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 8: [REDACTED], 1244 Senior
Human Resources Analyst



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (she/her)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: August 24, 2021 at 10:00 a.m. – 12:08 p.m.
Others Present:	
Location: Via Teams	Pages: 7

I. BACKGROUND INFORMATION

A. Witness Employment Background

On November 24, 2014, [REDACTED] started working for the City and County of San Francisco (City) when she became a 1202 Personnel Clerk with the City’s Human Services Agency (H.S.A) with the Employee and Labor Relations (ELR) group. In October 10, 2016, [REDACTED] became a 1241 Human Resources Analyst in the Exams/Recruitment group at H.S.A. On January 6, 2017, [REDACTED] went on leave. In February 2017, [REDACTED] returned as a 1202 Personnel Clerk with ELR. In June 2017, [REDACTED] promoted to a 1241 Human Resources Analyst with the Office of Civil Rights. In January 2018, [REDACTED] became an 1822 Administrative Analyst. On June 22, 2019, [REDACTED] became a 1241 Human Resources Analyst again with OCR. In August 2020, [REDACTED] promoted to a 1244 Senior Human Resources Analyst with OCR, which is her current job classification and unit. [REDACTED] works at 1650 Mission Street on the 2nd floor, Monday through Fridays, 8:00 a.m. to 5:00 p.m. Since March 2020 and the City’s shelter-in-place order, [REDACTED] has worked remotely. [REDACTED] job duties include processing leaves of absence, reasonable accommodation (RA) duties, coordinating with the workman’s compensation adjuster, and responding to Department of Fair Employment and Housing (DFEH) responses.

[REDACTED] enjoys working at H.S.A. because management and supervisors are supportive and provide training and promotive opportunities. [REDACTED] believes if she wants to move into a different role and grow her responsibilities, management would be helpful and supportive.

Other than Brenden Lim, 1246 Principal Human Resources Analyst and [REDACTED] supervisor, [REDACTED] had not spoken to any other City employee about her interview with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO). [REDACTED] socializes with her co-worker [REDACTED], 1244 Senior Human Resources Analyst, outside of work.

B. Respondent Luenna Kim

Around 2014, ██████ met Luenna Kim, then-H.S.A. Human Resources Director, when ██████ interviewed for a 1202 Personnel Clerk. ██████ believes she was not hired for the position, but interviewed again for another 1202 position and was hired, although Kim was not on the hiring panel.

From January 2018 to June 2019, ██████ worked as Kim's assistant in addition to some other duties for OCR, including leaves and R.A. because OCR was short-staffed. ██████ worked in an adjacent office to Kim and worked with Kim daily on tasks. ██████ believes Kim is an employee who likes to start her work day early because ██████ would get emails from Kim prior to Kim's arrival in the office at 7:30 a.m.

██████████ enjoyed working with Kim, had a good working relationship with Kim, and believes Kim is "really friendly."

██████████ and Kim socialized about their families, vacations, and baking because Kim likes to bake and would bring treats into the office. ██████ observed Kim go to lunch with the H.R. Managers, and most frequently did so with Lim and ██████████ 0931 Manager III. ██████ believes Kim was close with Irma "Nelly" Rodriguez, then-1241 Human Resources Analyst, because Rodriguez was Kim's assistant and also worked with Kim at the Department of Public Health (DPH). ██████ believes Rodriguez also performed HR Analyst duties for H.S.A.'s Operations team, too.

C. Respondent Katrina Williams

In March 2018, ██████ first met Katrina Williams, Acting Human Resources Director, when Williams was hired at H.S.A. as the Learning and Organizational Development Manager.

██████████ scheduled Williams' hiring interview.

In 2018 and 2019, ██████ coordinated the training for ethics compliance. ██████ worked on the Form 700 assignment and reported her progress to Williams.

██████████ and Williams have a cordial but not close working relationship. ██████ and Williams do not socialize outside of work.

██████████ could not say who Williams was close with at H.S.A.

D. Complainant Velma Gay

Around January 2020, ██████ met Velma Gay, 1842 Management Assistant, when Gay started working at H.S.A. Gay was hired as Kim's assistant after ██████ had moved to OCR, and Kim asked ██████ to help train Gay on tasks.

██████████ could not estimate how long she worked with Gay on the job duties. Every few months or so, or "very rarely," Gay will ask ██████ questions about assistant duties for clarification.

██████████ believes Gay has poor comprehensive skills because ██████████ would have to go over the same procedure with Gay “many times” and it took Gay “while to grasp certain projects and tasks.” ██████████ believes Gay is not good with being proactive about deadlines. Gay gets “defensive” at ██████████ and acts as if ██████████ is “stepping on her toes” when ██████████ is asked to work on tasks that Gay believes belong to Gay, as discussed further below. In addition, when Gay asks ██████████ about leave and taking time off, ██████████ has sent Gay an email summary of their telephone conversation and Gay replied that ██████████ is “putting words in” Gay’s mouth.

██████████ and Gay have a strained working relationship and do not socialize outside of work. ██████████ observed Gay speak to Enrique Cabral, then-1424 Clerk Typist, frequently before Cabral was released.

E. Relationship Between Kim and Gay

██████████ could not say if Kim and Gay got along or if they socialized outside of work.

F. Relationship Between Williams and Gay

██████████ could not say if Williams and Gay got along or if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim’s Communication

██████████ believes Kim has a friendly communication style and makes a point to say “hi” or “good morning” to everyone. ██████████ also observed Kim acknowledge when employees completed tasks, like by saying, “Thank you for doing this assignment. Really helpful.” ██████████ also believes Kim was often “rushed” in that she had frequent meetings and her calendar was “super packed.” ██████████ heard Kim tell employees, “Sorry, I don’t have time” and send them to schedule an appointment with ██████████ ██████████ believed Kim did so to “make sure she had time” to speak with anyone who wanted to speak with her. ██████████ never heard Kim reproach employees or speak in a rude, disrespectful, or belittling manner.

B. Williams’ Communication

██████████ believes Williams is “very friendly” and “greet everyone.” ██████████ never heard Williams give assignments. ██████████ never heard Williams reproach employees or speak in a rude, disrespectful, or belittling manner.

III. DISCRIMINATION

A. Assistant Duties

When ██████████ worked as Kim’s assistant, ██████████ job duties included scheduling Kim’s calendar; coordinating interviews; filing personnel documentation; answering Kim’s phone when she was out of the office; reviewing non-confidential mail; and coordinating annual reporting projects

like ethic compliance, public service loan forgiveness (PSLF) forms, badge access projects; HR data summary coordinating; and budget projects. ██████ never entered any information for employees on their PSLF forms. In addition to the above, Kim would ask ██████ to periodically perform urgent requests like pulling a policy or document for Kim to review or make copies of documentation for a meeting.

In addition to the above, ██████ provided administrative assistance and calendaring for Dan Kaplan, 0954 Deputy Director IV; Suzie Smith, 0953 Deputy Director III; and Noelle Simmons 0954 Deputy Director IV, while their administrative assistant was on leave. ██████ also processed IT requests for new employees.

B. Allegation (1): Form 700s and Department of Disability and Aging Services (DAS) List

The Form 700s is a statement of economic interest compliance document that all designated employees are required to complete. ██████ believes rank-and-file employees complete a hard copy Form 700 and department heads complete an online training and form to meet the requirement. ██████ believes Kim is the signatory for H.S.A.

In 2018 and 2019, ██████ coordinated H.S.A.s Form 700 requirement for H.S.A. However, ██████ believes Bridget Badasow, then-1454 Executive Secretary III for H.S.A., was responsible for H.S.A.'s Department of Disability and Aging Services (DAS) Form 700. In 2020, ██████ trained Gay on the Form 700 process. Gay began the process and on March 4, 2020 emailed H.S.A. staff about how to access the training. ██████ believes the Form 700 deadline was March 31, 2020 and that Gay got a "late start" on the assignment.

██████ told Gay to contact Badasow for the DAS list, which ██████ believes Gay did so. However, ██████ is unsure if Gay received the DAS list from Badasow.

At some point in March 2020, either Kim or Williams asked ██████ to take over the Form 700. ██████ believes either Kim or Williams did so because there was an approaching deadline, many H.S.A. employees were deployed as Disaster Service Workers (DSWs) and there was difficulty in getting responses from deployed employees. ██████ also believes that Gay had collected a few responses and had not sent out a reminder. ██████ believes "you have to nag and push" employees to complete the required training. ██████ believes Gay created a spreadsheet for the responses; however, ██████ created her own of those required to complete it and those who had not done so.

At some point, the Ethics Commission extended the Form 700 deadline to June 1, 2020 due to the City's shelter-in-place order.

C. Allegation (1): Working Independently and Producing SOPs

In 2018, when ██████ started working as Kim's assistant, ██████ was assigned an independent special project.

As Kim's assistant, ██████ never produced any standard operating procedures (SOPs). ██████ said it "would be a good idea to do" so because there was no documentation about how to do the job. ██████ believes there were no SOPs because Rodriguez was Kim's assistant for so long and then when ██████ transitioned, she asked Rodriguez if she had questions about work processes.

D. Allegation (3): Access to Kim's Office

█████ acknowledged she had access to Kim's office. ██████ would unlock Kim's office door when ██████ came into work, so when Kim arrived, she could just walk in. ██████ believes Kim's assistant and the HR managers know where Kim's office key is located in order to open Kim's door and leave confidential information on Kim's desk.

█████ acknowledged she had access to the HR files. ██████ believes most of the files are located in the Human Resources Director's office and the overflow are in Human Resources assistant's office. ██████ believes if staff need a personnel file, the Human Resource Director's assistant will provide it to them.

█████ does not know if Kim ceased allowing access into her office after Covid-19 broke out. ██████ believes Kim worked as DSW early on in the pandemic, but could not recall when. ██████ believes Williams took over a number of Kim's tasks when Kim did so.

At some point, ██████ believes Kim returned to the office. ██████ believes so because ██████ had video meetings with co-workers who were in the office and Kim would pop in to say hello.

E. Allegation (4): 2020 Voting Information Distribution

In 2018 and 2020, ██████ emailed out to H.S.A. staff the information on the national election information. ██████ did so because Lim told her to do so. ██████ believes her experience in processing leaves made her a good contact person because employees would have questions about taking time off to vote.

Gay emailed ██████ about sending out the voting information. ██████ will provide DHR EEO those emails.

F. Allegation (6): DWS Assignment

█████ did not get a DSW assignment. ██████ believes half of the H.S.A. H.R. staff were deployed and there was only ██████ and one other H.R. analyst who was not deployed. Lim was also deployed.

G. Allegation (11): Data Analysis and Other Duties

In addition to ██████ routine duties as Kim's assistant, ██████ performed the following additional special tasks:

- Management Classification and Compensation Plan (MCCP): In 2018 and 2019, ██████ coordinated the H.S.A.'s MCCP project. ██████ sent out an email about the MCCP from Kim, informing H.S.A. employees about the process and the deadline for self-nominations. Then, ██████ collected the self-nominations and reconciled them with the copies that were sent to Kim. ██████ created a spreadsheet and worked with ██████ to pull queries and get data about each employee's job code, rate, and whether or not they submitted a self-nomination form. The spreadsheet went to Kim and Kaplan. The project lasted approximately two months and would be sent to DHR in July.
- Weather Assignment: This task was "very stressful" and ██████ had to stay "after hours to make sure" staffing was complete. ██████ was assigned the weather staffing assignment prior to and while she was Kim's assistant.
- Budget Assignment: In 2018, as one of ██████ first special projects for Kim, ██████ coordinated a budget spreadsheet for new staffing requests. ██████ created a "huge budget spreadsheet" that was organized by an organizational chart of each unit in H.S.A., its staffing, and summary of any hiring needs. In order to produce the spreadsheet, ██████ ran queries from People&Pay and called managers about their historical and current staffing. ██████ believes Kim, Kaplan, and Executive Directors had access to her budget spreadsheet. The assignment took approximately 1-2 months.

██████████ said the above assignments were not "difficult" they were just "time consuming," involved lots of different people for questions and pulling data, and in some cases, stressful.

H. Allegation (26): Assuming Others' Duties

In addition to ██████ routine duties as Kim's assistant, ██████ performed the additional following tasks:

- ██████ was asked to assist other H.R. managers book the conference room is attached to the H.R. Director's office.
- Once, ██████ assisted ██████, Acting HR Manager, to coordinate a 1241 interview panel scheduling.
- Once, ██████, 1244 Human Resources Analyst, with Operations/Payroll, asked ██████ to help coordinate a 1220 interview panel scheduling.

I. October 2020: ██████ Duties

In October 2020, either Kim or ██████, 0931 Manager III, asked ██████ to take over ██████ contact tracing duties while ██████ was out on a week's vacation. ██████ understood that if there was a Covid positive case, there were procedures in place ██████ would need to walk the employee through. When there was a positive case, it was the end of the week and ██████ took over. ██████ believes ██████ asked her to take over ██████ duties of contact tracing because ██████ worked on

and was familiar with leaves. More recently, when ██████████ was out on leave for a over a month, Williams took over ██████████ contact tracing duties.

V. MISCELLANEOUS

██████████ had email in relation to Gay's email correspondence regarding the 2020 Voting Information and Gay's requests for leave.

██████████ had no reason to believe that Kim or Williams would be untruthful. ██████████ believed Gay would be untruthful because of ██████████ contentious interactions with Gay. ██████████ believes Gay gets upset easily and struggles to understand routine information. ██████████ believes because Gay replaced ██████████ but work tasks sometimes remained with ██████████ ██████████ believes as a result, Gay is frustrated, understandably. ██████████ believes others have told Gay that "██████████ did it this way," which would also frustrate Gay, understandably.

VI. CONCLUSION

██████████ did not have any additional information she believed would be relevant for DHR EEO to have. ██████████ does not know if Lim would have any additional information, but ██████████ forwarded Gay's request for leave from Gay to Lim. ██████████ acknowledged she wanted to deny Gay's request based on the information Gay provided and was frustrated with Gay's contentious response, so she forwarded the information to Lim.

I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 9: [REDACTED], 1244 Senior Human
Resources Analyst



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: ██████████ (he/him)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: November 10, 2021 10:00 a.m. – 11:20 a.m.
Others Present:	
Location: Via Teams	Pages: 5

I. BACKGROUND INFORMATION

A. Witness Employment Background

On June 8, 2015, ██████████ started working for the City and County of San Francisco (City). On December 3, 2018, ██████████ became a TEX 1244 Senior Human Resources Analyst with the San Francisco Human Services Agency (H.S.A.). On April 6, 2019, ██████████ became a PCS 1244 with H.S.A., which is his current job classification. Since 2015, ██████████ has worked in the Exams unit at H.S.A. at 1650 Mission Street. ██████████ works Monday through Friday, 8:00 a.m. to 5:00 p.m. In the Exams unit, ██████████ conducts job analyses for recruitments; completes job forms; conducts analyses of the knowledges, skills, and abilities required for positions; create exams to test candidates; post job announcements; score exams; adopt eligibility lists; respond to appeals; and review applications. Since 2015, ██████████, Exams Manager, has supervised ██████████

██████████ does not really socialize outside of work with anyone at H.S.A. ██████████ enjoys his work and enjoys working at H.S.A.

██████████ could not say why the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO) was interviewing him. ██████████ has not spoken to any City employees about his interview with DHR EEO. ██████████ wanted to know if it was okay to tell ██████████ about his interview. DHR EEO told ██████████ that he could report that he was interviewed by DHR EEO as a witness to account for his time with his supervisor.

B. Respondent Luenna Kim

In 2015, ██████████ met Luenna Kim when he started working at H.S.A. Kim was then-H.R. Director. ██████████ believes in 2020, Kim left H.S.A. From 2015 to 2020, Kim asked ██████████ to complete a handful of special projects:

- In 2016 and 2017, for one month, ██████████ created a website for H.S.A.'s El Nino shelter staffing. ██████████ used a free website design program, created a website, and uploaded a survey for employees to identify their availability to staff makeshift homeless shelters in H.S.A. spaces during the El Nino weather patterns. H.S.A. never trained ██████████ on website design.
- In May 2019, ██████████ created fliers for Kim for the California Automated Welfare System (CALSAWS) to provide information on outside agencies' employment opportunities.
- In 2020, for approximately one year, ██████████ collected and analyzed data from the H.S.A. Health Survey. ██████████ ran reports on the survey responses, determined if there were missing responses, and sent reminders to fill out the survey.
- In 2020, for two months, ██████████ was deployed as a Disaster Service Worker (DSW) and called people to see if they were able to work as a DSW.
- On an unknown dates, Kim assigned all Manager, Analysts, and Training Officers to create a project that would impact the entire agency. ██████████ created two projects: an employee/applicant training video of the application process, and an SOP for the Exams Unit.

Kim is "direct," a "tough" employee, and "firm leader." ██████████ believes Kim had a "close inner circle" of employees who "got promoted." ██████████ believes Kim's inner circle included ██████████ ██████████ 1244 Senior Human Resources Analyst; ██████████ 0931 Manager III; ██████████, 1246 Principal Human Resources Analyst; and ██████████, 0922 Manager I. However, ██████████ believes "those people are good employees," so ██████████ does not "fault" Kim for surrounding herself with a tight group. ██████████ does not socialize outside of work with Kim.

C. Respondent Katrina Williams

Around 2016, ██████████ met Katrina Williams, H.R. Director at H.S.A., when Williams started working for H.S.A. as the Learning and Organization Development Manager. Around 2020, Williams promoted to H.R. Manager. Since 2020, two or three times, Williams has asked ██████████ to provide additional information about applicant data. For instance, ██████████ had created a Power Bi graph or chart that showed if someone was qualified for certain positions and their race/ethnicity and, if they were not qualified, the reason why (education, experience or both). Williams asked ██████████ to include percentages to compare the whole of people who were qualified in comparison to those were not. Other than these few instances, ██████████ has never worked on any projects or tasks with Williams.

Williams is a "very open person" who is "willing to talk things out with" employees. Williams is also "very friendly" and will "provide justification" for why she is asking ██████████ for information and "why it is important to work on." ██████████ does not socialize outside of work with Williams.

D. Complainant Velma Gay

Around January 2020, ██████████ met Velma Gay, 1842 Management Assistant, when Gay started working at H.S.A. ██████████ believes Gay was Kim's and then Williams' assistant. ██████████ believes Gay scheduled meetings for Kim and H.S.A. because ██████████ "would get emails from" Gay. In July 2020, for approximately three weeks, ██████████ worked on a special project with Gay for the employee Health Survey, as discussed further below in Section III. A.

Gay is a "very blunt" employee who speaks her mind. ██████████ observed Gay act "a little unprofessional" in meetings. For instance, during a Diversity, Equity, Inclusion, and Belonging (DEIB) meeting, Gay said that DEIB needs to represent Black people, but specified that it should not just include "light skinned" people of color. ██████████ found Gay's comment "weird." ██████████ does not socialize with Gay outside of work.

E. Relationship Between Gay and Kim

██████████ could not say if Kim and Gay got along and did not know if they socialized outside of work.

F. Relationship Between Gay and Williams

██████████ could not say if Williams and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Allegations

██████████ believes Kim made comments about the Exams unit "not carrying their weight" and that the Unit "could be better." ██████████ found the comment rude because the Exams unit was doing "really well" and found the comment "demoralizing and disheartening."

Ivy Yeung, 1244 Senior Human Resources Analyst, told ██████████ that Kim made belittling comments to Yeung, but ██████████ could not recall any specifics.

██████████ told ██████████ that Kim made belittling comments to ██████████ but ██████████ could not recall any specifics.

B. Williams' Allegation

██████████ never heard Williams reproach employees or speak to them in a rude or belittling manner, and no one ever told ██████████ they heard Williams do so.

III. DISCRIMINATION

A. Allegation (11): H.S.A. Covid-19 Employee Survey / Health Survey Data Project

Around mid-2020, H.S.A. deployed a daily health survey application for employees to document their health status and contact-tracing purposes related to COVID-19. The application was on a Sharepoint website and employees filled out the form. At some point in 2020, ██████████ HR Operations & Payroll Manager, showed ██████████ how to complete the contact-tracing task. Daily, ██████████ emailed the Health Survey reminder to all H.S.A. employees at 6:00 a.m. At 10:00 a.m., ██████████ pulled the report of the data submissions and determined who had not filled out the survey and sent those employees reminders. At 1:00 p.m., ██████████ pulled another report and sent out second reminders and copies to the employee's supervisor. ██████████ also called employees who reported that they had Covid, which was usually a mis-key.

Around June 2020, ██████████ told ██████████ that ██████████ would train Gay on how to conduct the Health Survey and “gauge if” Gay could complete the task. ██████████ believed he would spend 2-3 days working with Gay on the project and then Gay would take over the duties.

Around June or July 2020, ██████████ met over Teams to work with Gay on learning the Health Survey task. ██████████ believes the first meeting lasted only 30 minutes because Gay “didn't have good internet connection” and Gay “cut out and didn't come back until later.” ██████████ finished the task because it was time-bound, and attempted to show Gay the steps the following day. However, ██████████ observed Gay have “issues” with Excel like inputting too many commands, which caused Excel to stall because of too many computations. Although ██████████ was supposed to only take a few days to train Gay on the task, after two weeks, Gay had still not learned the task. ██████████ asked ██████████ if Gay had taken over the duties yet, and ██████████ told ██████████ that he did not believe Gay could “handle it” based on Gay's trouble with Excel. ██████████ believes Gay completed the task “a couple of times” with his oversight, but not independently.

██████████ denied he ever told Gay she could not write down notes. ██████████ wrote up notes on the process's steps and emailed them to Gay. ██████████ could not say why Gay would allege he told her not to write down notes.

B. Training

██████████ acknowledged that no one at H.S.A. assigned ██████████ work that ██████████ was incapable of “without going to some training first.” ██████████ believes ██████████ had a group of H.R. professionals—including ██████████ Brenden Lim, 1246 Principal Human Resources Analyst; Claire McCaleb, 1244 Senior Human Resources Analyst; and Brian He, 1031 IS-Trainer Assistant, who would learn tools from IT, including Oracle BI. However, ██████████ has not been asked to complete any tasks with Oracle Bi.

C. DSW Assignment

For approximately two months, ██████████ was deployed as a Disaster Service Worker (DSW). ██████████ called employees to see if they were available for deployments. Lim assigned ██████████ this task.

D. Racial Equity Work Group

██████████ is not a member of H.S.A.'s Racial Equity Work Group (REWG). ██████████ believes ██████████ Blasi, and McCaleb were part of the H.S.A.'s REWG.

E. In-Person at H.S.A.

██████████ never worked in-person at H.S.A. during the COVID-19 pandemic.

V. MISCELLANEOUS

██████████ had no reason to believe that Williams would be untruthful.

██████████ believes Kim would “maybe” be untruthful because ██████████ believes Kim attempted to release Gay by assigning Gay to the Health Survey task. ██████████ believes so because ██████████ told ██████████ that ██████████ and Kim did not believe Gay knew how to use Excel, even though Gay had it listed on her resume. ██████████ spoke to ██████████ about Gay not taking over the Health Survey task and ██████████ was not surprised that Gay could not perform the task.

██████████ believes Gay would be untruthful because he believes she said she could perform Excel, but she could not. ██████████ believes Gay is making these allegations in order to “cover herself” and “make it seem like it is other people’s fault that she can’t do her job.”

VI. CONCLUSION

██████████ believes ██████████ would have additional information about Kim’s conduct because ██████████ had more interaction with Kim. ██████████ did not have any additional information he believed would be relevant for DHR EEO to know. I thanked ██████████ for participating in the interview and reminded him of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 10: [REDACTED], 1244
Senior Human Resources Analyst



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
WITNESS INTERVIEW QUESTIONS**

Witness: [REDACTED]	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: November 3, 2021 9:58 a.m. – 10:31 a.m.
Others Present:	
Location: Via Teams	Pages: 4

I. BACKGROUND INFORMATION

A. Witness Employment Background

In December 2017, [REDACTED] started working for the City and County of San Francisco (City) with the Human Services Agency (H.S.A.) as a1244 Senior Human Resources Analyst, which is her current job classification. [REDACTED] works for H.S.A.’s Office of Civil Rights (OCR) at 1650 Mission Street, on the 2nd floor. [REDACTED] works Monday through Friday, 8:00 a.m. to 5:00 p.m. [REDACTED] job duties include processing employee complaints of discrimination and leaves, and [REDACTED] roster is Disability and Aging Services (DAS), Children and Family Services, and some administrative staff. Brenden Lim, OCR Manager, supervises [REDACTED]

[REDACTED] enjoys working at H.S.A. because the community of co-workers and they get along well. [REDACTED] does not socialize outside of work with H.S.A. co-workers. [REDACTED] did not know why she was speaking with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO). Other than Lim, [REDACTED] has not told any City employees about her DHRE EEO interview.

B. Respondent Luenna Kim

In December 2017, when [REDACTED] joined the City and H.S.A., she met Luenna Kim, then-H.S.A. H.R. Director. Kim was [REDACTED] Director. Between 2017 and 2020, once or twice a year, Kim would reach out to [REDACTED] for documentation regarding an EEO complaint or leave issue. From March 2020 to October 2020, Kim worked with [REDACTED] in staffing Disaster Service Workers (DSWs) for the City. From 2017 to early 2020, once a month, [REDACTED] and Kim jointly attended H.S.A. H.R. all hands meetings.

Kim is a “very direct” employee who “tells you what she needs from you.” Employees will not hear from Kim if they are “doing what [they’re] supposed to be doing.”

[REDACTED] never socialized with Kim outside of work.

C. Respondent Katrina Williams

On an unknown date, ██████████ met Katrina Williams, Acting H.S.A. H.R. Director, when Williams joined the City as H.S.A.'s Learning and Organizational Development (L&OD) manager. In early 2020, Williams became ██████████ Director when Williams promoted to Acting H.R. Director. Once a month, ██████████ and Williams jointly attend H.S.A. H.R.'s all hands meetings. Other than these meetings, ██████████ never worked on any special projects or tasks for Williams.

██████████ believes Williams took on more tasks and functions when she became H.R. Director. Williams gives employees space to perform their tasks, but will follow up with employees if they have not responded or completed tasks. ██████████ never socialized with Williams outside of work.

D. Complainant Velma Gay

On an unknown date, ██████████ met Velma Gay, 1840 Management Assistant. Once a month, ██████████ and Gay jointly attend H.S.A. H.R.'s all hands meetings. Other than these meetings, ██████████ never worked on any special projects or tasks with Gay.

██████████ could not describe Gay as an employee. ██████████ never socialized with Gay outside of work.

E. Relationship Between Kim and Gay

██████████ could not say if Kim and Gay got along and did not know if they socialized outside of work.

F. Relationship Between Williams and Gay

██████████ could not say if Williams and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Allegations

██████████ never heard Kim reproach employees or speak to them in a rude or belittling manner, and no one ever told ██████████ they heard Kim do so.

B. Williams' Allegation

██████████ never heard Williams reproach employees or speak to them in a rude or belittling manner, and no one ever told ██████████ they heard Williams do so.

III. DISCRIMINATION

A. Allegation (2): Form 700s and Harassment Prevention Forms

██████████ never processed or collected Form 700s. ██████████ believes ██████████ 1241 Human Resources Analyst, did. ██████████ could not say why Gay would allege that ██████████ did so.

B. DSW Assignment

From March to October 2020, ██████████ had a DSW assignment of staffing Covid hotels. From March to June 2020, ██████████ did so at the Moscone Center. From June to October 2020, ██████████ did so at 1650 Mission. ██████████ staffed City employees and non-profit staff. City employees were a “little bit rough” because they “wanted to stay on furlough.”

██████████ does not know who assigned her to her DSW assignment. ██████████ performed this assignment with Cheyo Appel, then-1241 Human Resources Analyst with H.S.A., and Karimah Arnold, 2918 Human Services Agency Social Worker. On an unknown date, ██████████ believes Kim got more employees to help staff including Daniel Varela, 1241 Human Resources Analyst; Phillip Fagundes, 2940 Protection Services Worker ; Sonia Seruge, 9704 Employment & Training Specialist III; Jo Anna Lemon, 1404 Clerk; Mandy Huie, 9703 Employment & Training Specialist II. Kim did so because the staffing need was large. ██████████ used Excel, Sharepoint, and another website to complete her assignment. Lim trained ██████████ how to navigate through the apps and programs ██████████ used for the assignment.

C. Racial Equity Work Group

██████████ is not a member of the Racial Equity Work Group (REWG) at H.S.A.

D. In-Person at H.S.A.

██████████ never stopped reporting to work in person. From March to June 2020, ██████████ worked at Moscone. Since June 2020, daily, ██████████ has reported to 1650 Mission Street. ██████████ believes there were limits of 6-8 individuals in large conference rooms. ██████████ believes Williams sent out email about capacity limitations due to the COVID-19 pandemic.

V. MISCELLANEOUS

██████████ had no reason to believe Kim, Williams, or Gay would be untruthful.

VI. CONCLUSION

██████████ believes ██████████ 1241 Human Resources Analyst, has more information about the Form 700s. Otherwise, ██████████ did not have any additional information she believed would be relevant for DHR EEO to know. ██████████ will forward DHR EEO email from Gay about town hall meetings, health screening reminders, and email from Kim and Williams about

capacity at 1650 Mission during the pandemic. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 11: [REDACTED], 1244 Senior Human
Resources Analyst



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: ██████ (he/him)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: October 27, 2021 10:30 a.m. – 11:10 a.m.
Others Present:	
Location: Via Teams	Pages: 3

I. BACKGROUND INFORMATION

A. Witness Employment Background

On June 16, 2014, ██████ started working for the City and County of San Francisco (City). On December 26, 2020, ██████ became a 1241 Human Resources Analyst with the Human Services Agency (H.S.A.), which is his current job classification. In 2020, ██████ worked with the Finance unit within H.S.A. under Rachel Brannon, 1823 Senior Administrative Analyst, working on time studies tasks. In 2021, ██████ transferred to the Office of Civil Rights (OCR) unit of H.S.A. and works under Brenden Lim, OCR Manager. At OCR, ██████ handles leave and reasonable accommodation (RA) requests for the MediCal, Cal Works, SFBN Operations, and the PST programs at H.S.A. ██████ works at 1650 Mission on the 4th floor, Monday through Friday, from 8:00 a.m. to 5:00 p.m. Since March 2020, when the COVID-19 pandemic began, ██████ has worked remotely.

██████ enjoys working for H.S.A. and enjoys the work and his colleagues.

██████ could not say why he was being interviewed by the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO). Other than Lim, ██████ has not spoke to any other City employees about his interview with DHR EEO.

B. Respondent Katrina Williams

Around 2018, ██████ met Katrina Williams, Acting Human Resources Director, when Williams was hired by the City. In 2020, Williams became Acting HR Director and in September and October 2020, Williams asked ██████ to work on a project regarding unvaccinated employees. Other than this instance, ██████ never worked directly with Williams.

Williams is “approachable” and “easy to talk to.” ██████ never socialized outside of work with Williams.

C. Complainant Velma Gay

Around 2020, ██████ met Velma Gay, 1840 Management Assistant, when Gay became Luenna Kim's, then-H.S.A. H.R. Director, assistant. In 2020, two or three times when ██████ supervisor was out, ██████ contacted Gay via email to have Kim approve some timesheets. In 2021, ██████ also asked Gay to complete a Time Study.

██████ believes over six to eight months, it took two to three times of following up with Gay to get the timesheets completed. ██████ believes Gay used to work as a Public Service Trainee (PST) for H.S.A. but was unsure when. ██████ does not know Gay "very much." Once, Sanah Shaik, 1202 Personnel Clerk, told ██████ that when Gay was working at H.S.A. as a PST, Gay refused to help set up coffee for a training session. Shaik told ██████ that Gay said, "That's not what I was hired for; I don't do coffee." ██████ was surprised because he believes that part of trainers' job is to set up coffee for training participants.

D. Relationship Between Williams and Gay

██████ is unaware if Williams and Gay get along or if they socialize outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

██████ never heard Williams speak to employees in a rude, disrespectful, or belittling manner and no one ever told ██████ they heard Williams do so.

III. DISCRIMINATION

A. Time Studies

In 2021, ██████ directed and reminded employees to fill out time study data. ██████ believes that H.S.A. is granted funding from the state or federal government for some of the programs H.S.A. runs. When H.S.A. employees work on those programs, their time needs to be accounted for by the program, so H.S.A. can request accurate monies for the following year and account for the funds they received. ██████ believes MediCal and Cal Fresh are two of the programs H.S.A. works on that get reimbursement and that require Time Studies, but ██████ is not certain because he did not handle the claims portion.

██████ believes H.S.A. H.R. employees would not be required to complete time studies unless they were supervisors who supervised employees working in MediCal and Cal Fresh.

██████ remembers Gay being on the time study list, but could not recall and did not know why Gay was so. ██████ could not recall if Gay completed the time study. ██████ could not look up his communication with Gay because some of the communication is automatically generated through the application, called the Time Study Buddy. ██████ never spoke to Williams about Gay's time study.

B. DSW Assignment

██████████ never received a Disaster Service Worker (DSW) assignment.

C. Racial Equity Work Group

██████████ is not part of the racial equity work group, but did attend the 21-day challenge.

D. In-Person at H.S.A.

██████████ went to H.S.A. to get equipment once or twice, but never worked out of 1650 Mission during the pandemic.

V. MISCELLANEOUS

██████████ will search his email and send DHR EEO his emails to Gay regarding timesheets and time studies.

██████████ had no reason to believe that Williams would be untruthful. ██████████ believes Gay would be untruthful because she refused work in past, per Shaik.

VI. CONCLUSION

██████████ did not have any additional information he believed would be relevant for DHR EEO to know. I thanked ██████████ for participating in the interview and reminded him of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 12: [REDACTED], 1241 Human
Resources Analyst



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (she/her)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: February 4, 2022 1:00 p.m. – 2:44 p.m.
Others Present:	
Location: Via Teams	Pages: 5

I. BACKGROUND INFORMATION

A. Witness Employment Background

On July 23, 2001, [REDACTED] started working for the City and County of San Francisco (City) with the San Francisco Human Services Agency (H.S.A.). On March 29, 2014, [REDACTED] promoted to a 1241 Human Resources Analyst with H.S.A., which is her current job classification. [REDACTED] works for H.S.A. Human Resources (H.R.). In 2005, [REDACTED] worked for the Exams unit. From 2007 until present, except for one year while she was at the Department of Building Inspection (D.B.I), [REDACTED] has worked in the Operations unit at H.S.A. H.R. [REDACTED] supervises onboarding new employees, reviews applications, collects verification of employment, makes salary determination, processes unemployment and separation forms, issues referrals, and supervises 1204 clerks. [REDACTED] works at 1650 Mission Street on the 2nd floor. [REDACTED] works Monday through Friday, from 8:00 a.m. to 5:00 p.m., although in 2005, [REDACTED] worked a 4/10 alternate work schedule. Since 2005, [REDACTED], 1244 Senior Human Resources Analyst, has supervised [REDACTED]

[REDACTED] enjoys working for H.S.A. because the agency helps others, the staff are very helpful, and because [REDACTED] likes H.R. work.

Other than her supervisor, [REDACTED] has not discussed the investigation with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO) with any other City employee.

B. Respondent Luenna Kim

Around 2010, [REDACTED] met Luenna Kim (Kim), then-H.S.A. H.R. Director, when Kim joined H.S.A. as a Labor Relations Manager. From 2010 to around 2014, [REDACTED] “didn’t have much of a working relationship with” Kim because Kim worked in Labor Relations. When Robert Thomas, then-H.S.A. H.R. Director, retired and Kim promoted, [REDACTED] begun to have a working relationship with Kim.

When ██████████ manager, Leopoldo Saucedo, then-H.R. Operations Manager, was absent, Kim would come to ██████████ and request reports on position management, or the status of hiring and the number of positions open and being filled. ██████████ would run reports for Kim on the number of vacancies, how many positions each program had, and how many referrals had been issued. In addition to these tasks, ██████████ also provided Kim with signature requests for documents like additional employment requests (AERs) and appointment processing and separation forms. Eventually, Kim allowed ██████████ to sign “the common forms” like employment process forms and separation forms with Kim’s signature. However, Kim had to sign MEA-negotiated salary forms herself. In addition, ██████████ would attend staff meetings in Saucedo’s place and discuss the hiring status and vacancies.

Kim had an “open door” policy for employees. Kim’s reputation is important to her. As a new H.R. Director, Kim “micromanaged the process” in order to learn the various processes of the units of H.R. she had less familiarity with and in order to make improvements and efficiencies.

██████████ never socialized outside of work with Kim.

C. Complainant Velma Gay

On an unknown date, ██████████ met Velma Gay (Gay), 1840 Management Assistant, when Gay started as a Public Service Trainee (PST) for H.S.A. Around 2019, ██████████ met Gay again when Gay started working at H.S.A. as Kim’s executive assistant. ██████████ believes Gay managed Kim’s meetings. ██████████ believes so because it was a duty that ██████████ assisted Gay on.

Gay is an employee who needs “a lot of assistance.” ██████████ gave Gay access to PeopleSoft, trained Gay on voicemail and email, including how to check and forward email in Outlook. Gay needed “constant training,” and “would come back and ask how to do it again.” ██████████ was “constantly” helping Gay with how to use PeopleSoft and Outlook. ██████████ could not recall if she was asked to assist Gay or if Gay came to ██████████ directly. ██████████ office was right next door to Gay, so Gay would walk to ██████████ office whenever Gay needed help. As a result, ██████████ believes Gay is “lacking” the skills necessary to be an executive assistant. ██████████ believes “it didn’t seem like [Gay] had any office training prior” to Gay’s hire as Kim’s executive assistant.

██████████ never socialized outside of work with Gay.

D. Relationship Between Kim and Gay

██████████ believes Kim and Gay got along from what she observed between them during staff meetings. ██████████ observed Kim thank Velma and it “sounded positive” between them.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

██████████ never heard Kim speak to employees in a rude manner. However, the following employees had experience with Kim’s stern expectations:

- Amelia “Amy” Aquino (Aquino), then-1244 Senior Human Resources Analyst, told ██████████ that once Kim said to Aquino, “Are you gonna write this down? You gonna remember this?” because Aquino did not have a pen and paper to take notes.
- And around 2014, Kim had a problem with her managers coming late to the weekly meeting. ██████████ Kim, and Saucedo were in the room and Mario Santa Cruz, then-0931 Manager, came into the room late. Kim replied, “It would be really nice if all of you showed up on time.”
- On another date she could not recall, ██████████ walked by the front counter on the way to Kim’s meeting. Someone at the counter needed assistance, so ██████████ stopped to help and was late to Kim’s meeting. Kim said, “What happened? Didn’t you get the schedule?” ██████████ apologized to Kim and explained why she was late.

Once, Deljuanna Williams (D. Williams), then-1244 Senior Human Resources Analyst, told ██████████ that she felt that she was not selected for an 0931 position in H.S.A. H.R. due to racial discrimination. D. Williams was not selected for a position, went on leave, and then resigned. D. Williams called ██████████ and asked ██████████ if she would help D. Williams with moving forward with a discrimination claim. Even though ██████████ “didn’t want to be in the middle of that,” ██████████ told D. Williams she would answer any questions they asked of ██████████ ██████████ never heard anything further about D. Williams’ discrimination claim. D. Williams and ██████████ knew each other outside of work because their children attended school together.

██████████ never heard Kim make disparaging comments about anyone’s race and no one ever told ██████████ they heard Kim do so. ██████████ believes Kim was very supportive of the PST program—which included clients from all different races—and Kim “always encouraged us to hire of all different races.”

III. DISCRIMINATION

A. Allegation (7) : AERs and PSLFs

1. AERs

When City employees want to work second jobs, they need to get permission from the City to do so. Additional Employment Request (AER) forms are how those requests are processed. The City, however, did not make the requirement until around 2017. Prior to 2017, it was voluntary for City employees to let the City know they worked another job. From 2005 to 2017, less than once a month, ██████████ processed employee notifications that they had secondary employment.

To process an AER, ██████████ would review the information on the form with the information on PeopleSoft and make sure the form was accurate. ██████████ would also review the listed hours to make sure the employee’s work hours did not conflict with H.S.A. Saucedo allowed ██████████ to sign

the form. ██████ would sign the form, keep a copy, send one copy to the employee, and send another copy to the employee's personnel file. ██████ would fill in an AER form for employees when it was "easier to just do it." ██████ would also clarify the form for employees and tell them to specify further, fill out incomplete portions, and explain what the form was actually requesting.

In 2018, after ██████ came back from DBI, it was no longer ██████ task. ██████ or ██████ signed them, but if ██████ or ██████ were out of the office, ██████ would sign the form. ██████ believes there were "a lot more forms" coming in because more City employees were working second jobs.

On an unknown date, ██████ informed ██████ and ██████ that Gay would be taking over the AER forms to process. ██████ told ██████ that Gay would need full access to PeopleSoft, and ██████ did so. ██████ believes because Kim was signing the forms and Gay was submitting the forms to Kim for Kim's signature, that ██████ believed it made more sense for Gay to process the AER forms.

2. PSLFs

The Public Student Loan Forgiveness (PSLF) forms are forms submitted by employees to have their public student loans forgiven by the federal government. H.S.A. H.R. is supposed to verify the employee has been working a certain number of years and confirming the dates of employment history.

██████████ and other H.R. employees are not able to edit or correct PSLF forms. The federal government is particular and there cannot be any "scratches or anything" on the form. ██████ completed four or five forms a month, and the forms came in seasonally because people were graduating at certain times of the year and because protective service workers were hired in the fall and spring.

██████████ believes Gay took over processing PSLFs. ██████ and ██████ trained Gay on how to process the forms, including writing down steps and provided Gay with examples. Gay asked ██████ and ██████ "the same questions" about the forms "multiple times." For instance, Gay would ask ██████ to check the employment dates and ██████ told Gay to check PeopleSoft. At first, Gay would say she did not have access to PeopleSoft. Then, Gay would ask ██████ or ██████ to confirm the dates. Gay's questions became "constant" and "redundant" that ██████ "started to feel like" Gay "didn't want to" do the assignment. ██████ told ██████ that ██████ felt like Gay's secretary because it seemed like Gay wanted ██████ to perform the task for Gay.

B. H.S.A. H.R. Onboarding

██████████ believes onboarding is the process of onboarding an employment candidate to a City employee. The biggest change in the onboarding process that ██████ is aware of is not asking employees about their prior salary. ██████ believes this practice was done for equity purposes.

██████████ believes there is an personnel action workflow internal form that identifies the need to reassign someone to a different unit, so their phone number and supervisor need to change and the employee's computer might need to change. ██████ believes the personnel action workflow

hard copy was documented before ██████████ came to H.S.A. ██████████ digitized it during her time at H.S.A.

██████████ acknowledged she met with Gay regarding new employee orientation during a DEIB meeting, when Gay asked for a standardized operating process regarding onboarding new employees. ██████████ told Gay she had a process written down, and Gay asked for the steps from ██████████. ██████████ did not recall if she provided the steps to Gay. However, ██████████ was “hesitant” to hand it over because the document was ██████████ work product and it was unfinished and because “there was a little mistrust” because ██████████ had provided DEIB the document, who ran with it, and ██████████ was not given credit. ██████████ also believes Gay was using the term “onboarding” when Gay really wanted new employee orientation procedures.

██████████ denied that it was Gay’s idea for new H.S.A.’s new employees to provide the employee’s DSW #, work cell phone number, location of their technical equipment, name of supervisor, location of It dept, copy machines, credentials for photo copy machines, and their office locations. H.S.A. departments provide this information differently and has “always been part of the personnel action workflow.”

C. Gay’s Duties

██████████ believes Shirley Burns, then-1450 Executive Secretary I, who was the prior secretary for the H.S.A. Executive Director’s secretary, performed “a lot more duties” than Gay, including writing all of the Director’s letters on a typewriter and spoke on behalf of the HR Director.

IV. MISCELLANEOUS

██████████ would forward DHR EEO Gay’s requests for help. ██████████ had no reason to believe that Kim would be untruthful. ██████████ believes Kim would be “confused” or would misunderstand in making these allegations.

V. CONCLUSION

██████████ believes ██████████ and ██████████ would have additional information for DHR EEO about Kim and Gay. ██████████ did not have any additional information she believed would be relevant for DHR EEO to know. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 13: [REDACTED], 1241 Human
Resources Analyst



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (she/her)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: December 1, 2021 10:30 a.m. – 11:21 a.m.
Others Present:	
Location: Via Teams	Pages: 4

I. BACKGROUND INFORMATION

A. Witness Employment Background

In December 2019, [REDACTED] started working for the City and County of San Francisco (City) as a 1241 Human Resources Analyst with the Human Services Agency (H.S.A.). [REDACTED] works for H.S.A.’s Human Resources division in the Post-Referral Selection Process (PRSP) team. [REDACTED] job duties include working with program managers on the post-referral hiring process. [REDACTED] works at 1650 Mission Street on the 4th floor. [REDACTED] works Monday through Friday, from 8:00 a.m. to 5:00 p.m. and works on-site on Thursdays and Fridays. Since October 2021, [REDACTED], 1244 Senior Human Resources Analyst, has supervised [REDACTED] From March 2020 until October 2021, [REDACTED] supervised [REDACTED] From 2019 until March 2020, [REDACTED], supervised [REDACTED]

[REDACTED] enjoys working at H.S.A. but acknowledged that she “started working there at a weird time” because the COVID-19 pandemic hit just a few months after she started. [REDACTED] does not socialize outside of work with H.S.A. co-workers.

[REDACTED] has not spoken with any City employees about her interview with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO). [REDACTED] believes she is speaking with DHR EEO about Velma Gay and her work with the Great Plates assignment because of the emails DHR EEO sent [REDACTED]

B. Respondent Luenna Kim

In late 2019, when she first started working at H.S.A., [REDACTED] met Luenna Kim, then-H.S.A. H.R. Director. [REDACTED] did not having a direct working relationship with Kim; however, once, at a time she could not recall, [REDACTED] was given a data collection and evaluation project by [REDACTED] that [REDACTED] believed was part of a larger project that Kim wanted done. [REDACTED] could not recall any further details about the project.

Kim is a “go-getter” in that Kim “wants to do a lot of things and make sure they are done.”

██████████ never socialized outside of work with Kim.

C. Respondent Katrina Williams

In late 2019, ██████████ met Katrina Williams, H.S.A. H.R. Director, when ██████████ started working at H.S.A. Williams was the Manager of the Learning & Organizational Development (L&OD) team at the time, but has since promoted to H.R. Director after Kim left the position. In November 2021, ██████████ returned from leave and since then, weekly, ██████████ has worked with Williams by giving Williams status updates for open positions, including a 2913 and a 1232 position. Otherwise, ██████████ never shared work products or tasks with Williams.

Williams “brings warmth” to H.R. Williams recognizes that H.R. staff “are people” and treats them well.

██████████ never socialized outside of work with Williams.

D. Complainant Velma Gay

In late 2019, ██████████ met Velma Gay, 1842 Management Assistant, when Gay first started working at H.S.A. In April or May of 2021, once, for an hour, ██████████ trained Gay on how to use and facilitate Zoom interviews, as discussed further below in **Section III. B.** Otherwise, ██████████ never shared work tasks with Gay.

Gay “took a little longer” to learn Zoom and it was hard for Gay to “navigate all the pieces of the training.” However, ██████████ believes Gay was eventually “able to get it,” or understand how to use Zoom technology.

██████████ never socialized outside of work with Gay.

E. Relationship Between Kim and Gay

██████████ could not say if Kim and Gay got along and did not know if they socialized outside of work.

F. Relationship Between Williams and Gay

██████████ could not say if Williams and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Allegations

██████████ never heard Kim reproach employees or speak to them in a rude or belittling manner, and no one ever told ██████████ they heard Kim do so. ██████████ never heard Kim make disparaging remarks about someone's race, and no one ever told ██████████ they heard Kim do so.

B. Williams' Allegation

██████████ never heard Williams reproach employees or speak to them in a rude or belittling manner, and no one ever told ██████████ they heard Williams do so. ██████████ never heard Williams make disparaging remarks about someone's race, and no one ever told ██████████ they heard Williams do so.

III. DISCRIMINATION

A. DSW Assignment

On a date she could not recall, for two and-a-half hours, ██████████ worked a Disaster Service Worker (DSW) assignment. ██████████ believes that ██████████ brought up the assignment and ██████████ volunteered for it. The DSW assignment was to provide services to the Great Plates assignment and call eligible seniors and let them know they could have free food delivered to their home to avoid going out during the COVID-19 pandemic. ██████████ worked with participants who spoke Mandarin because ██████████ speaks Mandarin. ██████████ was trained by Kate Shadoan, 0931 Manager III, but could not recall if Gay was also there.

The DSW assignment was completed via Sharepoint. ██████████ had to look through names and the language designation. ██████████ would then contact the person with the phone number listed and then added notes into the column stating that she contacted the person. ██████████ believes there was also a speech template in Sharepoint to read to the clients.

██████████ uses Sharepoint frequently in her own work, but has never been trained in Sharepoint by H.S.A. ██████████ has figured out a lot Sharepoint usage on her own. ██████████ usage of Sharepoint is "more complicated and complex" than the usage that was required in the DSW assignment.

B. Shadowing

In April or May of 2021, once, for an hour, ██████████ trained Gay on how to use and facilitate Zoom interviews. ██████████ trained Gay on how to coordinate Zoom-based interviews for the hiring. ██████████ training for Gay included how to create a Zoom meeting, how to send the meeting invitation to candidates and the interview panel, how to send the interview questions to the panel and candidate, and how to ensure the candidate leave the interview.

██████████ acknowledged that the training was "a little hard" because they were doing the training virtually and had to toggle between Teams and Zoom. ██████████ explained that early on in the

pandemic, “Zoom was the most accessible” platform to conduct interviews and they only later found out that Teams had a “waiting room” feature where an interviewee could wait.

██████████ could not recall who directed her to train Gay; however, ██████████ believes that Gay reached out to ██████████ and told ██████████ that Kim wanted Gay to shadow ██████████ on how to facilitate interviews.

██████████ does not believe Gay has facilitated conducting interviews over Zoom or Teams because as part of the PRSP team, ██████████ would know that Gay was doing so.

C. Racial Equity Work Group

██████████ is not part of the H.S.A. Racial Equity Work Group.

D. In-Person at H.S.A.

██████████ did not work in-person at H.S.A. during the COVID-19 pandemic.

V. MISCELLANEOUS

██████████ has email between her and Gay related to the shadowing assignment and emails Gay has sent out to all of H.S.A. H.R., and ██████████ will provide those emails to DHR EEO. Otherwise, ██████████ did not have any further documentation that would be relevant for DHR EEO to have. ██████████ had no reason to believe that Kim, Williams, or Gay would be untruthful.

VI. CONCLUSION

██████████ believes ██████████, 1241 Human Resources Analyst, trained Gay and would have additional information for DHR EEO. Otherwise, ██████████ had no further information for DHR EEO. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 14: [REDACTED], 1232 Training
Officer



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (they/them)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: October 15, 2021 10:28 a.m. – 11:40 a.m.
Others Present:	
Location: Via Teams	Pages: 4

I. BACKGROUND INFORMATION

A. Witness Employment Background

In December 2003, [REDACTED] started working for the City and County of San Francisco (City). In November 2016, [REDACTED] started working for the Human Services Agency (H.S.A.) as a 1232 Training Officer, which is their current job title. [REDACTED] works for H.S.A.’s Learning and Organizational Development (LOD) team, which is part of H.S.A. Human Resources (H.R.) at 1650 Mission Street on the 4th floor. Since March 2020, [REDACTED] has teleworked. [REDACTED] works Monday through Friday, from 8:00 a.m. to 4:30 p.m. [REDACTED] job duties include developing and executing training H.S.A. employees on how to use Zoom. From 2019 to 2020, Katrina Williams, Acting Human Resources Director, supervised [REDACTED]. Since 2020, [REDACTED], Acting LOD Manager, has supervised [REDACTED].

[REDACTED] enjoys working for H.S.A. because they get along well with co-workers and if there are any problems communicating about tasks, they are able to work them out.

[REDACTED] did not know why the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO) was speaking with them, other than it was related to some training they performed on Zoom in June and October 2020. [REDACTED] asked Sanah Shaikh, 1202 Personnel Clerk, for the rosters of their Zoom trainings. Otherwise, [REDACTED] had not spoken to anyone else about their DHR EEO meeting.

B. Respondent Luenna Kim

On an unknown date, [REDACTED] met Luenna Kim, then-H.R. Director at H.S.A. [REDACTED] believes Kim was a 1244 Senior Human Resources Analyst at the time. In 2013, Kim became H.R. Director at H.S.A., and was [REDACTED] director. [REDACTED] saw Kim at all-hands meetings of H.S.A. H.R. and in the hallways when Kim said hello. Otherwise, Kim never gave [REDACTED] work tasks or assignments.

██████████ could not describe Kim’s work style or evaluate what kind of employee Kim was.

██████████ never socialized outside of work with Kim.

C. Respondent Katrina Williams

Around 2019, ██████████ met Katrina Williams, Acting H.R. Director for H.S.A., when Williams was hired by the City. From 2019 to 2021, Williams supervised ██████████ as the LOD Manager. Since 2021, Williams has worked as ██████████ Director. ██████████ believes that when Williams was LOD Manager, she directed ██████████ training assignments. Twice, ██████████ performed special projects for Williams. The first was when ██████████ worked with Thomas “Bart” Ellison, WDD Director, for training for PST Supervisors. The second was when ██████████ assisted Williams with a PowerPoint presentation for a group of social workers.

██████████ has a “really good” working relationship with Williams. Williams is “fair” and has “an open-door policy” in that she is open to questions and requests for assistance. Whenever ██████████ had a project to do, Williams was there to “back us up” and “make sure the process goes as smoothly as possible at the leadership level.” ██████████ “really respects” Williams because Williams will “give you the facts” and does not make employees “feel small.”

██████████ never socialized outside of work with Williams.

D. Complainant Velma Gay

██████████ first met Velma Gay, 1820 Management Assistant, when Gay worked as Public Service Trainee (PST) at H.S.A. Occasionally, ██████████ asked Gay for administrative assistance like making a copy of a roster. In 2020, for approximately 40 hours, ██████████ provided Gay training on Zoom.

██████████ struggled to train Gay because Gay did not complete assignments on time, seemed disinterested in training, performed poorly, and was off-task, as discussed further below in **Section III. A.**

██████████ never socialized outside of work with Gay.

E. Relationship Between Kim and Gay

██████████ could not say if Kim and Gay got along and did not know if they socialized outside of work.

F. Relationship Between Williams and Gay

██████████ could not say if Williams and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Allegations

██████████ never heard Kim belittle employees. However, once during an all-hands meeting when ██████████ and ██████████, 1232 Training Officer, had presented a training exercise, Kim had a “rude” tone and asked “nit-picking” questions to ██████████ and ██████████. Because Kim’s “tone” was different and harsh, ██████████ remembers the incident but could not provide any other details about it. ██████████ believes this instance occurred before Gay was at H.S.A. H.R.

Once, Felix Caraballo, 1244 Senior Human Resources Analyst, told ██████████ that “everyone” was afraid of Kim. ██████████ did not follow up with Caraballo about what he meant because it was not about ██████████ and it seemed like gossip.

B. Williams’ Allegation

██████████ never heard Williams reproach employees or speak to them in a rude manner, and no one ever told ██████████ they heard Williams do so.

III. DISCRIMINATION

A. Zoom Training

██████████ has a Zoom license provided by H.S.A. ██████████ believes Zoom licenses were rolled out to everyone in H.S.A. who had business-related reasons for needing them, including training.

On an unknown date, either Williams or ██████████ asked ██████████ to help train Gay on Zoom. ██████████ was told that Gay “needed extra help” to use Zoom. ██████████ never spoke with Kim about Gay’s need for training on Zoom.

██████████ asked Gay about the tasks Gay would be required to do with Zoom. Gay did not know, so ██████████ told Gay to ask Kim what tasks Gay would be required to know. Gay finally told ██████████ that Gay would need to know how to use Zoom to attend and schedule meetings and run slide shows for Kim. However, ██████████ said it was “like pulling teeth” to get Gay to provide ██████████ accurate and substantive information.

██████████ believes Gay performed poorly during training. Gay sat quiet like “crickets,” would “zone out” with a “glazed over look on her face” and would ask ██████████ to repeat herself multiple times. ██████████ gave Gay homework assignments to practice independently. However, ██████████ does not believe Gay performed the assignments because when they would meet later, Gay did not demonstrate the skills—it was “really clear that she didn’t do it.” In addition, Gay would “go off on tangents” like asking ██████████ “Is it a shame we didn’t keep Daja [Burch, then-9910 Public Service Trainee]?” ██████████ told Gay that they needed to concentrate on the Zoom training because ██████████ did not know “where she was going with it, it had nothing to do with our training,” and because ██████████ “did not want the training to stretch out any longer.”

██████████ explained that Gay’s lack of comprehension, the training took a long period of time: “The trainings went on longer than they should have.” ██████████ believes another reason the training took a long time is because Gay was using her phone as a hotspot and had connectivity issues.

██████████ estimated she spent 40 hours working with Gay on Zoom.

B. DSW Assignment

██████████ did not participate in a DSW assignment and was not asked to do so.

C. Racial Equity Work Group

██████████ is not a member of the Racial Equity Work Group (REWG). ██████████ attended the 21 day challenge and has helped REWG with presentations.

D. In-Person at H.S.A.

██████████ did not work in-person at H.S.A. during the pandemic.

IV. MISCELLANEOUS

██████████ had no reason to believe that Kim or Williams would be untruthful. ██████████ believes Gay would be untruthful because Gay would tell ██████████ “You didn’t ask me to do that” or “You didn’t say that” during training when ██████████ had done so. After that, ██████████ started documenting via email what she asked Gay to do.

V. CONCLUSION

██████████ believes DHR EEO should interview ██████████, 1232 Training Officer, because he observed ██████████ train Gay. ██████████ did not have any additional information they believed would be relevant for DHR EEO to know. ██████████ will forward their email and documentation for Gay to DHR EEO. I thank ██████████ for participating in the interview and reminded them of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 15: [REDACTED], 1232 Training
Officer



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED]	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: November 4, 2021 10:00 a.m. – 11:05 a.m.
Others Present:	
Location: Via Teams	Pages: 5

I. BACKGROUND INFORMATION

A. Witness Employment Background

In June 1991, [REDACTED] started working for the City and County of San Francisco with the Human Services Agency (H.S.A.). Since February 2005, [REDACTED] has worked as a 1232 Training Officer with H.S.A.’s Learning & Organizational Development (L&OD) unit. [REDACTED] develops training programs, updates training materials, delivers trainings, and facilitates workshops. [REDACTED] has worked on virtualizing the City’s 24+ Training program, Introduction to Emotional Intelligence, Communicating Across Cultures, Connecting Generations, and a Mentoring Program. [REDACTED] works at 1650 Mission Street, on the 4th floor, on Mondays through Fridays, from 8:00 a.m. to 5:00 p.m. From 2018 to 2020, Katrina Williams, H.S.A. H.R. Director, supervised [REDACTED]. Since 2020, [REDACTED], L&OD Manager, has supervised [REDACTED]. [REDACTED] believes [REDACTED] was hired as H.S.A.’s Workforce Analytical Manager and was promoted by Luenna Kim, then-H.S.A. H.R. Director.

[REDACTED] loves working at H.S.A. because she has worked there for 30 years and sees the importance of H.S.A.’s mission. [REDACTED] believes H.S.A.’s programs—including the Public Service Trainee (PST) program is very important. When [REDACTED] sees people come through the PST program and then later show up in a supervisor training program, [REDACTED] feels inspired and believes it is her professional mission to help people develop their skills and promote. [REDACTED] does not socialize outside of work with any H.S.A. employees.

[REDACTED] could not say why she was being interviewed by the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO). [REDACTED] has not spoken to anyone about her DHR EEO interview, including [REDACTED].

B. Respondent Luenna Kim

On an unknown date, ██████████ met Kim when Kim transferred from the Department of Public Health (DPH) to H.S.A. as a Senior Personnel Analyst for Labor Relations. Kim then promoted to H.S.A. H.R. Director. Around 2019, for approximately 10 months, ██████████ became Acting L&OD Manager when Brett Ellison transferred to Welfare to Work Services Division (WDD). Ellison told Kim to make ██████████ Acting because she could do the job. During that time, the permanent position was posted, ██████████ applied and ranked number two on the list, interviewed for the position, and was not selected.

Kim did not provide ██████████ guidance, mentorship, or support. Kim did not value L&OD and the “whole team” felt like they were “not valued.” Kim fostered a “punitive environment” and engaged in “unpleasant interactions. For instance, once when ██████████ was conducting a PST training class with approximately six participants, Kim came in and sat in on the training. ██████████ found this odd because usually—as a sign of respect—people ask before attending someone’s class. ██████████ did not know who Kim was at the time and sat apart from the rest of the group. ██████████ asked everyone to introduce themselves and when ██████████ got to Kim, ██████████ learned who Kim was. ██████████ asked Kim if she would join the group and Kim did not, and, instead, got up and left the class. ██████████ complained about the incident to Mary Peterson, then-0931 Manager III.

Kim is untrustworthy because she prefers to “not keep a record” of conversations. Kim told ██████████ “don’t email me, give me a call.”

██████████ never socialized outside of work with Kim.

C. Respondent Katrina Williams

Around 2018, Williams was hired as L&OD’s Manager. From 2018 to 2020, Williams was ██████████ direct supervisor. However, ██████████ is mostly independent and does not get tasks from Williams. ██████████ and Williams discuss ██████████ programs and deliverables.

██████████ and Williams have a great working relationship because there is “respect” and “trust” in their relationship. ██████████ and Williams are “on the same page” because they share a “passion for workforce development.” Williams “cares about L&OD” and “understands how much work it takes.” Williams supports L&OD’s role in providing service to H.S.A. programs like the Eligibility Workers and Social Workers, who are H.S.A.’s “bread and butter.”

██████████ never socialized outside of work with Kim.

D. Complainant Velma Gay

On an unknown date, ██████████ met Velma Gay when Gay worked in H.S.A.’s PST program. ██████████ believes Gay did clerical work for L&OD and then left H.S.A. On an unknown date later, ██████████ saw Gay’s email coming to H.S.A. H.R. and thought, “How do I know this name?” Then, ██████████ saw Gay in the elevator and remembered who she was. ██████████ believes Gay is currently a Secretary or Management Assistant in H.S.A.

██████████ and Gay have no working relationship and do not share or work on any tasks together.

██████████ never socialized outside of work with Gay.

E. Relationship Between Gay and Kim

██████████ could not say if Kim and Gay got along and did not know if they socialized outside of work.

F. Relationship Between Gay and Williams

██████████ could not say if Williams and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Allegations

Kim spoke to ██████████ in a rude manner. Once, on a date she could not recall, H.S.A. had to develop training on how to teach Eligibility Workers how to collect information on participants' sexual orientation in an appropriate manner because a new law required the data. Because of ██████████ experience in cultural sensitivity training, Kim asked ██████████ to develop the training. However, a client complained about the question and sent his complaint to Kim. Kim came to ██████████ office and was "very angry" and spoke to ██████████ in a "diminishing tone" and blamed ██████████ for the complaint. ██████████ apologized that Kim got the complaint, but ██████████ explained that she provided the needed guidance. Kim "was furious" at ██████████ response and slammed ██████████ office door as she left.

Other times, Kim would have "unpleasant" interactions with ██████████. These incidents included Kim "looking through you" and "not even saying good morning, waving, or acknowledging that you exist." ██████████ believes Kim "ignores" employees she does not like, which is "worse than speaking to them in a disrespectful manner."

██████████ could not say if anyone else ever told them Kim spoke to them in a rude, disrespectful, or belittling manner.

B. Williams' Allegation

██████████ never heard Williams reproach employees or speak to them in a rude or belittling manner, and no one ever told ██████████ they heard Williams do so.

III. DISCRIMINATION

A. Allegation (18): Mentoring Program

██████████ has never seen a PowerPoint presentation from Gay and could not recall if she ever saw a PPT entitled 21st Century Innovative Approach to Learning. When asked if Williams ever gave ██████████ a PPT with that title, ██████████ said no. When told that Gay alleges that Williams provided Gay's PPT to ██████████ and ██████████ developed the Mentoring Program based on Gay's ideas and then gave that Mentoring Program to ██████████, Manager, ██████████ denied the allegation. When asked why Gay would allege Williams did so, ██████████ replied, "I have no idea. [Gay] was not even on board when I made the Mentoring Program."

Around 2019 and in response to Mayor London Breed's initiative to improve diversity within the City, ██████████ created a Mentoring Program. ██████████ did so because she had been inspired by the new General Manager of Pepsi Cola explain that she was promoted from a front-line employee to GM because she had a mentor. The story was a big motivator for ██████████ and she was "inspired" to create an environment within H.S.A. where "people can learn from each other" because institutional knowledge is "very important." In her free time, "here and there," ██████████ put together the Mentoring Program plan that included a succession planning, including the number of positions to be filled and other basic information. No one else worked on the Mentoring Program with ██████████ ██████████ put together a Mentor Program overview, a Mentor Handbook, and a Mentee Handbook.

Later in 2019, Williams asked ██████████ what she was working on and ██████████ told Williams about the Mentoring Program. Williams asked for a draft, and ██████████ sent the documents to Williams. At some point, Williams told ██████████ that she sent the documents to "someone in leadership" but could not recall who. At some point when the Diversity, Equity, Inclusion, and Belonging (DEIB) group was forming, ██████████ believes DEIB wanted to include it in the racial equity plan. ██████████ believes DEIB had a copy from ██████████

B. DSW Assignment

██████████ was not assigned as a DSW. ██████████ believes Phyllis Brown (Age 66, Race: Black), 1232 Training Officer, was assigned as a DSW.

C. Racial Equity Work Group

██████████ is not a member of H.S.A.'s Racial Equity Work Group.

D. In-Person at H.S.A.

██████████ never worked in-person at H.S.A. during the COVID-19 pandemic.

V. MISCELLANEOUS

██████████ had no reason to believe that Williams or Gay would be untruthful. ██████████ believes Kim would be untruthful because Kim has previously told ██████████ “no record is a good thing,” or to not put things and email and just call Kim. ██████████ believes Kim made a request because Kim is untruthful and not transparent.

██████████ has an email to Williams from 2019 that has ██████████ mentoring program documentation and ██████████ mentoring program materials, which she will send copies to DHR EEO.

VI. CONCLUSION

██████████ is concerned that Kim will retaliate against ██████████ and that there will be no evidence it was done by Kim. ██████████ believes Kim created an inner circle of managers at H.S.A., who came in as TEX, outside of the Civil Service process, and Kim promoted them into PCS positions. ██████████ believes there were multiple investigations by the Civil Service Commission conducted about Kim’s hiring practices, but she was able to “maneuver” the situation and has now left H.S.A.

██████████ did not have any additional information she believed would be relevant for DHR EEO to know. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 16: [REDACTED], 1232 Training
Officer



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW QUESTIONS**

Witness: [REDACTED] (he/him)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: November 19, 2021 10:30 a.m. - 11:33 a.m.
Others Present:	
Location: Via Teams	Pages: 4

I. BACKGROUND INFORMATION

A. Witness Employment Background

In 1998, [REDACTED] started working for the City and County of San Francisco. In July 2014, [REDACTED] began working for the Human Services Agency (H.S.A.) as a 1232 Training Officer, which is his current job classification. [REDACTED] works for H.S.A.'s Learning and Organizational Development (L&OD) unit within H.S.A. Human Resources (H.R.). [REDACTED] works Monday through Friday, from 8:00 a.m. to 4:30 p.m. [REDACTED] office is located at 1650 Mission Street, on the 4th floor. Since 2020, [REDACTED], Manager, has supervised [REDACTED]

As a Training Officer, [REDACTED] facilitates training courses on diversity issues (including, LGBTQ awareness and multi-generations in the workforce) and computer training courses on Excel, Zoom, MS Teams, and PowerPoint.

[REDACTED] enjoys working at H.S.A. Other than the information on the Department of Human Resources, Equal Employment Opportunity Division's (DHR EEO) interview notice, [REDACTED] was unaware about what the investigation pertained to. [REDACTED] has not spoken with any City employees regarding his interview or this investigation.

B. Respondent Luenna Kim

Around 2014, for approximately two or three hours, [REDACTED] conducted a Disaster Service work training to H.S.A.'s Directors and Deputy Directors and met Luenna Kim, then-H.S.A. H.R. Director. Other than this training session, [REDACTED] never worked with Kim.

[REDACTED] and Kim exchanged pleasantries in the hallways. However, [REDACTED] never socialized with Kim outside of work.

C. Respondent Katrina Williams

Around 2018, ██████████ husband died, and ██████████ went out on leave. When he returned, Williams was hired as L&OD Manager. From 2018 to 2020, Williams assigned ██████████ a handful of projects to work on including a training on how to deal with complaints and motivational interviewing. Since 2020, when Williams assumed the Acting H.R. Director position, ██████████ has not worked directly with Williams.

Williams is a “great leader.” Williams keeps communication open, provides “great advice,” and would “wrangle [██████████] back in and get [him] focused again” when ██████████ went astray on projects. ██████████ had a “great time” working with Williams and misses working with her.

██████████ never socialized outside of work with Williams.

D. Complainant Velma Gay

Around 2018, ██████████ met Velma Gay when Gay started working at H.S.A. as a Public Service Trainee (PST). For less than a year, ██████████ believes Gay worked a clerk and would occasionally help ██████████ with printing for training preparation. Around 2020, Gay returned to H.S.A. as Kim’s assistant. At first, ██████████ did not recognize Gay because she had cut her hair. In mid-2020, ██████████ attended a handful of Zoom training lessons with Gay and ██████████, 1232 Training Officer.

██████████ found Gay to be a reluctant employee. When Gay worked as a PST, ██████████ requested that Gay assist in setting up a training room and Gay declined. Further, Gay did not complete homework assignments for ██████████ Zoom training, as discussed further below in **Section III. A.**

██████████ never socialized outside of work with Gay.

E. Relationship Between Kim and Gay

In early 2021, over a H.S.A. H.R. all hands meeting, ██████████ heard Kim thank Gay for keeping Kim’s calendar organized. ██████████ was surprised because of his experience working with Gay and that Gay “seemed to have more questions than answers,” as discussed further below in **Section III. A.**

██████████ could not say if Kim and Gay got along and did not know if they socialized outside of work.

F. Relationship Between Williams and Gay

██████████ could not say if Williams and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim Allegations

Before 2018, ██████████, 1232 Training Officer, was Acting L&OD Manager. ██████ told ██████ that she did not enjoy working for Kim. ██████ was “pretty diplomatic” and did not divulge particular concerns about Kim. However, ██████ did tell ██████ that she had a “feeling” that Kim did not like ██████ accent. ██████ is a Jewish immigrant and told ██████ that she felt like Kim did not appreciate ██████ talent.

██████████ never heard Kim reproach employees or speak to them in a rude manner, and no one ever told ██████ they heard Kim do so.

██████████ never heard Kim make disparaging remarks about someone’s race, and no one ever told ██████ they heard Kim do so.

B. Williams’ Allegation

██████████ never heard Williams reproach employees or speak to them in a rude manner, and no one ever told ██████ they heard Williams do so.

██████████ never heard Williams make disparaging remarks about someone’s race, and no one ever told ██████ they heard Williams do so.

III. DISCRIMINATION

A. Zoom Training

██████████ has a Zoom license provided by H.S.A. ██████ believes Zoom licenses were rolled out to everyone in H.S.A. who had business-related reasons for needed them, including training. ██████ believes Zoom licenses provides “all the bells and whistles” on Zoom including organizing and hosting meetings, keeping notes from the meetings, and have meetings longer than 45 minutes in length.

██████████ believes Kim requested ██████████, Manager, to provide Zoom training for Gay.

In 2020, after the onset of the COVID-19 pandemic, ██████ spoke to ██████ over the phone. ██████ told ██████ she was training Gay on Zoom and struggling. The struggle was ██████████ Zoom course was a three-hour course and it had already lasted several days and ██████ had still not trained Gay on all of the features. ██████ offered to attend the trainings to assist as a participant that Gay could put into breakout rooms, etc. ██████ agreed to have ██████ in the training.

██████████ observed ██████ train Gay on creating a Zoom meeting, inviting participants to the Zoom meeting, how to put participants into breakout rooms, how to move breakout rooms, how

to visit a breakout room, how to set up a poll, how to share a screen, how to send messages, how to share documents through chat, and how to let participants share their screen.

██████████ believes he attended three or four training sessions with ██████████ and Gay and believes the trainings were around three hours in length. ██████████ has calendar invites for the training, which he will provide to DHR EEO.

██████████ believes Gay wanted to receive Zoom training through “osmosis” or to “just have the information put into her brain, but didn’t want to do the work to get there.” ██████████ gave Gay homework assignments to practice using Zoom with co-workers or friends and just get comfortable and familiar with the application. However, Gay told ██████████ and ██████████ that she did not practice. ██████████ believes ██████████ also gave Gay documentation of Zoom’s functionality—complete with hyperlinks—to assist Gay. In addition, ██████████ believes Gay once canceled a training session because Gay had a bad internet connection because Gay used a hot spot on her phone for internet.

██████████ believes Gay used the Zoom training because he received an H.R. meeting Zoom invitation that came from Gay. ██████████ will provide that invitation to DHR EEO.

B. DSW Assignment

██████████ did not participate in a DSW assignment and was not asked to do so.

C. Racial Equity Work Group

██████████ is not a member of the Racial Equity Work Group (REWG).

D. In-Person at H.S.A.

██████████ did not work in-person at H.S.A. during the pandemic.

IV. MISCELLANEOUS

██████████ could not think of any additional documentation that would be relevant for DHR EEO to have, other than the calendar invitations from Gay and Gay’s Zoom training. ██████████ had no reason to believe that Kim, Williams, or Gay would be untruthful.

V. CONCLUSION

██████████ had no further information for DHR EEO. ██████████ believes Brian He, 1031 IS Trainer-Assistant, would have additional information about Gay because He supervised Gay when she was a PST. ██████████ also believes ██████████ would have additional information about Kim. ██████████ will forward their email and documentation for Gay to DHR EEO. I thanked ██████████ for participating in the interview and reminded them of the confidential nature of the investigation and the prohibition against retaliation.

Attachment 17: [REDACTED], 1842
Management Assistant



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (she/her)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: September 20, 2021 at 10:30 a.m. – 11:58 a.m.
Others Present:	
Location: Via Teams	Pages: 4

I. BACKGROUND INFORMATION

A. Witness Employment Background

On September 7, 2019, [REDACTED] started working for the City and County of San Francisco (City) with the San Francisco Human Services Agency (H.S.A.) as a 1842 Management Assistant, which is her current job classification. [REDACTED] is part of H.S.A.’s A4 Management Team at 170 Otis Street, on the 8th floor. [REDACTED] works Monday through Friday, from 8:00 a.m. to 5:00 p.m. [REDACTED] works in a cubicle near the offices of Dan Kaplan and Suzie Smith, Deputy Directors. Kaplan is [REDACTED] direct supervisor. [REDACTED] job duties include scheduling for Kaplan and Smith and their division-wide meetings and with external groups like Community Based Organizations (CBOs). Prior to Noelle Simmons’, then-Deputy Director, left H.S.A. in May 2021, [REDACTED] scheduled Simmons’ calendar, too. [REDACTED] also performed payroll processing for Smith’s and Simmons’ direct reports and took minutes for Simmons’ meetings.

When [REDACTED] started working at H.S.A., her predecessor, Michaela Greeley, 1452 Executive Secretary II, had retired without notice and had not documented any of her work flow or tasks. As a result, [REDACTED] had to learn her role quickly. From September 2019 to March 2020, [REDACTED] worked on-site at 170 Otis Street. Since March 2020, [REDACTED] has worked remotely. However, once a month, [REDACTED] goes into the office to collect and process the mail and any other clerical tasks that need to be completed on site.

[REDACTED] enjoys working at H.S.A. because [REDACTED] enjoys helping people and believes in H.S.A.’s mission to provide people with resources. [REDACTED] acknowledges H.S.A. has challenges but believes H.S.A. is “working on improving,” “acknowledging,” and “actively trying to correct” any shortcomings.

[REDACTED] does not socialize with any H.S.A. coworkers outside of work. [REDACTED] could not say why she was being interviewed by the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO). [REDACTED] did not tell any City employees about her interview with DHR EEO.

B. Respondent Luenna Kim

In September 2020, ██████████ met Luenna Kim, then-H.R. Director at H.S.A. ██████████ coordinated Kim and Kaplan’s weekly meetings. In 2020, Kim asked ██████████ to take over calendaring tasks from ██████████, 1244 Senior Human Resources Analyst. ██████████ was an organizer for an on-going Teams meeting about the new CalWorks software application. The meeting was between Kaplan, Simmons, Smith, HR, and IT. ██████████ spoke with ██████████ about the schedule and “was eager” to give ██████████ the invitation to schedule. In early 2020, Kim approached ██████████ to assist Velma Gay, 1842 Management Assistant, with scheduling, as discussed further below in Section I. D. Around mid-2020, Kim and ██████████, HR Manager, asked ██████████ if ██████████ could take over scheduling HR meetings while Gay was out. For instance, ██████████ scheduled a meeting between the Department of Public Health (DPH) and H.S.A. regarding the N95 fitting training.

Kim is a consistent, punctual, and accessible employee. However, ██████████ does not have a lot of interaction with Kim. ██████████ only observes Kim interact with Kaplan.

██████████ does not socialize with Kim outside of work and does not know who Kim is close with at H.S.A.

C. Respondent Katrina Williams

In September 2020, ██████████ met Katrina Williams, Acting H.R. Director for H.S.A. ██████████ will coordinate Williams meetings with Kaplan and for interview panels Williams sits in on with Kaplan. Otherwise, ██████████ does not work on any direct tasks with Williams.

Williams is a dedicated employee. ██████████ could not provide any additional information about Williams because ██████████ does not have a lot of interactions with Williams.

██████████ does not socialize with Williams outside of work and does not know who Williams is close with at H.S.A.

D. Complainant Velma Gay

In early 2021, ██████████ met Gay when Gay began working for H.S.A. ██████████ believes Gay was hired as Kim’s assistant. In early 2021, Kim asked ██████████ to assist Gay with learning how to schedule Kim’s calendar. ██████████ agreed to do so and was “happy to help.” Gay came to ██████████ office a few times to shadow ██████████ and once, ██████████ went to Gay’s office to review procedures and explain H.S.A.’s organizational structure.

Gay asks a lot of questions. Sometimes, Gay asks the same “questions repeatedly” about “information [██████████] already gave [Gay] once already.” Gay struggled with understanding H.S.A.’s organizational structure. Gay also struggled with scheduling Kim’s calendar, as discussed further below in Section I.E.

██████████ does not socialize with Gay outside of work and does not know who Gay is close with at H.S.A.

E. Relationship Between Kim and Gay

██████████ believes there was “contention” between Kim and Gay because of what Gay told ██████████ about Kim. ██████████ could not recall specifics, but got “the impression” from Gay that Kim did not like how Gay was handling Kim’s calendar. ██████████ did not know if “there were mistakes” in Gay’s scheduling of Kim’s calendar, but ██████████ believed there was an issue. When asked what gave ██████████ this impression, ██████████ explained that Gay “has a tendency to talk in circles.” ██████████ explained that if “you bring a mistake up,” Gay will find “a different perspective to justify” the error. ██████████ said without recognizing and acknowledging errors, people will “never improve.” Based upon her working relationship with Gay, ██████████ believes Gay could not see or her errors and would not acknowledge them: “I think [Gay] took things personally. When scheduling wasn’t easily grasped, then she wanted to talk about other things. Very circular.” ██████████ also believes that Gay tied everything “back to [Kim]” in that Kim did not have confidence in Gay and “it came out in the way” Gay spoke to ██████████

██████████ could not say if Kim and Gay socialized outside of work.

F. Relationship Between Williams and Gay

██████████ could not say if Williams and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim’s Communication

██████████ never heard Kim reproach employees or speak to them in a rude manner, and no one ever told ██████████ that Kim did so.

B. Williams’ Communication

██████████ never heard Williams reproach employees or speak to them in a rude manner, and no one ever told ██████████ that Williams did so.

III. DISCRIMINATION

A. Allegation 28: HR Transition Meeting

██████████ could not recall attending an H.R. Transition meeting with Kim, Kaplan, Williams, and ██████████

B. DSW Assignment

██████████ did not participate in a DSW assignment and was not asked to do so. ██████████ knows Elizabeth LaBarre, 1454 Executive Secretary III, worked a DSW assignment at a H.S.A. shelter-in-place hotel.

C. Racial Equity Work Group

██████████ is not a member of the Racial Equity Work Group.

D. Training

In late 2020, after ██████████ joined H.S.A., she signed up for a Learning and Organizational Development training. ██████████ could not recall if it was for Teams, Windows, or Outlook. ██████████ believes there are “all kinds of trainings you can sign up for yourself” through the City’s portal.

E. In-Person Attendance During Pandemic

██████████ does not work in the office. Once a month, ██████████ goes into the office to collect and manage the mail and any other clerical tasks that need in-person support.

IV. MISCELLANEOUS

██████████ will provide DHR EEO the emails she exchanged with Gay.

██████████ could not say if Kim, Williams, or Gay would be untruthful and had no reason to believe that they would lie.

V. CONCLUSION

██████████ did not have any additional information she believed would be relevant for DHR EEO to know. ██████████ will forward DHR EEO her emails from Gay. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation, the prohibition against retaliation, and who to contact if she had concerns about retaliation for her participation in this investigation.

Attachment 18: [REDACTED], 1203 Personnel
Technician



CONFIDENTIAL

**DHR EEO INVESTIGATION OF EMPLOYMENT DISCRIMINATION COMPLAINT
 WITNESS INTERVIEW NOTES**

Witness: [REDACTED] (she/her)	EEO File No./Dept.: 3643/ HSA
EEO Investigator: Jennifer Burke	Date & Time: September 13, 2021, 10:30 a.m. – 11:40 a.m.
Others Present:	
Location: Via Teams	Pages: 4

I. BACKGROUND INFORMATION

A. Witness Employment Background

In 1988, [REDACTED] started working for the City and County of San Francisco (City) with the San Francisco Fire Department as a 1227 Testing Technician. In 1999, [REDACTED] started working for the City’s Department of Human Resources (DHR). In 2008, during City-wide layoffs, [REDACTED] was laid off from DHR and “bumped” an employee with lower seniority at the Human Services Agency (H.S.A.) as a 1203 Personnel Technician, which is her current job classification.

From 2008 to around 2014, [REDACTED] worked for H.S.A.’s Learning and Development (L&D) unit. Since around 2014, [REDACTED] has worked for H.S.A.’s Office of Civil Rights (OCR). [REDACTED] works Monday through Friday from 8:30 a.m. to 5:00 p.m. [REDACTED] office is a 1650 Mission Street on the 4th floor. Since March 2020, [REDACTED] has worked remotely due to the City’s shelter-in-place order. Brenden Lim, OCR Manager, supervises [REDACTED]

[REDACTED] job duties include providing administrative support for OCR’s email helpline. [REDACTED] enters leave requests into a database and directs the request to the appropriate analyst and submits interpretation requests. [REDACTED] enjoys working for H.S.A. and believes Lim is a “great supervisor.” [REDACTED] OCR team includes Lim; Lily Tang ; [REDACTED] 1244 Senior Human Resources Analyst; [REDACTED], 1244 Senior Human Resources Analyst; Rosalie Platzer, 1241 Human Resources Analyst; and [REDACTED] 1241 Human Resources Analyst.

[REDACTED] socializes outside of work with Lily Tan, 1404 Clerk, and Adriana Uribe, 2905 Human Services Agency Senior Eligibility Worker. [REDACTED] could not say why she was talking with the Department of Human Resources, Equal Employment Opportunity Division (DHR EEO) and did not speak with any City employees regarding this meeting.

B. Respondent Luenna Kim

In 2002, ██████ met Luenna Kim, then-Human Resources Director of H.S.A., when Kim joined H.S.A. ██████ did not work with Kim, but for less than a year, once a week, they both attended a knitting club at H.S.A. and chatted socially.

Kim was “friendlier” and “more talkative” before becoming H.S.A. H.R. Director. Although ██████ “never disliked Kim,” ██████ observed employees were hesitant to speak up during meetings because Kim would ask if anyone had any questions and no one would ever ask questions. Once, ██████ asked a question about an alternate work schedule and Kim said there was no interest because nobody ever asked about it. ██████ told Kim that “Everyone is scared to say anything.”

██████████ never socialized outside of work with Kim. ██████ believes Kim was close with Shareefun Nisha, 0931 Manager III; Lim; Katrina Williams, Acting Director of H.S.A. H.R.; ██████████ 0931 Manager III; Andrea De Leon, 1244 Senior Human Resources Analyst; Irma “Nelly” Rodriguez, then-1241 Human Resources Analyst; and Tony Lugo, 0941 Manager IV. ██████ has heard rumors that Kim and Lugo are married, went to Hawaii together, and that Lugo bought Kim a Ferrari or Tesla.

In December 2019, at a restaurant to celebrate a co-worker’s birthday, ██████ last spoke with Kim when ██████ asked Kim about approving an H.S.A. employee retreat.

C. Respondent Katrina Williams

In 2018, ██████ met Williams when Williams started working at H.S.A. Williams worked for Learning and Development (L&D), while ██████ worked at OCR. ██████ never directly worked for Williams. However, in 2020, ██████ spoke with Williams about planning an H.S.A. H.R. employee retreat.

Williams is “receptive to feedback,” “high energy,” and “charismatic.” Williams conducts a lot of Zoom meetings for H.S.A. H.R. and “she’ll do all the talking.”

██████████ never socialized outside of work with Williams. ██████ believes Williams was close with Kim because ██████ observed them go out to lunch together “all the time.”

D. Complainant Velma Gay

In 2020, ██████ met Velma Gay, 1842 Management Assistant, when Gay started working at H.S.A. ██████ did not realize Gay was Kim’s assistant until a “couple of months” after the pandemic hit because H.S.A. has “so many Public Service Trainees” it is hard to know who is a permanent employee or not. ██████ has worked on a few projects with Gay, including a Mental Health Awareness flier distribution, an office move, telephone directory, and ██████ has answered Gay’s questions about tuition exchange.

Gay is “very nice,” “friendly” and helpful. Gay works in Operations and ██████ is in OCR and they rarely see each other because they work in different units and in different physical areas at work.

██████████ never socialized with Gay outside of work and could not say who Gay is close to at H.S.A.

E. Relationship Between Kim and Gay

██████████ never saw Kim and Gay together, could not say if they got along, and did not know if they socialized outside of work.

F. Relationship Between Williams and Gay

██████████ could not say if Williams and Gay got along and did not know if they socialized outside of work.

II. HARASSMENT/ HOSTILE WORK ENVIRONMENT

A. Kim's Communication

██████████ believes Kim was friendly with employees before Kim became H.R. Director. After Kim became H.R. Director, Kim was no longer approachable and would walk by ██████████ and, at times, not even say hello.

██████████ never heard Kim reproach employees or speak to them in a rude manner. However, once, ██████████ asked ██████████, then-0931 Manager III, if ██████████ would ask Kim for resources and approval of the employee retreat ██████████ was attempting to plan and ██████████ said she was hesitant to do so because Kim "hates" ██████████

B. Williams' Communication

██████████ never heard Williams reproach employees or speak to them in a rude manner. ██████████ believes "everyone likes" Williams and ██████████ has "never heard anything bad" about Williams.

III. DISCRIMINATION

A. Allegation 28: Mental Health Month Awareness Flier

██████████ was the Wellness Champion for H.S.A. ██████████ acknowledged if there was information to disseminate to all of H.S.A. H.R., ██████████ would have to get the information from either Gay or ██████████ "did everything and did it well." However, ██████████ believes ██████████ worked with Gay on the Mental Health dissemination because Gay "had access to all the email" addresses of current H.S.A. H.R. employees, while ██████████ is involved the Set Up and Go Program, but it is not ██████████ job to disseminate fliers.

B. DSW Assignment

██████████ did not participate in a DSW assignment and was not asked to do so.

C. Employee of the Month

██████████ believes Oscar Lin got H.S.A.'s Employee of the Month recognition. ██████████ believes Lin did so because "he's at the front counter and does everything. A lot of people who don't want to do things will give it him. He'll do everything, fingerprinting, distributing our prices for H.S.S., anytime my computer goes off, I can contact him to reboot. He's running around everywhere because everyone is asking him to do everything." ██████████ believes this is partially because Lin is physically in the office to do necessary tasks and because Lin was temporary and "really needs this job," so he was willing to do anything that was asked of him. ██████████ is unaware of who nominated or selected Lin for Employee of the Month.

D. Racial Equity Work Group

██████████ is not a member of the Racial Equity Work Group. ██████████ believes OCR is the only group that does not have a representative of H.S.A. H.R. without a representative. ██████████ believes employees volunteer to be a part of the Racial Equity Work Group. ██████████ believes ██████████ 0923 Manager II, is the lead of the Racial Equity Work Group.

IV. MISCELLANEOUS

██████████ has email regarding the Mental Health Awareness flier and other emails where she coordinated work tasks with Gay.

██████████ believes Kim would be untruthful because ██████████ believes Kim displays favoritism. ██████████ believes Kim practices favoritism by promoting employees like Rodriguez, ██████████ and Williams. Rodriguez came into H.S.A. as a 1203 and promoted directly to a 1244. ██████████ started at H.S.A. as a payroll clerk and is now a manager. ██████████ does not believe race played a role in Kim's favoritism because Rodriguez is a Latina, ██████████ is Chinese, and Williams is African American.

██████████ believes Williams might be untruthful because of Williams' closeness to Kim and the other H.R. Managers.

V. CONCLUSION

██████████ did not have any additional information she believed would be relevant for DHR EEO to know. ██████████ will forward DHR EEO her emails with Gay. I thanked ██████████ for participating in the interview and reminded her of the confidential nature of the investigation and the prohibition against retaliation.

Exhibit G

Documents Provided by Gay

Attachment 1: DAAS List, February 27, 2020

Attachment 2: Photograph of “Letter from the Executive Directors” re: REWG

Attachment 3: Email from Gay to [REDACTED]
September 29, 2020

Attachment 4: Email from Gay to [REDACTED]
November 9, 2020

Attachment 5: Gay’s PowerPoint Presentation

Attachment 6: Gay’s Letter to HSA HR, February
12, 2021

Attachment 7: Gay’s Email to HSA HR Staff,
February 23, 2021

Attachment 8: Gay’s Email to DHR EEO re: Time
Studies, October 7, 2021

Attachment 1: DAAS List, February 27, 2020

Disability Department of Aging Services
(DAS LIST) -2020
Department of Human Services Employees
Designated for Work Ethics Training

<p>EXECUTIVE TEAM Shireen McSpadden Cindy Kauffman Jill Nielsen Mike Zaugg Kate Shadoan Krista Bkyth-Gaeta Janet Boessenecker Carrie Wong Valerie Coleman</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>EXECUTIVE DIRECTOR Shireen McSpadden</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>MIKE ZAUGG, MANAGER, IN-HOME SUPPORT SERVICES Melissa McGee Fanny Lapitan Reanna Albert Rick Appleby Sarah Chan Lauren McCasland Paulo Salta Sara Hofverberg Tiffany Kearney Justin Chico</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>DEPUTY DIRECTORS Jill Nielsen Cindy Kauffman</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>CHIN YIN LAW, MANAGER Krista Blyth-Gaeta Ana Curtin Sandy Tran Brenda McGregor Jessie Latch Juliet Huang Chun Yin Law</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>AKILES CERON, MANAGER Ben Ceron Ben Seisededos Kari Kientzy Jamie Arlett</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>KATE SHADOAN, MANAGER Fung Yuet-Mui Patrick Garcia</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.

CARRIE WONG, MANAGER Sandra Teixeira Mike Nguyen Thomas McGeorge	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
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**Human Services Commission
2020
Department of Human Services Employees Designated to File
Form 700 - Statement of Economic Interests**

MEMBERS, HUMAN SERVICES COMMISSION Scott L. Kahn James McCray Rita Semel Darshan Singh	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
EXECUTIVE DIRECTOR Trent Rhorer, Executive Director, HSA	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
DEPUTY DIRECTORS Joan Miller Daniel Kaplan Noelle Simmons Susan Smith	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
EXECUTIVE DIRECTOR, OFFICE OF EARLY CARE & EDUCATION Ingrid Mezquita	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
MANAGERS, OFFICE OF EARLY CARE & EDUCATION Graham Dobson Denise Corvino	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
DIRECTOR, BUDGET Emily Gibbs	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
DIRECTOR, PLANNING Daniel Kelly	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
DIRECTOR, FISCAL OPERATIONS Joseph Huang	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
MANAGERS, FISCAL OPERATIONS Nike Iroko	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
PROGRAM DIRECTORS, FAMILY & CHILDREN'S SERVICES Tracy Burris Sophia Isom Julie Lenhardt Jessica Mateu-Newsome	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
MANAGERS AND ANALYSTS, FAMILY & CHILDREN'S SERVICES Pamela Connie Elizabeth Crudo Nikon Guffey	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.

<p>Juliet Halverson Robin Love Melissa Connelly Karina Zhang Geoffrey Nagaye Michael Powell Vanetta Dunlap Irina Kadantseva</p>		
<p>PROGRAM DIRECTORS/MANAGERS, ECONOMIC SUPPORT & SELF SUFFICIENCY Jason Adamek Mary Adrian Taninha Ferreira Antonio Lugo Noel Panelo</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>MANAGERS, CalWORKs/WDD Anna Pineda Terri Austin Thomas (Bart) Ellison Yunsian Tai Christina Iwasaki</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>MANAGERS, SFBN Operations</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>DIRECTOR, HUMAN RESOURCES Luenna Kim</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>MANAGER, LEARNING & STAFF DEVELOPMENT Katrina Williams</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>DIRECTOR, INVESTIGATIONS Vladimir Rudakov</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>DIRECTOR, CONTRACTS John Tsutakawa</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>MANAGERS, CONTRACTS Tahir Shaikh Philip Wong David Ghamsarian-Kashani Rocio Duenas Elizabeth Leone Esperanza Zapien Ella Lee Steve Kim Annyse Acevedo Johanna Gendelman</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
<p>DIRECTOR, FACILITIES Robert E. Walsh</p>	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in

		which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
MANAGERS, FACILITIES Donald Fraser Christopher Mcclenney Alfie Penaflor	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
DIRECTOR, INFORMATION TECHNOLOGY Natalie Toledo	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
MANAGERS/SUPERVISORS Bernadette Casino-Angrand Crystal Chang Robert Eickwort Sahil Rahim Stephanie Rossi Parapallithazhay (Ravi) Thomas	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
DIRECTOR, COMMUNICATIONS Chandra Johnson	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
MANAGER, OFFICE OF INNOVATION	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
DISASTER PREPAREDNESS MANAGER Doris Barone	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
ASSISTANT TO THE EXECUTIVE DIRECTOR Elizabeth LaBarre	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.
SUPERVISOR, MATERIALS AND SUPPLIES	1	Persons in this category shall disclose income (including gifts) from any source, interests in real property, investments, and all business positions in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management.

Revised 02/27/2020

RE: DAS List and Form 700 List

Kaplan, Daniel (HSA) <daniel.kaplan@sfgov.org>

Thu 2/27/2020 2:51 PM

To: Williams, Katrina (HSA) <katrina.williams@sfgov.org>; Kim, Luenna (HSA) <luenna.kim@sfgov.org>; Gay, Velma (HSA) <velma.gay@sfgov.org>

2 attachments (45 KB)

2020-27-02 DAS - List Designated Employee List_II.docx; 2020-27-02-03_Form 700 Designated Employee List.docx;

Thanks.

Re the DAS list, we do not have the commissioners. With regard to staff, please check the unit titles. Mike Zaugg, for example, is the Director of the group of folks with whom he is listed, but that group is not In Home Supportive Services. Chin Yin Law is a manager in the IHSS program, but the Director is Krista Gaeta. Akiles Ceron is the Director of APS. I believe Kate and Carrie also have the title Director but you will have to check their program's names.

On the DHS side we have four commissioners, though the fifth is left off. Will you check with Elizabeth on his status.

The EDs are right and so are the Deputy Directors. For OECE managers, did we check with Ingrid on who should be in – Denise and Graham seem appropriate, though I can't believe they are the only ones.

For Fiscal Operations, Nikki Iroko retired last year some time. Please check with Joe Huang on the logic for including Nikki's replacement, Shane Balanon.

For FCS we have the contracts analysts, which is appropriate; however, we do not have the comparable set of analysts in CalWORKs/WDD. I would say that we should. (This is the team that reports to Christina Iwasaki).

Noel Panelo is the only person from SFBN Operations who needs to do this, and we have him listed under ESSS Program Directors, so we don't need a separate section for SFBN Operations.

For Office of Innovation, the Manager is Marc Hebert.

I am not sure who the supervisor of Materials and Supplies is. Please check with RE Walsh on who the person(s) is and how much discretion, if any s/he has. It may be that s/he does not have to do this.

From: Williams, Katrina (HSA) <katrina.williams@sfgov.org>**Sent:** Thursday, February 27, 2020 1:22 PM**To:** Kaplan, Daniel (HSA) <daniel.kaplan@sfgov.org>; Kim, Luenna (HSA) <luenna.kim@sfgov.org>**Cc:** Gay, Velma (HSA) <velma.gay@sfgov.org>**Subject:** FW: DAS List and Form 700 List

List had to be completely revised

Hello,

Please find attached the lists for Form 700. Velma was able to get an updated list from DAS. I asked her to use the HSA format for the DAS list to make reading easier. Please review and let us know if any changes are needed.

Thank you,
Katrina

From: Gay, Velma (HSA) <velma.gay@sfgov.org>
Sent: Thursday, February 27, 2020 12:55 PM
To: Williams, Katrina (HSA) <katrina.williams@sfgov.org>
Subject: DAS List and Form 700 List

Katrina,

Please let me know if anything needs to be revised.

Thank you,
Velma



HSA HR - Management Assistant
City & County of San Francisco
Human Services Agency
Phone: (415) 557-5153
Work: (415) 435-6089
Email: velma.gay@sfgov.org

RE: DAS Executive team

Badasow, Bridget (HSA) <bridget.badasow@sfgov.org>

Mon 2/24/2020 10:48 AM

To: Gay, Velma (HSA) <velma.gay@sfgov.org>

Hi Velma:

No, that is not the correct list. Please reach-out to Cindy and Jill directly.

Thank you.

Respectfully,

Bridget V. Badasow

Pronouns: She/Her/Hers (What's this?)

Executive Assistant to the Executive Director Shireen McSpadden,
Commission and Advisory Council Secretary

San Francisco Department of Disability and Aging Services (DAS)

1650 Mission Street, 5th Floor

San Francisco, CA 94103

(415) 355-3509

Bridget.Badasow@sfgov.org



From: Gay, Velma (HSA) <velma.gay@sfgov.org>

Sent: Monday, February 24, 2020 9:38 AM

To: Badasow, Bridget (HSA) <bridget.badasow@sfgov.org>

Subject: RE: DAS Executive team

0357

Bridget,

I did reach out to Cindy Kauffman's assistant Jeannie Chan and she gave me the entire list called DAS – everyone, which is probably not the Correct list. However, I will reach out to them once again to obtain the correct information.

Thank you,

Velma Gay



HSA HR - Management Assistant

City & County of San Francisco

Human Services Agency

Phone: (415) 557-5153

Work: (415) 435-6089

Email: velma.gay@sfgov.org

From: Badasow, Bridget (HSA) <bridget.badasow@sfgov.org>

Sent: Monday, February 24, 2020 9:33 AM

To: Gay, Velma (HSA) <velma.gay@sfgov.org>

Subject: RE: DAS Executive team

Hi Velma:

Did you receive my email below? I included the list of DAS staff that I know of that need to complete the Form 700. Please reach-out to our Deputy Director's Cindy Kauffman or Jill Nielsen to see if any other staff members need to be included.

Thank you.

Respectfully,

Bridget V. Badasow

Pronouns: She/Her/Hers (What's this?)

Executive Assistant to the Executive Director Shireen McSpadden,

Commission and Advisory Council Secretary

San Francisco Department of Disability and Aging Services (DAS)

1650 Mission Street, 5th Floor

San Francisco, CA 94103

(415) 355-3509

Bridget.Badasow@sfgov.org



From: Badasow, Bridget (HSA)

Sent: Thursday, February 20, 2020 11:47 AM

To: Gay, Velma (HSA) <velma.gay@sfgov.org>

Subject: DAS Executive team

Hi Velma:

Per your request the Executive team for DAS is:

Shireen McSpadden

Cindy Kauffman

Jill Nielsen

Mike Zaugg

Kate Shadoan

Krista Blyth-Gaeta

Janet Boessenecker

Carrie Wong

Feel free to reach out to Cindy Kauffman or Jill Nielsen to confirm any other DAS staff members that should complete the Ethics training.

Respectfully,

Bridget V. Badasow

Pronouns: She/Her/Hers (What's this?)

Executive Assistant to the Executive Director Shireen McSpadden,

Commission and Advisory Council Secretary

San Francisco Department of Disability and Aging Services (DAS)

1650 Mission Street, 5th Floor

San Francisco, CA 94103

(415) 355-3509

Bridget.Badasow@sfgov.org



Attachment 2: Photograph of “Letter from the
Executive Directors” re: REWG

LETTER FROM THE EXECUTIVE DIRECTORS

Staff of the Human Services Agency:

In San Francisco and nationally, profound racial inequities are evident in measures of well-being across every dimension of people's lives, ranging from education to health to criminal justice to housing to employment and economic security. Analysis finds that throughout history—and continuing to this day—many public policies have driven racially inequitable outcomes.

As a social services agency whose mission is to promote the well-being and economic security of San Francisco's diverse residents, the Human Services Agency (HSA) is uniquely poised to address issues of racial inequity as a critical component of our charge to create lasting and positive impacts on the individuals and families who call our City home. Our values to address the broader equity issues being faced by our communities we serve extends inward as we work to create a culture of inclusion and belonging for our employees, with attention to key practices:

Recognizing the importance of government in understanding what racial equity is, why it matters, and how to eliminate inequities across multiple systems, we are pleased to present *Advancing Racial Equity at the San Francisco Human Services Agency: Opportunities in Hiring, Promotion, & Organizational Culture*.

Our research process and report follows a framework developed by the Government Alliance on Race and Equity (GARE), a national network of local and regional governments across the country dedicated to uncovering and addressing racial disparities in governmental policies and institutions to advance opportunities for all. Led by the San Francisco Human Rights Commission (HRC) since 2015, more than 50 City employees representing housing, transit, law enforcement, youth services, health, environment and other service areas have enrolled in curriculum and created a peer-based collaborative to institutionalize racial equity within their departments.

In 2018, HSA was proud to join this effort. We applied to participate in the GARE training, formed a staff-led Racial Equity Work Group to tailor racial equity work to HSA's context, and began a discovery process to uncover and address racial disparities at HSA.

The HSA Racial Equity Work Group and HSA's leadership decided to focus its initial discovery on challenges and opportunities internal to the Agency's culture and operations. We chose internal operations first because we believe a diverse, staff-supported by a strong culture of racial equity will result in better client experiences and outcomes in the long run. As important, our focus on internal operations is to strive for a welcoming workplace where all people can grow professionally and feel valued for their contributions.

Guided by HSA's Racial Equity Work Group, this report culminates the Agency's 18-month strategic planning process that included: focus groups and stakeholder interviews with over 70 staff members at all levels of the Agency and labor representatives; a quantitative case study of hiring trends among applicants for HSA's Senior Eligibility Worker role, and a literature review of scholarly and industry research on best practices for advancing racial equity in the public sector.

This report recommends strategies and actions to advance racial equity in three key areas: (1) recruitment and hiring, (2) leadership development and promotion, and (3) organizational culture.

With the release of this report, we are committing to furthering racial equity at HSA. Over the next year, in partnership with GARE and the Racial Equity Work Group, we will:

1. Create a new Office of Diversity, Equity and Inclusion to operationalize the recommendations in this report and lead opportunities for staff engagement across HSA's programs and organizational positions.
2. Issue resolutions declaring our commitment to racial equity at the Department of Human Services Commission, the Department of Aging and Adult Services Commission and the Office of Early Care and Education Citizen's Advisory Committee;
3. Adopt racial equity as a core HSA value;
4. Conduct a demographic staffing analysis to understand how well program staff reflect their clients' racial/ethnic background;
5. Cultivate recruiting relationships with educational institutions and professional associations primarily serving people of color;
6. Develop and advertise job opportunities on select community job boards, with community-based partner agencies, and in newsletters primarily serving job seekers of color;
7. Promote existing opportunities by increasing access to professional development to staff;
8. Begin training on Core Competency Modeling to ensure we are objective and transparent in assessing staff performance and furthering staff's professional development;
9. Begin implementing racial equity training(s) for all staff, including executive leadership, and ensure that all HSA staff involved in the hiring process attend an implicit bias training; and
10. Continue participation in Citywide efforts led by the Department of Human Resources to improve our ability to analyze any disparities.

HSA leadership is committed to advancing racial equity through these initial actions. We begin this journey in earnest but with humility, knowing that organizational culture change in an Agency of 2,200 people will take thoughtful consideration and ongoing effort over time. We look forward to engaging our dedicated employees as champions of change and racial equity across all levels of our organization, from direct service staff to executive management. Guided by staff leads across the Agency, we will continue to revisit the recommendations set forth in this report annually and update all staff on our implementation plan. We look forward to your leadership and partnership as we forge the path ahead.

Finally, we publicly thank and acknowledge the Racial Equity Work Group Members listed below whose passion, thoughtfulness and dedication made this plan possible:

- Veilore Adithi, Planning Unit
- Rosa Ortiz, Human Resources
- Dan Kelly, Planning Unit
- Kelly Bryant, DAAS Integrated Intake Unit
- Aleais Cobbins, Families Rising
- Laura Dueñas, Welfare to Work Services
- Cassandra James, San Francisco Benefits Net
- Ronda Johnson, Family & Children's Services
- Van Luong, Family & Children's Services
- Dr. Roxanne Manning, County Adult Assistance Programs
- Brenda McGregor, In-Home Supportive Services
- Phyllis Pettus, Adult Protective Services
- Priscilla Prado, San Francisco Benefits Net
- Paulo Salta, Office on the Aging
- Armando Zapote, Office of Early Care & Education

Trent Rhorer, Executive Director, Department of Human Services
Shireen McSpadden, Executive Director, Department of Aging and Adult Services
Ingrid Mezquita, Executive Director, Office of Early Care and Education

Attachment 3: Email from Gay to 
September 29, 2020

Dulay, Deborah (HRD)

From: [REDACTED] (HSA) on behalf of Kaplan, Daniel (HSA)
Sent: Tuesday, September 29, 2020 3:27 PM
To: Gay, Velma (HSA)
Subject: RE: 1:1 MEETING David/Luenna

Welcome back Velma, I think you sent this to the wrong person. Maybe you should remove Dan Kaplan from the invite? Check with Luenna first if you need to, but I'm pretty sure that's a mistake.

-----Original Appointment-----

From: Kim, Luenna (HSA) <luenna.kim@sfgov.org> **On Behalf Of** Gay, Velma (HSA)
Sent: Tuesday, September 29, 2020 3:14 PM
To: [REDACTED] (HSA)
Subject: FW: 1:1 MEETING David/Luenna
When: Tuesday, September 29, 2020 3:00 PM-4:00 PM (UTC-08:00) Pacific Time (US & Canada).
Where: MS TEAMS

-----Original Appointment-----

From: Gay, Velma (HSA) <velma.gay@sfgov.org>
Sent: Tuesday, September 29, 2020 9:35 AM
To: Gay, Velma (HSA); Kim, Luenna (HSA); [REDACTED]
Subject: 1:1 MEETING David/Luenna
When: Tuesday, September 29, 2020 3:00 PM-4:00 PM (UTC-08:00) Pacific Time (US & Canada).
Where: MS TEAMS

[Join Microsoft Teams Meeting](#)

+1 415-906-4659 United States, San Francisco (Toll)

Conference ID: 419 905 89#

[Local numbers](#) | [Reset PIN](#) | [Learn more about Teams](#) | [Meeting options](#)

Attachment 4: Email from Gay to [REDACTED]
November 9, 2020

Dulay, Deborah (HRD)

From: [REDACTED] (HSA)
Sent: Monday, November 9, 2020 12:19 PM
To: Gay, Velma (HSA)
Subject: RE: RE: Coordinating a Meeting

Hi Velma,

Welcome back! What meeting and when? I do not have your phone number.

[REDACTED]

From: Gay, Velma (HSA) <velma.gay@sfgov.org>
Sent: Monday, November 9, 2020 10:43 AM
To: [REDACTED] >
Subject: RE: Coordinating a Meeting

Good Morning [REDACTED]

I was wondering if Dan Kaplan was available for a meeting this? Please call me when you are available.

Thank you,

Velma



HSA HR - Management Assistant

City & County of San Francisco

Human Services Agency

Phone: (415) 557-5153

[REDACTED]
Email: velma.gay@sfgov.org

Dulay, Deborah (HRD)

From: [REDACTED] (HSA)
Sent: Monday, November 9, 2020 12:39 PM
To: Gay, Velma (HSA)
Subject: RE: RE: Coordinating a Meeting

I just sent an invite for this meeting on 11/11.

From: Gay, Velma (HSA) <velma.gay@sfgov.org>
Sent: Monday, November 9, 2020 12:24 PM
To: [REDACTED] >
Subject: RE: RE: Coordinating a Meeting

Thank you. Luenna would like to meet this week with Dan and Doris Barone regarding disaster preparedness. The title of the meeting **RE: HS Branch Staffing**. Luenna is available 4-5pm, Thursday only. On the scheduling assistant it states that Dan and Doris are available during this time as well. I am just confirming with you Dan's availability.

You are more than welcome to schedule the meeting.

Please review,

Velma



HSA HR - Management Assistant

City & County of San Francisco

Human Services Agency

Phone: (415) 557-5153

[REDACTED]
Email: velma.gay@sfgov.org

From: [REDACTED]
Sent: Monday, November 9, 2020 12:19 PM
To: Gay, Velma (HSA) <velma.gay@sfgov.org>
Subject: RE: RE: Coordinating a Meeting

Hi Velma,

Welcome back! What meeting and when? I do not have your phone number.

[REDACTED]

From: Gay, Velma (HSA) <velma.gay@sfgov.org>

Sent: Monday, November 9, 2020 10:43 AM

To: [REDACTED]

Subject: RE: Coordinating a Meeting

Good Morning [REDACTED]

I was wondering if Dan Kaplan was available for a meeting this? Please call me when you are available.

Thank you,

Velma



HSA HR - Management Assistant

City & County of San Francisco

Human Services Agency

Phone: (415) 557-5153

[REDACTED]
Email: velma.gay@sfgov.org

Attachment 5: Gay's PowerPoint Presentation



2020 Manual Training 1800 Series for New Employees

21st Century Innovative Approach to Learning

Mission Objective

- ▶ **Prevent uncertainty, in return create supportive building-blocks of knowledge with the outcome being able to work much faster with confidence.**
- ▶ **Meeting the challenging needs of todays professional amid the Digital Age aligned with Racial Equity**
- ▶ **To understand how the smaller moving pieces (units) work in unison to create the common whole or achieve a goal through group participation to complete Projects most effectively**
- ▶ **Being Proactive opposed to Reactiveness**

Training Component

1800 Series – Administrative

- ▶ The training component of this program is designed to provide the soft skills and technical required to enable new employees to effectively work, in the new digitalize working environment
- ▶ Core classes will be offered by partnering Community Based Organizations (CBO) and/or HSA Staff. Successful completion of these core classes is required.
- ▶ In addition to the required courses, participants will be encouraged to register for additional classes offered by HSA and to utilize the education and training available through City University.

Innovative Learning objectives

- ▶ To develop a strategic supportive path for new hires or new employees, this will enable them to align expectation from Managers, Directors, Programs and Executives, with the culture of the Agency and better understand working within a high-level administrative working environment before entering their respective work-cite(s).
- ▶ This training program will serve to satisfy the intermediate to advance qualifications for the 1800 Series job applicant.
- ▶ Thereby allowing these specific types of administrative employees to engage with most departmental Directors, Managers, as well as Executives.
- ▶ Specific training developed for each department, that supports high-level Managers and the like. Initially, focusing on projects that are Constant.
 - ▶ Layering the foundational understanding of knowledge or development

Who will benefit from these Innovation Interactive Administrative Learning Techniques

- ▶ **1822 – Administrative Assistant**
- ▶ **1823 - Administrative Analyst**
- ▶ **1842 – Management Assistant**
- ▶ **1822 – HR Human Resource Analyst**
- ▶ **1823 – HR Human Resource Analyst**
- ▶ **1842 – Management Asssitant**

Innovative Techniques

- ▶ **How to create a Webinar in Zoom (When to use or MS Teams)**
- ▶ **Troubleshooting via mobile apps and Bring your own devices (BYOD)**
- ▶ **Hyperlinks inside of memos**
- ▶ **How to create: Google Docs -Surveys and small quizzes, alerts**
- ▶ **Everbridge, SharePoint, DocuSign and PDF Converter**

Innovative Techniques – Part Two

- ▶ Interoffice Jargon, That is, “In-the-Loop” “Sun-Shined” “Roll-out...Agency-Wide”
- ▶ Human Resource glossary
- ▶ How to create a professional-looking Tracker
 - ▶ Why is it necessary?
- ▶ How to connect documents via PDF Converter
- ▶ Understanding of all HR Managers and how they interrelate
 - ▶ Who are they and why are they needed

Innovative Learning Techniques – Part Three

- ▶ **Thorough understanding of Executive Directors, Dan Kaplan and Trent Rhorer – who are they and why are they needed?**
- ▶ **Thorough understanding of Deputy Directors and how they relate specifically to all departments – Who are they, What are their names and why are they needed?**
- ▶ **Thorough understanding of Krista Ballard in Communications and her unique central role she plays within the City of San Francisco.**
- ▶ **Complete understanding of all Departments, DAS, IHSS and FCS, HSA, WTW etcetera and how they relate to other offices and divisions and departments**

Innovative Training Component

- ▶ For many of the 1800 Series Trainees working in positions with the Human Services Agency, career opportunities will enable them to procure management positions with confidence.
- ▶ The training component of the Innovative Training Program is designed to reduce barriers to obtaining Management Positions within the City and County of San Francisco
- ▶ The training offers an opportunity for 1800 Series, to build the requisite knowledge, skills and abilities and, combined with the on-job-training/experience, which will meet the minimum qualifications necessary to participate in designated Civil Service Exams for Management Positions in the future.

Office Intelligence Training Series

1. Will enable employees to gain or understand the Organizational Agency Structure
2. Connectedness with all 8 distinct units that create the HSA department
3. Thorough understanding on how all units work and function together as a Department, thus organizational unity. That is, standardization, continuity and consistency
4. Understand how the HSA HR belongs to a whole and falls under the umbrella of the City and County of San Francisco
 - * Entire Map of the Mayor, Executives, Directors, Program Directors etcetera (flowchart)
5. Uniformity in the Development of scheduling, this will enable us to interact as well as replace one another during absence or out-of-office.

Note: Required for all 1800 Series Employees

Computer Skills

- ▶ **1. Introduction to Computers (MS TEAMS, Zoom and Advance Excel**
 - ▶ Beginning, Intermediate and Advance
- ▶ **2. Learning to create Pivot Tables, Charts and Tables and Dashboards**
 - ▶ To effectively assist Managers
 - ▶ Data determines the trajectory of the departments - decisions based upon accurate data
- ▶ **3. Thorough understand of emails, that is why they are created and how do they function/reasoning behind the creations**
- ▶ **4. Learning what the core of each departments on how each unit functions, what is constant and consistent, such as: hyperlinks, google and monkey surveys**
- ▶ **6. How to create a Livestream on MS Teams**
- ▶ **7. How to create a Webinar on Zoom**
- ▶ **8. How to Co-Host or offer Supportive Services during Digital meetings**
- ▶ Objectives will vary depending upon the unit or departments needs.

Computer Skills

1. **Understanding of Windows 10 and how it relates to MS Teams and Zoom (troubleshooting)**
2. **Hands-On training (Computer with Booklet)**
3. **Testing of new learned skills every three days or weekly during training**
4. **Final overall testing of entire Training**

General Office Soft Skills

1. **Customer Service: Face-to-Face and phone skills, transferring calls, and taking notes during meetings and taking messages**
4. **Learning to work within groups to achieve a common goal**
5. **Importance of not “Breaking-Protocol”**

Provisional Handbook

1. Provided or contains a Blank Matrix-Move slip via email
2. Tangibles for employees to keep and utilize online, these forms can be placed or kept online
3. Consistency will allow us to replace employees while out-of-office or on vacation
4. Phone Directory - can be placed online
5. Began documenting who is in the office daily, that is all of HSA HR staff separate Survey for our department create via Google Survey

Steps Completed

- ▶ Secured Approval from HSA HR -Director Luenna Kim for Model Design
- ▶ Designated 1800 Series work Classification level were reviewed, approved and implemented by HSA
- ▶ Secured Approval for a 1800 Series position in a high-level Administrative digital working environment.

Next Steps

- ▶ **Develop - other courses needed based upon the Trainers assessments and recommendations as well as goals of employees**
- ▶ **All knowledge and training must be applied to retain information**
- ▶ **Create tangible (booklet) for new employees(s) to refer back to sent to there designated working area**
- ▶ **Continued Mandatory training from the department to update the employees every 6 months or once a year or updated -DIGITAL online manual**

OFFICE INTELLIGENCE

- ▶ The program was developed collaboratively between HSA. The Agency will monitor and track program participants' completion of the required staff development training and work experience.
- ▶ HSA will certify completion of the program requirements by issuing a Certificate of Completion. The Certificates will identify the career path and specify the City work Classifications aligned with the specific unit or departments needs.

Certificates of Completion

- ▶ **Possession of the Certificate of Completion will serve to satisfy the minimum qualifications requirement for understanding the general concept of the organizational structure of the Agency.**
- ▶ **Certificate holders will be able to begin working at their designated work sites.**

Attachment 6: Gay's Letter to HSA HR, February
12, 2021

Velma Gay
1842 Management Assistant

HSA Human Resources
1650 Mission Street, Suite, 400
San Francisco, CA 94103

02-10-2021

To whom it may concern:

This information is in addition to what I have already been experiencing with the HSA Human Resources department. My personal experiences at the Agency, have been tremendously unsettling, to say the least. I have tried to further to discuss my issues and concerns directly with Luenna in 1:1 meetings, however I feel as though they are falling upon deaf ears and have become completely non-effectual. **When trying to speak with her she will literally say “one- thing” that day and in a matter of hours or a few days or sometimes a week later, she can change and become something completely different. This type of erratic behavior is disconcerting.**

No one is working in this capacity except me, which was recently hired and would be considered a new employee. Absolutely no one! Which leads into my first talking point.

What I want to make perfectly known is, that even though I mentioned names throughout this complaint or grievance, I hold no one responsible for anything other than Luenna because this is all under her Directives, **Luenna specifically and strategically decides what task or Project each and every employee will and will not perform.**

*****Important*****

Also, I want to make perfectly clear that I have never said, that I do not want to work with other HR Managers. However, I have clearly stated to Luenna, that it is unrealistic for me to work with eight (8) different HR Managers who have specific areas of expertise, Units or Divisions, Policies, guidelines and procedures that require a certain knowledge for each and every department, as a new employee especially during a Global Pandemic. **The person, [REDACTED], Manager III, that was completing Special Projects for Luenna has been working for The HR department for 10 years and [REDACTED], Manager I, 6 years. Therefore, He/She are well equipped on the computer system as well as have knowledge of, “know all of players on the board.” They are the individuals under the new coined term “People of Color” who have already been getting hired.**

HR Managers are able to give as well as take away from my assignments or Projects at any given time, breaking protocol. Sometimes my assignments are just arbitrarily given to other employees to complete the task. Such as the Form 700s and Voting information, without notice and other incidents are involved.

Basically, I'm blocked from doing my job, however I feel as though I'm being used as "Justification" to get other administrative tasks completed. For example: by not allowing me to get thorough Training, Shadowing or Mentoring and requesting me to complete task that are unrealistic to achieve with adequate knowledge, When there was a hiring Freeze I was used as "**Justification**" to resume hiring. By me appearing to be incompetent to complete important task. Luenna can now go to Upper Management and request for certain positions had to be filled because work had to be completed. If not, it creates a downward spiraling effect in the office and effects other areas such Employee labor Relations and Office of Civil Rights Divisions, etcetera.

I have been told directly by Luenna, that there is not a consistent role for me.

I need my role to be realistically achievable and clear, similar to ALL other employees.

Recently, I have discovered that some of a lot of my ideas on mentoring, shadowing and training have already begun being implemented and put into motion. Specifically, a Mentoring Program as well as Luenna, mentioned to all 8 HR Managers my talking points on how to initiate strengthening each and every department.

Can you imagine what it means as a new employee, to have your ideas being "placed into motion?"

- Not even let me know
- **And not even being offered to assist in the idea**
- **Speaking "In-code" language about my ideas, in HR Weekly Meetings**
- **I gave a 45 min PPT lecture on to the 8 HR Hiring Managers, if [REDACTED] (Manager) DEI/B had the initial idea, there was no need for me to give the lecture on December 4, 2020. Right? All Manages denounced my concept on Training, Mentoring and shadowing. [REDACTED] what not a part of my PPT presentation because she was strategically left out by Luenna, only to be given my talking points to be placed inside of her "Mentoring Program" as other new employees Isabella Blasi and Maribel Mora and Judy Castro. Work on my ideas with the Learning and Organizational Development Department.**
- **Not only was my entire concept of Training denounced by all HR Managers my concept of training the 18XX series was specifically denounced, because I noticed that African Americans were primarily being placed as Scheduling and in retrospect, I remembered they were 18XXs. Luenna stated in the meeting that weren't going to be implementing this and that we were going to rely on competency modeling and that what I was experiencing were only my experiences.**
- **However, I thought this is why the DEI/B Program was being developed, so that we, The Agency would stop doing this and begin including those who had been left-out of the corporate world. Changing exclusiveness into inclusiveness! Right?**
- **Also, as an African-American, I AM ALREADY HERE. Therefore, these ideas only could have come about through me. At best, Luenna and the other 8 HR Managers, developed the concepts out of me continuously asking for Training on Data, MS Teams and Zoom and debating on Work Classification of 1842 coupled with Racial Equity and Racial Equality. They soon realized that what I was asking for made a lot of sense and practical**

within an office that was just now beginning to include People of Color, which had long been excluded!

- Give another employee credit for the idea
- Tell other employees that they are working hard and doing an excellent job representing the company and their doing a great job and I'm doing a great job in front of 60 employees just scheduling and letting her (Luenna) know where to go.....
- **Have new employees hired after me work on my ideas, meanwhile I have no work whatsoever**
- I have been sitting at my desk for about 7 or 8 months with nothing to do

Through all of those months I have been asking for appropriate Mentoring, Training and asking if I can Shadow someone and I was told "No!" Also, I was told that this is lowering the standards within the office. Or it has been said "We don't have anything like that." Never has there been mentioned of any type of Mentoring Program in connection with L/OD. Because at the time there wasn't one developed nor created.

For example:

1. **I'm the only person within the entire office (60 employees) that does not have a defining role.** Even though, Luenna has stated that in the interview process, "That I would only be scheduling" and that I was going to be her Management Assistant. As of just three weeks ago, over a year later, she has just recently stated that she does not need me to schedule her appointments and I'm the assistant of 8 HR Managers, which I find or is extremely confusing and to me **has already been proven unsuccessful.**
2. Also, I was intentionally targeted and not "allowed" to participate in Staff group exercises that interrelate with [REDACTED] – Manager of Racial Equity Department called, Diversity Equity and Inclusiveness/Belongingness (DEI/B). Luenna would not let me interact on the computer system, that is, MS Teams, where the information was located after I had been thoroughly trained by [REDACTED]. Apart of "Training" is the ability to retain the information by immediately implementing the techniques.
 - I cannot do anything without her removing all activity of understanding. For example: I had to beg/ tears in my eyes, with sniffing, to be trained on MS Teams and Zoom. Afterwards, I was prohibited from using the information I had learned
 - I am being micromanaged I cannot even look-up a SSN, any information other than an address and I cannot even write down a website, that is specifically www.sfhsa.com.
 - MS Teams meetings my calls have been dropped anywhere from 13 to 17 times In a meeting, thereby I am unable to get understanding out of the meetings

Some of my concerns include, lack of communication as well as respect. For instance, Luenna would say to me when I was not trained on MS Teams and Zoom, "I need someone who can make Teams and Channels" Or" I need someone who can make "Break-out/Rooms" **when she knew I was not trained**, then

I got trained on MS Teams and Zoom and I began to start working with her on creating channels, she didn't want to work with me, as her assistant. **Then she said, I don't need that.**

- **No testing on Channels or Teams**
- **No testing on Scheduling Privileges on Zoom**
- **No actual communication between myself and Luenna on interoffice**

Which leads into my next talking point, which is Training, the department refuses to give me training to learn Data. However, I have recently learned that certain groups of people are being withheld from moving up in the department because of lack of training. However, other groups, which are primarily Asian are receiving training, in specific to learn/data of my same Work Classification, 1842.

The Union has already stated that ONE group of people cannot receive training, meanwhile other specific ethnics are not receiving the training.

I am being told "Train yourself" or "Go get the information from somewhere" "YouTube" and practice over and over until you get it" on a "Make-Shift" Data Set, that some employees...randomly scabbled pulled together, got together and tried to formulate during the pandemic, that newly developed Data Set had multiple "glitches" and could not function properly, because it was forced, lack proper IT adaptation as was developed, out of thin-air during the very beginning of the Covid-19 pandemic. That is, David Hebner, [REDACTED] and Clare Mc Caleb, all three are extremely high-ranking officials and had been working at the Agency for a numerous amount of years. These members of the agency, are the individuals who created this Data. However, the system was extremely ineffective, that they themselves who formulated and developed the Data Sets, did not even want to use it, because it was severely under developed and time-consuming to use.

Which involved enormous amounts of troubleshooting and Cleansing Data because the "right" questions were not being asked to filter out the correct information, in order to create Dashboards and Visualizations. Therefore, when viewing the data Luenna would not be able to make the correct decisions, however, this was never supposed to be my assignment. It was given to me out of, complete "thin-air" after one-day coming into the office on May 23, 2020.

Luenna wanted me to work on a "Make-Shift" Data, when she knew that other employees had been trained on Power Bi and Sequel and Service Now, within the Agency, also they have attended the HR Data Academy, which is why the other employees already know how to utilize the Data.

Therefore, Luenna assigned me to the Special Project (Data), because she wanted the Data "at all cost." Whether I was trained or not. This goes directly against Racial Equity as well as Racial Equality. Which, I have spoken to Luenna directly about.

*****Important*****

They are less likely than their white peers to be hired, developed, and promoted. And their lived experience at work is demonstrably worse even than that of other people of color

Next, when it comes to the "make-shift" Data, that Luenna wanted me to initially solely take-over. Which, including Claire Mc Caleb, all of her data, who is a Senior Resource Analyst and has been working for the Agency for 6 years, I was given her job duties, out of thin-air 3 weeks before my 6 months' probation period was over. That was a complete disaster because the system was "make-shift" and a person would

have to have intensive knowledge about Data from an IT perspective because of the enormous troubleshooting involved. This was not an accrual APP. Afterwards, Claire went on vacation.

However, when [REDACTED] department needed assistance with Data. Luenna moved Claire Mc Caleb over to her department permanently. I questioned Luenna in a 1:1 meeting about this. Because I was expected to know. However, when it came to the other new employees they didn't have to complete the task and were not made to look as incompetent or look bad in - front of the other HR Managers.

When I brought this to her attention, she said "well....the work classification is a generalization and not all employees are at the level as others." I said, "but Luenna when I said the same exact thing in reference to myself, you said it was lowering the standards" Also, I said how is this Racial Equity or Racial Equality?" She became visibly upset and said she was offended!" I okay Luenna, this is how and why your department(s) are now needed because Luenna has a required language or expectation only for certain employees, however, I do not have any designated role within the office. Job Performance or Competency Modeling on what?

My workload is continuously being undermined:

(Calendar) one day have access to Luenna's Calendar, then out of thin-air" I don't have access for several months. Then one-day she gives me access to start scheduling again. My workload has never been consistent. I have been told, that I'm given what is called, "**Suddenly**" however, this is an unrealistic approach to becoming a thriving employee because I do not know, "all of the players on the board," sort to speak. [REDACTED], who is Manager III was doing this for Luenna, for a numerous amount of years and he has been working there for about 10 years. What is called, "**Suddenly**" comes from somewhere, which I believe is Dan Kaplan or Executive Directives, to this day, I don't actually know.

Important

- Public Service Loan Forgiveness (PSLF) I cannot write-down any information on the paper, even though I have been doing this for about a year, as well as other employees have been doing this for several years prior to me, they told me [REDACTED], [REDACTED] and [REDACTED]) to do this. However, Luenna has stated, "**I don't feel comfortable with you.**"
- **Additional Employment Request (AERs)** have been taken away (decision-making) out of the process.

Effects of an improperly trained employee:

- The lack of Training, Mentoring or Shadowing can be devastating to a new employee
- Effective training can have significant, positive impacts on a company's bottom line, all organizations should be encouraged to implement training programs for their employees. However, it is not the case that some training is always better than no training. In fact, poor training can be extremely counterproductive

- If employees haven't been properly trained, then they could eventually feel unsatisfied at work, feeling the stress from their job, and not performing as well
- Poorly planned training could mean employees are less efficient or less thorough as a result of the training
- Clearly, there are a number of potential downfalls that companies may experience when training programs are not well developed or well executed. Training efforts should be aligned with business strategy of the organization

Attachment 7: Gay's Email to HSA HR Staff,
February 23, 2021

Burke, Jennifer (HRD)

Subject: FW: RE: HR Staff Meeting
Location: Microsoft Teams Meeting

Start: Tue 2/23/2021 1:00 PM
End: Tue 2/23/2021 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Gay, Velma (HSA)

-----Original Appointment-----

From: Gay, Velma (HSA) <velma.gay@sfgov.org>

Sent: Tuesday, February 23, 2021 1:00 PM

To: Gay, Velma (HSA); Kim, Luenna (HSA); Arnold, Karimah (HSA); Cabral, Enrique (HSA); [REDACTED] (HSA); Blasi, Isabella (HSA); Mora, Maribel (HSA); Emordi, MillicentIsioma (HSA); Lopez, Estela (HSA); Corvinelli, Camaguey (HSA); Gennaccaro, Frank (HSA); Lee, Caroline (HSA); Castro, Julie Jane (HSA); Nisha, Sharee (HSA); McCaleb, Claire (HSA); DeLeon, Andrea (HSA); [REDACTED] (HSA); [REDACTED] Yeung, Ivy (HSA); Lewis, Carmen (HSA); Lorio, Dorys (HSA); Ranney, Tamara (HSA); [REDACTED]; Williams, Katrina (HSA); [REDACTED] (HSA); Seruge, Wael (HSA); [REDACTED] (HSA); Aho, Michael (HSA); Brown, Marcia (HSA); [REDACTED] (HSA); Pineda, Erica (HSA); Lazo, Irvin (HSA); [REDACTED] (HSA); Alejandrino, Abel (HSA); Caraballo, Felix (HSA); He, Brian (HSA); Shaikh, Sanah (HSA); [REDACTED] (HSA); [REDACTED]; [REDACTED] (HSA); [REDACTED]; [REDACTED]; [REDACTED] (HSA); Ngai, Cindy (HSA); Huang, Karen (HSA); Figueira, Michael (HSA); Kupfer, Margarita (HSA); Dekeyan, Hovaness (HSA)
Cc: [REDACTED] (HSA); Tang, Lily (HSA); Lin, Steve (HSA); [REDACTED]; Platzer, Rosalie (HSA); Sangalang, Rhodora (HSA); [REDACTED] (HSA); Melissa Harris; Simone Goldman; Harris, Sermin Melissa (HSA)

Subject: RE: HR Staff Meeting

When: Tuesday, February 23, 2021 1:00 PM-2:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Microsoft Teams Meeting

Great News HR Team!

The new time for the HR Staff Meeting will be 1pm tomorrow.

Thanks for your patience!

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

Or call in (audio only)

[+1 415-906-4659](tel:+14159064659),876022211# United States, San Francisco

Phone Conference ID: 876 022 211#

[Find a local number](#) | [Reset PIN](#)

[Learn More](#) | [Meeting options](#)

Attachment 8: Gay's Email to DHR EEO re: Time
Studies, October 7, 2021

Burke, Jennifer (HRD)

From: velma gay [REDACTED]
Sent: Thursday, October 7, 2021 12:10 PM
To: Burke, Jennifer (HRD)
Cc: Selina Keene; Daniela Gonzalez; Morgan, Darryl (HSA)
Subject: RE: HSA Greivance
Attachments: Time Studies.PNG; TimeStudies 5.JPG; Trainings II.PNG; TownHallRehersal.PNG; Trainings.PNG; TS One.PNG; TS Five.PNG; TS Four.PNG; TS Six.PNG; TS Three.PNG; TS Two.PNG

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good Morning Jennifer,

These emails I'm sending you contain emails on Time Studies and SIA's both were mentioned in our 1:1 meeting with Luenna/Katrina.

First, please go to the date and time to understand the intent and context of the messages. Katrina clearly states on 2/17 to me about time studies in my last 1:1 meeting, in which she's transferring leadership from Luenna over to Katrina. However, this is just a play on words and "act" pretending as if I'm actually going to be doing something in the office.

Next, within [REDACTED] message he clearly states that I'm supposed to do time studies after Katrina states I will be involved in this. However, after she begins taking on the leadership role of Director, she backtracks and rescinds and changes the terminology as if this all meant something else.

However, at the end of the day, I'm not working with Katrina, at all, I do not schedule her appointments for her and I rarely even speak with her, similar to working with Luenna. Also, the only items I'm consistently managing are PSLF's (Loan Forgiveness) and Additional Employment Requests (AER) because no one else wants to do it. In addition, other employee's are developing, growing, meeting their office goals, getting promoted, moving into other positions without any difficulties/barriers or hesitations and attending training. Utilizing MS Teams and Zooms daily. Today it is second nature for most of the employees except. I have been stripped over a period of 21 months of all Management Assistant duties or anything technical by Luenna Kim and now Katrina Williams.

[REDACTED] new 1404 clerk should now be taking over PSLF and AER's, however Katrina would not allow it because she said he would see employee's personal information and SSN's # However, he works in Payroll & Ops with [REDACTED] I'm sure he already sees personal information, similar to the PST's who work the front-desk clerks.

Basically, it's the old "bait and switch." However, the intent is to deflect me from working with Katrina on Projects and attending meetings. Because she's actually training and learning the position of a Director and simultaneously training [REDACTED] to take over her position as Manager of L&OD.

- I provided an email clearly stating, I would receive training.
- I provided another email Katrina denying me the ability to receive a Ticket for the Greenling Institute, although each Manager receive a free ticket to give to one person, as Katrina's assistant I should have received one, instead she made me pay in order to attend

- Also, I was denied, Project Management training through City University, although Luenna stated that any class I wanted to attend the City would pay for, However Katrina states, in our 1:1 meeting she is not authorized to assist me.
- I was denied by Katrina to take the 24-Plus Training. She states it's only for Managers., However in order for me to assist managers I have to think like one, and learn their expectations within a workforce office environment.
- **The only thing Katrina has allowed me to receive in the office is a new computer.**

Velma Gay
Management Assistant



Message for Velma Gay from Time Study Buddy



Gay, Velma (HSA)
Fri 2/26/2021 11:55 AM



Velma Gay (she/her/hers)
Management Assistant
Human Resources

O: (415) 557-5153

Office Address:
1650 Mission street, Suite 400
San Francisco, CA 94103
www.SFHSA.org

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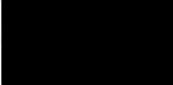
Time Study Buddy
This message is from outside the City email system. Do not open links or attachments from untrusted sources. To access your account follow the link below: <https://avanan.url-protection.com/v1/url?o=https%3A//www.timestudyb...>



Fri 2/26/2021 10:47 AM

This message was sent with High importance.

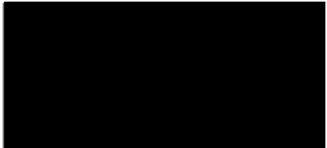
SJ



Hi Velma,

Can you log into your Time Study for Q4 (May 2020) and complete it and sign it so we can finalize the claims for that quarter. Please let me know if you have any questions.

Thank you,





Gay, Velma (HSA)
Fri, 2/26/2021, 10:32 AM



I may need assistance on how to fill-out the Time Studies for Q4 May 2020. Please let me know where to go?

Thank you,

Velma Gay (she/her/hers)
Management Assistant
Human Resources

O: (415) 557-5153



Office Address:
1650 Mission street, Suite 400
San Francisco, CA 94103

www.SFHSA.org



SAN FRANCISCO
HUMAN SERVICES AGENCY



Flag for follow up. Start by 2/26/2021. Due by 2/26/2021.

SJ

Hi Velma,

I just send you the link in a separate email. Please change date to May.

Time Study Buddy

Home May 2020 -

Managing Velma Gay

- 1 Enter May 2020 Time Study
- 2 Electronically Sign
- 3 Approve

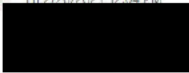
Enter Payroll Information	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Hours Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	40.00	
Less: Paid Time Off	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	
Time Study Hours	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	32.00	
Enter Time Study Hours																																
1142-NT Nutrition Program	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00	
7001 Generic	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00	
used: 0.00 of 8.00																																
(+ Add Program Code)																																

Thank you,



Gay, Velma (HSA)

Fri 2/26/2021 12:04 PM

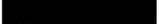


Can you let me know what are time studies and why are they needed? In addition, can you direct to a location where I can read more information about Time Studies?

Thank you,

Velma Gay (she/her/hers)
Management Assistant
Human Resources

📞 (415) 557-5153



Office Address:
1650 Mission street, Suite 400
San Francisco, CA 94103

www.SFHSA.org



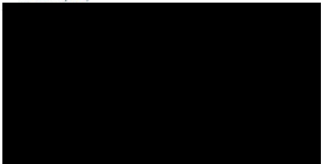
SJ

To: Gay, Velma (HSA)

Hi Velma,

Time Studies are needed based on your position. Certain positions is funding by the state. Please communicate with supervisor on why it is needed. You can also click on the Help icon on the top right corner when you log into the time study if you want to read up on additional literatures. Were you able to log in and sign the May Time Study?

Thank you,





Gay Velma (HSA)



Not yet, but I will definitely try and complete today, this is the first time I have heard of this.

Velma Gay (she/her/hers)
Management Assistant
Human Resources

O: (415) 557-5153

Office Address:
1650 Mission street, Suite 400
San Francisco, CA 94103

www.SFHSA.org






Tue 3/2/2021 9:03 AM

Williams, Katrina (HSA)

RE: RE: Time Studies

To  Gay, Velma (HSA)

 You replied to this message on 3/2/2021 9:09 AM.

You do not need to complete a Time Study. The topic was mentioned because I was reminding Luenna about approving my time study and other changes to the approval structure for L & OD. I shared an explanation so you would be aware of what we were discussing...it was solely for information and not because you would now be required to complete.

The only staff in HR completing time studies report to L & OD.

Katrina Williams, MA, EdD (she/her/hers)

Manager

Human Resources: Learning and Organizational Development

O: (415) 557-6681

Office Address:

1650 Mission Street, Suite 400

San Francisco, CA 94103

www.SFHSA.org



Mon 8/23/2021 5:48 PM

LaBarre, Elizabeth (HSA)

HOLD: Town hall dress rehearsal

Required

Trent Rhorer (HSA) (trent.rhorer@sfgov.org); Joe Molica (joe.molica@sfgov.org); Kelly Dearman (kelly.dearman@sfgov.org); Hillman, Thea (HSA); Mejia Rojas, Maria (HSA); Ryan Iwata (HSA) (ryan.iwata@sfgov.org); Williams, Katrina (HSA)

i Received for Williams, Katrina (HSA).

We couldn't find this meeting in the calendar. It may have been moved or deleted.

When Wednesday, August 25, 2021 2:00 PM-2:30 PM

Location TBD

Especially with Krista out, I recommend a tech/dress rehearsal for the town hall. The Tues 10am meeting will cover meeting content. This Wed, 8/25 2pm meeting will deal with sound check, who does what behind the scenes, maybe hash out last min questions/content.

Much appreciated!

RE: Greenlining Conference



Williams, Katrina (HSA)

Fri 3/26/2021 10:33 AM

To: Gay, Velma (HSA)

Hi Velma,

The offering was to the specific HR program teams (ELR, OCR, LOD, OPS, Exams). DEIB is attending a different conference. Unfortunately, funds are limited, so we are trying to get this opportunity to staff who are more outward facing.

There will be other opportunities for training over the next several months.

Please see the Greenlining information below, click on the title to access the website:

[MOMENTUM: A VIRTUAL SUMMIT ON RACIAL EQUITY](#)

MAY 5-6, 2021 | 9:00 A.M. TO 2:00 P.M.

Greenlining's Annual Economic Summit is more than a virtual conference. It's a unique gathering where innovation, art and activism align. This year, we're upgrading to a two-day virtual event experience. Get ready for more interactive features, cyber networking, compelling speakers, informative breakout sessions, and a live soundtrack from our favorite virtual DJ, DJ Omé.

As we slowly emerge from overlapping crises of the past year, there is a renewed sense of hope and optimism taking root across the country. This new governing era answered the national call for swift action on COVID-19, climate change, and racial equity, signaling that real change is possible. As we breathe a collective sigh of relief that our democracy has withstood its biggest modern-day test, we know that now is no time for complacency.

It's clear that this moment is a time of momentum -- a time for advocates, organizers, activists, and artists to come together to strengthen the movement for equity. Join fellow change makers as we explore this once in a generation opportunity to reestablish our country's fundamental principles and work together to build a new anti-racist society that goes beyond reform to real transformation.

Thank you,

Katrina Williams, MA, EdD (she/her/hers)

Interim Director
Human Resources

O: (415) 557-6681

Office Address:

1650 Mission Street, Suite 400

San Francisco, CA 94103

www.SFHSA.org

[Reply](#) | [Forward](#)



Gay, Velma (HSA)

Good Morning, I hope I'm referring to this correctly, however, I wanted to know if I was going to get a free ticket for the conference? You mentioned in the HR Meeting, each unit will receive two tickets Free. If not, please let me kn...

Fri 3/26/2021 10:27 AM

Exhibit H

Documents Provided by [REDACTED]

Attachment 1: Email Timesheet, April 7, 2020

Attachment 2: Email Timesheet, April 8, 2020

Attachment 3: Email Timesheet, February 11,
2020

Attachment 4: Email Timesheet, February 26,
2020

Attachment 5: Gay, [REDACTED] Time Study Emails,
February 26, 2021

Attachment 1: Email Timesheet, April 7, 2020

Burke, Jennifer (HRD)

From: [REDACTED]
Sent: Wednesday, October 27, 2021 11:15 AM
To: Burke, Jennifer (HRD)
Subject: FW: Approval needed on timesheet

From: [REDACTED]
Sent: Tuesday, April 7, 2020 5:01 PM
To: Gay, Velma (HSA) <velma.gay@sfgov.org>
Subject: RE: Approval needed on timesheet

Hi Velma,

Please see below.

DSSPA	[REDACTED]	[REDACTED]	Active	3/23/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	3/24/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	3/25/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	3/26/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	3/27/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	3/30/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	3/31/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	4/1/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	4/2/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	4/3/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	3/21/2020	CTE	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	3/21/2020	CTH	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	3/21/2020	S48	Standby Pay
DSSPA	[REDACTED]	[REDACTED]	Active	3/22/2020	CTE	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	3/22/2020	CTH	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	3/22/2020	S48	Standby Pay

DSSPA			Active	3/23/2020	CTE	Comp Time E
DSSPA			Active	3/23/2020	CTH	Comp Time E
DSSPA			Active	3/23/2020	S48	Standby Pay
DSSPA			Active	3/23/2020	WKP	Regular Hour
DSSPA			Active	3/24/2020	CTE	Comp Time E
DSSPA			Active	3/24/2020	CTH	Comp Time E
DSSPA			Active	3/24/2020	S48	Standby Pay
DSSPA			Active	3/24/2020	WKP	Regular Hour
DSSPA			Active	3/25/2020	CTE	Comp Time E
DSSPA			Active	3/25/2020	CTH	Comp Time E
DSSPA			Active	3/25/2020	S48	Standby Pay
DSSPA			Active	3/25/2020	WKP	Regular Hour
DSSPA			Active	3/26/2020	CTE	Comp Time E
DSSPA			Active	3/26/2020	CTH	Comp Time E
DSSPA			Active	3/26/2020	S48	Standby Pay
DSSPA			Active	3/26/2020	WKP	Regular Hour
DSSPA			Active	3/27/2020	CTE	Comp Time E
DSSPA			Active	3/27/2020	CTH	Comp Time E
DSSPA			Active	3/27/2020	S48	Standby Pay
DSSPA			Active	3/27/2020	WKP	Regular Hour
DSSPA			Active	3/28/2020	CTE	Comp Time E
DSSPA			Active	3/28/2020	CTH	Comp Time E
DSSPA			Active	3/28/2020	S48	Standby Pay
DSSPA			Active	3/29/2020	CTE	Comp Time E
DSSPA			Active	3/29/2020	CTH	Comp Time E
DSSPA			Active	3/29/2020	S48	Standby Pay

DSSPA	[REDACTED]	[REDACTED]	Active	3/30/2020	CTE	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	3/30/2020	CTH	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	3/30/2020	S48	Standby Pay
DSSPA	[REDACTED]	[REDACTED]	Active	3/30/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	3/31/2020	CTE	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	3/31/2020	CTH	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	3/31/2020	S48	Standby Pay
DSSPA	[REDACTED]	[REDACTED]	Active	3/31/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	4/1/2020	CTE	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	4/1/2020	CTH	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	4/1/2020	S48	Standby Pay
DSSPA	[REDACTED]	[REDACTED]	Active	4/1/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	4/2/2020	CTE	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	4/2/2020	CTH	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	4/2/2020	S48	Standby Pay
DSSPA	[REDACTED]	[REDACTED]	Active	4/2/2020	WKP	Regular Hour
DSSPA	[REDACTED]	[REDACTED]	Active	4/3/2020	CTE	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	4/3/2020	CTH	Comp Time E
DSSPA	[REDACTED]	[REDACTED]	Active	4/3/2020	S48	Standby Pay
DSSPA	[REDACTED]	[REDACTED]	Active	4/3/2020	WKP	Regular Hour

Thank you,

[REDACTED]
HSA Payroll
P: 415-557-5812
F: 415-557-5061
[REDACTED]

From: Gay, Velma (HSA) <velma.gay@sfgov.org>

Sent: Tuesday, April 7, 2020 4:21 PM

To: [REDACTED]

Subject: RE: Approval needed on timesheet

Good Afternoon [REDACTED]

Can you please provide me the names or more information and I will give to Luenna,

Thank you,
Velma

Sent with BlackBerry Work
(www.blackberry.com)

From: [REDACTED]

Date: Tuesday, Apr 07, 2020, 2:56 PM

Subject: Approval needed on timesheet

Good afternoon,

There are pending approvals needed in your group. Please approve as soon as possible and let me know if you have any questions.

Thank you,

[REDACTED]

HSA Payroll

P: 415-557-5812

F: 415-557-5061

[REDACTED]

Attachment 2: Email Timesheet, April 8, 2020

Burke, Jennifer (HRD)

From: [REDACTED]
Sent: Wednesday, October 27, 2021 11:15 AM
To: Burke, Jennifer (HRD)
Subject: FW: Approval needed on timesheet

From: [REDACTED]
Sent: Wednesday, April 8, 2020 10:00 AM
To: Gay, Velma (HSA) <velma.gay@sfgov.org>
Subject: RE: Approval needed on timesheet

Hi Velma,

Good morning. Did you get a chance to talk to Luenna to approve timesheet. It has to be approved by noon.

Thank you,

[REDACTED]
HSA Payroll
P: 415-557-5812
F: 415-557-5061
[REDACTED]

From: Gay, Velma (HSA) <velma.gay@sfgov.org>
Sent: Tuesday, April 7, 2020 4:21 PM
To: [REDACTED]
Subject: RE: Approval needed on timesheet

Good Afternoon [REDACTED]

Can you please provide me the names or more information and I will give to Luenna,

Thank you,
Velma

Sent with BlackBerry Work
(www.blackberry.com)

From: [REDACTED]
Date: Tuesday, Apr 07, 2020, 2:56 PM
Subject: Approval needed on timesheet

Good afternoon,

There are pending approvals needed in your group. Please approve as soon as possible and let me know if you have any questions.

Thank you,

[REDACTED]

HSA Payroll

P: 415-557-5812

F: 415-557-5061

[REDACTED]

Attachment 3: Email Timesheet, February 11, 2020

Burke, Jennifer (HRD)

From: [REDACTED]
Sent: Wednesday, October 27, 2021 11:20 AM
To: Burke, Jennifer (HRD)
Subject: FW: Approval needed on timesheet

From: [REDACTED]
Sent: Tuesday, February 11, 2020 4:05 PM
To: Gay, Velma (HSA) <velma.gay@sfgov.org>
Subject: Approval needed on timesheet

Hi Velma,

Can you help approve below for Luenna. Please let me know if you have any questions.

DSSPA	[REDACTED]	[REDACTED]	2/3/2020	WKP	Regular Hours - Worked	8.000000
DSSPA	[REDACTED]	[REDACTED]	2/4/2020	WKP	Regular Hours - Worked	8.000000
DSSPA	[REDACTED]	[REDACTED]	2/5/2020	WKP	Regular Hours - Worked	8.000000
DSSPA	[REDACTED]	[REDACTED]	2/6/2020	WKP	Regular Hours - Worked	8.000000
DSSPA	[REDACTED]	[REDACTED]	2/7/2020	WKP	Regular Hours - Worked	8.000000
DSSPA	[REDACTED]	[REDACTED]	2/3/2020	WKP	Regular Hours - Worked	8.000000
DSSPA	[REDACTED]	[REDACTED]	2/4/2020	WKP	Regular Hours - Worked	8.000000
DSSPA	[REDACTED]	[REDACTED]	2/5/2020	WKP	Regular Hours - Worked	8.000000
DSSPA	[REDACTED]	[REDACTED]	2/6/2020	WKP	Regular Hours - Worked	8.000000
DSSPA	[REDACTED]	[REDACTED]	2/7/2020	WKP	Regular Hours - Worked	8.000000

Thank you,

[REDACTED]
HSA Payroll
P: 415-557-5812
F: 415-557-5061
[REDACTED]

Attachment 4: Email Timesheet, February 26, 2020

Burke, Jennifer (HRD)

From: [REDACTED]
Sent: Wednesday, October 27, 2021 11:24 AM
To: Burke, Jennifer (HRD)
Subject: FW: Approval needed

Importance: High

Hi Jennifer,

Just to clarify, I only assisted in handling with the HR unit timesheet when my lead/supervisor was out on leave, HR unit would not be handled by myself otherwise.

Thank you,

[REDACTED]
Human Resources Analyst
HSA Office of Civil Rights

O: (415) 601-1321
Office Address:
1650 Mission St. 4th Fl. San Francisco CA, 94103

www.SFHSA.org



From: [REDACTED]
Sent: Wednesday, February 26, 2020 9:27 AM
To: Gay, Velma (HSA) <velma.gay@sfgov.org>
Subject: Approval needed
Importance: High

Hi Velma,

Can you help approve below?

DSSPA	[REDACTED]	[REDACTED]	2/10/2020	WKP	Regular Hours - Worked	8.000
DSSPA	[REDACTED]	[REDACTED]	2/11/2020	WKP	Regular Hours - Worked	8.000
DSSPA	[REDACTED]	[REDACTED]	2/12/2020	WKP	Regular Hours - Worked	8.000
DSSPA	[REDACTED]	[REDACTED]	2/13/2020	WKP	Regular Hours - Worked	8.000
DSSPA	[REDACTED]	[REDACTED]	2/14/2020	WKP	Regular Hours - Worked	8.000

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2/17/2020	LHP	Legal Holiday Pay	8.000
2/18/2020	WKP	Regular Hours - Worked	8.000
2/19/2020	WKP	Regular Hours - Worked	8.000
2/20/2020	WKP	Regular Hours - Worked	8.000
2/21/2020	WKP	Regular Hours - Worked	8.000
2/10/2020	WKP	Regular Hours - Worked	8.000
2/11/2020	FHP	Floating Holiday Pay	8.000
2/12/2020	WKP	Regular Hours - Worked	8.000
2/13/2020	WKP	Regular Hours - Worked	8.000
2/14/2020	SLP	Sick Leave Pay	8.000
2/17/2020	LHP	Legal Holiday Pay	8.000
2/18/2020	WKP	Regular Hours - Worked	8.000
2/19/2020	WKP	Regular Hours - Worked	8.000
2/20/2020	WKP	Regular Hours - Worked	8.000
2/21/2020	WKP	Regular Hours - Worked	8.000

Thank you,



HSA Payroll

P: 415-557-5812

F: 415-557-5061



Attachment 5: Gay, [REDACTED] Time Study Emails,
February 26, 2021

Burke, Jennifer (HRD)

From: [REDACTED]
Sent: Wednesday, October 27, 2021 11:29 AM
To: Burke, Jennifer (HRD)
Subject: FW: Time Study for May 2020

This is the only email I can find regarding Time Study for Velma.

Thank you,

[REDACTED]
Human Resources Analyst
HSA Office of Civil Rights

O: (415) 601-1321
Office Address:
1650 Mission St. 4th Fl. San Francisco CA, 94103

www.SFHSA.org



From: [REDACTED]
Sent: Friday, February 26, 2021 1:02 PM
To: Gay, Velma (HSA) <velma.gay@sfgov.org>
Subject: RE: Time Study for May 2020

Hi Velma,

Time Studies are needed based on your position. Certain positions is funding by the state. Please communicate with supervisor on why it is needed. You can also click on the Help icon on the top right corner when you log into the time study if you want to read up on additional literatures. Were you able to log in and sign the May Time Study?

Thank you,

[REDACTED]
SFHSA Fiscal/Revenue Management Unit
1650 Mission Street 5th Floor, Finance
San Francisco, CA 94103
P: 415-601-1321
[REDACTED]

From: Gay, Velma (HSA) <velma.gay@sfgov.org>
Sent: Friday, February 26, 2021 12:05 PM
To: [REDACTED]
Subject: RE: Time Study for May 2020

[REDACTED]

Can you let me know what are time studies and why are they needed? In addition, can you direct to a location where I can read more information about Time Studies?

Thank you,

Velma Gay (she/her/hers)

Management Assistant
Human Resources

O: (415) 557-5153

Office Address:

1650 Mission street, Suite 400
San Francisco, CA 94103

www.SFHSA.org



From: [REDACTED]
Sent: Friday, February 26, 2021 10:48 AM
To: Gay, Velma (HSA) <velma.gay@sfgov.org>
Subject: RE: Time Study for May 2020

Hi Velma,

I just send you the link in a separate email. Please change date to May.

Time Study Buddy

created on 2/26/2021 10:47:08 AM

1 Enter May 2020 Time Study

Enter Payroll Information	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Hours Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Less: Paid Time Off	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Time Study Hours	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Enter Time Study Hours		1	2	3	4	5	6	7	8	9	10	11	12	13	14
1142-NT	Nutrition Program	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7001	Generic	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(+ Add Program Code)		E D I T	E D I T	E D I T	E D I T	E D I T	E D I T	E D I T	E D I T	E D I T	E D I T	E D I T	E D I T	E D I T	E D I T

Thank you,

SFHSA Fiscal/Revenue Management Unit
1650 Mission Street 5th Floor, Finance
San Francisco, CA 94103
P: 415-601-1321

From: Gay, Velma (HSA) <velma.gay@sfgov.org>
Sent: Friday, February 26, 2021 10:33 AM
To:
Subject: RE: Time Study for May 2020

Hi

I may need assistance on how to fill-out the Time Studies for Q4 May 2020. Please let me know where to go?

Thank you,

Velma Gay (she/her/hers)

Management Assistant
Human Resources

O: (415) 557-5153
[REDACTED]

Office Address:

1650 Mission street, Suite 400
San Francisco, CA 94103

www.SFHSA.org



From: [REDACTED]

Sent: Friday, February 26, 2021 9:55 AM

To: Gay, Velma (HSA) <velma.gay@sfgov.org>

Subject: Time Study for May 2020

Importance: High

Hi Velma,

Can you log into your Time Study for Q4 (May 2020) and complete it and sign it so we can finalize the claims for that quarter. Please let me know if you have any questions.

Thank you,

[REDACTED]
SFHSA Fiscal/Revenue Management Unit
1650 Mission Street 5th Floor, Finance
San Francisco, CA 94103
P: 415-601-1321
[REDACTED]

Exhibit I

Documents Provided by [REDACTED]

Attachment 1: [REDACTED] Email to Williams re:
Zoom Training, September 28, 2020

Attachment 2: Zoom for Learners Participant
Guide

Attachment 1: [REDACTED] Email to Williams re:
Zoom Training, September 28, 2020

From: [REDACTED]
To: [Williams, Katrina \(HSA\)](#)
Cc: [REDACTED]
Subject: FW: 28September ZOOM training session minutes & action items
Date: Monday, September 28, 2020 2:18:51 PM
Attachments: [image004.png](#)

Afternoon,

Three FYIs to share with you today. I'll try to keep it brief. Please reach out if clarification is needed.

#1) **Velma's Equipment/Tech** – VG uses the "hotspot" feature on her county issued cell phone to connect to the Internet. She does not have access to Internet via a home network. Result: Connectivity issues/dropped meeting sessions. The hotspot via cell phone connection isn't stable (effects video & audio quality-screen freezes or audio doesn't match video) or "drops" Zoom connection mid-meeting. [REDACTED] was in our session today to help practice breakout rooms. He also can provide insight/talk to you about what he experienced as another participant in our meeting. I mention this because if she will be tasked with facilitating meetings for Luenna (as [REDACTED] has in the past), these "connectivity" issues will effect the quality/connection of Luenna's meetings.

#2) **Velma's attempt to have an off topic conversation re: Her PST experience, DEIB, Dajah** – I advised Velma that it is important we stay on topic (so that she receives the training on Zoom that she requested) and that I wasn't comfortable discussing PST Program/DEIB & Dajah. I ended her attempt to further the conversation by repeating I'm not comfortable having that conversation with her and advising her to approach either you or [REDACTED] to discuss her concerns.

#3) **Velma's lack of practice and follow-through** – Reiterated the importance of "practice" (essentially, completing the action items set for her at the end of each of our meetings). Advised that "practice" doesn't need to be completed w/solely "colleagues" but that she can invite her friends outside of work to practice ZOOM features we cover in class as well. Emphasized that I expect her to complete action items on time and be ready to discuss any questions at our final ZOOM session on 5October2020. She agreed to follow through.

Happy Monday!

[REDACTED]



[REDACTED]
Training Officer

City & County of San Francisco Human Services Agency

1650 Mission Street, 3rd Floor, San Francisco, CA 94110

[REDACTED]
Phone: 415-557-5095

Fax: 415-557-5711

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[REDACTED]
Sent: Monday, September 28, 2020 1:37 PM

To: Gay, Velma (HSA) <velma.gay@sfgov.org>

[REDACTED]
Subject: 28September ZOOM training session minutes & action items

Afternoon Velma.

Please see today's session minutes and actions items due by 5October2020 below:

DECISIONS

- **ZOOM's File Transfer feature** – once activated by IT, Velma will email Maria to schedule a .5 hr. practice session
- **Final ZOOM Session (5October2020)** – Velma will create a ZOOM meeting invite for Maria and Michael S. (Session Focus: Practice Breakout Room Scenarios/Answer questions & clarify key concepts as necessary)
- **ZOOM Practice** - Velma will initiate practice sessions w/either colleagues or others in ZOOM (Reason: #1 Add to practice hours and #2 Gather info to create her own "meeting management"/"facilitator" techniques; Velma will continue independent study re: ZOOM

(YouTube, Google, ZOOM Help Center, etc.)

- **Action Items** - Velma will complete action items assigned today, 28September2020 prior to the final ZOOM training session on 5October2020
- **Prioritizing Schedule Practice Sessions** – Velma is in the process of prioritizing assignments/meetings assigned by Luenna and will schedule practice sessions with colleagues around priority assignments
- **MS Teams session on 12October2020** – Maria will provide a high-level overview of MS Teams. Velma will direct future questions to MS Teams lead trainer, Wael Seruge after 12October2020 thereafter.

AGENDA – 5OCTOBER2020 (FINAL ZOOM SESSION)

- Practice Zoom Collaboration Tool – Breakout Room (various scenarios)
 - Scenario 1: Create 1 breakout room (set ZOOM to assign attendees automatically)
 - Scenario 2: Create 2 breakout room (set ZOOM to “manual assignment”)
 - Scenario 3: Create 2 breakout room (re-assign attendees between breakout rooms)
 - Scenario 4: Create 2 breakout room then Rename Breakout Rooms
 - Scenario 5: Create 1 breakout room, Join as Host, practice sharing documents within breakout room
 - Scenario 6: Create 1 breakout room, Join as Host, share document – practice annotation
 - Scenario 7: Save a document shared in the breakout room – explain/demo file path
- Practice scheduling (single event) meetings directly from Zoom (Portal & Desktop Client) and Outlook
- Practice scheduling recurring meetings directly from Zoom (Portal & Desktop Client) and Outlook
- Verify your Zoom Desktop Client Settings

VELMA’S ACTION ITEMS DUE BY 5OCTOBER2020

- **Create Zoom Meetings for our final ZOOM session on 5October2020 and our MS Teams 1:1 training session on 12October2020:**
 - Monday, 5October2020 from **0900-1200 AM** (3 hrs.) – invite: [REDACTED]
 - Monday 12October2020 from **100-400 PM** (3 hrs.) – invite [REDACTED]
- **Review notes and action items** from today’s session (28September2020) to discuss at 5October2020 session
- **See Zoom Help Center** (Breakout Rooms) **and the reference files**

I sent you today – read through Breakout Room files for both Host and Attendee. Use your free Zoom account to practice today's scenario (creating 1 breakout room, assigning attendee to the breakout room, join the breakout room.

See you 5October2020!



Training Officer
City & County of San Francisco Human Services Agency
1650 Mission Street, 3rd Floor, San Francisco, CA 94110



Phone: 415-557-5095
Fax: 415-557-5711

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Training Officer
City & County of San Francisco Human Services Agency
1650 Mission Street, 3rd Floor, San Francisco, CA 94110



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Attachment 2: Zoom for Learners Participant Guide



ZOOM FOR LEARNERS

Welcome!

Whether you've been assigned a Zoom licensed account through your department, created a Zoom Basic (Free) account for personal use, or even if you don't have a Zoom account, but you've been invited to join a Zoom meeting, then this course is for you.

Zoom for Learners was written with the "Learner" in mind. Throughout the course, we'll discuss and engage in hands-on activities that allow you (the learner) to become more familiar with using both Zoom in meeting feedback and collaboration tools.

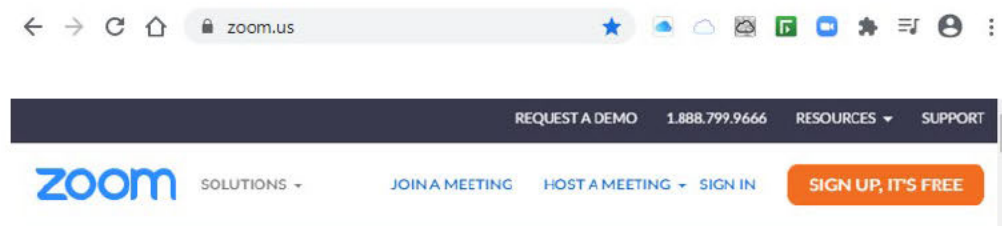
Please note that this course does not address the administrator side of Zoom – we'll leave that to HSA-IT. However, as mentioned above, if you're planning to join- or host Zoom meetings yourself, this course is the perfect place to learn what Zoom can do.

Happy Zooming!




What's the difference between the Zoom Web Portal and the Zoom Desktop Client?

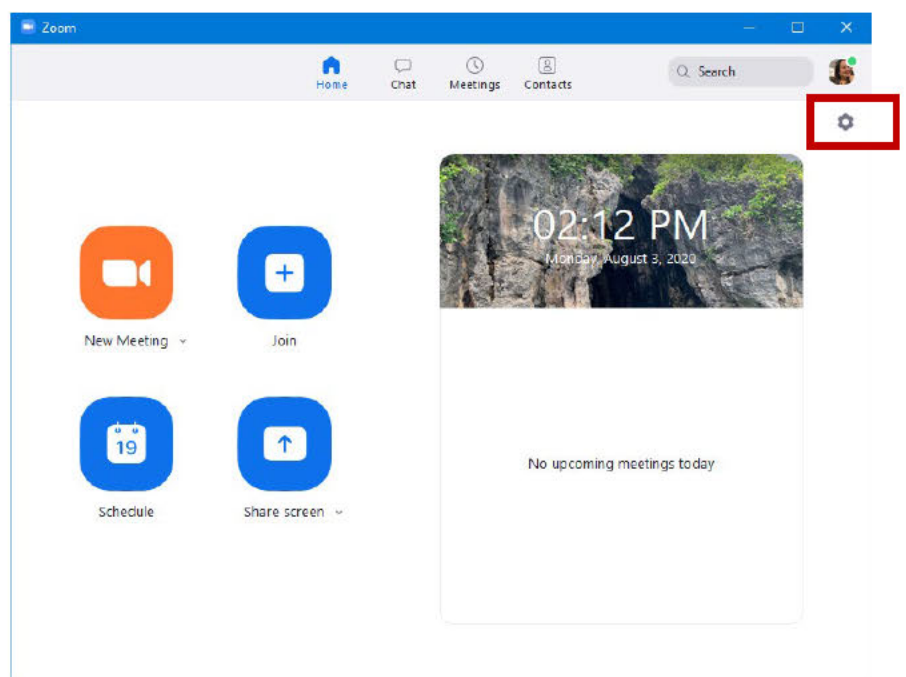
The **Zoom Web Portal** is available on the web at zoom.us and is primarily used for changing your profile and to schedule, view, and edit Zoom in meeting features.



The **Zoom Desktop Client** is installed locally on your computer and is usually pinned to your taskbar.



At the Zoom Desktop Client, you can also schedule/join meetings directly and access certain in-app settings and other options by clicking on the Gear icon  located at the upper right corner of the Zoom Desktop Client dialog box.



What's the difference between the Zoom Web Portal and the Zoom Desktop Client?

You (as a meeting “Attendee”) can join via the web client (clicking on a link provided to you by the host) or by the Zoom desktop client (inputting the Meeting ID and Password provided by the host).

Zoom recommends using the desktop client.

Suggested In Meeting (Basic) Settings

Save yourself time by setting Zoom features in advance of your meetings. The following pages show typical Zoom Meeting (Basic) settings.

I suggest you set your Zoom Meeting features to match those shown on the following pages. Then, as you gain more experience either hosting or attending Zoom meetings, you can customize your feature settings to fit your needs.

In Meeting (Basic)

Chat

Allow meeting participants to send a message visible to all participants



Prevent participants from saving chat 

Private chat

Allow meeting participants to send a private 1:1 message to another participant.



Auto saving chats

Automatically save all in-meeting chats so that hosts do not need to manually save the text of the chat after the meeting starts.



Always show meeting control toolbar

Always show meeting controls during a meeting 



Show Zoom windows during screen share 



Screen sharing

Allow host and participants to share their screen or content during meetings



Who can share?

Host Only All Participants 

Who can start sharing when someone else is sharing?


Host Only All Participants 


Suggested In Meeting (Basic) Settings

Annotation

Allow host and participants to use annotation tools to add information to shared screens 




Allow saving of shared screens with annotations 

Only the user who is sharing can annotate 

Whiteboard

Allow host and participants to share whiteboard during a meeting 



Allow saving of whiteboard content 

Auto save whiteboard content when sharing is stopped 

Remote control

During screen sharing, the person who is sharing can allow others to control the shared content




Nonverbal feedback

Participants in a meeting can provide nonverbal feedback and express opinions by clicking on icons in the Participants panel. 



Meeting reactions

Allow meeting participants to communicate without interrupting by reacting with an emoji that shows on their video. Reactions disappear after 10 seconds. Participants can change their reaction skin tone in Settings. 



Allow removed participants to rejoin

Allows previously removed meeting participants and webinar panelists to rejoin 



Allow participants to rename themselves

Allow meeting participants and webinar panelists to rename themselves. 



Note:

The Polling feature (located In Meeting Basic Category) is not available in the Zoom Basic (Free) Account.


Zoom Desktop Client – Sign-in at Zoom Cloud Meetings Dialog Box

In Meeting (Advanced)

Breakout room

Allow host to split meeting participants into separate, smaller rooms




Allow host to assign participants to breakout rooms when scheduling 


Virtual background

Customize your background to keep your environment private from others in a meeting. This can be used with or without a green screen.



Allow use of videos for virtual backgrounds 

Video filters

Turn this option on to allow users to apply filters to their videos 




Zoom Desktop Client – Sign-in at Zoom Cloud Meetings Dialog Box

Show a "Join from your browser" link

Allow participants to bypass the Zoom application download process, and join a meeting directly from their browser. This is a workaround for participants who are unable to download, install, or run applications. Note that the meeting experience from the browser is limited



Request permission to unmute


Select this option in the scheduler to request permission to unmute meeting participants and webinar panelists. Permissions, once given, will apply in all meetings scheduled by the same person. 

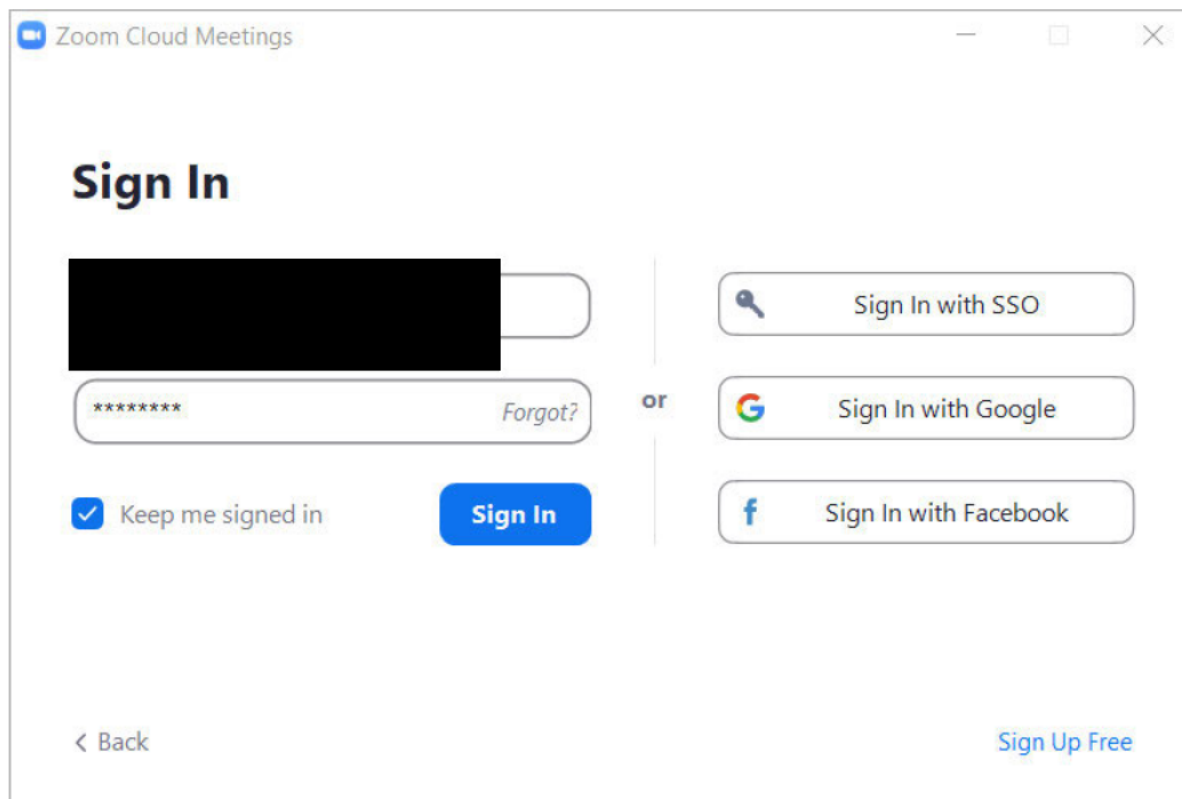


Zoom Desktop Client – Sign-in at Zoom Cloud Meetings Dialog Box

You can also update your meeting settings using the Zoom Desktop Client. Simply, launch the Zoom Desktop client and follow the steps shown for the General, Video, Audio, Share Screen, Chat and Virtual background features below:

Let's get started.

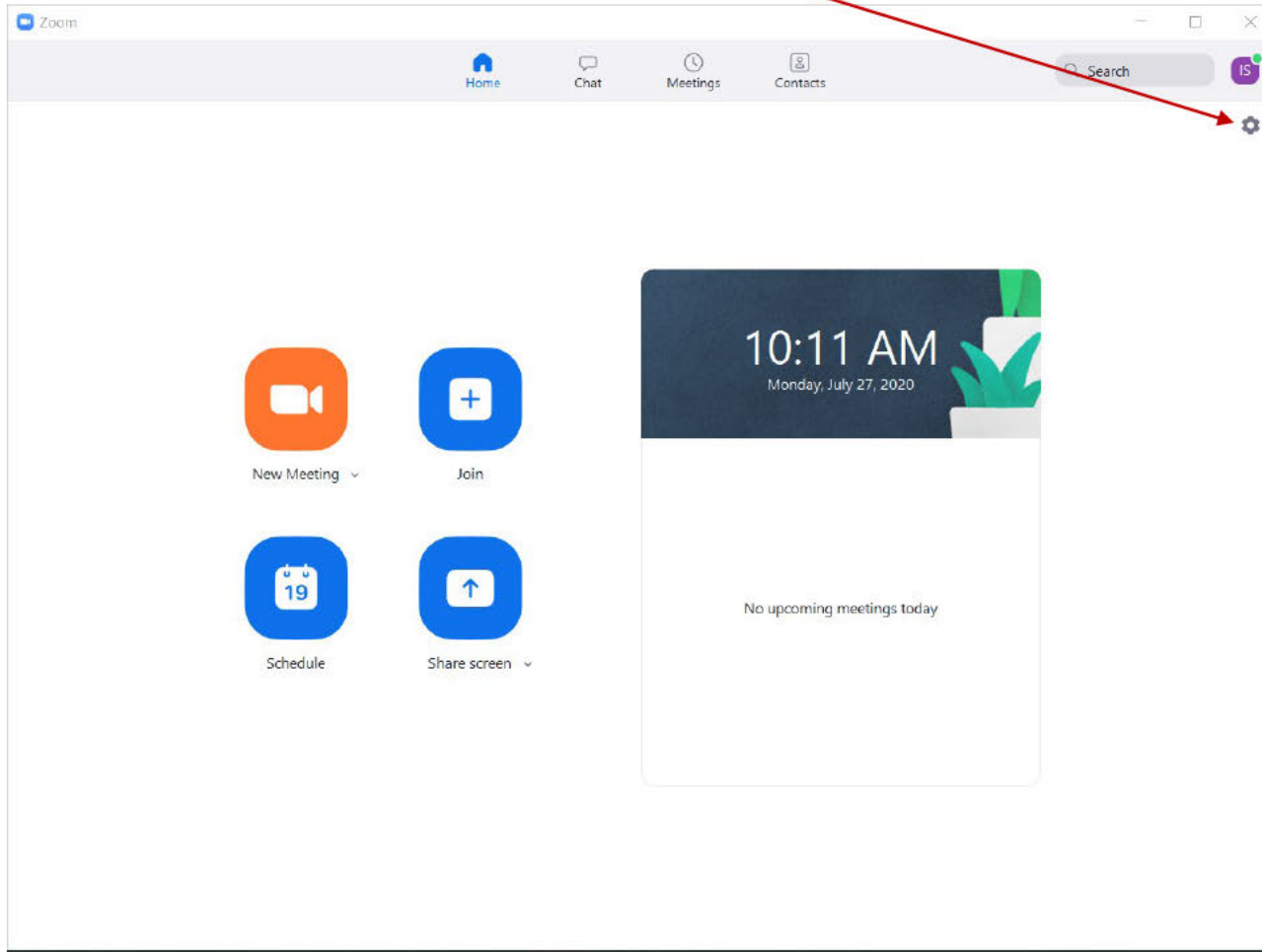
Click the Zoom Desktop Client  located on your taskbar. If required, login to your account at the Zoom Cloud Meetings dialog box shown below:



The image shows a screenshot of the Zoom Cloud Meetings sign-in dialog box. The window title is "Zoom Cloud Meetings". The main heading is "Sign In". On the left side, there is a text input field for the email address, which is currently redacted with a black box. Below it is a password input field with asterisks and a "Forgot?" link. There is a checked checkbox for "Keep me signed in" and a blue "Sign In" button. On the right side, there are three buttons for social sign-in: "Sign In with SSO", "Sign In with Google", and "Sign In with Facebook". At the bottom left, there is a "< Back" link, and at the bottom right, there is a "Sign Up Free" link.

Zoom Desktop Client – Sign-in at Zoom Cloud Meetings Dialog Box

At the Zoom Desktop Client landing page, click the Gear icon that appears below your account image at the upper right corner.




Zoom Desktop Client – Settings | General Tab

The screenshot shows the Zoom Desktop Client Settings window with the General tab selected. The left sidebar contains a list of settings categories: General (selected), Video, Audio, Share Screen, Chat, Virtual Background, Recording, Profile, Statistics, Keyboard Shortcuts, and Accessibility. The main content area displays various settings with checkboxes and a dropdown menu. The 'Reaction Skin Tone' section shows six thumbs-up emojis with different skin tones, where the lightest skin tone is currently selected.

Settings

- Start Zoom when I start Windows
- When closed, minimize window to the notification area instead of the task bar
- Use dual monitors
- Enter full screen automatically when starting or joining a meeting
- Automatically copy invite link once the meeting starts
- Ask me to confirm when I leave a meeting
- Show my connected time
- Remind me minutes before my upcoming meetings
- Stop my video and audio when my display is off or screen saver begins

Reaction Skin Tone



[View More Settings](#)

Zoom Desktop Client – Settings | Video Tab

Settings

- General
- Video**
- Audio
- Share Screen
- Chat
- Virtual Background
- Recording
- Profile
- Statistics
- Keyboard Shortcuts
- Accessibility

Rotate 90°

Camera: HP HD Camera

16:9 (Widescreen) Original Ratio

My Video:

- Enable HD
- Mirror my video
- Touch up my appearance

Meetings:

- Always display participant names on their video
- Turn off my video when joining meeting
- Always show video preview dialog when joining a video meeting

Advanced

Zoom Desktop Client – Settings | Audio Tab

The screenshot displays the Zoom Desktop Client Settings window, specifically the Audio tab. The left sidebar contains navigation options: General, Video, Audio (highlighted), Share Screen, Chat, Virtual Background, Recording, Profile, Statistics, Keyboard Shortcuts, and Accessibility. The main content area is divided into two sections: Speaker and Microphone.

Speaker Settings:

- Test Speaker button
- Device selection: Same as System
- Output Level: slider
- Volume: slider

Microphone Settings:

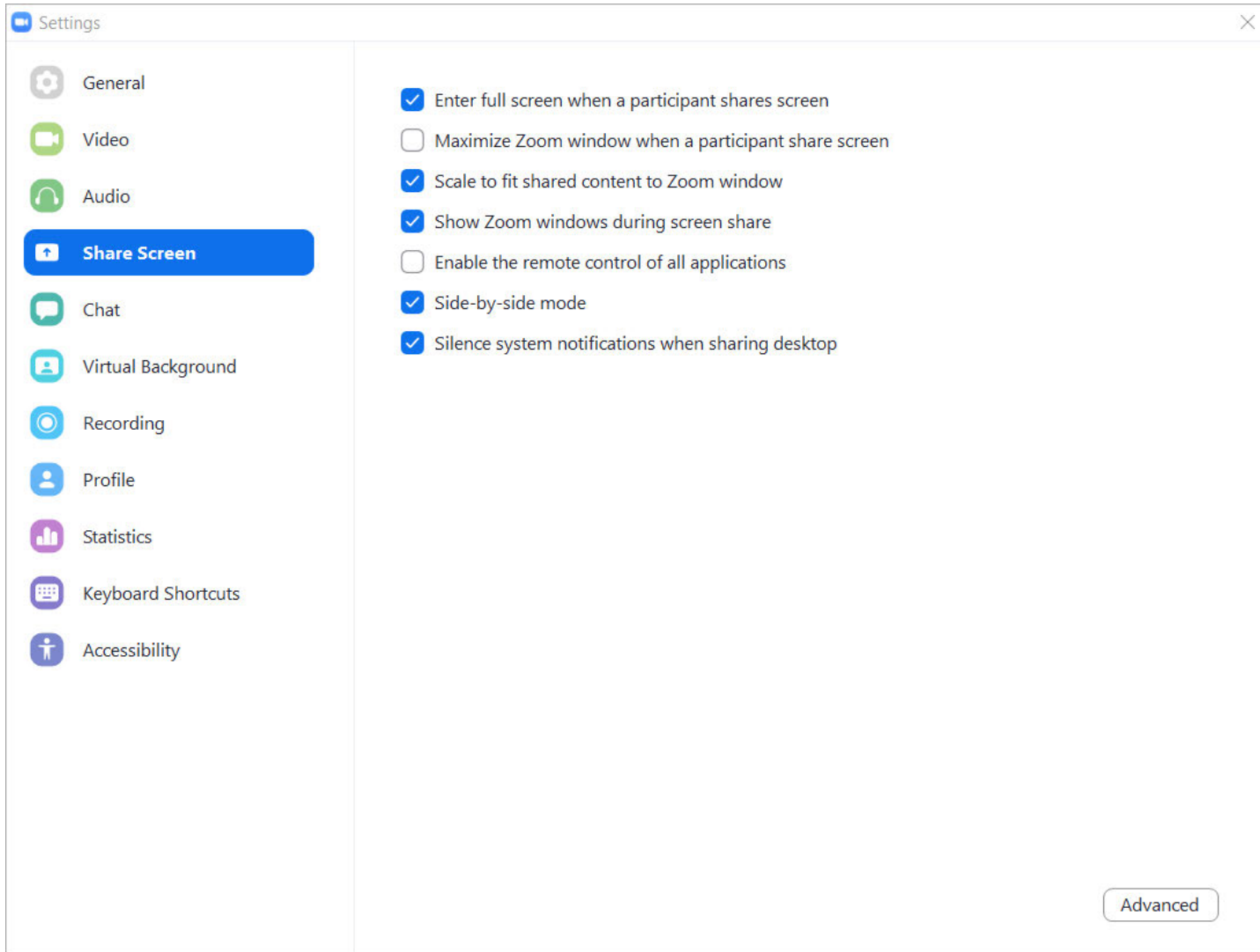
- Test Mic button
- Device selection: Microphone (Blue Snowball)
- Input Level: slider
- Volume: slider
- Automatically adjust volume

Advanced Settings:

- Use separate audio device to play ringtone simultaneously
- Automatically join audio by computer when joining a meeting
- Mute my microphone when joining a meeting
- Press and hold SPACE key to temporarily unmute yourself
- Sync buttons on headset

An "Advanced" button is located at the bottom right of the settings panel.

Zoom Desktop Client – Settings | Share Screen Tab



Zoom Desktop Client – Settings | Chat Tab

Settings

- General
- Video
- Audio
- Share Screen
- Chat**
- Virtual Background
- Recording
- Profile
- Statistics
- Keyboard Shortcuts
- Accessibility

Chat Settings

- Show "Code Snippet" button
- Include link preview
- Change my status to "Away" when I am inactive for minutes

Left sidebar theme Dark Light

Blocked users

Unread Messages

- Keep all unread messages on top
- Show unread message badge (**1**) for channels
- Move messages with new replies to the bottom of the chat

When viewing unread messages in a channel:

- Start at the first unread
- Start at the latest

Push Notifications

- All messages
- Only private messages and mentions
- Nothing

With exception for

Receive notifications for


- Notify me about new replies on messages I am following
- Do not disturb from: to
- Play sound when I receive a new message
- Mute notifications while I am in a meeting or on a call
- Show notification banner on screen until dismissed
- Show message preview (uncheck this option for privacy)

Receive notifications for

Zoom Desktop Client – Settings | Virtual Background Tab

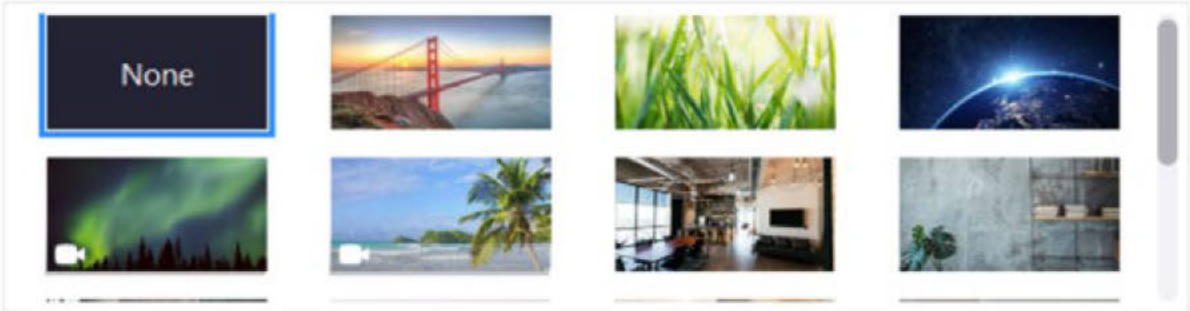
Settings

- General
- Video
- Audio
- Share Screen
- Chat
- Background & Filters**
- Recording
- Profile
- Statistics
- Keyboard Shortcuts
- Accessibility



Virtual Backgrounds Video Filters

None



I have a green screen [?]0454 Mirror my video

HELPFUL RESOURCES

Zoom Help Center <https://support.zoom.us/hc/en-us>

At the Zoom Help Center, you can browse the Quickstart Guides section for a comprehensive list of support documents and videos for Users & Participants as well as the Top 20 Resources that features the most commonly used resources for Zoom.

ZOOM FEATURES: STEP-BY-STEP

Contents

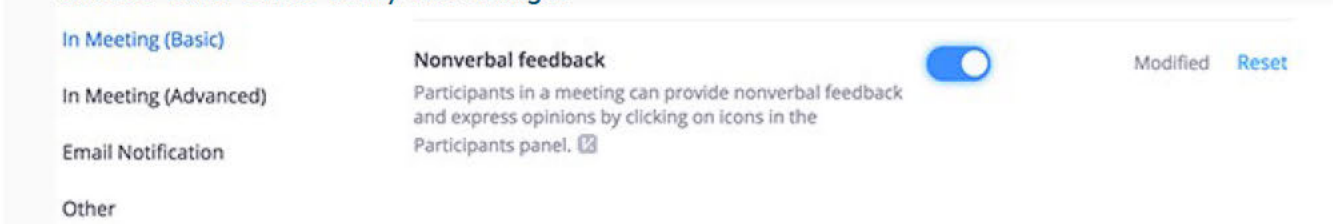
Zoom Feedback Tools (Nonverbal feedback during meetings)	19
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ZOOM FEATURES: STEP-BY-STEP

Zoom Feedback Tools (Nonverbal feedback during meetings)

To enable the Nonverbal Feedback feature for your own use:

1. Sign in to the Zoom web portal.
2. Click **Account Management** > **Account Settings** (if you are an account administrator) or **Settings** (if you are an account member).
3. Navigate to the **Meeting** tab > **In-Meeting (Basic)** options and verify that the **Nonverbal Feedback** setting is enabled.
4. If the setting is disabled, click the status toggle to enable it. If a verification dialog displays, choose **Turn On** to verify the change.



5. Note: If the option is grayed out, it has been locked at either the group or account level, and you will need to contact your Zoom administrator.

Source: https://support.zoom.us/hc/en-us/articles/115001286183-Nonverbal-feedback-during-meetings#h_6922651d-d279-44bd-b36a-cc2a30696c70

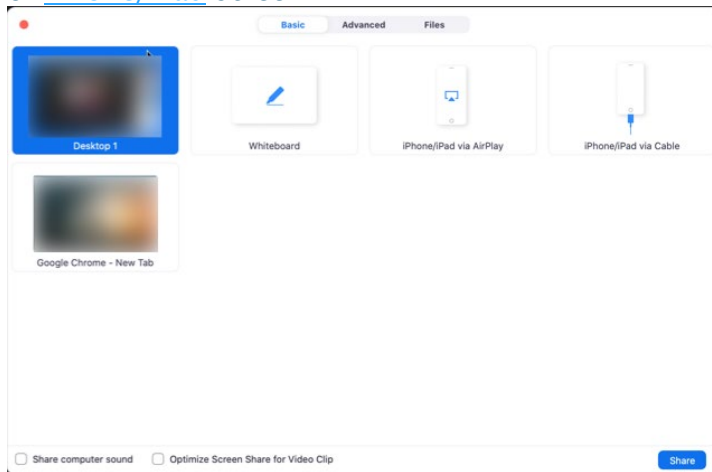
ZOOM FEATURES: STEP-BY-STEP

Sharing your screen or content

1. Click the **Share Screen** button located in your meeting controls.



2. Select one of these screen share options:
 - **Basic:** Share your entire desktop, specific application window, [whiteboard](#), or [iPhone/iPad](#) screen.



- **Advanced**
 - **Portion of Screen:** Share a portion of your screen represented by a green border.



- **Music or Computer Sound Only:** Only share your computer's audio (your selected speaker in your [audio settings](#)).



- **Content from 2nd Camera:** Share a secondary camera connected to your computer; for example, a document camera or the integrated camera on your laptop.



- **Files:** Share a file from a third-party sharing service like Google Drive or Microsoft OneDrive. Follow the on-screen prompts to sign in to the third-party service and grant Zoom access. **Note:** Alternatively, you can open the file in a web browser then share the browser window. For example, to share a Google doc, open the doc in Chrome, then share the Chrome window. The end result is the same as using the sharing options in the **Files** tab.

3. (Optional) Enable these features:

- Check **Share Computer Sound:** If you check this option, any sound played by your computer will be shared in the meeting.
- Check **Optimize for full screen video clip:** Check this if you will be sharing a video clip in full screen mode. Do not check this otherwise, as it may cause the shared screen to be blurry.

4. Click **Share**.

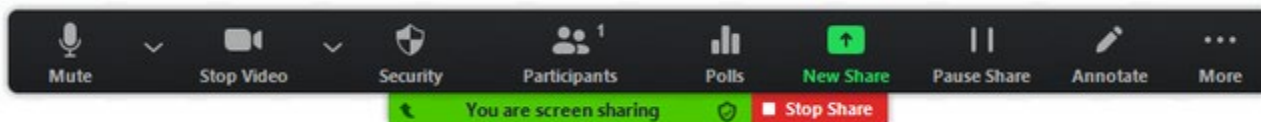
- Zoom will automatically switch to full screen to optimize the shared screen view. To exit full-screen, click **Exit Full Screen** in the top-right corner or press the **Esc** key.


ZOOM FEATURES: STEP-BY-STEP

- To disable automatic full screen when viewing a shared screen, disable this option in your [desktop client settings](#): **Enter full screen automatically when a participant shares screen.**
- If you selected **Portion of Screen**, customize the screen portion by dragging or resizing the green border.
- If you selected **Content from 2nd Camera**, click **Switch Camera** in the top-left corner to switch the shared camera.

Share screen menu

When you start sharing your screen, the meeting controls will move into a menu that you can drag around your screen.



- **Mute/Unmute:** Mute or unmute your microphone.
- **Start/Stop Video:** Start or stop your in-meeting video.
- **Participants/Manage Participants:** View or [manage the participants](#) (if the host).
- **New Share:** Start a new screen share. You will be prompted to select which screen you want to share again.
- **Pause Share:** Pause your current shared screen.
- **Annotate / Whiteboard:** Display [annotation tools](#) for drawing, adding text, etc.
- **More:** Hover over more for additional options.
 - **Chat:** Open the chat window.
 - **Invite:** [Invite others](#) to join the meeting.
 - **Record:** Start recording [locally](#) or [to the cloud](#).
 - **Allow/Disable participants annotation:** Allow or prevent the participants from [annotating on your shared screen](#).
 - **Show/Hide Names of Annotators:** Show or hide the participants' name when they are annotating on a screen share. If set to show, the participant's name will briefly display beside their annotation.
A small screenshot of a name tag. It features a green checkmark icon on the left and the text "Grant MacLar..." on the right, all within a dark grey rounded rectangle.
- **Live on Workplace by Facebook:** Share your meeting or webinar on Workplace by Facebook. [Learn more about live-streaming a webinar.](#) [Learn more about live-streaming a meeting.](#)
- **Optimize Share for Full-screen Video Clip:** Start optimizing for a video clip in full screen mode.
Note: Do not enable this setting if you are not sharing a full screen video clip, as it will blur your screen share.
- **End Meeting:** Leave the meeting or end the meeting for all participants.

Resource: <https://support.zoom.us/hc/en-us/articles/201362153-Sharing-your-screen>

ZOOM FEATURES: STEP-BY-STEP

Sharing a whiteboard

1. Click the **Share Screen** button located in your meeting tool bar.



2. Click **Whiteboard**.



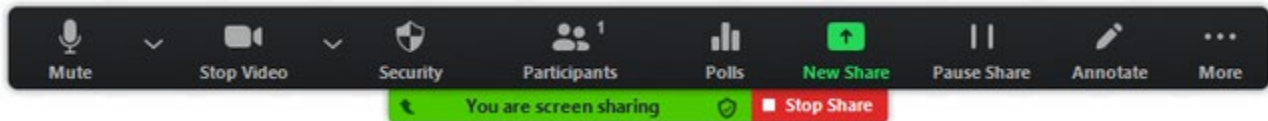
Whiteboard

3. Click **Share**.
4. The [annotation tools](#) will appear automatically, but you can press the **Whiteboard** option in the meeting controls to show and hide them.
5. Use the page controls in the bottom-right corner of the whiteboard to create new pages and switch between pages.



Note: Only the participant or host that started sharing the whiteboard has access to create and switch pages.

6. When you are done, click **Stop Share**.



ZOOM FEATURES: STEP-BY-STEP

Annotation Tools

You can use annotation tools when sharing or viewing a whiteboard.

Accessing annotation tools if you started screen sharing

After sharing your [screen](#) or [whiteboard](#), annotation controls will display. If you don't see the annotation tools, click **Annotate** (if you are [sharing your screen](#)) or **Whiteboard** (if you are [sharing a whiteboard](#)).

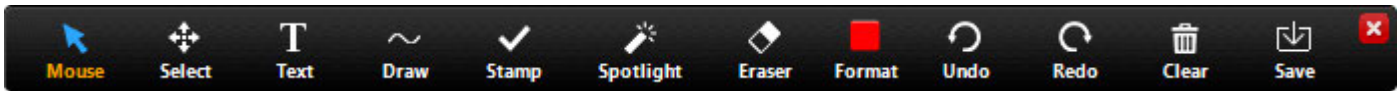


Accessing annotation tools if you are viewing a shared screen

While viewing a shared screen or shared whiteboard, click **View Options** then **Annotate** at the top.

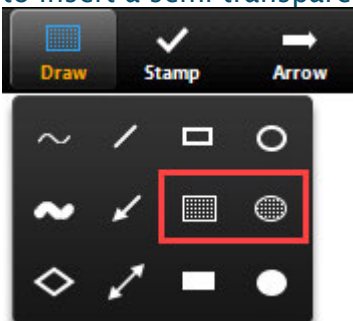
Annotation tools

You will see these annotation tools:



Note: The **Select**, **Spotlight**, and **Save** options are only available if you started the [shared screen](#) or [whiteboard](#).

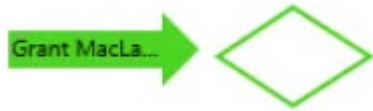
- **Mouse:** Deactivate annotation tools and switch to your mouse pointer. This button is blue if annotation tools are deactivated.
- **Select** (only available if you started the shared screen or whiteboard): Select, move, or resize your annotations. To select several annotations at once, click and drag your mouse to display a selection area.
- **Text:** Insert text.
- **Draw:** Insert lines, arrows, and shapes.
Note: To highlight an area of the shared screen or whiteboard, select following square or circle icon to insert a semi-transparent square or circle.



- **Stamp:** Insert predefined icons like a check mark or star.
- **Spotlight / Arrow:** Turn your cursor into a spotlight or arrow.
 - **Spotlight** (only available if you started the shared screen or whiteboard): Displays your mouse pointer to all participants when your mouse is within the area being shared. Use this to point out parts of the screen to other participants.
 - **Arrow:** Displays a small arrow instead of your mouse pointer. Click to insert an arrow that displays your name. Each subsequent click will remove the previous arrow placed. You can use

ZOOM FEATURES: STEP-BY-STEP

this feature to point out your annotations to other participants.



- **Eraser:** Click and drag to erase parts of your annotation.
- **Format:** Change the formatting options of annotations tools like color, line width, and font.
- **Undo:** Undo your latest annotation.
- **Redo:** Redo your latest annotation that you undid.
- **Clear:** Delete all annotations.
- **Save:** Save all annotations on the screen as a screenshot. The screenshot is saved to the [local recording](#) location.

Note: This option is only available to viewers if the host has [allowed others to save](#).

Annotation settings

If you started the [shared screen](#) or [whiteboard](#), click **More** in the screen share controls for these annotation settings:

- **Allow/Disable participants annotation:** Allow or prevent the participants from annotating on your shared screen.
- **Show/Hide Names of Annotators:** Show or hide the participants' name when they are annotating. If set to show, the participant's name will briefly display beside their annotation.



Annotation shortcuts

Windows:

- Undo: Ctrl + Z
- Redo: Ctrl + Y
- Mouse Mode: mouse right click anywhere

Mac:

- Undo: Command + Z
- Redo: Command + Shift + Z
- Mouse Mode: mouse right click anywhere

Resource: https://support.zoom.us/hc/en-us/articles/115005706806-Using-annotation-tools-on-a-shared-screen-or-whiteboard#h_0af12f8a-d035-4f02-8510-b3ed25a6bc95

ZOOM FEATURES: STEP-BY-STEP

Breakout Rooms

Breakout rooms are sessions that are split off from the main Zoom meeting. They allow the participants to meet in smaller groups, and are completely isolated in terms of audio and video from the main session. Breakout rooms can be used for collaboration and discussion of the meeting. An invitation to join a breakout room is required from the meeting host.

Joining a breakout room

1. The host will need to invite you to join the breakout room.
2. Click **Join**.
3. If you choose **Later**, you can join by clicking the **Breakout Rooms** option in your meeting controls.



4. Click **Join Breakout Room**.

You have been assigned to Breakout Room:

Breakout Room 2

Join Breakout Room

You will have access to full [controls](#) similar to the meeting.

Leaving the breakout room

You can leave the breakout room and return to the main meeting session at any time, or you can leave the meeting entirely from the breakout room.

1. Click **Leave Breakout Room**.
2. Choose if you want to leave the breakout room or the entire meeting.
3. When the host ends the breakout rooms, you will be notified and given the option to return to the main room immediately, or in 60 seconds.

Resource: <https://support.zoom.us/hc/en-us/articles/115005769646-Participating-in-breakout-rooms>

Requesting or giving remote control

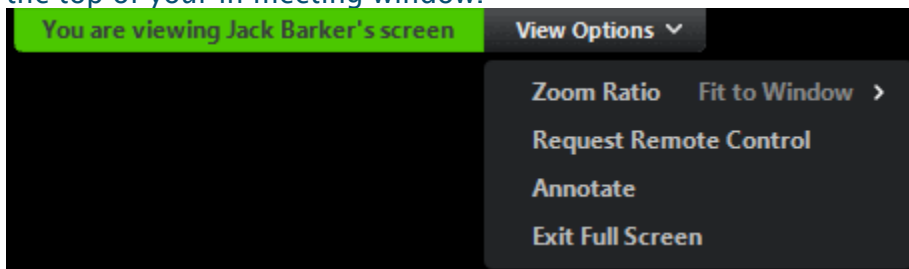
Overview

The remote control feature allows you to take control of another participant's screen in a meeting. You can either [request remote control](#) of another participant's screen or the other participant can [give control](#) to you.

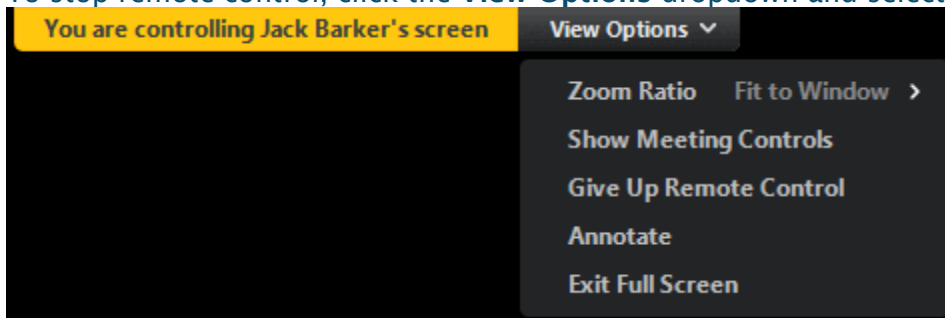
Requesting remote control

You can request remote control from the host or participant who is sharing their screen.

1. While viewing another participant's screen share, click the **View Options** dropdown menu located at the top of your in-meeting window.



2. Select **Request Remote Control**, then click **Request** to confirm. The host or participant will get a notification asking if they want to allow you to control their screen.
3. Click inside the screen share to start controlling the participant's screen.
4. To stop remote control, click the **View Options** dropdown and select **Give Up Remote Control**.



Giving remote control

While screen sharing, you can give remote control to another participant who is in the meeting. If the participant is on iOS or Android, they can [remote control your screen using their mobile device](#).

1. While screen sharing, click **Remote Control** and select the participant you want to give control to.



The participant can click anywhere on their screen to start control.

2. To regain control, click anywhere on your screen. The other user can still restart remote control by clicking on their screen.

Tip: You can also click **Stop Share** to regain control and not allow the other participant to start remote control again.

Resource: <https://support.zoom.us/hc/en-us/articles/201362673-Requesting-or-giving-remote-control>

Exhibit J

Documents Provided by [REDACTED]

Attachment 1: [REDACTED] Email to Williams re:
Mentorship, July 13, 2020

Attachment 2: Meeting Invite to Williams re:
Mentorship Program, September 28, 2020

Attachment 1: [REDACTED] Email to Williams re:
Mentorship, July 13, 2020

From: [REDACTED]
To: [Burke, Jennifer \(HRD\)](#)
Subject: FW: Mentorship Program
Date: Monday, January 10, 2022 2:38:48 PM

From: [REDACTED]
Sent: Monday, July 13, 2020 5:32 PM
To: Williams, Katrina (HSA) <katrina.williams@sfgov.org>
Cc: [REDACTED] (HSA) [REDACTED]
Subject: Mentorship Program

Hi Katrina and [REDACTED]

Several months ago Katrina and I discussed developing a mentorship program.

Katrina, I know that you were thinking then that maybe this would be something that [REDACTED] would be working on. I know that was pre-COVID, so I'm trying to figure out if that is still the case. If not, who from L&OD could I work with on finalizing the draft mentorship program documents getting this program started.

Thanks,

[REDACTED]

Attachment 2: Meeting Invite to Williams re:
Mentorship Program, September 28, 2020

Burke, Jennifer (HRD)

Subject: FW: Meeting re: Mentorship Program

Location: Katrina's Office

Start: Mon 3/16/2020 2:00 PM

End: Mon 3/16/2020 3:00 PM

Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: [REDACTED]

-----Original Appointment-----

From: [REDACTED]

Sent: Friday, February 28, 2020 10:03 AM

To: Williams, Katrina (HSA); [REDACTED] (HSA)

Subject: Meeting re: Mentorship Program

When: Monday, March 16, 2020 2:00 PM-3:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Katrina's Office

Exhibit K

Documents Provided by [REDACTED] [REDACTED]

Attachment 1: Additional Employment Guidelines, October 22, 2019

Attachment 2: Gay Email to [REDACTED] [REDACTED] re: Employee Info Lookup, August 17, 2021

Attachment 3: Gay Email to [REDACTED] [REDACTED] re: August 19, 2021

Attachment 4: [REDACTED] Email to Gay re: AER of Sophear Meas, August 19, 2021

Attachment 5: Gay Email to Williams, et al. re: AER of Au Khanh, August 20, 2021

Attachment 6: Gay Email to [REDACTED] et al. re: AER of Au Khanh, August 24, 2021

Attachment 7: Gay Email to [REDACTED] re: AER of Danielle Thompson, October 4, 2021

Attachment 8: Gay Email to [REDACTED] re: PSLF of K. Hong, September 22, 2021

- Attachment 9: Gay Email to [REDACTED] re: PSLF of Shareetha Adams, September 23, 2021
- Attachment 10: Gay Email to [REDACTED] re: PSLF of Shareetha Adams, September 24, 2021
- Attachment 11: Gay Email to Zin, [REDACTED] re: PSLF of Shareetha Adams, September 27, 2021
- Attachment 12: Gay Email to [REDACTED] [REDACTED] re: People&Pay, September 29, 2021
- Attachment 13: Gay Email to [REDACTED] et al. re: PSLF of K. Jia Wen Li, October 20, 2021
- Attachment 14: Gay Email to [REDACTED] re: K. Jia Wen Li Email, October 20, 2021
- Attachment 15: HR Ops Appointment and Separation Processing Check List

Attachment 1: Additional Employment Guidelines, October 22, 2019

ADDITIONAL EMPLOYMENT GUIDELINES

- Employee (EE) submits Additional Employment Request form.
- Enter information in the Excel spreadsheet.
- Review Section I and Section II:

Section I:

- Department – must always be HSA Human Services Agency.
- Job Code & Title – must be HSA’s job code & title.
- Start date – must always be a date after the form is filled out by EE; e.g., employment begins on 10/10/19 to 10/9/20, EE signs request form on 10/9/19.
- End date – if it is for one year, end date must be one day before the expiration date; e.g. 1/1/19 to 12/31/19, or 9/26/19 to 9/25/20.
- Worksite – must be the address of the additional employer, not HSA’s address.
- Set Work Schedule - if EE checks No, EE must indicate on the job duties when he/she usually performs the services and for how long. If needed, EE should put his/her HSA schedule.
- Form needs to be signed and dated by EE.

Section II:

- If EE checks “Yes” under Self-Employed (Section I), title and E-mail address under Section II must be the ones EE used for his/her additional employment, not the ones used for HSA. EE must sign and date the form.
 - If EE checks “No” under Self-Employed (Section I), the name, title and E-mail address under Section II must be the ones from the additional employer. Additional employer must sign and date the form.
 - First box must be checked if EE is self-employed or if the employer is not from another CCSF department.
 - Second box must be checked if the employer is from another CCSF department.
- If additional information is needed, contact EE. Either EE submits a new form, or you add the information.
 - Scan the form and email it to the corresponding Program Director to see if there is any conflict with EE’s HSA employment.
 - Budget Emily Gibbs
 - CAAP Jason Adamek
 - CalWORKs, WTW Tony Lugo
 - Contracts John Tsutakawa
 - DAAS Akiles Ceron (APS); Mike Zaugg (HUB); Krista Blyth-Gaeta (IHSS); Carrie Wong (PA-PC-PG)
 - Facilities Robert Walsh
 - Finance Joseph Huang
 - FCS Check Position Control, column AX (Program Mgr) – temporary changes in FCS: Liz Crudo for Barrett Johnson; Jessica Mateu-Newsome for Tracy Burris; Tracy Burris for Julie Lenhardt
 - HR Luenna Kim
 - Investigations Vladimir Rudakov
 - IT Natalie Toledo
 - OECE Denise Corvino
 - Planning Chandra Johnson (Communications); Marc Hebert (Innovation); Dan Kelly (Planning)
 - SFBN CF and MC Mary Adrian
 - After the Program Director has indicated there is no conflict, complete **Section III** by adding [REDACTED] name, HR Operations [REDACTED] and ask [REDACTED] to review and sign it. Update Excel spreadsheet.
 - Upon [REDACTED]’s approval, email form to DHR, using the Additional Employment ESR. Update Excel spreadsheet.
 - Upon DHR approval, email the approved form to EE, and place a copy in the EE’s Personnel file. Update Excel spreadsheet.

Attachment 2: Gay Email to [REDACTED] [REDACTED] re:
Employee Info Lookup, August 17, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

RE: Look-Up Employees

August 17, 2021 at 1:06 PM PDT

To: [REDACTED]
[REDACTED]

Good Afternoon,

Can you please provide me the steps to look up an employee's information? I had stopped a while ago because everyone's information was always correct and just when I stopped you looked up Aldo Fiorentini's and his was incorrect. So, I'm going to start checking again.

-Velma

Attachment 3: Gay Email to [REDACTED] [REDACTED] re:
August 19, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

RE: Sophear Meas - AER

August 19, 2021 at 10:01 AM PDT

[REDACTED]
[REDACTED]

This particular employee doesn't know exactly who's her Program Director. Initially, she thought it was Kate Shadoan. Kate responded and it was not her. She works in the CalSaws Department; and I just looked at the Additional Employment Guidelines and this isn't a Program that is listed. If possible can you please locate her PD or show me how to locate PD's not located traditionally on the guidelines?

Also, I cannot write anything on any documents for employees, (Au Khanh's – AER).

Velma Gay (she/her/hers)

Management Assistant

Human Resources

O: (415) 557-5153

[REDACTED]

Office Address:

1650 Mission street, Suite 400

San Francisco, CA 94103

www.SFHSA.org



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Attachment 4: [REDACTED] Email to Gay re: AER of
Sophear Meas, August 19, 2021

[REDACTED]
RE: RE: Sophear Meas - AER
August 19, 2021 at 10:06 AM PDT
To: Gay, Velma (HSA) <velma.gay@sfgov.org>
Cc: E [REDACTED]

Hi Velma,

Are you in the office today? I am in and can show you if you are also in.

Thank you.

[REDACTED]
Human Resources

O: (415) 557-5537
C: (415) 816-6336
Office Address:
1650 Mission Street, 4th Floor, San Francisco, CA 94103

www.SFHSA.org



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From: Gay, Velma (HSA) <velma.gay@sfgov.org>
Sent: Thursday, August 19, 2021 10:02 AM
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Sophear Meas - AER

This particular employee doesn't know exactly who's her Program Director. Initially, she thought it was Kate Shadoan. Kate responded and it was not her. She works in the CalSaws Department; and I just looked at the Additional Employment Guidelines and this isn't a Program that is listed. If possible can you please locate her PD or show me how to locate PD's not located traditionally on the guidelines?

Also, I cannot write anything on any documents for employees, (Au Khanh's – AER).

Velma Gay (she/her/hers)

Management Assistant
Human Resources

O: (415) 557-5153

Office Address:

1650 Mission street, Suite 400
San Francisco, CA 94103

www.SFHSA.org



Attachment 5: Gay Email to Williams, et al. re:
AER of Au Khanh, August 20, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

RE: Khanh, AU - AER

August 20, 2021 at 2:54 PM PDT

To: Williams, Katrina (HSA) <katrina.williams@sfgov.org>, [REDACTED]

We have an employee, that is unable to fill out her AER application properly because she doesn't have a printer at home. I have sent several emails at least 20-30 emails stating how to fill-out the form. This has been going on for several weeks, back and forth. I cannot get her to fill-out a Blank AER form. **We have just gotten to the point yesterday, where she wants me to fill-out her form.**

However, I am not able to do so. In the day, she is an EW (telecommuting) and immediately afterwards [REDACTED]. [REDACTED] she did not comply with his request. [REDACTED] communicated with her yesterday, she speak Cantonese and English. I can also forward one of the email threads, so you can understand what's transpiring with her application.

Can I fill the form out for her? Possibly can the ELR department allow her to receive assistance as a one case incidence? If not, Please advise.

Velma Gay (she/her/hers)

Management Assistant

Human Resources

O: (415) 557-5153

Office Address:

1650 Mission street, Suite 400

San Francisco, CA 94103

www.SFHSA.org



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Attachment 6: Gay Email to [REDACTED] et al. re: AER of
Au Khanh, August 24, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

FW: AER Form

August 24, 2021 at 12:36 PM PDT

[REDACTED]
Cc: Williams, Katrina (HSA) <katrina.williams@sfgov.org>; [REDACTED]

Good Morning,

Are you will to accept this format from Au Khanh? Although, she has been advised on the correct an alternatives procedures, by you on 7/8, Katrina on 8/20, [REDACTED] on 8/19, 8/20 and myself, for some reason she does not have the ability to complete the form properly.

She has been given the correct updated version blank AER form at least three times over a 7 week period and provided the website.

Please advise,

Velma Gay (she/her/hers)
Management Assistant
Human Resources

O: (415) 557-5153

[REDACTED]
Office Address:
1650 Mission street, Suite 400
San Francisco, CA 94103
www.SFHSA.org

-----Original Message-----

From: Jackie Au [REDACTED]
Sent: Monday, August 23, 2021 9:12 AM
To: Gay, Velma (HSA) <velma.gay@sfgov.org>
Subject: AER Form

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good morning Ms. Gay,

Attached is my form. Thanks.

Sent from my Huawei Mobile

Attachment 7: Gay Email to [REDACTED] re: AER of
Danielle Thompson, October 4, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

RE: Employee Information for AER

October 04, 2021 at 2:55 PM PDT

To: [REDACTED]

Can someone please let me know who is this employee? I looked for this email and it didn't populate.

Thank you,

Velma Gay (she/her/hers)

Management Assistant

Human Resources

O: (415) 557-5153

[REDACTED]

Office Address:

1650 Mission street, Suite 400

San Francisco, CA 94103

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Attachment 8: Gay Email to [REDACTED] re: PSLF
of K. Hong, September 22, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

RE: Starting Date - PSLF

September 22, 2021 at 2:37 PM PDT

To: [REDACTED]

[REDACTED]

I believe this employee's starting date is 11/21/2013 but she states 12/09/2013. Can you please let me know her actual starting date?

Thank you,

Velma Gay (she/her/hers)

Management Assistant

Human Resources

O: (415) 557-5153

Office Address:

1650 Mission street, Suite 400

San Francisco, CA 94103

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Attachment 9: Gay Email to [REDACTED] re: PSLF of
Shareetha Adams, September 23, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

FW: RE: Presentation of Document

September 23, 2021 at 5:01 PM PDT

To: [REDACTED]

This employee is becoming increasingly upset because of challenges with not being able to sign with DocuSign as well as not having a printer at home. Although, she states that FedLoan does not accept DocuSign, I know that they will because other employees in the recent past have used this method.

Yesterday, S. Adams was faced with extreme challenges trying to send her application to me, it took the IT department 2 1/2 hours going back and forth between myself and her because on my end the document was completely blank and on her side, her document was completely filled-out. Christine and Randy continuously went back and forth between her and myself.

When they finally resolved the issue it was 4:30pm and then she still had to re-fill the document and get it back to me. That's why the document wasn't signed, since this was a first, she thought she could come in and sign the document.

However, Katrina would **not** sign document until the employee first signs. She has an application that only needs her signature on it. Its clean, clear and concise and today she sent the attachments above.

Please read the thread below.

Thank you,

Velma Gay (she/her/hers)

Management Assistant

Human Resources

O: (415) 557-5153

Office Address:

1650 Mission street, Suite 400

San Francisco, CA 94103

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From: Adams, Shareetha (HSA) <shareetha.adams@sfgov.org>

Sent: Thursday, September 23, 2021 4:51 PM

To: Gay, Velma (HSA) <velma.gay@sfgov.org>

Subject: RE: RE: Presentation of Document

Velma,

This is why I kindly requested for you guys to print it, please. US Dept of Education will not accept DocuSign signatures. My printer isn't obviously the best. Why can't you guys accommodate the request to print it and sign first? What is the problem? I'm not understanding.

Shareetha

From: Gay, Velma (HSA) <velma.gay@sfgov.org>

Sent: Thursday, September 23, 2021 4:48 PM

To: Adams, Shareetha (HSA) <shareetha.adams@sfgov.org>

Subject: RE: Presentation of Document

Good Afternoon,

More than likely your document will be denied because of the format (handwriting). Applications should be clean clear and concise so the representative isn't "second-guessing" anything. Can you please contact the IT department to find out how to add your signature via DocuSign.

Thank you,

Velma Gay (she/her/hers)

Management Assistant

Human Resources

O: (415) 557-5153

Office Address:

1650 Mission street, Suite 400

San Francisco, CA 94103

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Attachment 10: Gay Email to [REDACTED] re: PSLF of
Shareetha Adams, September 24, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

RE: Shareetha Adams - PSLF

September 24, 2021 at 4:33 PM PDT

To: [REDACTED] >

The issue I'm having with S. Adams, is that she cannot edit her document. I have thoroughly explained that the HR Department is not able to modify or edit her application. However, she stated in one of her emails she doesn't understand. Yesterday, she signed the document but page 2 was left blank again and she tried to give the document to [REDACTED] Katrina isn't going to sign the document where she used a Black-Markie pen.

Please advise,

Velma Gay (she/her/hers)

Management Assistant

Human Resources

O: (415) 557-5153

[REDACTED]

Office Address:

1650 Mission street, Suite 400

San Francisco, CA 94103

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Attachment 11: Gay Email to Zin, [REDACTED] re: PSLF of
Shareetha Adams, September 27, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>
RE: PSLF_Adams, Shareetha M
September 27, 2021 at 10:15 AM PDT
To: Zin, Aung (HSA) <aung.zin@sfgov.org>
Cc: [REDACTED] >

Good Morning,

Shareetha Adams is facing challenges with not being able to successfully complete her application, due too, **not** having a printer at-home (telecommuting). I have already received approximately 8 to 10 blank applications from her. However, today I will attempt to communicate with S. Adams to resolve the issue. Last week, I sent both Both Katrina and [REDACTED] all of the string of emails.

The HR Department:

- Cannot modify her FedLoan document.
- Katrina (Director) comes into the office once a week, every Wednesday to provide a required “wet-signature” The next signing for all applications will be Wednesday, September 29, 2021.
- Cannot fill the application with a large black markie-pen and create her own space on the application, the form must be clean, clear and concise. **(this was a previous issue)**
- Katrina will not sign the form before she signs the form **(this was a precious issue)**
- Cannot send the form to another employee. **(this was a precious issue)**

[REDACTED] can I ask S. Adams to come into the office to assist her with filling-out the application on the PDF Converter?

Best,

Velma Gay (she/her/hers)
Management Assistant
Human Resources

O: (415) 557-5153
[REDACTED]

Office Address:

1650 Mission street, Suite 400
San Francisco, CA 94103

www.SFHSA.org



From: Zin, Aung (HSA) <aung.zin@sfgov.org>
Sent: Friday, September 24, 2021 1:10 PM

To: Gay, Velma (HSA) <velma.gay@sfgov.org>

Subject: PSLF_Adams, Shareetha M

Hello Velma Happy Friday,

Hope you are doing well, per your request, please kindly find the attached PSLF form for Adams, Shareetha M.

If you have any further concerns, please kindly let us know.

Please stay safe and healthy.

Have a great weekend.

Oscar

Sent from [Mail](#) for Windows

Attachment 12: Gay Email to [REDACTED] [REDACTED] re:
People&Pay, September 29, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

RE: People and Pay - Lookup

September 29, 2021 at 12:21 PM PDT

Good afternoon,

I looking-up an employee's name and nothing is coming up under their last name, which is: Rhodora-Ann. Does that change how a person finds information? For example, I can see a middle name area...I tried to move Ann over there and nothing populated.

Please advise,

Velma Gay (she/her/hers)

Management Assistant

Human Resources

O: (415) 557-5153

Office Address:

1650 Mission street, Suite 400

San Francisco, CA 94103

www.SFHSA.org



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Attachment 13: Gay Email to [REDACTED] et al. re:
PSLF of K. Jia Wen Li, October 20, 2021

Gay, Velma (HSA) <velma.gay@sfgov.org>

RE: Jia Wen Li - PSLF

October 20, 2021 at 3:23 PM PDT

[REDACTED]
[REDACTED]

This employee is using the email: [REDACTED] However, she needs to make changes to her, starting date, which should be 5/9/2016, instead of 5/7/2021.

Can someone assist me with this challenge?

Thank you,

Velma Gay (she/her/hers)

Management Assistant

Human Resources

O: (415) 557-5153

[REDACTED]

Office Address:

1650 Mission street, Suite 400

San Francisco, CA 94103

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Attachment 14: Gay Email to [REDACTED] [REDACTED] re: K. Jia
Wen Li Email, October 20, 2021

Gay, Velma (HSA) <ve ma gay@sfgov.org>

RE: RE: Jia Wen Li - PSLF

October 20 2021 at 3:47 PM PDT

[REDACTED]
[REDACTED]

I **already have her starting date**, it's her email address, that is the problem. I cannot email her to make the change on her PSLF application.

Velma Gay (she/her/hers)

Management Assistant
Human Resources

O: (415) 557-5153

Office Address:

1650 Mission street, Suite 400
San Francisco, CA 94103

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From: [REDACTED]

Sent: Wednesday, October 20, 2021 3:45 PM

To: Gay, Velma (HSA) <velma.gay@sfgov.org>

Cc: [REDACTED]

Subject: RE: RE: Jia Wen Li - PSLF

Hi Velma,

Her start work date is 05/09/2016, and the employee needs to submit a new form.

[REDACTED]

Thank You,

[REDACTED]
(she/her/hers)

Human Resources

O: (415) 557-5574

C: (415) 350-5865

Office Address:

1650 Mission Street, 4th Floor, San Francisco, CA 94103

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From: Gay, Velma (HSA) <velma.gay@sfgov.org>

Sent: Wednesday, October 20, 2021 3:24 PM

[REDACTED]
[REDACTED]
Subject: RE: Jia Wen Li - PSLF

This employee is using the [REDACTED] However, she needs to make changes to her, starting date, which should be 5/9/2016, instead of 5/7/2021.

Can someone assist me with this challenge?

Thank you,

Velma Gay (she/her/hers)

Management Assistant
Human Resources

O: (415) 557-5153

Office Address:

1650 Mission street, Suite 400
San Francisco, CA 94103

www.SFHSA.org



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Attachment 15: HR Ops Appointment and Separation Processing Check List

HR/Ops Appointment and Separation Processing Check List

Name of Hire/Employee: _____

Appointment Processing

Upon Receipt of Assignment

- Make conditional offer within 24 hours via email and telephone
- Obtain CNF from candidate within 48 hours
- Submit ESR CHR within 24 hours upon receiving CNF
- Follow up with DHR for FP requirement if not received within 48 hours
- Schedule for FP within 24 hours upon receiving DHR FP requirement notice
- Follow up with DHR for FP clearance if not received after one week of FP appointment
- Contact program for reporting instructions, SWDs, and information for PAW completion pending FP clearance
- Make final job offer within 24 hours upon receiving FP clearance, provide candidate up to 72 hours to accept job offer via email and telephone
- Update SharePoint within the same day upon receiving job offer acceptance or withdrawal confirmation
- Schedule processing appointment upon receiving job offer acceptance

Pre- AP Submission

- Complete hiring paperwork with hires
- Review hiring paperwork completed by hires against TBH, update TBH or AP form when needed to ensure accurate employment and personal data (e.g., Position SS#, Cert #, Cert dates, BD, Address, Names, gender identity, Roster code, etc.)
- Update ATC in JobAps
- Update SharePoint hiring status
- Submit AP one week prior to SWD, if not meeting the one week deadline, note the reason in SharePoint and inform DHR validation team of the immediate need for AP validation
- Follow through with Minh for AP submission pending RTF approval
- Make sure to fill in the Combination Code, Project ID, & Activity ID on AP forms with SWD before the RTF approval date
- Inform payroll of bilingual hires upon confirming SWD
- Contact Payroll supervisors when roster code confirmation or clarification needed
- Email programs to confirm onboarding completion

Post AP Submission

- Follow through with DHR AP validation Team to ensure timely AP validation
- Inform PRSP and Ops supervisor within the same day upon receiving notice of referral resolution needed
- Provide necessary information to DHR validation team when requested for AP validation
- Prepare and submit PAWs for hires
- Inform Payroll supervisors when AP validation can't meet payroll processing deadline for the pay to be processed on time

Upon AP Validation

- Review CCSF Job Appointment Summary to ensure accurate employment data
- Notify and work with DHR AP validation team when modification needed
- Review Job Data to ensure accurate Reports To and Location (update position data to correct Reports To and/or Location when needed), and salary (notify Payroll or Ops Supervisor to correct salary when needed)
- Create or update personnel files, and file the hiring paperwork in the personnel files within one week of completing the onboarding process

Separation Processing

- Run a POI Report weekly: *"Workforce Administration_Job Data_Reports_CCSF POI with Active Appt_Run Control ID begins with (e.g., BTan) Search_Run_Ok_Process Monitor_Details (when see Success on Run Status)_View Log/Trace_Open CVS file"*
- Contact programs or employees for confirmation of last date worked (Retirement SRs)
- Contact programs for satisfactory or unsatisfactory service and confirmation of last date worked (Resignation SR)
- Process SR within 24 hours of the effective date
- Submit PAW within the same day of the SR submission