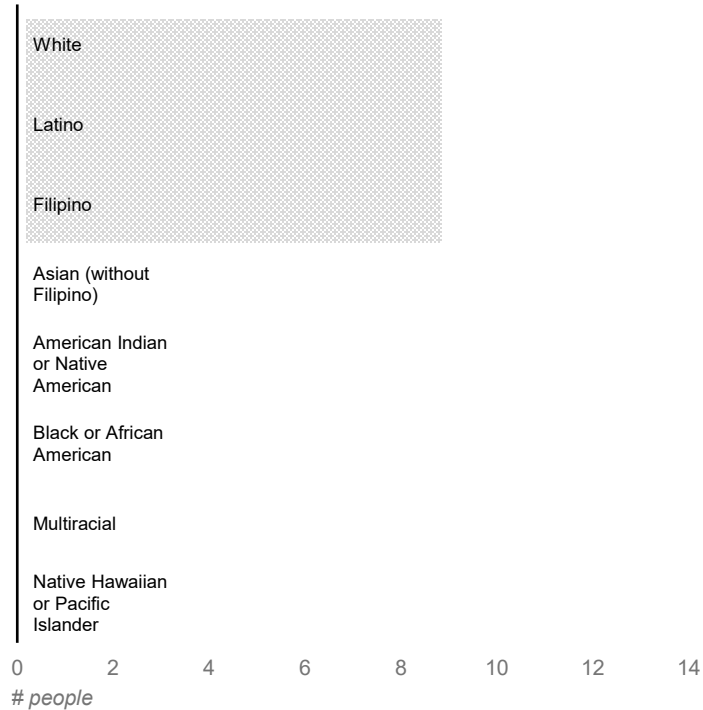

Juvenile Probation Department



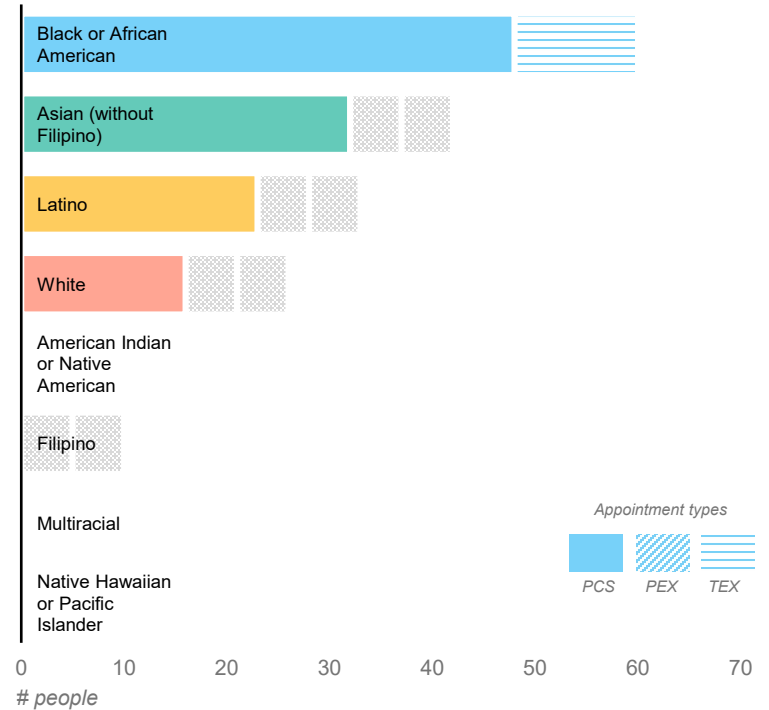
Racial Equity Action Plan Progress Report 2023

JUV Senior Management & Staff Demographics (FY 21-22 Numbers)

JUV: Senior management demographics (MCCP)



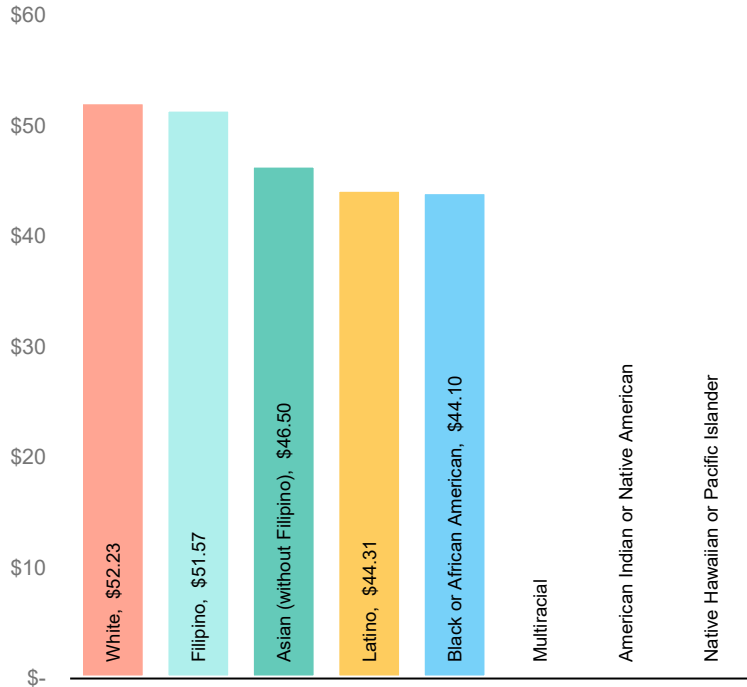
JUV: Overall department demographics



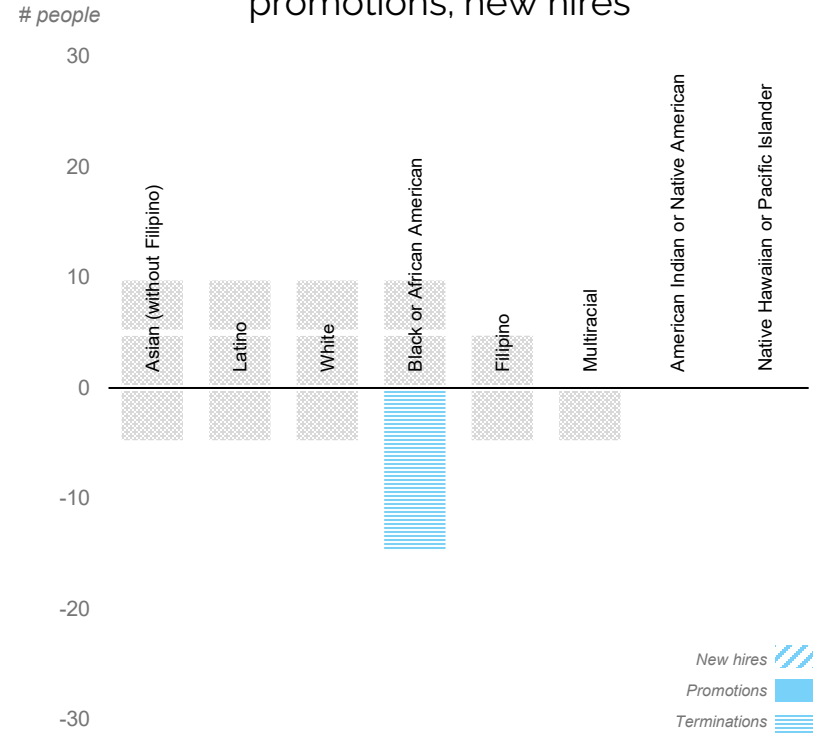
*Data has been provided by ORE and was masked to hide small sample sizes as per their policy.

JUV Hourly Pay, New Hires, Promotions & Terminations (FY 21-22 Numbers)

JUV: Average hourly pay for all employees

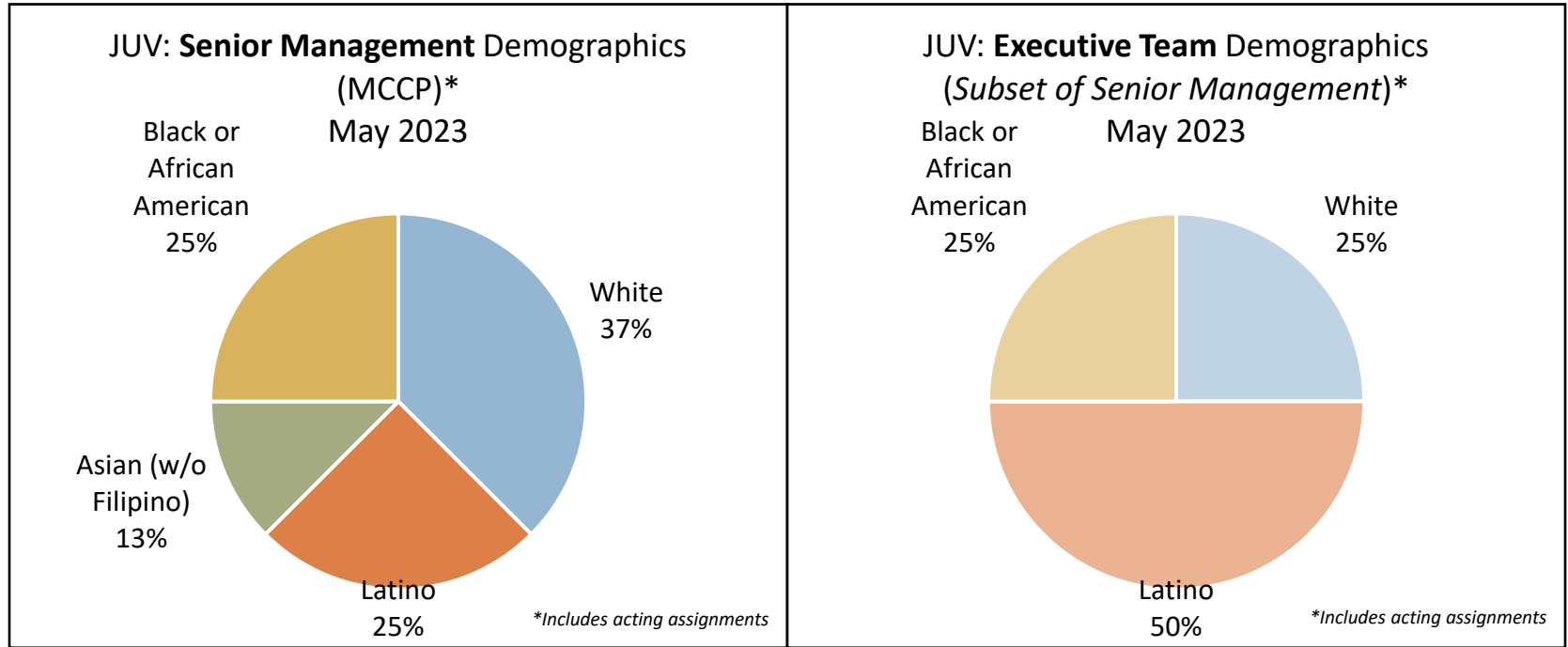


JUV: Number of terminations, promotions, new hires

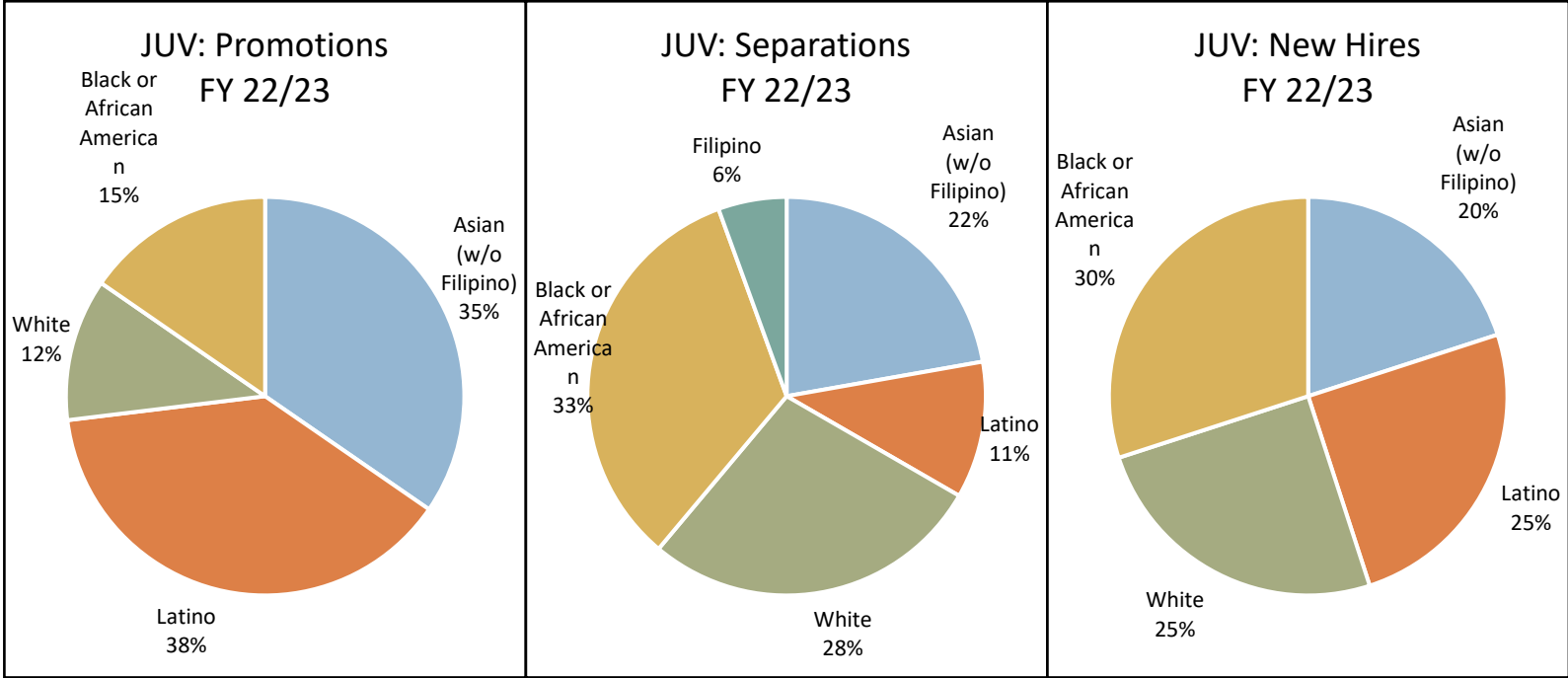


*Data has been provided by ORE and was masked to hide small sample sizes as per their policy.

JUV Management & Executive Staff Demographics



JUV Promotions, Separations, New Hires



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

2022 Annual JPD Racial Equity Survey

- In October 2022, due to the work and commitment from Racial Equity leaders, JPD re engaged staff via our annual racial equity climate survey for employees. Staff were surveyed and asked a series of questions related to their perceptions of racial equity at JPD and their personal experiences (newly added section).
- This was our 3rd year implementing the survey and for the first two years we had low participation, so we worked hard to make sure everyone who wanted to have their voices heard had an opportunity to do so. Racial Equity leaders hosted six 45-minute sessions (3 in each building) throughout the week and at varying times to accommodate different schedules.

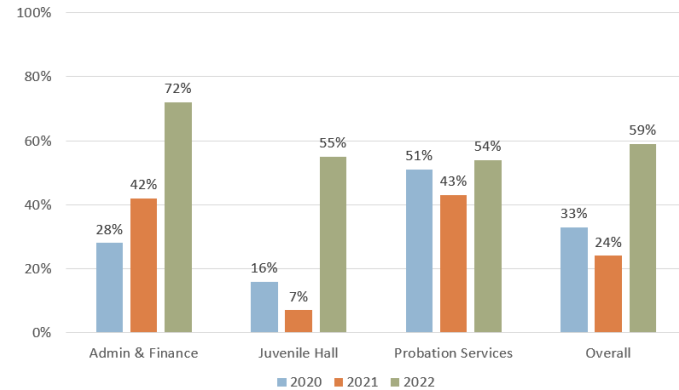
Staff Safety & Confidentiality: Aimed to address safety and confidentiality concerns by removing the requirement to be logged in, allowing for data analysis to be led by RE Leaders. We were also mindful of classification questions + identification

- There was the option to complete the anonymous survey in multiple ways:
 - on the computer via hyperlink to the Teams survey, with survey-taking stations set-up in Juvenile Hall and in HR
 - on the phone via QR code to the Teams survey, included in the flyer sent via email and displayed throughout the buildings
 - on hard copy that could be picked up in the mailbox and dropped off in the locked drop box in the Administration Building

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

- The survey was translated into additional languages for accessibility including Spanish, Chinese, Tagalog, and Samoan.
- RE Leaders encouraged participation via word-of-mouth and by hosting “Survey Week Drive” sessions in Juvenile Hall and Admin buildings with treats as incentives offered for those who hadn't yet completed the survey and appreciation to those who had completed it. Pizza lunch was offered and awarded as an incentive to the Division with the highest response rate. These efforts resulted in a record high response rate in all three divisions out of all the years we have implemented the survey.

Responses by Division by Year



The 2022 survey received the highest response rate yet – for JPD, and across all 3 divisions.

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

Racial Equity Survey Questions (REAP 6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging).

Overall Experiences at JPD

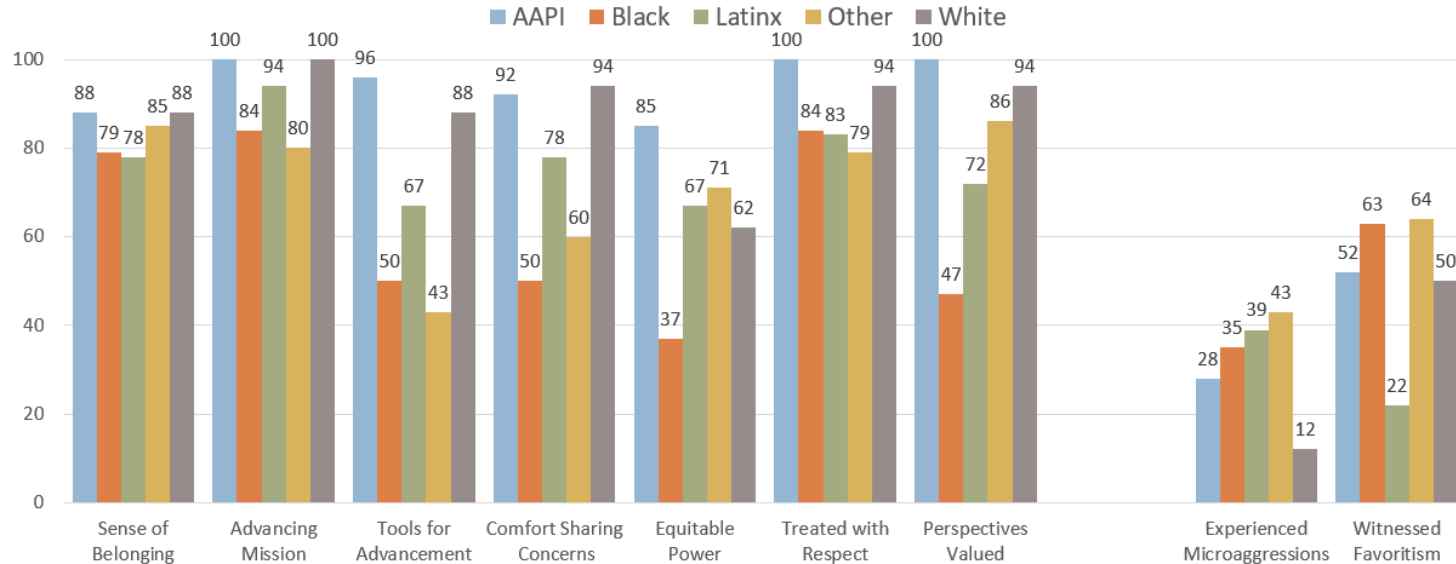
- The **hiring process** is equal/fair for all that apply to JPD, regardless of race or ethnicity.
- **Promotions** are given out fairly to everyone at JPD, regardless of race or ethnicity.
- JPD supervisors and managers hold employees to the same **workplace expectations**, regardless of race or ethnicity.
- The **discipline process** at JPD is equal for all employees, regardless of race or ethnicity.
- All JPD employees have equal access to **training opportunities and professional development**, regardless of race/ethnicity.
- I feel **supported in discussing issues of racial disparities, racism, and racial equity** at JPD.
- The JPD **Racial Equity Work Group** effectively shares information about its activities with the department.
- The **leadership of JPD** promotes and implements a diverse, inclusive, and equitable work environment.
- As a whole, JPD is **making progress** towards achieving racial equity.

Personal Experiences at JPD

- I feel a **sense of belonging** working at JPD.
- I believe that the work I am doing is **advancing JPD's mission**.
- I have been provided with the **tools and opportunities I need to obtain a higher position**.
- I feel **comfortable sharing my thoughts and concerns** with supervisors/leadership.
- I feel that **decision-making power is equitably distributed** across racial/ethnic groups at JPD.
- I feel that I am **treated with respect** at work.
- I feel that **my perspectives and ideas are valued** at work.
- In the past year, I have **experienced microaggressions** at work.
- In the past year, I have **witnessed favoritism** at work.

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

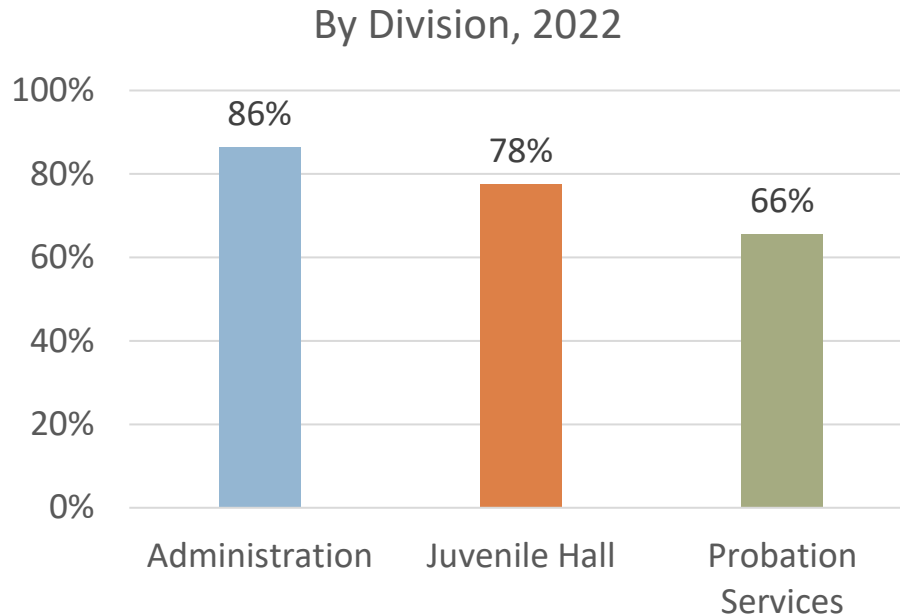
% Agree by Race/Ethnicity



Note: Unlike the rest of the questions, agreement is an unfavorable response for “Experienced Microaggressions” and “Witnessed Favoritism”

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

Average % Favorable Responses by Division



Note: This graph averages responses to all questions on perceptions and experiences related to racial equity (Q6 – Q23).

Over the 3 years of data collection, staff in the Administration services division have consistently had the most positive perceptions of racial equity at JPD.

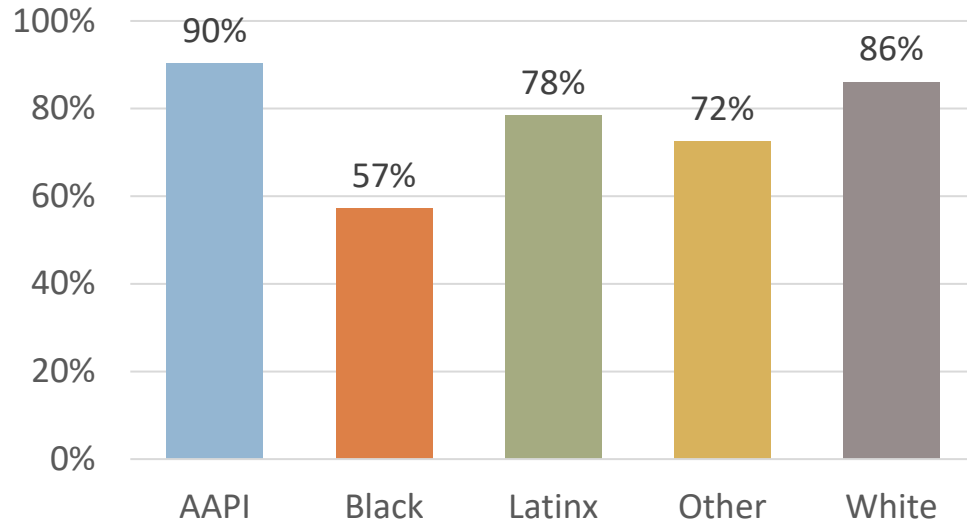
While staff in Juvenile Hall now report more positive perceptions related to racial equity than Probation Services, it was the opposite when the survey first launched in 2020.

From last year to this year, we saw a shift in levels of satisfaction reported by Juvenile Hall staff and Probation Services Division staff. Changes in perception for Juvenile Hall staff may correlate with the increase in promotions and career opportunities for Juvenile Hall staff in the past year.

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

Average % Favorable Responses by Race/Ethnicity

By Race/Ethnicity, 2022



Over the 3 years of data collection, AAPI and white staff have consistently reported the most positive perceptions related to racial equity at JPD, followed by Latinx staff.

Over the same time period, Black staff have reported vastly different and more negative perceptions of racial equity at JPD.

Note: This graph averages responses to all questions on perceptions and experiences related to racial equity (Q6 –Q23).

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

- JUV has successfully filled both the Diversity Equity and Inclusion role and the Learning and Development partner position. Both roles are crucial to the success of the implementation of JUVs REAP.
- DEI Manager successfully planned and implemented formal ways to get to know the staff and measure JUV climate including focus groups, Donut meet and greets, door to door introductions and the Racial Equity Data Walk.
- DEI Manager has successfully gained rapport and collaborated with department Racial Equity leaders, the Office of Racial Equity and other DEI officers throughout the city.
- DEI Manager has successfully represented department racial equity commitments and progress externally at citywide job fairs.
- Human Resources team has intentionally diversified talent pool through targeted outreach via job fairs.

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

- Engage stakeholders to identify additional training opportunities in unlearning anti-Blackness, diversity, equity, and inclusion education for staff, managers, and Juvenile Hall leadership (**REAP** 4.1.2. Commit to ongoing racial equity training and development for leadership.)
 - The development and launch of affinity groups/communities of support spaces for JPD staff (REAP 5.3.3. Assign spaces for staff to take breaks, be in community with one another (e.g. department celebration, affinity groups).
 - Focus on equitable recruitment practices that yield a culturally diverse workforce within all levels of the organization and simultaneously strengthen retention practices to keep and take care of our changing workforce. This includes:
 - For everyone to see their role in unlearning and dismantling anti Blackness in the department, and in supporting a culture of inclusion and belonging.
 - Engage stakeholders to deliver a comprehensive racial equity training to be supported by asynchronous time bound learning modules via online learning platforms (re: HSA Racial Equity Learning Module)
 - 1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.
 - 1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions
-

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

Steps Taken:

- JPD has identified a potential consulting firm to provide DEI training and is working on a scope of work with that organization. JPD has also successfully onboarded a Learning and Development partner to assist with this process.
 - In the interim we are also looking at other city departments (ex: OTI) for other DEI related training offerings for staff.
 - Success in one year looks like staff not only gaining the knowledge and theory behind these dynamics, but for everyone to walk away with tangible changes that can be made in their work, in our policies and ultimately how we transact and network with one another. For everyone to see their role in unlearning and dismantling anti Blackness in the department.
 - Support could look like ORE pre-qualifying a list of firms to provide DEI support to departments, and/or supporting firms to become vendors, so that departments can contract with them through a streamlined process.
-

Staff Acknowledgements

- **Katherine Weinstein Miller**, Chief Juvenile Probation Officer
- **Preston Treichel**, Human Resources Director
- **Barbara Ross**, Deputy Probation Office*
- **Adrian Garcia**, Community Development Specialist*
- **John Knox**, Employment & Training Specialist*
- **Jessica Bishop**, Deputy Probation Officer*
- **Veronica Martinez**, Director of Finance*
- **Kwanza Morton**, Deputy Probation Officer*
- **Celina Cuevas**, Principal Administrative Analyst*
- **Gail Toliver Booth**, Juvenile Hall Counselor*
- **Naomi Wright**, Diversity Equity & Inclusion Manager

Resources

- [Link to JPD's current Racial Equity Action Plan](#)
- [Link to JPD Racial Equity Staffing Plan](#)

