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JUV

Data

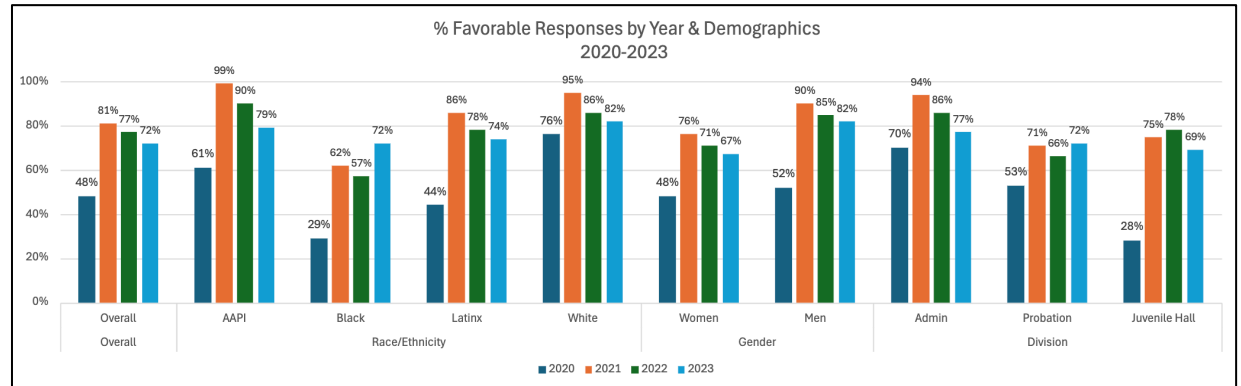
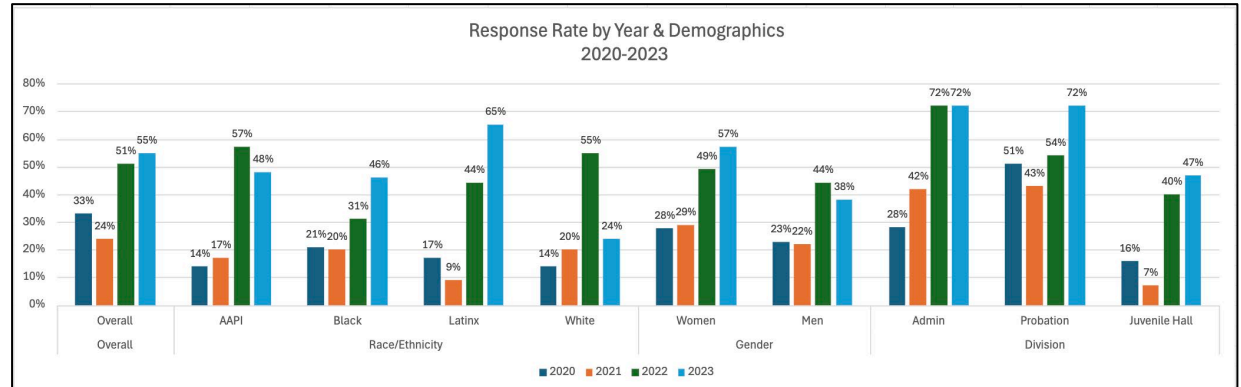
NOTE: DHR and ORE to provide this slide for all departments.

Additional Department Data – Racial Equity Survey Results

Every October, JPD staff are surveyed on racial equity in the department overall, as they have been since the survey launched in 2020. Staff are asked 9 questions on their perception of racial equity at JPD and 9 questions on their personal experiences. In addition, staff have the option to share their race, gender, division, and years at JPD.

Notes: (1) Questions on annual surveys are not standardized year over year. 2020 and 2021 surveys had significantly fewer closed-ended questions to respond to and were focused on perceptions of racial equity within JPD, rather than personal experiences.

(2) Favorable responses should be contextualized with response rates. In years where response rates were low, there is more concern regarding selection bias, where those with more favorable views about racial equity within JPD would be more likely to take the survey. Selection bias affects the level of confidence we have that findings are generalizable to the department as a whole.



Additional Department Data – Racial Equity Survey Results

In October 2023, JPD staff were surveyed on racial equity in the department overall, as they have been since the survey launched in 2020. Staff were asked 9 questions on their perception of racial equity at JPD and 9 questions on their personal experiences. In addition, staff had the option to share their race, gender, division, and years at JPD. In 2023, we matched our record high response rate of 55%.

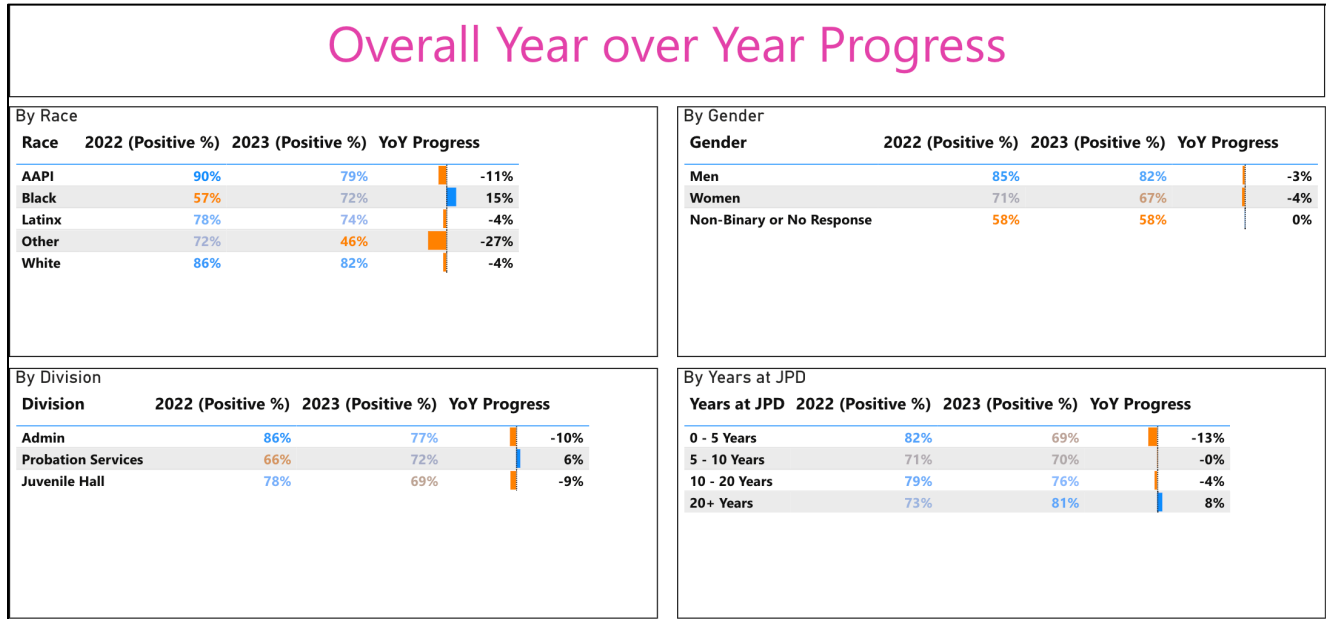
Year Filter
 2022
 2023

Total Responses

108

Overall Response Rate

55%



FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

Salary Recalibration

In collaboration with JPDs Human Resources Department, we undertook this work due to the Counselor I classification at JPD being disproportionately occupied by Black and Brown staff, historically and contemporarily. Staff in this position have often felt overlooked in recognition, support and career advancement. JPD's Racial Equity survey results have underscored this as have the data provided by ORE highlighting the pay disparities adversely impacting Black and Brown staff in our department. The feedback provided by our survey results and DHR supported our reasoning in taking on this project.

The Counselor I classification consists of five (5) salary steps. In order to ensure that we are aligning salary steps commensurate with qualifications and in an effort to retain experienced staff in the on-call Counselor I classification, Chief Miller will be using her discretion to evaluate and make appropriate adjustments in current salary steps. Adjustments will be determined based on the following criteria:

All qualifying experience must have been obtained prior to initial hire date as an on-call Counselor at JPD. Experience obtained at JPD or after initial hire date (e.g., external experience gained concurrently with part-time position at JPD) **will not** count towards additional salary steps.

- Eligible Counselors for consideration must be at step 2 or below
- Relevant experience possessed at the time of appointment into the Counselor I series (1 year (equivalent to 2,080 hours) of experience = 1 step) that may be considered includes:
 - Prior institutional experience
 - Prior experience involving the organization, detention, or suspension of youth groups in recreational or correction programs

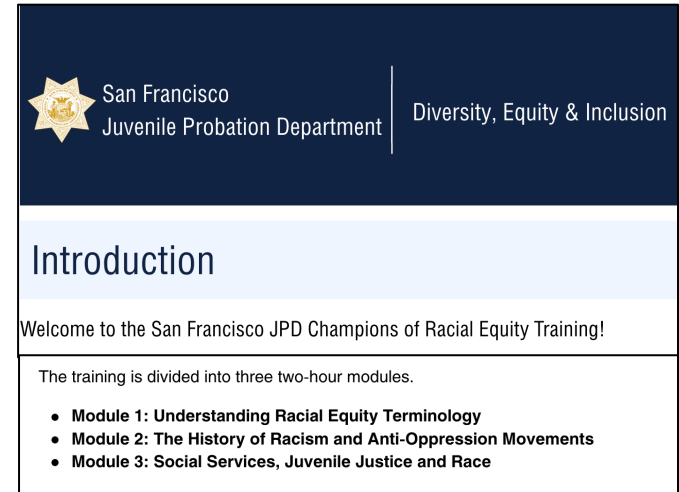
Please note the additional parameters regarding this evaluation process:

- Additional education (e.g. master's, doctorate's degree) will **not** be considered for salary step adjustments
- Any step increases are discretionary and are dependent upon departmental budget
- Any adjustments made will be prospective
- All adjustments will be documented and kept on file to ensure consistency with salary steps for any current and future on call Counselor I appointments

FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

Ongoing Racial Equity Training and Development for organization leadership

- DEI Manager created and piloted the *Champions of Racial Equity* training that provides leaders the foundational training they need to effectively drive the Agency's racial equity work and to bring staff voice to these conversations and decision-making. This training will be required of all staff to complete and has also been *STC certified to further incentivize our sworn staff. Phase 2 of the training rollout will begin in FY' 24-25. The training includes a carefully curated assortment of salient readings, videos, podcasts and a personal reflection journal for participants to fill out as they go throughout the training, created by the DEI Manager. The training overall takes 8-9 hours to complete. For context, our sworn staff are required to complete up to 40 hours of STC certified training annually.
- With support from the Office of Racial Equity, we were able to have all of our executive team and the majority of high level management enroll and/or complete at least 4 out of 6 *Be The Change* trainings.
- Over 30 of our staff, including our Executive team and high management completed the gender inclusion training from the Office of Transgender Initiatives. Our staff were able to get in-depth perspectives on working with transgender, gender non-conforming, and intersex (TGNCI) communities in the workplace and beyond.



San Francisco
Juvenile Probation Department | Diversity, Equity & Inclusion

Introduction

Welcome to the San Francisco JPD Champions of Racial Equity Training!

The training is divided into three two-hour modules.

- **Module 1: Understanding Racial Equity Terminology**
- **Module 2: The History of Racism and Anti-Oppression Movements**
- **Module 3: Social Services, Juvenile Justice and Race**

FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

- JPD is committed to the active creation of an organizational culture across all divisions of JPD that is aware of subtle bias, de-centers whiteness as a proxy for professionalism and consciously embraces diverse presentations of professionalism. In order to make this process sustainable and keep the department accountable, the DEI Manager, Executive Team and Justice Equity Diversity & Inclusion (JEDI) Task Force undertook the process of making this work sustainable, by undergoing a re-vamp of our existing JEDI Task Force structure and membership. The steps include:
 - The former JEDI Task Force developed a proposal to the Executive Team that outlined a proposed task force structure, time required away from other assigned duties to do REAP work, and proposed Task Force size;
 - The Executive Team conducted a staff analysis to determine how many departmental members could serve on the Task Force given work levels and shift requirements.
 - DEI Manager conducted outreach and developed a written application process open to all members of the department.
 - New members were selected and began meeting in January 2024.

These steps allowed for clear transparency for members of staff who wished to be involved in this work on a more consistent basis and allowed for supervisors to alter staff workload accordingly.

FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

Retention and Promotion - Develop a formal and transparent process for raises and promotions.

- With respect to acting positions within the department, our internal hiring and promotion process in Juvenile Hall has changed dramatically from candidates being hand selected to a DHR informed process of staff being notified of open positions, being encouraged to apply and if selected moved into an acting position or a pool of individuals who intermittently fill positions 1-2 classifications above their former position.
- The majority of our Juvenile Hall staff identify as Black and Brown so this policy change has had positive racial equity ramifications since historically and contemporarily, Juvenile Hall staff and Black and Brown staff overall have often felt overlooked in recognition, support and career advancement. This policy is also a direct response to the continued feedback we receive in our annual Racial Equity survey which highlights the continued perception of favoritism in respect to recognition and opportunities for advancement – a dynamic that we are trying to proactively change.
 - In some cases, acting assignments were filled in a specified amount of time vs in other cases, acting assignments are filled for a shift.
 - Our HR team has leveraged best practices to recommend actionable steps that make space for staff who were looking for more opportunities to grow in their career, without having to leave the department.
 - Given the financial constraints on all city departments in this fiscal year, this policy change has allowed JPD to develop and maintain a formal and transparent process for raises and promotions, while also giving the staff the experience and development they rightfully deserve.

FY24-25: What is a racial equity practice that is a **priority for your dept/division to learn or implement this upcoming year?**

Organizational Culture of Inclusion & Belonging

The Justice Equity Diversity & Inclusion (JEDI) Task Force would like the department to focus on the active creation of an organizational culture across all divisions of JPD that is aware of subtle bias, works to dismantle white supremacy culture and whiteness as a proxy for professionalism and consciously embraces diverse presentations of professionalism.

Step 1: Create, maintain, and make available a space, physical and/or digital, for staff to share information.

Step 2: Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.

Step 3: Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.

Step 4: Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.

Step 5: Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families (e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.).

- The DEI Manager in collaboration with the Learning & Development partner has already created several trainings that promote deeper understanding of racial equity which piloted in March 2024.
- More guidance and support is needed from ORE and DHR to ensure affinity groups meet staff needs and aren't in violation of city policies.
- The goal is to see an increased feeling of belonging and community, metrics that are tracked via the annual Racial Equity Survey.

FY24-25: What is a racial equity practice that is a **priority for your dept/division to learn or implement this upcoming year?**

Ongoing Racial Equity Training and Development for organization leadership

- FY 24-25 will see the rollout of the *Champions of Racial Equity* training to all of our staff. Simultaneously, staff will have access to a Learning Management System (360 Learning) that makes the training offerings provided by the department easy to engage in and easier to retain the training content.
- Department leadership team will engage in robust reflection sessions as a follow up to the *Be The Change* trainings to document our takeaways from the training and see what can be applied to JPD that actively creates an organizational culture across all divisions of JPD that is aware of subtle bias, works to dismantle white supremacy culture and whiteness as a proxy for professionalism and consciously embraces diverse presentations of professionalism.
- Work with several vendors including the Office of Transgender Initiatives and CERES Policy and Research to engage JPD staff in robust trainings that build competency on working with transgender, gender non-conforming, and intersex (TGNCI) communities in the workplace and beyond.

Thank You

If you have any questions, please contact Naomi Wright at naomi.m.wright@sfgov.org