Department of Homelessness and Supportive Housing

City and County of San Francisco

Racial Equity Action Plan | Phase 1 | January 2021

Table of Contents

First, and most importantly, I want to thank our Diversity, Equity and Inclusion Committee and the many other HSHers who are committed to your own personal and professional practice of equity and the way in which you are relentless in demanding that HSH solve for the racism baked into our culture. I especially want to thank the Race Equity Leaders at HSH who developed the Phase 1 Equity Plan -Dedria Black, Mili Choudhury, Melanie Laman, Elisabet Medina, Rakita O'Neal-Newt and Nicole Reams.

I strongly believe that HSH and the City can make housing justice a reality, I strongly believe that by doing the hard work of creating actions and clear lines of accountability, HSH can be a place where every employee will have the opportunity to contribute to HSH's mission and to be valued, recognized and heard.

Behind this strong belief, however, lies our truth - that, in our four-year history, we have often not gotten this right. Specifically, we have been unable to align our good intentions towards deep and meaningful impact. We have started and stopped our work too frequently, and in doing this we have caused harm. We have said we don't have the resources, but each resource allocation is a choice -we have not *prioritized* the resources to reflect our values. We have, as a result, pushed equity work forward as an extra project on top of each of us at HSH. Equity has been on the list, but not at the top where it needs to be.

In partnership with the Office of Racial Equity, we commit to this ongoing work. This Phase 1 Plan outlines steps we need to take to advance racial equity internally. This internal focus is a foundational building block toward our larger system equity goals. We need to be honest about the ways structural and interpersonal racism are showing up in our own organization first so that we, as an agency, can then authentically be accountable to system transformation toward equity alongside clients and partners.

This internal work is imperative to our health and success as an organization and how we support and partner with the external community. As we publish this plan and declare our intentions, we are also beginning the early process to launch our external work with stakeholders for the external phase of our work.

HSH leadership is committed to building an organizational culture that will outlast any leader or individual staff person, but that centers equity by prioritizing it within every decision. As long as I lead this agency, that is my commitment and I will ask all colleagues to do the same. We collectively must push our own learning, challenge ourselves to dig out personal bias, hold ourselves and our organization accountable. To achieve this culture change we will ask and probe each recommendation for decision to determine the underlying systems issue that might be buried. We must change our relationship with challenging the system by making mistakes

and owning our failures and allowing our failures to lead to working toward our growth. HSH leaders and supervisors will support each of their staff, and especially their staff of color, with setting development goals and providing access to coaching and opportunities to get them there. We will do this work in the same way we created this document, with leadership throughout HSH and with open channels of communication, feedback and accountability.

We now have the resources to hire a Chief Equity Officer- our first ever position focused on equity- and newly arrived consulting resources of the National Innovation Service, Center for Housing Justice, funded by Tipping Point Community. These new resources, combined with the commitment of HSH leadership and staff, are a powerful engine toward aligning our intent to our impact - of having the accountability and the resources needed to make an impact. But these new resources are not a panacea. Achieving our goals will require hard work to change culture and policies within our organization and across the system. As we make progress internally, we can set our sights on equity goals within the Homelessness Response System.

The history of dehumanization of black and brown people in our country is echoed in our own community's ability to dehumanize people experiencing homelessness. To blame individuals and families for their unhoused situation allows society to believe that their circumstance is their fault, not our collective and societal failure. The dehumanization relinquishes us from our collective responsibility to end homelessness in our community through system change.

Equity will be achieved when race, ethnicity, gender identity and sexual orientation are no longer determinates of homelessness. Yet, the history and continuing impact of anti-blackness and white supremacy, and of homophobia and anti-trans bias, have led to vastly disproportionate levels of homelessness for communities of color, LGBQ+ and transgender persons nationally and in our own community.

To pursue equity, policies and frameworks for our community must address the underlying and systemic differences of opportunity and access to social resources. Nothing exemplifies this need more than the homelessness crisis. As HSH works to end homelessness and advance racial equity within the Homeless Response System we must not merely focus on eliminating overt racial discrimination; we must also put into place deliberate policies and practices that provide everyone with the support they need to improve the quality of their lives.

Abigail Stewart-Kahn (she/her) Interim Director

The Department of Homelessness and Supportive Housing (HSH) Racial Equity Action Plan follows the template provided by the Office of Racial Equity[1] and addresses the following six focus areas:

• Hiring and Recruitment

• Retention and Promotion

• Discipline and Separation

• Diverse and Equitable Leadership

• Mobility and Professional Development

• Organizational Culture of Inclusion and Belonging

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[1] The Office of Racial Equity (ORE) provided a racial equity action plan template to all City departments. ORE advised Departments the action indicator statements in the template should not be deleted or changed.

Section 1 – Hiring and Recruitment

HSH has 162.4 budgeted positions in FY 20/21 ASO and currently, HSH has 131 employees. As cited in the 2020 Budget Legislative Analyst report, HSH has a 20% turnover rate causing HSH HR and managers to focus its efforts on backfilling positions, rather than focusing on filling vacant positions that would support the Department's growth. HSH lacks the data to dissect its turnover rate; however, anecdotally, HSH believes that high volume of workload, lack of promotive opportunities given the Department's size, and the lack of clear performance expectations and feedback have contributed to employee turnover.

Hiring continues to be HSH HR's priority every year. In FY 20/21, HSH HR has strengthened its partnership with the Department of Human Resources' (DHR) Diversity Recruitment Team to expand HSH's candidate pool and provide new resources and strategies for key positions and hard-to-fill jobs. HSH HR has expanded where it posts job announcements and routinely posts positions on DHR's Social Media Accounts (LinkedIn, Facebook, and Twitter), Indeed, and Handshake. HSH HR is starting to build a community partner relationship list so that HSH can better advertise its positions within its nonprofit provider community who support our work.

Ultimately, HSH strives to be an employer of choice, particularly for people of color with diverse experiences and perspectives, who feel empowered to contribute to the Department's mission and who enjoy coming to work each day.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallow current, competitive employees to apply.	DEI Consultant, HSH HR, Chief Equity Officer	Barriers assessment is completed*	DEI Consultant's assessment will be completed by the end of FY 20/21	HSH is currently working with a DEI Consultant who has initiated a discovery phase that HSH will integrate in its barrier's assessment. HSH will expand upon the DEI Consultant's findings and launch a project to assess current conditions and barriers, using information already available to the department (i.e. 2020 Racial Equity Staff Survey Results). The project will include: Launch an audit/discovery phase of the current application process. Launch a pilot aimed at removing barriers that impede potential applicants' ability to competitively apply to HSH positions and prevents current employees from applying. Collecting data to inform the project. Launching a continuous project improvement plan. Evaluating and measuring results.	In progress	Chief Equity Officer (recruitment in progress- could not fill position until January 2021)
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly	DEI Consultant, Chief Equity Officer, DEI Committee	Survey is administered annually Survey results are included in the department annual review		HSH will issue its Racial Equity Survey every October.	Ongoing Not yet started	RE Leaders

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.				HSH will annually communicate survey results and hold space for staff to analyze, discuss, and provide feedback.		Chief Equity Officer with possible assistance from a vendor to administer survey
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	DEI Consultant, HSH HR, RE Leaders	Policy is created, implemented, and reviewed annually to maximize results	Q4 FY 20/21	DEI Consultant will assist HSH in reviewing its racial equity survey results. This may require additional focus groups and learning sessions with Civil Service Commission, DHR, and other stakeholders (e.g. labor partners). DEI Consultant will partner with HSH HR and other stakeholders to draft an internal equitable and inclusive hiring and recruitment policy. Executive team/RE Leaders/DEI Committee and other stakeholders will review and approve policy. Roll out of policy includes communication, training, and evaluation.	Not yet started	Racial Equity Leaders Dedria Black, Deputy Director of Programs, Melanie Laman, Principal HR Analyst Rakita O'Neal-Newt, Senior Eligibility Worker

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches	Chief Equity Officer, HSH HR	Candidate pool is increasingly more diverse and referred from a variety of sources	Q1 FY 21/22	HSH HR will finalize a document to show the current as is recruitment process, including capturing current recruitment efforts (HSH and	Not yet started	Jacob Mast and Sadia Afandi, Senior HR

beyond existing outreach protocols to non-traditional outlets and networks. Map and track outreach efforts.			In progress	Department of Human Resources, Indeed, Handshake)	Ongoing	Analyst/DEI Committee
			Due by the end of Q4 FY 21/22	Expand a departmental contact list (ie. listserv) that employees can enter contact information for external job posting boards (professional networks etc.) and utilize existing technology to push all job announcements to the listserv.	Not yet started	
				HSH HR will create a standard operating procedure that captures the improved recruitment process.		
1.2.2. Foster relationships with non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	Chief Equity Officer, HSH HR	Candidate pool is increasingly more diverse and referred from a variety of sources	In Progress	HSH HR regularly attends the DHR Diversity Workgroup meetings. HSH HR utilizes the Recruitment Toolkit published by the DHR Diversity Recruitment team. HSH HR currently posts job announcements on HSH LinkedIn, DHR LinkedIn, Indeed, and Handshake.	Ongoing	Chief Equity Officer Cheyo Appel, HR Analyst
			Q1 FY 21/22	Chief Equity Officer will partner with HSH HR and the DEI Committee to develop a plan to build relationships with non-traditional outlets that could feed into open positions. Additional resources are necessary to afford these postings and, given budget crisis, will need to be identified within the existing budget.	Not yet started	
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position.	HSH HR, Chief Equity Officer, interested existing staff	Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse		HSH HR will continue its partnership with DHR to follow Citywide best practices to review, simplify and standardize job descriptions. See goal 1.1.1	Ongoing Not yet started	

1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	HSH HR, Chief Equity Officer	An increase in applicants with more diverse life, education, and professional experiences	TBD. Upon completion of barriers assessment, a timeline will be established.	Using the results of the barriers assessment, HSH HR in partnership with the Chief Equity Officer and interested employees, will identify the classes where there are inequities in hiring and recruitment. HSH HR will explore the necessity of a classification study (based on barriers assessment) to determine what are the appropriate MQs for the targeted class, including manager positions. HSH will approach HSA, DPH, and/or DHR on a joint project to interrogate the necessity of MQs for shared classifications and for citywide classifications HSH will continue to advocate for the removal during City HR forums of unnecessary/outdated MQs for these classifications and support its partner agencies in shepherding the classification revisions through the Civil Service and DHR amendment process.	Not yet started	Melanie Laman, Principal HR Analyst
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.[2]	HSH HR, Chief Equity Officer	An increase in applicants with more diverse life, education, and professional experiences	Q3 FY 21/22	HSH will review the need for supplemental questionnaire ("SQ") via the barriers assessment to determine when SQ are necessary.	Not yet started	Melanie Laman, Principal HR Analyst

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	HSH HR, Chief Equity Officer	An increase in applicants with more diverse life, education, and professional experiences		See 1.2.4	Not yet started	Melanie Laman, Principal HR Analyst
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	HSH HR/Chief Equity Officer	Candidate pool is increasingly more diverse and referred from a variety of sources	When needed	Outside recruiters are selected through procurement processes. Historically, HSH has utilized outside recruiters for Deputy Director level positions and have only used recruiters already approved as a Citywide vendor. HSH will advocate for a process where HSH could use an outside recruiter of its choice if all approved vendors do not demonstrate a track record of incorporating racial equity in its processes. When needed, HSH's selection of an outside recruiter will include an assessment of the outside recruiters centering of equity in its work and utilize current departmental practices that evaluate equity in reviewing proposals.	Not yet started	Melanie Laman, Principal HR Analyst

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD

Action	Partners/Resources	Metric	Timeline	Details	Status	Lead
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	Budget, Chief Equity Officer, HSH HR	# of paid interns/fellows, increase annually or meets department needs/capacity	In progress	HSH currently participates in the Mayor's Opportunities for All Internship program and the City's Fellowship Program which provides paid stipends.	Ongoing	Sadia Afandi and Jacob Mast, Senior HR Analyst
				HSH HR and hiring managers will ensure transparency in the length of the program at multiple phases of the recruitment and selection process.	Ongoing	Sadia Afandi and Jacob Mast, Senior HR Analyst Thomas Chen, Budget and Finance Director, Chief Equity Officer
			Q1 FY 22/23	HSH will complete an assessment to scope out an HSH specific paid internship program specifically targeting/uplifting individuals with lived experience of homelessness.	Not yet started	
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.	Budget, Chief Equity Officer, HSH HR	# of Opportunities for All placements and mentors	In progress	HSH participates in the Opportunities for All program and allocates three budgeted positions for this program each year.	Ongoing	Thomas Chen, Budget and Finance Director
			Q1 FY 21/22	HSH will initiate a project with the goal of improving the current experience for Opportunities for All HSH hires. This project should include outlining a process to rotate what unit/section will utilize summer interns, process to identify mentors/supervisors for the summer interns and developing a standard curriculum for skill building.	Not yet started	Staff volunteers, Chief Equity Officer
1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc.	HSH HR, Chief Equity Officer, DEI Committee	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	Q1 FY 21/22	HSH does not rely on a feeder model to fill its positions. HSH through the Racial Equity Action plan will be more intentional in ensuring all HSH job opportunities are advertised in the community.	Ongoing	Sadia Afandi and Jacob Mast, Senior HR Analyst, Chief Equity Officer
				Degrees and schools attended are redacted from applications from all permanent civil service hiring processes, consistent with the City's De-	Not yet started	

				Identification Policy. HSH will evaluate adopting the de-identification process for exempt hiring.		
e.g. SF Unified School District's Career Pathways Program.						
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	DEI Committee, Chief Equity Officer	# of opportunities during internship/fellowship	Started in FY 20/21	DEI Committee will utilize HSH intranet to promote ongoing learning.	Ongoing	DEI Committee
				HSH will allocate time during its monthly all staff huddles and quarterly all staff meetings for the DEI Committee (and other employee resources groups) to facilitate discussions, trainings, and seek additional membership.	Ongoing	Committee representatives
			TBD by Chief Equity Officer	Chief Equity Officer will be tasked in building and implementing a racial equity training program.	Not yet started	Chief Equity Officer
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	Chief Equity Officer, HSH HR	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	Started FY 20/21	HSH will continue to partner with the Department of Human Resources' Hiring Modernization Team so that the City's new applicant tracking system, SmartRecruiters, collects the data at the point of application submission that HSH would need to track and evaluate outcomes.	Ongoing	Chief Equity Officer, Melanie Laman, Principal HR Analyst
			TBD by Chief Equity Officer	HSH HR through the discovery phase of its work with its DEI Consultant and Chief Equity Officer will launch a project to collect feedback from interns and fellows via entry and exit interviews.		
			TBD by Chief Equity Officer	HSH will pilot the collection method, analyze the results, formulate a plan to implement improvements, pilot the plan, measure results and evaluate plan.		

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	HSH HR, Chief Equity Officer, staff	Standardized interview process with a set of inclusive interview questions	Started FY 19/20 Ongoing	HSH currently has a bank of questions provided by the DEI Committee and DHR's Diversity Team. HSH will continuously expand interview questions by collecting questions used, draft an internal document of these questions, finalize the questions bank.	Ongoing	Sadia Afandi and Jacob Mast, Senior HR Analyst, Chief Equity Officer
1.4.2. Ensure a diverse hiring panel for each interview.	HSH HR	Demographic composition of panels Increase in diverse interview panels	Launched FY 19/20 Q2 FY 21/22	Currently, HSH HR reviews all hiring panels and ensures hiring panels have completed the City's Fairness in Hiring training. HSH HR will track panel make up for data analysis.	Ongoing Not yet started	Sadia Afandi and Jacob Mast, Senior HR Analyst Jumy Dang, HR Analyst
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.	Fairness in Hiring training	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Launched FY 19/20	HSH requires the Fairness in Hiring Training for all panelists, internal and external.	Ongoing	Jacob Mast, Senior HR Analyst
1.4.4. Adopt a tool to track application progress and reach assistance through multiple means.	HSH HR, JobAps	Tool created and implemented # of applicants increased Increased assistance to job seekers	Ongoing Q1 FY 20/21 TBD	HSH currently uses the City's approved applicant tracking system, JobAps. HSH HR has launched a pilot to use JobAps data to track application progress. Using the process identified in section 1.2.2 to increase assistance to job seekers.	Ongoing Ongoing Not yet started	 Jacob Mast, Senior HR Analyst Sadia Afandi and Jacob Mast, Senior HR Analyst
1.4.5.	HSH HR	Increase in internal part-time and full-time staff, interns and	Ongoing	HSH HR sends an email notification to all staff for all job announcements.	Ongoing	Jumy Dang, HR Analyst

Share and post all job openings internally. Abide by department's RE Action Plan goals for accessibility.		fellows applying for job openings			
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	HSH HR, JobAps, Hiring Managers	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	Ongoing	HSH HR is currently tracking time to hire and has implemented a recruitment timeline agreement to track/hold accountable/evaluate recruitment processes.	Ongoing	Jacob Mast, Senior HR Analyst
			Q3 FY 20/21	HSH will issue an internal policy regarding hiring timeline that should be developed and implemented across the department.	Not yet started	Dedria Black, Deputy Director of Program
			FY 21/22	HSH will advocate for better real time updates to applicants via Hiring Modernization Project (DHR)	Not yet started	Melanie Laman, Principal HR Analyst
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	HSH Staff	All new hires are processed similarly regardless of position	TBD Q1 FY 21/22	Currently, all new hires, interns and volunteers are required to participate in DHR Orientation. HSH onboarding is standardized across the department. All new HSH employees are required to take Implicit Bias Training and Harassment Prevention Training upon hire.	Ongoing	Joanne Carpio, Senior Payroll and Personnel Clerk, DHR
				HSH is piloting a project to implement learning sessions for Programs, Admin, Strategy and External Affairs (SEA) and HSH internal committees for new hires. This pilot will also include developing "entry interviews" to gather information on HSH's onboarding process and identify ongoing areas of improvement.	Ongoing	Change Leaders, Director's Team

1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expand to the Rule of Ten or more.	HSH HR	# number of diverse candidates increased	Ongoing	HSH continues to partner with its labor partners to obtain expanded certification rules with no objections from its labor partners.	Ongoing	Melanie Laman, Principal HR Analyst
		Overall faster hiring times	Q4 FY 20/21	Continue to engage labor partners (L21/SEIU) on expanding certification rule to Rule of Ten Scores for six months to one year or Rule of the List		
				Support a Civil Service Rule Amendment in partnership with other City departments which may require extensive conversations with many of the City's labor partners prior to the Civil Service Hearing.		

Section 2 – Retention and Promotion

As discussed in Section 1, HSH has experienced a relatively high turnover rate of 20% annually since its formation in 2016, predominantly due to understaffing and under resourcing of its human resources team at its formation in 2016. After years of effort, HSH now has a fully staffed HR team of four full-time HR analysts including senior recruitment analysts. HSH HR has piloted an exit interview project in FY 20/21 for all Permanent Civil Service ("PCS") employees who leave City employment to collect data on why employees leave City employment. As HSH continues to build the Department, the goal is to stabilize HSH staffing by 1) exploring why employees chose to leave HSH and identify patterns in these reasons using the data collected from HSH HR's pilot 2) advocate for additional permanent civil service positions where needed to ensure staff workloads can be evenly distributed and employees have viable career paths within the Department 3) revamp the onboarding experience for new hires and 4) develop an equitable and meaningful performance management process. HSH also aims to address barriers in HR policies and practices around promotion and retention through advocacy and partnership with DHR, the Civil Service Commission, the City's labor partners, and other key stakeholders.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all Disaster Service Workers (DSW) who perform frontline work and remote work deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.	HSH HR, DHR	Tracking mechanism implemented Demographic data analyzed	Will be developed in consultation with the Department of Human Resources. TBD	HSH HR will partner with DHR to use their existing data and tracking processes to develop a HSH specific process to track deployments and the given functions of all DSW workers.	Not yet started	Melanie Laman, Principal HR Analyst
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	Budget and Finance Team, Chief Equity Officer	Budget analysis completed Strategies developed and published	To be determined by the Chief Equity Officer.	Budget and Finance will partner with the Chief Equity Officer to launch a racial equity budget analysis. Chief Equity Officer will use budget analysis findings to recommend strategies to prevent inequities in layoffs and furloughs. This may include advocating these strategies to the Mayor's Office, DHR, and other key partners.	Not yet started	Thomas Chen, Budget and Finance Director
2.1.3. Ensure that frontline DSW workers have access to necessary Personal Protective Equipment (PPE) to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.		PPE access protocol established DSW workers have an increased awareness of PPE access protocol		Done.	Completed	CCC HR
2.1.4.		Compensation, paid sick leave, and flex time benefits assessed and easily accessed		Done.	Completed	HSH HR

Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.		Increased employee awareness of additional benefits				
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts		Caretaking and safe transportation sections included in DSW deployment protocol	Done.		Completed	CCC HR

2.2.   Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	HSH HR	Pay inequities are reduced and aligned annually after salary data is reviewed	Next bargaining round	HSH HR will partner with DHR's Classification and Compensation team to understand the City's process for pay analysis, as pay is a negotiable item during Citywide labor negotiations and bargaining.	Not yet started	Melanie Laman, Principal HR Analyst
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.		Benefits provided are annually improved	NA	Benefits are set by Citywide labor bargaining and the Board of Supervisors.	NA	NA

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	HSH HR	PTO policy is annually improved # of staff taking PTO increases	Start Q1 FY 21/22	HSH HR will provide the accrual balances of its employees to the applicable supervisor.	Not yet started	Joanne Carpio, Senior Payroll and Personnel Clerk
				Supervisors will be advised to have a discussion with any employees who are maxed out or will soon max out on vacation, comp time, and/or leave accruals to encourage these employees to use their paid time off as a way to refresh themselves, when operationally feasible.	Not yet started	Melanie Laman, Principal HR Analyst
				Supervisors will also be advised to have conversations with their staff to identify important religious and cultural holidays that they would like to take off and proactively plan work assignments to be supportive of time off requests when operationally feasible.		
				HSH will find out from DHR if there are ongoing discussions happening between the City and Labor re: expanding the City's Charter recognized legal holidays.		

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD

| 2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff. | Director's team, HR support, Chief Equity Officer consultation | Increase in knowledge about raises and promotions | Q1 FY 22/23 | Raises for all HSH employees are defined and outlined in their respective labor union agreements negotiated outside of HSH's authority or control. HSH will implement a process to understand how employees, current and prospective, would like to learn about how advancement through the salary steps is articulated in the applicable labor agreements.

HSH, through its work with NIS, will determine what type of process is needed to identify standard factors for promotional opportunities- such as developing core competencies for each classification level at HSH.

Integrate the Chief Equity Officer in the promotion process.

Implement a discovery process to determine the best method to increase efforts for employees who have historically lacked equitable access to promotions and development opportunities.

As part of the performance management process, HSH will require that managers and supervisors conduct retention interviews as an on-going interaction to ensure that HSH understands the issues which may increase the risk of employee turnover. This will first include developing what questions need to be asked during the retention interview.

Collect, review, evaluate, and provide | Not yet started | Melanie Laman, Principal HR Analyst & Chief Equity Officer |

				recommendations from employees on changes to retention and promotion practices to ensure they are equitable and inclusive.	
2.3.2. Develop a formal and transparent process for raises and promotions.	Director's team, HR support, Chief Equity Officer consultation	Increase in staff feedback about promotion and raise process		See 2.3.1 Track and publish promotion and retention demographic data on HSH intranet. Highlight and publicize efforts to increase diversity in promotion. Organize within and across HSH to ensure that racial equity drives behaviors, processes and decisions at all levels, from staff relationships to policies and practices that impact communities most affected by racism.	Melanie Laman, Principal HR Analyst/Chief Equity Officer Chief Equity Officer
2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.	HR support, DEI consultant, Chief Equity Officer	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	Q4 FY 20/21 Q3 FY 22/23	DEI consultant will work with HSH HR and leadership to develop and implement a framework that details the process for assigning "acting/interim" roles so that HSH continues to be compliant with existing memorandum of understanding (MOU) language. Continue to document all acting/interim roles so that employees will receive promotional credit, as allowable, and recognition of professional development when performing acting/interim duties.	Melanie Laman, Principal HR Analyst

				HSH HR will host a workshop to educate current employees on how MOU and (Civil Service) CS provisions that govern acting assignments.		
2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	HR support, Chief Equity Officer, leadership support DEI committee	Reversal of diversity drop-offs in 182x classifications	TBD	Identify and implement creative options for employee mobility opportunities by: Providing employees opportunities to work on time-limited special assignments and projects to work on cross functional teams and gain additional skills consistent with Civil Service rules and MOU requirements. Providing job enrichment opportunities that will add motivators to existing roles to increase satisfaction and productivity for the employee consistent with Civil Service rules and MOU requirements. Establishing opportunities for employees to participate in job shadowing to learn critical elements of other jobs, to provide a way for employees to formally explore potential opportunities internally, yet outside of their current job.		Leadership Team
2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities with the City.	HR support, Chief Equity Officer, leadership support	Identify "dead end" classification and revise	TBD	By focusing on 2.3.4, HSH will invest in lower salaried employees through active employee development plans. Through the annual budget process, HSH has been intentional in requesting substitutions from legacy positions inherited by HSH to career path positions for some of its clerk,	Ongoing	Chief Equity Officer

management assistants and accounting clerk
positions where applicable to meet the job duties.

Section 3 – Discipline and Separation

HSH wants to ensure that employees are supported so that discipline is consistently addressed and fixed at the lowest level of discipline equitably across the department. This will be achieved when performance and conduct expectations are clearly set, and feedback/coaching/counseling is provided in real time and is documented. HSH wants staff to be assured that in most cases they will be provided opportunities to remedy performance and conduct deficiencies consistent with notice and progressive discipline requirements before HSH seeks to terminate their employment. In addition, HSH would like to develop a process to ensure staff understand what infractions (theft, sexual harassment, etc.) may warrant discipline at a more serious level and/or a probationary release. Finally, HSH aims to provide supervisors and managers the resources they need to effectively address performance and conduct issues.3.1. Create a clear, equitable, and accountable protocol for disciplinary actions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	HSH HR/PeopleSoft	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	Already in progress Q1 FY 21/22	City implemented disciplinary tracking system which HSH uses. Implement a 6-month review of all data to ensure data is accurate and that the data is analyzed.	Ongoing	Jumy Dang, HR Analyst
3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	HSH HR, PeopleSoft, Exit Interview Data	Create tracking mechanism Analyze data annually	Q2 FY 21/22 Q4 FY 21/22	Create a tracking tool for department separations. Create a process to disaggregate and analyze the data. Make recommendations to the Executive Team on a cadence that will be established through the discovery process on how to address inequities.	Not yet started	Cheyo Appel, HR Analyst/Chief Equity Officer
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	DHR Training, Chief Equity Officer, HSH HR	# of trainings completed annually	Timeline will be determined by Chief Equity Officer	HSH will expand upon Implicit Bias Training that is completed by all employees upon hire and required annually by supplementing the required City trainings with departmental specific bias and equity training after a needs gap analysis is performed.	Not yet started	Chief Equity Officer
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a "scaled back" discipline process.	DHR/HSS	Human resources trained on alternative dispute resolution	Peer mediation pilot launched FY 20/21	In the past, HSH has utilized its HR staff, Employee Assistance Program, and a consultant to facilitate mediation sessions between staff. HSH staff will apply to the City's mediation training, including at least, one HSH HR staff via the City's mediation program. HSH will recommend mediation, where needed, and where appropriate at the first step of any	Ongoing- Mediation training is supposed to start FY 20/21 (Q3 and Q4)	Melanie Laman, Principal HR Analyst

conflict before the City's progressive disciplinary process.

3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	HSH HR, Chief Equity Officer	Reduction of racial disparities in disciplinary actions	Q4 21/22	HSH will create a handbook/manual/matrix re: disciplinary issues so that employees and managers understand the process and so discipline is administered consistently in the department. This involves spearheading a new project, completing research, and reaching out to other department and stakeholders (DHR), training, and outreach.	Not yet started	Melanie Laman, Principal HR Analyst/Chief Equity Officer

Section 4 – Diverse and Equitable Leadership

HSH lacks diversity at the manager/leadership team level. HSH aims to demonstrate diverse and equitable leadership by examining its power and decision making structure, incorporating industry best practices to increase the number of non-white applicants to HSH positions, particularly positions on HSH's Leadership team, embarking on a plan to prepare staff for promotional opportunities, and by developing effective and accountable leadership for advancing diversity, equity and inclusion at all levels of the organization.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	HR support, Equity officer, DEI consultant, leadership support	% increase in diverse leadership	Q4 FY 21/22	HSH will create and communicate a hiring recruitment process that aligns with the citywide RE framework and HSH RE Action Plan. This process will include using the recommendations from HSH's DEI Consultant to articulate a HSH roadmap for achieving internal equity, articulating a framework of HSH's priorities over the next five years to achieve its goals, and supporting the framework with a newly drafted policy that outlines how HSH will approach hiring and recruitment. This plan should also include a process to improve HSH leadership pipeline by creating and supporting programs and policies that foster leadership that reflects the diversity of the communities we serve. In addition, this process, should result in an overarching organizational statement on cultural equity. This would be like an HSH mission statement but focused on inclusion. Finally, HSH will highlight and publicize efforts to grow diversity within our leadership.	Not yet started	Chief Equity Officer Chief Equity Officer
4.1.2. Commit to ongoing racial equity training and development for leadership.	Leadership support, Chief Equity Officer, IT support.	# of training & development completed by leadership per quarter	Started FY 19/20 Q1 FY 21/22	Develop and present sessions on diversity, inclusion, and equity to provide information and resources to leadership. Establish learning outcomes and assessments for racial equity and development for leadership.	Ongoing	Chief Equity Officer Abigail Stewart-Kahn, Interim Director

				Train HSH managers and leaders on current "best-practices" in issues such as inclusivity and bias.		Chief Equity Officer
4.1.3. Incorporate senior leadership demographics in the department annual report.	SEA/HR support	Senior leadership demographics included in the department annual report	Q4 FY 21/22	Enhance department annual report by including senior leadership demographic data.	Not yet started	Emily Cohen, Director of Strategy and External Affairs
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.	Leadership support, IT support	% of staff is aware of the process	Q3 FY 21/22	Develop options to create an online environment in which staff can participate and collaborate to share their ideas on how to make HSH great place to work. Work with IT to design and implement an online suggestion box that will allow staff to submit feedback/comments anonymously, categorize and share responses with leadership that allows the examination of trends and issues to address, and have the ability for leadership to respond and share response with all staff.	Not yet started	Chief Equity Officer & Daniel Quach, IT Director Leadership & Daniel Quach, IT Director

Section 5 – Mobility and Professional Development

HSH, with the support of the City, needs to fully understand that it cannot achieve its mission without its most valuable assets- its staff. Through effective human capital management, HSH strives to develop an organizational culture that fosters and promotes personal and professional development.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Leadership support, HR support, Chief Equity Officer, DEI consultant, training committee	# of available professional development opportunity # of completed training	Begin Q3 FY 21/22	Gather feedback on developmental opportunities from courses and overall program evaluations to determine effectiveness and identify future training needs. Develop training priority list based on employee feedback. Expand the amount and types of training opportunities to include internal and external training.	Not yet started	Chief Equity Officer & Melanie Laman, Principal HR Analyst Chief Equity Officer & DEI Consultant Chief Equity Officer
			Q4 FY 20/21	Develop and implement a staff performance plan policy.		Melanie Laman, Principal HR Analyst, Dedria Black, Deputy Director of Programs
			Q1 FY 21/22 (correspond with the City's PPAR schedule)	Require all supervisors/managers to develop an individualized development plan for all direct reports that outlines professional and skill development goals.		
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Administration, Tuition Reimbursement Process	# of attended, external conferences	Q2 FY 21/22	HSH will develop a communication strategy to inform employees on the existing City processes on how to request approval to attend work-related conferences, and processes on how seek pre-approval for reimbursement of eligible expenses.	Not yet started	Judy Tam, Business Services Supervisor

5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Ongoing funding source.	# of staff enrolling and completing extended learning $ dedicated to extended learning annually	TBD	Identify ways to offer all staff professional development opportunities, particularly focused on analytical, communication, and project management skills needed to be a successful supervisor and/or a manager. Create an ongoing budgeted plan that reflect HSH values around, diversity, equity and inclusion, to offer training and development opportunities. Develop improved equity analysis tools for plans, policies, and budgets.	Not yet started	Chief Equity Officer
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.	Chief Equity Officer, training committee, IT support. Ongoing funding	# of staff participating in outside events or opportunities	Q1 FY 21/22	Develop and publish external and internal employee training opportunities and resources. Invest in junior employees through active employee development plans.	Not yet started	Sadia Afandi, Senior HR Analyst and Chief Equity Officer Melanie Laman, Principal HR Analyst, Dedria Black, Deputy Director of Programs
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	HR support, IT support.	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Q3 FY 21/22	Utilize PeopleSoft to track, administer and report on educational courses or training programs utilized by underrepresented staff of color.	Not yet started	Jumy Dang, HR Analyst

Partner with the Controller's Office and DHR to improve PeopleSoft tracking ability for this purpose.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Leadership support, HR support	Bi-annual performance evaluation program to all staff	Started FY 20/21	Develop and implement an agency wide supervision policy that includes goals and objectives of supervision, process to develop individual employee development plan, and documentation of advancement opportunities.	In progress	Dedria Black, Deputy Director of Programs
5.2.2. Create a mentorship program between senior and junior level staff.	Leadership support, Chief Equity Officer, change leaders, HR support.	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	Pilot in Q1 FY 22/23	Establish a HSH mentoring program that will benefit employees in their current role, provide additional support and leadership development skills, and that align with the organization's goals. Foster a diverse, high-performing workforce by using data-driven approaches to promotion opportunities and career development. With staff feedback, HSH will identify additional employee resource groups that will be beneficial for employee engagement and mentorship.	Not started yet.	DEI Consultant

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

ACTIONS	RESOURCES	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD

	COMMITTED					
5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	HR support, IT support, Chief Equity Officer.	Process developed % of staff aware of accommodation process # of accommodations made increased	Ongoing	Ensure all supervisors and managers complete DHR's 24+ supervisory training that discusses the City's Reasonable Accommodation process.	Ongoing	Jumy Dang, HR Analyst Melanie Laman, Principal HR Analyst
			Pilot Q1 FY 23/24	Develop a supplemental HSH supervisory support forum to reinforce Citywide processes on requesting reasonable accommodations Partner with DHR Workforce Development on this training.		
			Pilot Q1 FY 23/24			
			Publish communication strategy by Q4 FY 23/24	Launch a project to develop a communication strategy to ensure staff understand how to request accommodations and what to expect while engaging in the process. Develop an HSH framework that establishes the process by which staff can make accommodation request to include, Alternate Work Schedule (AWS), telecommuting, etc.		
			Start data collection in Q1 FY 21/22	Partner with IT Department to publish process and forms on agency intranet. Collect and review data on all employee request to ensure equity in approval of accommodation request.		
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.		Accommodations discussed and recorded during bi-annual performance evaluation process		Will be addressed in overall supervision policy and procedure.	In progress	Dedria Black, Deputy Director for Programs

5.3.3. Assign spaces for staff to take breaks, be in community, acquire resources, and respect religious and cultural practices.	Facilities	Improvement in overall staff mental health, increase in staff feedback	Start in Q3 FY 21/22	HSH will implement a project to ensure that HSH staff not stationed at 440 Turk have appropriate break spaces and a wellness room. HSH will consult with the appropriate facility manager to designate a proper space for breaks if none exist.	Not yet started	HSH Wellness Rep, currently Judy Tam
5.3.4. Assess staff needs outside of the workplace are addressed. Understanding that non-work-related needs contribute to overall work quality. Centering the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	HSH HR	Assessment performed annually $ set aside for accommodations Increase in staff awareness of accommodations	TBD	HSH will survey staff to determine what resources are currently lacking that promotes overall work quality. HSH will analyze survey results to develop a project that incorporates staff feedback to plan and/or advocate for these additional resources.	Not yet started	HSH Wellness Rep, currently Judy Tam

Section 6 – Organizational Culture of Inclusion and Belonging

HSH strives to define what inclusion and belonging mean to staff and to incorporate these definitions in an organizational DEI mission statement. In addition, HSH strives to develop measures to hold ourselves accountable to the standards we have set for the department. Ultimately, we want a diverse workforce across all levels that feel recognized, heard, and valued.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Leadership, DEI Committee, ORE Leaders, NIS, Chief Equity Officer.	Department mission, policies, and procedures are updated and available	Q4 FY 20/21	With the assistance of HSH's DEI Consultant, RE Action Plan and RE survey results, HSH will evaluate and review its Strategic Framework, Mission and Values that may include an update to existing policies or a recommendation to create new policies if the need for a new policy was identified. Implementation plan will be updated after the evaluation is completed.	Not yet started	Chief Equity Officer
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	RE Leaders, Chief Equity Officer	Regular, scheduled meetings with RE Team to implement RE Action Plan	FY 20/21	HSH's current DEI Committee and RE Leaders will determine if a separate committee needs to be formed to evaluate HSH's progress on its RE Action Plan goals.	Ongoing	RE Leaders- Dedria Black, Deputy Director of Programs, Melanie Laman, Principal HR Analyst, and Rakita O'Neal-Newt, Senior Eligibility Worker
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	DEI Consultant, RE Action Plan Working Group	RE Action Plan is published on department website	FY 20/21	Phase 1 will be submitted to ORE by 1/31/21. Once Phase 1 is sent to ORE, it will be posted on HSH's external website. HSH will work on Phase 2 when required. HSH will continue to update the published RE Plan on its website.	Ongoing	RE Leaders- Dedria Black, Deputy Director of Programs, Melanie Laman, Principal HR Analyst, and Rakita O'Neal-Newt, Senior Eligibility Worker

						/Chief Equity Officer
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Chief Equity Officer, RE Action Plan Working Group	Ongoing reporting	FY 20/21	HSH will establish a cadence of reporting on RE Action Plan updates once Phase 1 is sent to ORE in consultation with HSH's DEI Consultant, ORE, and Chief Equity Officer. As mentioned above, the Annual Report is an opportunity to communicate progress on equity goals.	Ongoing	RE Leaders- Dedria Black, Deputy Director of Programs, Melanie Laman, Principal HR Analyst, and Rakita O'Neal-Newt, Senior Eligibility Worker
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	DEI Consultant (NIS) and DEI Committee		FY 21/22	DEI Committee has expressed the desire to create internal affinity groups. First, DEI Committee would like to receive training on how to hold space for affinity groups for the Committee and HSH with the support and guidance from the DEI Consultant. After the training, DEI Committee will form affinity groups and seek HSH staff to join these groups.	Not yet started	DEI Committee/DEI Consultant
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Leadership Team Chief Equity Officer DEI Committee HSH Human Resources Budget/Finance	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	Started FY 20/21	HSH is working with a DEI Consultant to review its current state. As part of this diagnostic, HSH expects that the Consultant will make a training recommendation for HSH staff. HSH will review a policy to require one additional training, discussion or other forums focused on DEI each fiscal year beyond what is already required by the department.	Ongoing	Chief Equity Officer/DEI Committee
6.1.7.	Chief Equity Officer, DEI	Annual survey with disaggregated data and feedback	Started FY 20/21	HSH issued its first annual staff survey with an emphasis on racial equity in October 2020 (see	Ongoing	Chief Equity Officer/DEI Committee

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Committee, DEI Consultant			Department Background Section for more information) HSH needs to internally define inclusion and belonging to appropriately update the racial equity survey. HSH will issue the racial survey every October.		
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Office Manager	Increase in staff engagement	Started in FY 19/20	HSH engaged homeless services community partners and the SF Arts Commission guarantees to decorate its new headquarters with artwork that reflects the lived experiences and artistic expression of SF's homeless population. HSH's headquarters proudly displays this artwork throughout its building including photos of housed clients.	Ongoing	Judy Tam, Business Services Supervisor

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	HSH HR	Increase in staff feedback, participation, and response to communications	Implemented	HSH HR currently has a process to add new employees to the HSH-All Staff email group.	Ongoing	Joanne Carpio, Senior Payroll and Personnel Clerk
6.2.2. Ensure that all staff meetings center diverse speakers and inclusive topics while offering space	SEA Team	Ongoing staff participation and feedback	Implemented	HSH's SEA Team currently reaches out to HSH Committees and divisions to rotate all-staff meeting responsibility.	Ongoing	Denny Machuca-Grebe, Public Information Officer

for staff engagement. Be transparent about the speakers and topics.						
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	IT	Ongoing staff participation and feedback	FY 20/21	HSH utilizes an intranet space and a new quarterly newsletter to share information.	Ongoing	Daniel Quach, IT Director Denny Machuca-Grebe, Public Information Officer

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Chief Equity Officer Admin HSH HR	Protocol distributed internally and with any outward-facing interactions	Complete by the end of FY 22/23	HSH will need to create an accessibility protocol and develop a timeline by examining what is the current gap in HSH's current accessibility, creating a plan to address the gaps, communicating the plan, implementing the plan, evaluating the plan, and improving the plan as needed.	Not yet started	Melanie Laman, Principal HR Analyst
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	Facilities Real Estate	A plan for physical space improvement $ funding secured Successful implementation	Ongoing	HSH Facilities and Real Estate will evaluate all HSH physical spaces as needed. HSH recently moved into a new headquarters in 2020, and part of its team is moving into a new service center in 2021.	Ongoing	Herbert Featherstone, Building and Grounds Supervisor/Joanne Park, Acting Real Estate Project Supervisor
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility	SEA	A plan for digital improvement $ funding secured	Recommendati ons will be provided at	HSH will evaluate its digital functions and communications for compliance.	Ongoing	Emily Cohen, Director of Strategy and External Affairs

standards taking into account staff and visitors with disabilities.

e.g. plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.

		Successful implementation	the end of Q4 FY 21/22		
6.3.4. Invest in translation services.	SEA, Budget and Finance, Departmental Translation Services Coordinator	# Increase in translated materials	Recommendations will be provided at the end of Q4 of FY 21/22	SEA and the Department's translation services coordinator will partner to determine where the gaps exist in HSH's current translation services. Through this partnership, SEA will make a recommendation on what is needed to address any deficiencies and will work the City's Office of Language Access to develop strategies and solutions.	Ongoing	Emily Cohen, Director of Strategy and External Affairs
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	DEI Committee/HSH HR/Chief Equity Officer	Increase in staff using inclusive identity expression, second nature	Started FY 20/21	After several instances of misgendering, HSH has implemented the following steps to promote an environment inclusive of gender expression: Recirculated HSH's signature template that requires HSH employees to include their preferred pronouns. HSH required employees to also update their Microsoft Teams profile to also include preferred pronouns. Speakers at all staff meetings indicate preferred pronouns. HSH's HR Manager emailed all staff in 2020 to recirculate the City's Gender Inclusion Policy with clear information on how misgendering is hurtful and traumatic. HSH HR consulted with the City's	Ongoing	Chief Equity Officer

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				Office of Transgender Initiatives before the was sent to ensure message was appropriately aligned.		
			Q1 FY 21/22	HSH will complete a further evaluation to determine what other changes can be made to promote identity expression.		
6.3.6. Make accessibility information and accommodations easily accessible by bringing it to the forefront, rather than offering it upon request.	Facilities/HSH HR/Real Estate	Information exists on department website	Q1 FY 22/23	HSH teams will review what information exists currently and what need to be shared on HSH's website.	Not yet started	Melanie Laman, Principal HR Analyst

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	DEI Consultant	Community will have an impact on all department projects	Started upon Department's formation DEI Consultant work started in October 2020. Its findings should be submitted to Department before FY 21/22.	HSH values the voice of lived experience and has established several groups to advise HSH in myriad policy development approaches. HSH also has several established bodies with provider partners and public meetings to gather community feedback and input and there is much work to be done. HSH will work with a DEI Consultant to obtain community feedback on HSH's current state. DEI Consultant will prepare a report of its findings for HSH and provide an accountability roadmap to address areas of growth and opportunity.	Ongoing	DEI Consultant
6.4.2. Find opportunities to invest into and support the communities the department serves.	DEI Consultant			See 6.4.1	Ongoing	DEI Consultant

Department History and Background

Each year, San Francisco houses nearly 2,000 people experiencing homelessness; San Francisco also assists approximately 15,000 unhoused people with food, shelter, outreach, health care, and other forms of assistance. Nevertheless, an estimated 8,035 people are homeless in San Francisco on any given night; with over 5,000 people experiencing unsheltered homelessness. This number has remained stubbornly persistent for more than a decade, despite the City's commitment, concern, and considerable investments. Since 2004, San Francisco has helped approximately 30,000 people exit homelessness. However, the City has lacked a coordinated, data-driven, and integrated system to ensure these efforts result in permanent, sustained reductions in homelessness. The City also lacked the full complement of resources needed to meet the current demand for housing, shelter, and services. While the City is proud of its accomplishments to date, achieving sustained reductions in homelessness will require nothing short of a radical transformation of the work performed.

The late Mayor Edwin M. Lee announced the creation of a new Department focused on homelessness in a December 2015 speech, calling on the Directors of the Department of Public Health, Human Services Agency, and the now defunct Mayor's Office of Housing Opportunity, Partnerships, and Engagement (HOPE) to build upon existing programs and expertise. Mayor Lee's vision was to end homelessness for as many people as possible and achieve an overall reduction in the crisis. On August 15, 2016, the City and County of San Francisco officially launched the Department of Homelessness and Supportive Housing (HSH). HSH consolidates programs and staffing from multiple agencies while aligning strategies and resources.

A primary goal of HSH is to increase the coordination and effectiveness of the City's response to homelessness through a coordinated Homelessness Response System that starts with Street Outreach and emergency services, and connects people experiencing homelessness back to housing as quickly as possible. Much of the work of serving people experiencing homelessness is delivered through contracts and grants from the City and County to nonprofit provider organizations. Providers dedicate their time and resources to meet the range of client needs, doing so with passion and expertise. To increase effectiveness, HSH coordinates these efforts, setting standards and expectations, establishing common definitions, documenting best practices, and consistently evaluating performance.

In October 2017, HSH published its Five-Year Strategic Framework that lays out HSH's strategy to end homelessness in San Francisco and defines HSH's values.

The Strategic Framework provides a roadmap for reducing homelessness in San Francisco to ensure it becomes a rare, brief, and one-time occurrence.

You can find the full link to the Strategic Framework, here.

On January 24, 2019, the Point-in-Time (PIT) Count identified 8,035 people experiencing homelessness in San Francisco, a 17% increase since 2017. A six-year trend of comparable Point-in-Time Count data identified a 15% increase in the number of persons experiencing homelessness in San Francisco between 2013 and 2019. However, homelessness has not affected all communities equally, and racial inequity has played a determining factor in experiencing homelessness, with a disproportionate number of people of color experiencing homelessness compared to the City's general population. For example, 37% of PIT survey respondents identified as Black or African American compared to 6% in the general population. In 2019, 5% identified as Asian compared to 34% in the general population; 29% identified as

White compared to 45% of the general population and 22% identified as Multi-racial. About 18% of survey respondents indicated their racial ethnicity as Hispanic or Latinx.

The Foundation for HSH Culture and Advancing Equity - HSH Values

The Department of Homelessness and Supportive Housing is built on the pillars of compassion, common sense, and courage—and strives to reflect these values in its work.

Compassion: The work to end homelessness is driven by compassion. HSH recognizes diversity among the homeless population and is committed to increasing equity. The system and programs within it must recognize the dignity of all people experiencing homelessness and treat them with respect.

Common sense: With a commonsense approach, we focus on solutions, use data to drive decision making, collaborate with others, and promote innovation.

Courage: Change is always difficult and can be seen as threatening and unsettling. HSH will work to ensure transparency and integrity as it leads the change process. HSH will focus on the engagement of all stakeholders as we work toward a radical transformation of how San Francisco responds to homelessness.

SPARC Report

The Center for Social Innovation (C4) launched Supporting Partnerships for Anti-Racist Communities (SPARC) in 2016 in response to overwhelming evidence that people of color were dramatically overrepresented in the nation's homeless population—across the country and regardless of jurisdiction. Since then, SPARC has worked in six communities, using mixed methods research and structured dialogue to understand how people are experiencing systemic racism in relation to homelessness, and to leverage that knowledge toward systems transformation.

Beginning in October 2016, C4 partnered with HSH and nonprofit service providers in San Francisco to collect qualitative and quantitative data to examine the racial dimensions of homelessness in the area.

In 2018, a report from SPARC was published that outlined seven preliminary objectives:

1.   Continue to focus on designing an equitable Coordinated Entry system. Coordinated Entry organizes the Homelessness Response System with a common assessment, a centralized data system, and a standardized prioritization method. Continual review of data from this process for disparities by race can help assess whether housing interventions are being sufficiently provided to people of color experiencing homelessness.

2.   Incorporate racial equity into grantmaking and contracting. Through grants and contracts, compel programs to report how their work will address issues of racial equity, the demographics of their staff at all levels, and internal mechanisms for advancement of staff of color. Evaluate programs on their responsiveness to racial disparities.

3.   Include racial equity data analysis and benchmarks into the strategic implementation plan. As San Francisco sets overarching goals to improve the homelessness response system, it should analyze decisions through an internal racial equity tool. It should also measure impact by race and ethnicity through a results-based accountability framework.

4.   Support organizational development within agencies serving communities of color. HSH can support agencies by providing resources towards internal equity and inclusion goals, for both client outcomes and employee growth. To specifically support agencies rooted in communities and neighborhoods of color, barriers to resources should be examined and addressed.

5.   Encourage anti-racist program delivery and promote ongoing anti-racism training. All staff working in the homeless services sector should receive ongoing training on understanding racism and the intersections of racism and homelessness. Training should include concrete approaches to incorporating anti-racism into one's own work.

6.   Collaborate to increase affordable housing availability. Ending homelessness for people of color requires access to safe, decent, and affordable housing. The level of homelessness in the City suggests a need to look closely at housing policy, the rate of new housing production, and the subsidy amounts available to people to use within units now available.

7.   Innovative flexible upstream interventions. The City should continue efforts to improve its upstream services and homelessness prevention efforts. Prevention includes targeted eviction prevention for people at risk of homelessness and working with connected systems— criminal justice, child welfare, and public health systems— to reduce the number of people exiting from those systems into homelessness.

This 2018 report identified what HSH believed to be true – it needed to do the work to authentically and effectively advance equity in its system. While participation in SPARC was one way that HSH prioritized racial equity in its work and worked to build culture equity into the department from the beginning, ultimately, HSH was unable to translate the SPARC recommendations into actionable next steps.

A Call for Change

While HSH strives to align itself to its values, HSH recognizes it has been a challenge for HSH employees to feel and own the Department's commitment to increasing equity. Staff have been critical of leadership's role of centering equity in the work and have indicated that HSH needs to demonstrate fairness and equity in its decision-making processes, hiring, retention, contracting, and provider relationships. In addition, HSH's provider network has vocalized their concerns over the lack of equity within their contractual agreements and within the homelessness response system.

Many HSH employees, who experienced the department's formation firsthand, have described the experience as traumatic. As previously mentioned, HSH was created by combining services and programs from different City departments into a singular department. Long term San Francisco Human Services Agency employees and San Francisco Department of Public Health employees learned of the new department via the news and received a letter from the Department of Human Resources informing them that they were being transferred into the newly created Department. Without clear information on who would be their supervisor, where they would work, and what would be the expectations, employees were understandably upset and anxious over a decision that was made for them- not by them.

Recognizing that HSH needed to heal, HSH launched two initiatives to facilitate and support culture building and change management processes:

1.   The launch of a Change Leaders employee resource group; and

2.   Adopting Trauma Informed Systems (TIS) Principles within the organization to transform HSH from a trauma inducing organization to a trauma healing organization.

In addition, the inaugural Change Leaders group with the support of the Executive Leadership team spearheaded the creation of several subcommittees: Celebrating Success Committee, Training Committee and the Diversity, Equity, and Inclusion Committee (DEI Committee) which focused equity conversations, awareness, and training within the DEI Committee.

Advancing Racial Equity within HSH

HSH has implemented the below actions to advance equity in our department and work:

1.   2016 (HSH formed on August 16, 2016)

a.   HSH participates with SPARC to understand how people are experiencing systemic racism in relation to homelessness, and to leverage that knowledge toward systems transformation

2.   2017

a.   Published HSH Strategic Framework that defined HSH's values

b.   Formed the Change Leader employee resource group

c.   HSH participates in the Fish Fellowship in Civic Leadership Program.

3.   2018

a.   SPARC report was published- work on SPARC's findings stalled until 2020

b.   Staff members participated in the Government Alliance for Race and Equity (GARE) learning cohort

c.   HSH issued its first Culture Development Survey

d.   DEI Committee, Training Committee, and Celebrating Success Committees formed with additional members

e.   Adopted TIS principles

f.   All HSH staff participated in an all-day TIS retreat

g.   Added a special condition to HSH's permanent civil service recruitment to prioritize homelessness experience in order to recruit a more diverse pool of 2917 program managers

h.   HSH incorporated the City's De-Identification process that redacts key identifying information from applications for all Permanent Civil Service hiring.

i.   HSH participates in the Mayor's Opportunities for All program and hires three Public Service Aides under this program.

4.   2019

a.   Continued staff participation in GARE

b. All HSH staff participated in a three-day racial equity retreat to start to build a common language and framework to continue HSH's equity work.

c. Secured ongoing funding in HSH's budget to support DEI work and full-time training position to implement HSH's equity work.

d. Secured $3 million ongoing in HSH's budget to address equity within providers contracts

e. Engaged City Services Auditor to evaluate contract and funding equity within key service areas: adult shelter analysis completed, permanent supportive housing analysis (initiated but paused for COVID-19 response).

f. Began including equity questions in HSH hiring process and convened DEI committee representatives to inform recruitment of Deputy Director for Programs and participation in recommending final candidates.

g. Instituted mandatory implicit bias training for HSH staff and new HSH employees as part of onboarding prior to it becoming a City requirement.

h. HSH continued its participation in the Mayor's Opportunities for All program.

i. HSH participates in the City Fellowship Program and allocates 1.0 FTE for this program.

5. 2020

a. Obtained a senior management position in HSH's budget to focus full-time on implementing diversity equity and inclusion goals, reporting directly to the HSH Director to start in 2021.

b. Through philanthropic funding, engaged a DEI Consultant, National Innovation Services (NIS), to make changes that impact racial equity in the provision of housing and services and within the Department's culture

c. Identified three Racial Equity Leaders within the Department

d. Secured $10.1 million in new funding to address funding equity for front-line, lower income nonprofit providers responding to COVID-19.

e. Leveraged Department of Human Resources diversity recruiter and resources to expand applicants for HSH's candidate pool and recruitment strategies and outreach.

f. Provided guidance to the Mayor's office on reallocating resources to homeless serving organization which are led by or focus on Black and brown clients to align to the Mayor's plans to shift money from police to community.

g. Issued the first ever Racial Equity Survey to all staff.

h. Start to utilize DHR's social media sites and other platforms, such as Indeed and Handshake, to advertise HSH job opportunities.

HSH recognizes it has more work to do to internally advance equity and externally to ensure equitable outcomes for our clients and throughout the homelessness response system. We understand that there is opportunity to clearly define equity within our strategic framework, mission, values, and goals.

Office of Racial Equity and the Racial Equity Action Plan

The City and County of San Francisco has shown its commitment to dismantling racial inequality under the leadership of Mayor London Breed. In 2018, Mayor Breed issued an executive directive to focus on recruiting a more diverse workforce for all City departments, and to expand implicit bias and cultural communications training programs. In 2019, the Mayor and Board of Supervisors established an Office of Racial Equity (ORE) (Ordinance No. 188-19) to oversee City departments' progress to reverse policies that previously created, upheld, or exacerbated racial disparities (such as housing, health outcomes, service delivery and policing).

City agencies lead by the work of the ORE are defining racial equity, consistent with the Government Alliance on Race and Equity (GARE), as evident when race can no longer be used to predict life outcomes, and outcomes for all racial groups are improved.

 ORE has directed City Departments to develop and implement mandated Racial Equity Action Plans, and to analyze the disparate impacts of pending ordinances, as well as various other policy and reporting functions.

HSH received philanthropic support to partner with a consultant, National Innovation Services, to use their expertise to guide the completion of HSH's Racial Equity Plan in conjunction with building a racial equity roadmap for HSH and the City's Homelessness Response System.

To support the planning process, HSH formed a Racial Equity (RE) Plan Action Plan working group. On September 16, 2020 during HSH all-staff meeting, HSH described the RE planning process to staff along with a request for volunteers to work on the racial equity project team. After the meeting, HSH's Deputy Director for Programs followed up with volunteers and other interested staff through the department to solicit staff participation on the project.

With the assistance of a separate consultant, Focus Strategies, HSH issued a Racial Equity Survey to all staff on October 7, 2020. Focus Strategies provided the survey results to HSH on November 4, 2020.

The survey results were reviewed by the RE Action Plan Working Group and used to frame HSH's RE Action Plan.

The RE Action Working Group split into two teams to work on the various Phase 1 section. The RE Action Plan Working Group met weekly to review progress and define next steps.

ORE granted HSH a 30-day extension to submit its plan by January 31, 2021 due to staff time needed to support the City's response to COVID-19.

The Executive Team reviewed the RE Action Plan from December 18 through January 8, 2021.

The RE Action Plan was submitted to the City Attorney's Office on January 13, 2021.

HSH received feedback from ORE and NIS to finalize the plan for submission on January 29, 2021.

Racial Equity HSH Survey

HSH provided Focus Strategies with several examples of Racial and Social Equity surveys developed by other City Departments. Drawing from these examples as well as other relevant research and familiarity with HSH, Focus Strategies drafted a survey for HSH staff to complete. After iterative feedback, the final survey consisted of one open ended item and 30 fixed response questions on racial equity. The open-ended question asked respondents to share any

comments they had on HSH's efforts to address racial equity issues and the closed ended items covered six domains of interest:

1. Recruitment, Retention and Professional Development

2. Employee Understanding of Racial Equity Issues

3. Program Delivery and Contracting

4. Departmental Policies and Practices

5. Communication/Staff Interaction

6. Senior Management/Leadership

In addition, the survey contained several questions concerning the demographic characteristics of respondents, including age category, race, ethnicity, gender, and sexual identity. Other questions included the respondent's functional area of work, job role, and tenure with HSH. All questions were "optional" meaning a respondent had the ability to skip over any questions without providing an answer.

HSH management informed staff that a survey would be sent to them by an independent party (Focus Strategies) to learn about their perceptions of racial equity issues in the workplace, and that the information would be used to inform the content of the Department's Racial & Social Equity Action Plan. On October 7, 2020, Focus Strategies emailed a brief description of the project along with a link to the survey to 132 HSH staff from a list provided by HSH. A glossary adapted from the Office of Racial Equity's Citywide Racial Equity Framework was also attached to the email to provide definitions of terms used in the survey.

Respondents were informed that the survey would take approximately 10 to 15 minutes to complete and that all responses were voluntary and anonymous. All surveys were submitted directly to Focus Strategies. Although the deadline for responding to the survey was initially October 16, 2020, it was actually closed on October 19, 2020 following two staff reminders (on October 13th and 16th). A total of 75 surveys were received, netting a response rate of 56%.

The following are key findings that emerged from analysis of survey responses:

• Employees agreed that HSH could do more to promote equity in employee advancement and training opportunities; they likewise agreed that the department could do more to further racial and social equity in program delivery and contracting efforts.

• Employees reported positive work relationships with HSH staff of a different race/ethnicity but did not concur that HSH had policies in place to help employees resolve issues involving interpersonal racism or structural racism in the workplace.

• Differences in the level of agreement by respondent race were evident in all questions pertaining to senior management/leadership. In general, White staff had the most positive outlook on senior management performance on equity issues while Black employees and staff who preferred not to share their race had the least positive outlook.

• Among respondents who provided comments on HSH's work on racial equity (roughly half of the sample), a disconnect between departmental communications and actual policies and actions was a common thread. Another widespread view expressed in the comments was that promotion and retention practices were racially inequitable and inconsistent in application.

The survey results informed the content of HSH's Racial Equity Action Plan to promote racial equity within the department.

HSH's Racial Equity Action Plan, much like HSH's Strategic Framework, is a living document that will be continuously reviewed, evaluated, and updated.

Next Steps Beyond the Racial Equity Action Plan

Beginning in October 2020, HSH began working with the National Innovations Service. NIS partners with governments across the country to engage in systems-level transformations. NIS does this by creating collaborative coalitions between communities, public sector partners, and other relevant stakeholders to redesign systems with those most impacted at the center of decision-making processes. NIS' work is to build new systems that produce equitable outcomes.

NIS draws on a variety of disciplines and experiences to deliver this work, privileging direct experience of the problems we address and merging practices from service design, policy analysis, systems thinking, community organizing, and change management. NIS develops strategies and roadmaps for transformation and remain committed partners throughout implementation. As NIS establishes and tests pathways forward with our partners, NIS works to advance equity-based policy and legislation at the local, state, and national levels, as well as the development of new products and services.

NIS will work with HSH by grounding NIS' questions and analysis plans in the 2018 SPARC racial equity report that provides a set of recommendations that HSH begin implementing in order to make changes that impact racial equity in the provision of housing and services. We will work with NIS to conduct a high-level audit of changes made since that report by reviewing policies, procedures, and decision-making structures. NIS is reviewing the Vulnerable Populations Engagement Assessment document, any prior employee surveying, and notes from any prior participation by HSH staff in ORE office hours. During this phase, NIS will host kickoff sessions with staff and external stakeholders, including people with experiences of homelessness to communicate the work to come, set participatory goals and expectations and design data collection and analysis efforts together. NIS will also conduct a power analysis to illustrate where power lies in HSH and external to HSH and drives decisions, and to begin making recommendations about how to shift power.

Mixed-Methods Data Collection (December 2020 - February 2021)

To assess staff culture, decision-making processes, and the differences between intent and impact in HSH policies, communication and decisions, NIS will take a mixed-methods approach to gathering information from staff, providers and people experiencing homelessness in San Francisco. Methods will incorporate staff and provider surveys, and interviews and focus groups. The Center for Housing Justice team will focus on and prioritize the voices of members of historically marginalized communities--particularly people who identify as Black, Indigenous, or other people of color, including intersecting identities and experiences in our research process. This research will seek to map:

• the functions, limits, and opportunities and culture of the HSH formal and informal power structures

• HSH communication

• perceptions of staff and policymaking/decision-making on the provision of housing and services; accountability to staff

- recommendations for HSH workforce priorities for racial equity.

Where HSH is Headed

HSH published an update to its Five-Year Strategic Framework in September 2020 that identified that HSH's Strategic Framework did not adequately center equity as the foundation across all HSH's work. The September 2020 Strategic Framework update clearly stated,

"The historic and continuing impact of anti-blackness and white supremacy, and of homophobia and anti-trans bias, have led to vastly disproportionate levels of homelessness for communities of color, LGBQ+ and transgender persons. The COVID-19 pandemic has heightened these impacts, with communities of color vastly more likely to be impacted."

"Equity must be the foundational consideration in everything we do, and we are working to bring this lens to the forefront of all our planning and actions. HSH will continue to work to make our efforts impactful and targeted to enhancing equity and permanently reducing homelessness while we continue our work in partnership with our City and community colleagues in our work to protect lives."

We must acknowledge that as a small department, we do not have the infrastructure nor the resources to provide all that we would like to provide for staff, providers and clients but we can no longer linger in the land of values alignment and intent so we will need to be creative in our implementation especially in the face the significant city-wide budget crisis.

HSH's vision is to make homelessness in San Francisco rare, brief and one time by first creating and then improving the Homelessness Response System. HSH's first Strategic Framework called out the importance of building equity internal to the department and within the Homelessness Response System. However, the follow-up implementation plan has lagged since the framework was released due to lack of internal capacity and resources. Similarly, the SPARC report was a step toward a more concrete plan, but adequate staffing resources were not made available to advance the work until the last few months through philanthropy and in the FY20-21 budget. San Francisco is part way through the transformation needed to build from model programs to model system, and significant learnings and improvements are needed to realize the benefit of the creation of those system.

For employees, HSH will strive to be an agency that will provide equal opportunities for employment and promotion, coaching and mentoring opportunities for career advancement, and to be a place where employees feel like they can be themselves at work and there is an authentic place for their voice in decision making. In addition, HSH seeks to foster a culture of diversity, equity, and inclusion, and is based on mutual respect and trust.

For our providers, HSH seeks to lift organizations of color who are deeply connected to community. Some of these organizations receive funding from HSH already and others do not. For all, we seek to provide access to the kind of infrastructure resources and technical assistance made available to white-led organizations generally through philanthropy so that they can succeed in obtaining and performing well in government contracting processes. In addition, HSH seeks to incorporate performance measures in its provider contractual agreements to ensure HSH providers also center equity in its work.

For our clients we aim to outreach, shelter, and most importantly, house people experiencing homelessness that addresses inequities for people of color and marginalized populations including LGBTQ people. As an agency, we strive for a community where race, ethnicity, gender

identity and sexual orientation are no longer determinants of homelessness, particularly chronic homelessness, and housing instability.

The Department of Homelessness and Supportive Housing has been incorporating equity principles and practices to address how resources, especially housing, are allocated among those most affected by homelessness, namely people of color. In 2018, HSH launched its Coordinated Entry System to start the process of reducing inequities in how services and housing are allocated among those experiencing homelessness. By prioritizing people who a) present the most vulnerabilities, often including disabilities, b) experience a longer chronicity of homelessness and c) would have the most difficulty obtaining housing on their own, the Department of Homelessness and Supportive Housing has been able to reach a point where over 30% of those prioritized for housing identify as Black, reflecting a similar racial proportion within the City's homeless population. HSH is prioritizing permanent housing at rate proportional to demographics in the 2019 Point-in-Time homeless count. However, HSH seeks to do more to reverse systemic racism and homophobia which occur upstream from the Homelessness Response System, cause disproportionate rates of homelessness for black, brown and queer individuals through new interventions and strategies (including flexible financial support and education, workforce subsidies, and new housing subsidy models and housing exits). In July 2020, Mayor London Breed's announced a plan to complete the largest expansion of the homelessness response system in the City in 20 years. This plan includes making 6,000 placements available for people experiencing homelessness, including 4,500 placements in Permanent Supportive Housing. This expansion includes expanding new units of Permanent Supportive Housing in the next two years. HSH is working around the clock to make this happen while ensuring that San Francisco's most vulnerable residents are safe during the COVID-19 pandemic.

The Racial Equity Action plan in conjunction with the roadmap that NIS will recommend will frame the steps for HSH to advance racial equity with intentionality. HSH will continue to seek input from staff and our collective community on our goals and progress. As a living document, HSH will continue to update and monitor progress through continued data analysis, and outreaching to staff, providers and clients for input.

HSH has been working with the utmost sense of urgency since 2016. HSH continues to show up to work, sometimes seven days a week, at the expense of self-care and our families, because we deeply believe in our mission. We strongly believe that HSH and the City can make housing justice a reality. We strongly believe that by doing the hard work, HSH will be a place where employees of every color will have an opportunity to contribute to HSH's mission and to feel like they are valued, recognized, and heard.

Office of Racial Equity: Vulnerable Populations Engagement Assessment - Details

This document accompanies the Vulnerable Populations Engagement Assessment Survey.

Please send this document by 6 pm, Monday, July 13, 2020 to racialequitysf@sfgov.org and use the header "VP Details [dept]"

Department of Homelessness and Supportive Housing

Completed by:

Emily Cohen, Interim Director of Strategy and External Affairs
Emily.Cohen@sfgov.org

Date
07/12/2020

Instructions

In the Population column, please list each of San Francisco's communities of color and other vulnerable groups you identified in the accompanying survey.

For each group, include:
- Stakeholder Engagement: Please describe your community engagement activities with these stakeholders.
- % of Budget: What percentage of your budget supports this effort?
- $ of Budget: What dollar amount of your budget supports this effort?
- Critical Issues: From your engagement, please list issues that the groups/communities have identified as critical.
- Measurable Activities: What measurable Department activities support the identified population?
  - Ex: direct service and/or provide funding for services

Given the impact of COVID-19, please include your Department's work in COVID-19 response, re-opening and/or recovery/forward planning.

Please use the table below and add rows as needed.

POPULATION	RACE/ETHNICTY OF POPULATION	% OF BUDGET	$ OF BUDGET	MEASURABLE ACTIVITIES
Formerly homeless people currently housed in HSH housing programs	**PSH Population (FY 19-20 Active cases):** Non-Hispanic/Non-Latino: 80% Latinx: 20% White: 44% African American/Black: 37% American Indian / Alaskan Native: 5% Asian:4% Multi Racial: 3% Native Hawaiian: 2% Unknown/Other: 4%	52.8%	$194 Million	• Provide funding for housing rent, operations and support services • Provide direct support services for some PSH sites • Monitor programs for fiscal and programmatic compliance

	Rapid Rehousing Population (FY 19-20 Active cases): Non-Hispanic/Non-Latino: 72% Latinx: 25% White: 28% African American/Black: 48% American Indian / Alaskan Native: 4% Asian:3 % Multi Racial: 5% Native Hawaiian: 3% Unknown/Other: 10%			• Set and monitor outcomes/metrics
People experiencing homelessness who are staying in temporary shelters	**Shelter Population:** Non-Hispanic/Non-Latino: 73% Latinx: 27% White: 42% African American/Black: 42% American Indian / Alaskan Native: 3% Asian: 4% Multi Racial: 7% Native Hawaiian: 2%	29%	$107 Million	• Provide funding to shelter operators • Provide facility and IT support to City owned shelters/Nav Centers • Ensure shelter grievance policies and shelter standards of care policies adhered to • Monitor programs for fiscal and programmatic compliance • Set and monitor outcomes/metrics
People experiencing unsheltered homelessness	Non-Hispanic/Non-Latino: 76% Latinx: 22% White: 45% African American/Black: 32% American Indian / Alaskan Native: 4% Asian: 2%	5%	$17 Million	• Provide funding for outreach services • Provide direct services

	Multi Racial: 5% Native Hawaiian: 3% Unknown/Other: 9%			• Monitor programs for fiscal and programmatic compliance • Set and monitor outcomes/metrics • Fund providers focused on vulnerable population such as LGBTQ outreach
People at Risk of Homelessness (problem-solving clients)	**Pending Data Re: Problem-Solving Clients** Non-Hispanic/Non-Latino: Latinx: White: African American/Black: American Indian / Alaskan Native: Asian: Multi Racial: Native Hawaiian:	2%	$8 M	• Provide funding to problem solving program staff • Directly staff and operate the Homeward Bound program • Monitor programs for fiscal and programmatic compliance • Set and monitor outcomes/metrics
COVID Vulnerable People Experiencing Homelessness	**Clients in SIP Hotels** Non-Hispanic/Non-Latino: 59% Latinx: 15% White: 26% African American/Black: 32% American Indian / Alaskan Native: 2% Asian: 3% Multi Racial: 3% Native Hawaiian: 1%	Joint project with HSA – money not in our regular budget	Joint project with HSA – money not in our regular budget	• Monitor programs for fiscal and programmatic compliance • Set and monitor outcomes/metrics • Directly staff some hotels • Provide support to nonprofit and DSW staff

				• Set up and administer program • HSA is the funding entity

Community Engagement: HSH's community engagement is organized around population served rather than by program type. While our funding is organized by program/intervention.
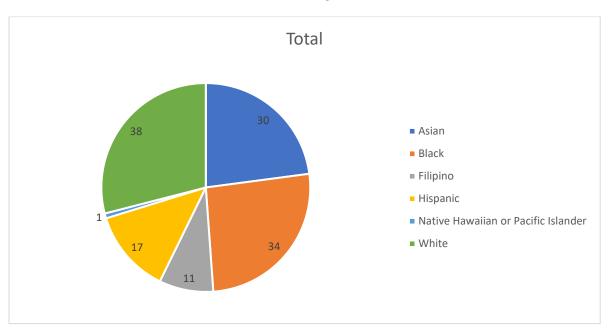
Community Engagement

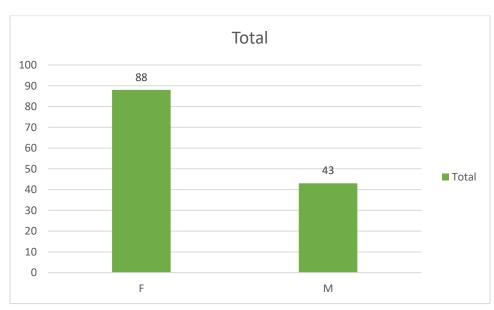| Population	Activity	Description
Homeless and Formerly Homeless Adults	• Local Homeless Coordinating Board	• Monthly public forum for input and engagement
Homeless and Formerly Homeless Youth	• Youth Policy Advisory Council (YPAC)	• Flexible group that meets regularly to engage homeless and formerly homeless youth in advising on the youth homeless response system • Youth don't have to make a long term commitment to participate • Youth are paid for their time when they participate • Group meets monthly
Homeless and Formerly Homeless Families	• Family policy advisory committee	• Homeless and formerly homeless families (parents) who advise the department on the family homeless response system including shelter and housing • Participants make a 1 year commitment • Meetings are quarterly • Participants are paid for their time and provided childcare
Homeless families and adults	• HSH has hosted time-limited focus /test groups to test the effectiveness and any bias within our assessment tools	• Participants were paid to help HSH study the impact of our assessment tools • Purpose is to mitigate bias within the tools and ensure that our system is promoting racial, sexual orientation and gender identity equity and not further exacerbating the inequities found in homelessness.

Department Workforce Demographic

As of November 10, 2020, the Department of Homelessness and Supportive Housing has 131 employees to support the Department's mission to make homelessness rare, brief, and one time. The below graphs reflect the racial make-up and diversity of our department, consistent the Department of Human Resources guidance on sharing staff age, gender, and race/ethnicity data.
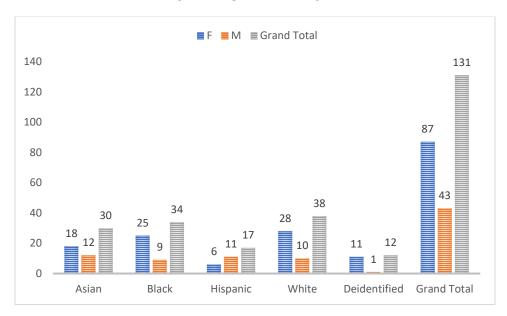
RACE

Total

Legend:
- Asian — 30
- Black — 34
- Filipino — 11
- Hispanic — 17
- Native Hawaiian or Pacific Islander — 1
- White — 38

GENDER

Total

- F — 88
- M — 43

RACE AND GENDER ALL STAFF

Chart legend: F, M, Grand Total

Race	F	M	Grand Total
Asian	18	12	30
Black	25	9	34
Hispanic	6	11	17
White	28	10	38
Deidentified	11	1	12
Grand Total	87	43	131

DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSHING (HSH)
UPDATED ANALYSIS OF RACIAL EQUITY SURVEY RESULTS
November 2020

I. Background and Key Findings

The Department of Homelessness and Supportive Housing (HSH) worked with Focus Strategies to develop, distribute, and summarize a survey focused on staff perceptions of racial equity issues in the workplace. The results of the survey will inform the content of the Department's Racial & Social Equity Action Plan to promote racial and social equity within the department.

Of the 132 HSH employees who received the Survey Monkey link, responses were received from 75, for a response rate of 56%. The following are key findings that emerged from analysis of survey responses:

- Employees agreed that HSH could do more to promote equity in employee advancement and training opportunities; they likewise agreed that the department could do more to further racial and social equity in program delivery and contracting efforts.
- Employees reported positive work relationships with HSH staff of a different race/ethnicity but did not concur that HSH had policies in place to help employees resolve issues involving interpersonal racism or structural racism in the workplace.
- Differences in the level of agreement by respondent race were evident in all questions pertaining to senior management/leadership. In general, White staff had the most positive outlook on senior management performance on equity issues while Black employees and staff who preferred not to share their race had the least positive outlook.
- Among respondents who provided comments on HSH's work on racial equity (roughly half of the sample), a disconnect between departmental communications and actual policies and actions was a common thread. Another widespread view expressed in the comments was that promotion and retention practices were racially inequitable and inconsistent in application.

While there were differences in how management's handling of racism and equity issues is viewed based on the race of respondents, those differences are not statistically significant

when we take other factors into account; the dynamics behind the impact of race in this survey were quite nuanced and are discussed below.

II. Survey Development and Distribution

Survey Development

HSH provided Focus Strategies with several examples of Racial and Social Equity surveys developed by other San Francisco Departments. Drawing from these examples as well as other relevant research and familiarity with HSH, Focus Strategies drafted a survey for HSH staff to complete. After iterative feedback, the final survey consisted of one open ended item and 30 fixed response questions on racial equity. The open-ended item asked respondents to share any comments they had on HSH's efforts to address racial equity issues and the closed ended items covered six domains of interest:

1. Recruitment, Retention and Professional Development
2. Employee Understanding of Racial Equity Issues
3. Program Delivery and Contracting
4. Departmental Policies and Practices
5. Communication/Staff Interaction
6. Senior Management/Leadership

In addition, the survey contained several questions concerning the demographic characteristics of respondents, including age category, race, ethnicity, gender, and sexual identity. Other questions included the respondent's functional area of work, job role, and tenure with HSH. All questions were "optional" meaning a respondent had the ability to skip over any questions without providing an answer.

Survey Distribution

HSH management informed staff that a survey would be sent to them by an independent party (Focus Strategies) to learn about their perceptions of racial equity issues in the workplace, and that the information would be used to inform the content of the Department's Racial & Social Equity Action Plan. On October 7, 2020, Focus Strategies emailed a brief description of the project along with a link to the survey to 132 HSH staff from a list provided by HSH. A glossary adapted from the Office of Racial Equity's Citywide Racial Equity Framework was also attached to the email to provide definitions of terms used in the survey.

Respondents were informed that the survey would take approximately 10 to 15 minutes to complete and that all responses were voluntary and anonymous. All surveys were submitted directly to Focus Strategies. Although the deadline for responding to the survey was initially October 16, 2020, it was actually closed on October 19, 2020 following two staff reminders (on October 13th and 16th). A total of 75 surveys were received, netting a response rate of 56%.

III. Respondent Characteristics

The tables below provide descriptive information about HSH staff who responded to the survey. Information in the first table suggests that the majority of staff have been with HSH for at least two years (59%). Both administration (35%) and housing (30%) functions were heavily represented in the sample and staff roles were primarily supervisory (34%) or line staff with no direct client contact (43%).

Characteristics Associated with Respondent's Role at HSH

Charateristic	Response Options	N (71)	%
Time at HSH	1 Year or less	12	16.9%
	More than one year, less than 2 Years	17	23.9%
	More than 2 years	42	59.2%
		N (63)	%
Functional Work Area	Administration & Directors office	22	34.9%
	CE, prob solving, prevention	6	9.5%
	Housing (RRH, PSH, OPH)	19	30.2%
	Outreach & emergency shelter	5	7.9%
	Other	11	17.5%
		N (65)	%
Job Role	Management	6	9.2%
	Supervisory	22	33.8%
	Line staff w/direct client contact	9	13.8%
	Line staff w/no direct client contact	28	43.1%

The next table provides the demographic characteristics of survey respondents. As the data show, age is distributed over all the age categories. For race, ethnicity, gender and sexual identity, large proportions of respondents chose the "preferred not to answer" option – percentages range from 13% to 22%. Of those who selected alternative options, large proportions of staff were White (32%) or Asian (22%), non-Latino (70%), female (62%), and straight/heterosexual (57%).

<p style="text-align:center; color:#c00;">Demographic Characteristics of Respondents</p>

Charateristic	Response Options	N (71)	%
Age Category	18-29	2	2.8%
	30-39	27	38.0%
	40-49	25	35.2%
	50 or over	17	23.9%
		N (72)	**%**
Race	Asian	16	22.2%
	Black or African American	11	15.3%
	Multi-racial	6	8.3%
	White	23	31.9%
	Preferred Not to Answer	16	22.2%
		N (70)	**%**
Ethnicity	Latino	8	11.4%
	Non-Latino	49	70.0%
	Preferred Not to Answer	13	18.6%
		N (71)	**%**
Gender	Male	15	21.1%
	Female	44	62.0%
	Genderqueer / Gender non-binary	2	2.8%
	Not listed	1	1.4%
	Preferred Not to Answer	9	12.7%
		N (72)	**%**
Sexual Identity	Bisexual	9	12.5%
	Gay/Lesbian/Same gender-loving	6	8.3%
	Straight/Heterosexual	41	56.9%
	Not listed	6	8.3%
	Preferred Not to Answer	10	13.9%

IV. Work Characteristics by Respondent Race

To further understand the characteristics of survey respondents, we analyzed the functional work categories and job roles by the race reported by the respondent. All of these data element categories were collapsed to maintain anonymity for specific combinations; for example, some work categories or job roles had only one or two individuals who identified in a particular racial category. Therefore, collapsing across categories was important to protect privacy and anonymity.

As a result, race was collapsed into three categories (White, Person of Color, and Prefer not to respond), work category was collapsed into two categories (Administration and non-Administration – includes housing, coordinated entry, emergency shelter and other functional areas), and job role was consolidated into management (including management and supervisory) and line-staff (including staff who have direct interaction with clients and staff who do no). The results are provided in the table below. We highlight the following findings:

- White respondents were more likely to work in Administration than respondents who were People of Color or respondents who preferred not to disclose their race, though the differences were not statistically significant.

- White respondents were more likely to work in a management role and less likely to work as line staff than respondents who are People of Color or respondents who preferred not to disclose their race, though the differences were only marginally significant (p<0.10).

Distribution of Work Category (Administration and Non-Administration) by Respondent Race

Race	% Administration	% Non-Administration
Person of Color (N=32)	31.3%	68.8%
White (N=18)	50.0%	50.0%
Prefer not to answer (N=13)	23.1%	76.9%

Distribution of Respondent Job Role (Management and Line Staff) by Respondent Race

Race	% Management	% Line Staff
Person of Color (N=32)	43.8%	56.3%
White (N=18)	61.1%	38.9%
Prefer not to answer (N=15)	20.0%	80.0%

V. Survey Responses

All survey responses were coded using a 5-point Likert scale, indicating the level of agreement with the statement; a value of one corresponds to strong disagreement and a value of five indicates strong agreement. Results for each question are provided in the next table.

Key findings included:

- 94% of all respondents strongly agreed or agreed that they had positive relationships with HSH employees of a different race/ethnicity (average score 4.4; Question 25 (Q25) Communication/Staff Interaction).
- 57% of all respondents strongly agreed or agreed that they had a basic understanding of the scope and impact of racial disparities on homelessness (average score 4.4; Q7 Employee Understanding of Racial Equity Issues).

Respondents also indicated they strongly agreed or agreed with the following items that indicated areas where HSH might be able to "do more":

- 72% felt that HSH can do more to increase workforce equity through changes and improvement in hiring and recruitment (average score 4.1; Q2 Recruitment, Retention and Professional Development).
- 81% felt that HSH can do more to increase workforce equity through changes in strategies to improve retention (average score 4.2; Q3 Recruitment, Retention and Professional Development).
- 76% felt that HSH could do more to address racial equity in program design and delivery (average score 4.1; Q15 Program Delivery and Contracting).
- 72% felt that HSH could do more to contract with organizations that are racially/ethnically diverse (average score 4.1; Q17 Program Delivery and Contracting).
- 74% felt that HSH could do more to supports contractors that are racially/ethnically diverse to be successful (average score 4.1; Q19 Program Delivery and Contracting).

Conversely, respondents were most likely to strongly disagree/disagree with (i.e., gave the lowest average score) the following statements:

- Opportunities for promotion are accessible to everyone equitably regardless of race or ethnicity (Q4; 43% strongly disagree/disagree, average score 2.7 Recruitment, Retention and Professional Development).
- HSH measures and reports on whether it is making improvements in addressing racial disparities in program delivery (Q13; 38% strongly disagree/disagree, average score 2.7 Program Delivery and Contracting).
- HSH supports contractors that are racially/ethnically diverse to be successful (Q 18; 38% strongly disagree/disagree, average score 2.7 Program Delivery and Contracting).
- HSH has a policy to support employees to help HSH identify and address workplace issues involving institutional racism (Q21; 39% strongly disagree/disagree, average score 2.6 Departmental Policies and Practices).

<div align="center">Survey Responses and Average Scores</div>

		Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Avg Score
Recruitment, Retention and Professional Development							
Q1 (N=75)	I am aware of efforts by HSH to increase workforce equity (i.e., strategies and practices to improve diversity on all levels and across functions).	9.3%	12.0%	13.3%	48.0%	17.3%	3.5

		Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Avg Score
Q2 (N=74)	HSH can do more to increase workforce equity through changes and improvement in hiring and recruitment.	1.4%	4.1%	23.0%	31.1%	40.5%	4.1
Q3 (N=74)	HSH can do more to increase workforce equity through changes in strategies to improve retention.	1.4%	4.1%	13.5%	33.8%	47.3%	4.2
Q4 (N=75)	Opportunities for promotion are accessible to everyone equitably regardless of race or ethnicity.	18.7%	24.0%	34.7%	17.3%	5.3%	2.7
Q5 (N=75)	Opportunities for professional development and training are accessible to everyone equitably regardless of race or ethnicity.	16.0%	24.0%	26.7%	25.3%	8.0%	2.9
Employee Understanding of Racial Equity Issues							
Q6 (N=75)	I have a basic understanding of racial disparities in San Francisco.	1.3%	6.7%	64.0%	28.0%	1.3%	4.2
Q7 (N=75)	I have a basic understanding of racial disparities in the prevalence and impacts of homelessness.	2.7%	54.7%	42.7%	2.7%	54.7%	4.4
Q8 (N=75)	I am familiar with HSH's efforts to address racial disparities.	5.3%	22.7%	17.3%	42.7%	12.0%	3.3
Q9 (N=75)	I would like to learn more about HSH's efforts to address racial disparities.	4.0%	1.3%	16.0%	48.0%	30.7%	4.0
Q10 (N=75)	HSH encourages staff to participate in trainings, workshops, or events that address racial equity.	2.7%	10.8%	23.0%	45.9%	17.6%	3.6
Q11 (N=75)	HSH could do more to encourage or support staff to participate in trainings, workshops, or events that address racial equity.	4.0%	4.0%	22.7%	45.3%	24.0%	3.8
Program Delivery and Contracting							
Q12 (N=74)	Addressing racial disparities in program delivery is a priority for HSH.	9.5%	14.9%	27.0%	33.8%	14.9%	3.3
Q13 (N=74)	HSH measures and reports on whether it is making improvements in addressing racial disparities in program delivery.	10.8%	27.0%	44.6%	13.5%	4.1%	2.7
Q14 (N=73)	HSH seeks input on program design and delivery from communities of color.	9.6%	24.7%	37.0%	24.7%	4.1%	2.9
Q15 (N=72)	HSH could do more to address racial equity in program design and delivery.		1.4%	22.2%	40.3%	36.1%	4.1
Q16 (N=73)	HSH makes explicit efforts to contract with organizations that are racially/ethnically diverse.	12.3%	28.8%	34.2%	20.5%	4.1%	2.8

		Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Avg Score
Q17 (N=75)	HSH could do more to contract with organizations that are racially/ethnically diverse.		1.4%	26.8%	36.6%	35.2%	4.1
Q18 (N=73)	HSH supports contractors that are racially/ethnically diverse to be successful.	12.3%	26.0%	41.1%	17.8%	2.7%	2.7
Q19 (N=73)	HSH could do more to support contractors that are racially/ethnically diverse to be successful.		1.4%	24.7%	37.0%	37.0%	4.1
Departmental Policies and Practices							
Q20 (N=73)	HSH has a policy to support employees to resolve workplace issues involving interpersonal racism or discrimination.	15.1%	15.1%	47.9%	15.1%	6.8%	2.8
Q21 (N=73)	HSH has a policy to support employees to help HSH identify and address workplace issues involving institutional racism.	21.9%	17.8%	43.8%	13.7%	2.7%	2.6
Communication/Staff Interaction							
Q22 (N=73)	I feel comfortable talking about race with my co-workers.	2.7%	9.6%	17.8%	58.9%	11.0%	3.7
Q23 (N=73)	I feel comfortable talking about race with my supervisors and managers.	8.2%	17.8%	15.1%	42.5%	16.4%	3.4
Q24 (N=73)	I have observed racial tension between employees in HSH.	4.1%	13.7%	13.7%	41.1%	27.4%	3.7
Q25 (N=73)	I have positive relationships with employees in my department that are of a different race/ethnicity.			5.5%	49.3%	45.2%	4.4
Senior Management/Leadership							
Q26 (N=72)	Management understands the value and importance of making racial and social equity a priority in San Francisco.	8.3%	16.7%	9.7%	47.2%	18.1%	3.5
Q27 (N=73)	Management participates in conversations about racial and social equity.	4.1%	12.3%	13.7%	53.4%	16.4%	3.7
Q28 (N=72)	Management addresses racial disparities in departmental planning and strategies.	6.9%	33.3%	29.2%	22.2%	8.3%	2.9
Q29 (N=72)	Management proposes internal policies that can help foster institutional racial and social equity.	9.7%	25.0%	44.4%	15.3%	5.6%	2.8
Q30 (N=72)	Management proposes external policies that can help foster institutional racial and social equity.	6.9%	26.4%	50.0%	12.5%	4.2%	2.8

VI. Agreement by Respondent Race

We next examined responses by the reported race of respondents to determine whether a respondent's race was related to how they perceived departmental racial equity issues. The table below summarizes the differences in responses by race for each domain. Appendix A provides item level averages by race as well as the results of statistical analyses that form the basis of the summary provided.

Summary of Differences in Agreement by Respondent Race

Domain	Questions	Differences by Race
Recruitment, Retention & Professional Development	Q1 – Q5	None of the 5 questions showed significant racial differences[1] in responses. Trends suggested Asian respondents were more likely to agree that opportunities for advancement and training are accessible to everyone and Black respondents less likely to agree.
Employee Understanding of Racial Equity Issues	Q6 – Q11	For the domain, 1 of the 6 questions exhibited differences in agreement by race. For question 10, people who preferred not to share their race had lower average levels of agreement than White staff with question 10 (staff are encouraged to attend diversity training).
Program Delivery & Contracting	Q12 – Q19	The difference in agreement by race was significant for question 12 (addressing racial disparities is a program delivery priority). Specifically, employees who preferred not to share their race and Black staff had lower average levels of agreement than White staff with the statement.
Departmental Policies & Practices	Q20 – Q21	There were significant differences by race for question 20 (existence of a policy to help employees resolve workplace interpersonal racism). Black employees had lower average levels of agreement than White, Multi-racial and Asian employees.
Communication/ Staff Interaction	Q22 – Q25	For the 4 questions in this domain, none of the differences in average levels of agreement by race were statistically significant.
Senior Management /Leadership	Q26 – Q30	All questions in this domain exhibited significant racial differences in average levels of agreement whereby Black staff and/or staff who did not wish to share their race had lower levels of agreement than White staff.

Given that all of the questions related to senior management/leadership had significant difference in levels of agreement by race, we performed further analyses to determine if

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[1] For this analysis, significant statistical differences are defined at the 95% confidence level unless otherwise noted.

other factors (such as the respondent's job role at HSH) might explain the differences in responses. We used multivariate analysis on questions 26-30 and included the following variables simultaneously: race, age category, ethnicity, gender, sexual identity, functional work category, and HSH job role. When we considered these factors, we found that the significant differences between races disappeared.

Despite this finding, the following trends in the data continued to be evident:

- For question 26 (management understands importance of racial and social equities as community priorities), respondents who opted not to share their race and Multi-racial respondents scored on average 1.3 points lower than White staff, though the differences were only marginally significant ($p < 0.10$).
- Results for question 27 (management participates in equity discussions) indicated that Asian and Multi-racial staff gave a lower score on average relative to White staff. Again, the differences were only marginally significant.
- For questions 28-30, staff who declined to share their race or indicated a race other than White generally had slightly lower scores on average compared to White staff; however, the differences were not substantively or statistically meaningful.

The table below summarizes the difference in the score (level of agreement) for questions related to senior management by race relative to White participants, while detailed results can be found in Appendix B. Values in the table represent the number of points different a particular score is from those identifying as White. For example, for question 26, the score for Asian respondents is .66 less (on the scale of 1 to 5) than White respondents.

<p style="text-align:center; color:red;">Difference in Average Score by Race Relative to White Respondents</p>

		Asian	Black or African American	Multi-racial	Prefer not to answer
Q26 (N=71)	Management understands the value and importance of making racial and social equity a priority in San Francisco.	-0.66	-0.76	-1.35*	-1.29*
Q27 (N=72)	Management participates in conversations about racial and social equity.	-0.66*	-0.64	-1.28*	-0.59

		Asian	Black or African American	Multi-racial	Prefer not to answer
Q28 (N=71)	Management addresses racial disparities in departmental planning and strategies.	-0.02	-0.54	-0.63	-0.83
Q29 (N=71)	Management proposes internal policies that can help foster institutional racial and social equity.	-0.16	-0.51	0.23	-0.74
Q30 (N=71)	Management proposes external policies that can help foster institutional racial and social equity.	-0.16	-0.34	-0.025	-0.56

** $p<0.05$, * $p<0.1$

It is important to note that although the independent impact of the race of a respondent was no longer predictive of their responses to this set of questions after a number of other factors were taken into account, it does not negate the finding that disparities in staff perceptions of HSH leadership exist. Rather, the impact of race may be driven by a set of complex factors interacting to produce a nuanced set of perceptions. For this Racial Equity Survey, when a respondent's age category, race, ethnicity, gender, sexual identity, functional work category, and HSH job role are simultaneously considered, the strength of the association between respondent race and perceptions of senior management is less than what we found when examining only the relationship between respondent race and corresponding views of HSH leadership. In other words, characteristics and identities other than race account for some of the differences in perception about equity efforts on the part of senior management. This information can be helpful to understand why there is a statistical relationship between race of respondent and perception of equity efforts by senior management, but race is not the only factor driving differences in perception.

VII. Qualitative Question Results

The survey asked one open-ended question: "Is there anything else you would like to share about HSH's current or future work to address racial equity issues?"

Approximately half of survey respondents (36 of 75, 48%) wrote something in response to the question. A small number of these (six) were substantively equivalent to a non-response (e.g.,

comments such as "N/A", "Not at this time"). We analyzed the remaining 30 responses for emergent patterns.

The most common theme was the perception of a disconnect between Departmental statements and actions. Frustration with the lack of positive action (moving beyond training) resonated in many of the survey comments. But there was also variation in the cause of the disconnect noted by respondents. For example, several respondents placed the blame squarely on senior management, noting that although HSH leadership employed "politically correct verbiage" using the "buzzwords" of racial equity and fairness, its actions belie the rhetoric. Respondents indicated that this disconnect stems from a management culture that punishes critical feedback and rewards loyalty to the department. In other words, there is a sort of 'echo chamber' of upper management. Other respondents were less critical of management as the source of the disconnect, noting that the department lacked the infrastructure and resources to systematically tackle structural racism.

Another salient theme to emerge was the view that promotion and retention practices were inconsistent and inequitable. As noted by one employee:

> "I see a big problem in how HSH treats employees of color, especially around supporting them in promotion and retention. I have seen several staff of color not pass their probation. I also know of many staff who are unhappy at HSH related to racial equity and how they are treated by their supervisor and end up leaving HSH in result."

Employees highlighted several internal areas for improvement in HSH's racial equity efforts, including the need for greater transparency and inclusivity. One respondent noted that management needed to solicit input from employees who are not normally vocal rather than relying on the DEI committee members who tend to be more vocal to drive efforts. Another respondent indicated that adequate communication was lacking, "since communication about what is really being done is really missing, so if there is work being done I'm not aware of anything other than survey's and impromptu trainings." Respondents also offered concrete suggestions for moving forward, ranging from researching what other departments are doing in racial equity to allowing greater flexibility in work location for a specific job category that is heavily represented by People of Color.

Finally, it is worth mentioning that not all the comments received were critical. Although positive responses were in the minority, at least some respondents believed that HSH leadership has been earnest in efforts " to promote racial equity within and outside the department" and that the department has done a good job to date relative to other City departments "to address systemic racism within HSH and in our communities." However,

based on the balance of comments in conjunction with survey responses, HSH needs to do much better on racial equity in the eyes of its employees in the following areas:

- Moving beyond trainings to implementing policies and actions that are centered on racial equity internally and with external providers
- Making racial equity discussions and related policy processes more transparent and accessible to all staff, and communicating what actions are being taken

VIII. Future Survey Refinements

Although the survey used to collect this report's information effectively obtained feedback in a number of different domains, Focus Strategies has the following suggestions should HSH choose to distribute a future iteration:

- *Seek to increase the participation rate*. Nearly half of staff opted not to participate in the survey. Identifying and addressing the factors influencing people not to participate (e.g., short time frame, insufficient communication surrounding the importance of the survey, lack of trust in how results would be use, etc.) will help ensure that future surveys are more representative of all employees' views and enhance the statistical power and validity of findings.
- *Eliminate questions on "the need to do more" on racial equity*. These questions had relatively little variation in responses (the majority of participants strongly agreed or agreed that HSH could do more); moreover, it's not possible to assign a positive or negative valence to responses. For example, people can think the department is doing excellent work on racial equity but at the same time feel that more can always be done to improve upon existing efforts.
- Consider adding a small number of new questions related to the perceived efficacy of any new initiatives deriving from the HSH's racial equity work, as well as perceptions of changes in the department's performance on racial and social equity since the last survey was conducted. Pre-test any changes to the survey with a small number of staff within the department or from another department to confirm questions are interpreted as intended.

APPENDIX A: Results of Analysis of Variance by Respondent Race

		N	Mean	df	F	Significance
Q1	Asian	16	3.81	4, 67	.69	ns
	Black or African American	11	3.45			
	Multi-racial	6	4.00			
	White	23	3.52			
	Prefer not to answer	16	3.25			
	Total	72	3.56			
Q2	Asian	16	4.13	4, 66	.34	ns
	Black or African American	11	4.09			
	Multi-racial	6	3.83			
	White	22	4.05			
	Prefer not to answer	16	4.31			
	Total	71	4.11			
Q3	Asian	16	4.25	4, 66	.99	ns
	Black or African American	11	3.91			
	Multi-racial	6	4.33			
	White	23	4.22			
	Prefer not to answer	15	4.60			
	Total	71	4.27			
Q4	Asian	16	3.06	4, 67	1.73	ns
	Black or African American	11	2.00			
	Multi-racial	6	2.83			
	White	23	2.70			
	Prefer not to answer	16	2.44			
	Total	72	2.63			
Q5	Asian	16	3.25	4, 67	1.63	ns
	Black or African American	11	2.18			
	Multi-racial	6	2.50			

		N	Mean	df	F	Significance
	White	23	3.00			
	Prefer not to answer	16	2.69			
	Total	72	2.82			
Q6	Asian	16	4.25	4, 67	.40	ns
	Black or African American	11	4.18			
	Multi-racial	6	4.50			
	White	23	4.17			
	Prefer not to answer	16	4.19			
	Total	72	4.22			
Q7	Asian	16	4.31	4, 67	1.34	ns
	Black or African American	11	4.45			
	Multi-racial	6	4.67			
	White	23	4.35			
	Prefer not to answer	16	4.63			
	Total	72	4.44			
Q8	Asian	16	3.44	4, 67	2.28	.07*
	Black or African American	11	3.36			
	Multi-racial	6	3.17			
	White	23	3.78			
	Prefer not to answer	16	2.75			
	Total	72	3.36			
Q9	Asian	16	4.13	4, 67	1.34	ns
	Black or African American	11	4.36			
	Multi-racial	6	4.17			
	White	23	3.74			
	Prefer not to answer	16	4.25			
	Total	72	4.07			
Q10	Asian	16	4.06	4, 66	2.83	.03**

		N	Mean	df	F	Significance
	Black or African American	11	3.45			
	Multi-racial	6	3.50			
	White	22	3.91			
	Prefer not to answer	16	3.06			
	Total	71	3.65			
Q11	Asian	16	3.88	4, 67	.31	ns
	Black or African American	11	4.09			
	Multi-racial	6	3.83			
	White	23	3.70			
	Prefer not to answer	16	3.88			
	Total	72	3.85			
Q12	Asian	16	3.69	4, 67	5.09	.001***
	Black or African American	11	2.55			
	Multi-racial	6	3.17			
	White	23	3.87			
	Prefer not to answer	16	2.63			
	Total	72	3.29			
Q13	Asian	16	2.94	4, 67	1.98	ns
	Black or African American	11	2.36			
	Multi-racial	6	2.67			
	White	23	3.04			
	Prefer not to answer	16	2.31			
	Total	72	2.72			
Q14	Asian	16	3.00	4, 66	2.36	.06*
	Black or African American	11	2.27			
	Multi-racial	6	2.67			
	White	23	3.30			
	Prefer not to answer	15	2.67			
	Total	71	2.89			

		N	Mean	df	F	Significance
Q15	Asian	16	4.13	4, 65	.22	ns
	Black or African American	11	4.27			
	Multi-racial	6	4.33			
	White	22	4.09			
	Prefer not to answer	15	4.07			
	Total	70	4.14			
Q16	Asian	16	2.75	4, 67	2.07	.09*
	Black or African American	11	2.18			
	Multi-racial	6	2.83			
	White	23	3.17			
	Prefer not to answer	16	2.50			
	Total	72	2.75			
Q17	Asian	16	3.94	4, 65	.45	ns
	Black or African American	10	4.30			
	Multi-racial	6	4.17			
	White	22	4.14			
	Prefer not to answer	16	3.94			
	Total	70	4.07			
Q18	Asian	16	2.81	4, 67	1.36	ns
	Black or African American	11	2.18			
	Multi-racial	6	2.67			
	White	23	3.00			
	Prefer not to answer	16	2.63			
	Total	72	2.72			
Q19	Asian	16	4.00	4, 67	.64	ns
	Black or African American	11	4.45			
	Multi-racial	6	4.17			
	White	23	4.09			

		N	Mean	df	F	Significance
	Prefer not to answer	16	4.00			
	Total	72	4.11			
Q20	Asian	16	3.19	4, 67	4.78	.002***
	Black or African American	11	2.09			
	Multi-racial	6	3.50			
	White	23	3.09			
	Prefer not to answer	16	2.25			
	Total	72	2.81			
Q21	Asian	16	2.69	4, 67	1.15	ns
	Black or African American	11	2.00			
	Multi-racial	6	2.83			
	White	23	2.74			
	Prefer not to answer	16	2.44			
	Total	72	2.56			
Q22	Asian	16	3.50	4, 67	2.46	.05**
	Black or African American	11	4.00			
	Multi-racial	6	4.17			
	White	23	3.83			
	Prefer not to answer	16	3.19			
	Total	72	3.67			
Q23	Asian	16	3.25	4, 67	.74	ns
	Black or African American	11	3.18			
	Multi-racial	6	4.00			
	White	23	3.61			
	Prefer not to answer	16	3.25			
	Total	72	3.42			
Q24	Asian	16	3.50	4, 67	1.19	ns
	Black or African American	11	4.09			

		N	Mean	df	F	Significance
	Multi-racial	6	4.33			
	White	23	3.87			
	Prefer not to answer	16	3.50			
	Total	72	3.78			
Q25	Asian	16	4.31	4, 67	.97	ns
	Black or African American	11	4.55			
	Multi-racial	6	4.17			
	White	23	4.52			
	Prefer not to answer	16	4.25			
	Total	72	4.39			
Q26	Asian	16	3.63	4, 66	5.36	.001***
	Black or African American	11	2.91			
	Multi-racial	6	3.17			
	White	22	4.27			
	Prefer not to answer	16	2.81			
	Total	71	3.49			
Q27	Asian	16	3.81	4, 67	2.60	.04**
	Black or African American	11	3.45			
	Multi-racial	6	3.33			
	White	23	4.09			
	Prefer not to answer	16	3.13			
	Total	72	3.65			
Q28	Asian	16	3.00	4, 66	2.95	.03**
	Black or African American	11	2.36			
	Multi-racial	6	2.83			
	White	22	3.45			
	Prefer not to answer	16	2.50			
	Total	71	2.92			

		N	Mean	df	F	Significance
Q29	Asian	16	3.06	4, 66	3.45	.01***
	Black or African American	11	2.27			
	Multi-racial	6	3.00			
	White	22	3.23			
	Prefer not to answer	16	2.31			
	Total	71	2.82			
Q30	Asian	16	3.00	4, 66	3.01	.02**
	Black or African American	11	2.36			
	Multi-racial	6	2.83			
	White	22	3.18			
	Prefer not to answer	16	2.38			
	Total	71	2.80			

*** p<0.01, ** p<0.05, * p<0.1

APPENDIX B: Multivariate Results

Survey Questions	Q26	Q27	Q28	Q29	Q30
Race (White is reference group)					
Asian	-0.66	-0.66*	-0.018	-0.16	-0.16
	(0.49)	(0.38)	(0.44)	(0.45)	(0.38)
Black or African American	-0.76	-0.64	-0.54	-0.51	-0.34
	(0.55)	(0.47)	(0.54)	(0.53)	(0.42)
Multi-racial	-1.35*	-1.28*	-0.63	0.23	-0.025
	(0.70)	(0.68)	(0.53)	(0.50)	(0.55)
Prefer not to answer	-1.29*	-0.59	-0.83	-0.74	-0.56
	(0.65)	(0.53)	(0.53)	(0.50)	(0.40)
Age Category (20-29 is reference group)					
30-39	-0.43	-0.59	0.57	-0.20	-0.14
	(0.62)	(0.53)	(0.68)	(0.67)	(0.53)
40-49	-0.34	-0.43	0.68	-0.24	-0.22
	(0.66)	(0.62)	(0.70)	(0.62)	(0.54)
50 or over	-0.64	-0.79	0.73	0.01	0.41
	(0.84)	(0.74)	(0.85)	(0.78)	(0.69)
Missing	1.00	1.63**	1.66**	1.83**	0.68
	(0.76)	(0.76)	(0.76)	(0.69)	(0.58)
Ethnicity (Latino is reference group)					
Non-Latino	0.075	0.23	-0.12	0.27	0.07
	(0.47)	(0.56)	(0.45)	(0.32)	(0.32)
Prefer not to answer	-0.51	-0.52	-0.31	0.08	0.05
	(0.70)	(0.79)	(0.72)	(0.65)	(0.55)
Missing	0.37	0.11	-0.31	-0.88	-1.16**
	(0.84)	(0.46)	(0.68)	(0.66)	(0.55)
Gender (Male is reference group)					
Female	-0.13	0.33	-0.55	-0.35	-0.11
	(0.62)	(0.58)	(0.54)	(0.54)	(0.48)
Not listed	-1.50	0.47	-1.69	-0.022	-0.23
	(1.30)	(1.17)	(1.03)	(0.94)	(0.94)
Prefer not to answer	0.47	0.32	0.29	-0.38	-0.18
	(0.93)	(0.83)	(0.77)	(0.64)	(0.57)
Missing	-0.18	0.63	0.74	1.51**	0.72

Survey Questions	Q26	Q27	Q28	Q29	Q30
	(0.80)	(0.85)	(0.78)	(0.68)	(0.66)
Sexual Identity (Bisexual is reference group)					
Gay/Lesbian/Same gender-loving	0.08	0.95	-0.33	-0.61	-0.97
	(1.16)	(1.09)	(1.18)	(1.07)	(1.01)
Straight/Heterosexual	0.34	0.41	-0.34	-0.48	-0.62
	(0.49)	(0.52)	(0.61)	(0.50)	(0.51)
Not listed	0.29	-0.66	-0.018	0.16	-0.09
	(0.61)	(0.46)	(0.64)	(0.65)	(0.51)
Prefer not to answer	-0.18	-0.11	-0.54	-0.26	-0.89
	(0.86)	(0.90)	(0.80)	(0.64)	(0.60)
Job Tenure (<1 year is reference group)					
1-2 years	-0.48	-0.10	-0.60	-0.47	-0.16
	(0.53)	(0.38)	(0.40)	(0.42)	(0.39)
> 2 years	-0.35	0.095	-0.79**	-0.37	-0.40
	(0.44)	(0.38)	(0.38)	(0.37)	(0.36)
Functional Work Category (Administration is reference group)					
Coordinated Entry	-0.56	-0.12	-0.55	-0.50	-0.69
	(0.59)	(0.38)	(0.62)	(0.48)	(0.51)
Housing (RRH, PSH, OPH)	-0.61	-0.78**	-0.58	-0.10	0.08
	(0.45)	(0.36)	(0.42)	(0.34)	(0.35)
Outreach & emergency shelter	-0.32	-0.75	0.37	0.058	0.28
	(0.75)	(0.70)	(0.67)	(0.58)	(0.58)
Other	-1.03	-0.45	-0.27	-0.42	-0.20
	(0.61)	(0.50)	(0.64)	(0.61)	(0.54)
Missing	0.23	-0.50	-0.16	-0.97	-0.21
	(0.86)	(0.80)	(0.70)	(0.65)	(0.61)
Job Role (Management is reference group)					
Supervisory	-0.58	-0.09	-0.71	0.18	-0.12
	(0.59)	(0.59)	(0.77)	(0.65)	(0.66)
Line staff w/direct client contact	-1.12*	-0.43	-0.83	-0.57	-0.74
	(0.65)	(0.81)	(0.78)	(0.66)	(0.66)
Line staff no direct client contact	-0.39	0.09	-1.05	0.06	-0.03
	(0.56)	(0.58)	(0.68)	(0.58)	(0.60)
Missing	-1.54*	-1.05	-1.03	0.088	-0.56
	(0.80)	(0.86)	(0.97)	(0.95)	(0.71)

Survey Questions	Q26	Q27	Q28	Q29	Q30
Constant	5.76***	4.62***	5.01***	4.19***	4.21***
	(0.82)	(0.88)	(0.88)	(0.70)	(0.69)
Observations	71	72	71	71	71
R-squared	0.49	0.44	0.46	0.47	0.45

Robust standard errors in parentheses

*** p<0.01, ** p<0.05, * p<0.1

RACIAL EQUITY ACTION PLAN PHASE 1

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs. — Office of Racial Equity (ORE) Legislative Mandate, Ordinance No. 188-19

Homelessness and Supportive Housing

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material

INDICATORS: quantifiable measure of an action's success; how much, how well, or is anyone better off?

TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year

STATUS: the action's current status, updated regularly [ongoing | in-progress | completed | not started]

LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

PROCESS

Please describe how your RE Action Plan was developed and who was involved.

Please see Appendix A

DEPARTMENT BACKGROUND

Please see Appendix A

Number of Employees: 131
Annual Budget: $852,119,737

Vulnerable Populations Served

Please include your response to the Office of Racial Equity's Vulnerable Populations Engagement Assessment you submitted, with any relevant updates.

Please see Appendix B

Vulnerable Populations Engagement Assessment

Please share how you engage with individuals and groups in San Francisco's communities of color. What percentage of your budget supports this effort, what critical issues face these communities and groups, and what departmental accomplishments are in support of the identified population. Please use the table below and add rows as needed.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS

CURRENT WORKFORCE DEMOGRAPHIC DATA

Note: The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; this report was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, in Summer 2020 ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees.

Please see Appendix C.

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

See Appendix A and Appendix D.

1.   HIRING AND RECRUITMENT

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

DEPARTMENT GOAL

What is the department's overall goal on Hiring and Recruitment? HSH has 162.4 budgeted positions in FY 20/21 ASO and currently, HSH has 136 employees. As cited in the 2020 Budget Legislative Analyst report, HSH has a 20% turnover rate causing HSH HR and managers to focus its efforts on backfilling positions, rather than focusing on filling vacant positions that would support the Department's growth. HSH lacks the data to dissect its turnover rate; however, anecdotally, HSH believes that high volume of workload, lack of promotive opportunities given the Department's size, and the lack of clear performance expectations and feedback have contributed to employee turnover.

Hiring continues to be HSH HR's priority every year. In FY 20/21, HSH HR has strengthened its partnership with the Department of Human Resources' (DHR) Diversity Recruitment Team to expand HSH's candidate pool, provide new resources and strategies for key positions and hard-to-fill jobs. HSH HR has expanded where it posts job announcements and routinely posts positions on DHR's Social Media Accounts (LinkedIn, Facebook, and Twitter), Indeed, and Handshake. HSH HR is starting to build a community partner relationship list so that HSH can better advertise its positions within its nonprofit provider community who support our work.

Ultimately, HSH strives to be an employer of choice, particularly for people of color with diverse experiences and perspectives, who feel empowered to contribute to the Department's mission and who enjoy coming to work each day.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallow current, competitive employees to apply.	DEI Consultant, HSH HR, Chief Equity Officer	Barriers assessment is completed*	DEI Consultant's assessment will be completed by the end of FY 20/21	HSH is currently working with a DEI Consultant who has initiated a discovery phase that HSH will integrate in its barriers assessment. HSH will expand upon the DEI Consultant's findings and launch a project to assess current conditions and barriers, using information already available to the department (i.e. 2020 Racial Equity Staff Survey Results). The project will include: Launch an audit/discovery phase of the current application process.	In progress	Chief Equity Officer (recruitment in progress- could not fill position until January 2021)

				Launch a pilot aimed at removing barriers that impede potential applicants' ability to competitively apply to HSH positions and prevents current employees from applying. Collecting data to inform the project.		
				Launching a continuous project improvement plan.		
				Evaluating and measuring results.		
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.	DEI Consultant, Chief Equity Officer, DEI Committee	Survey is administered annually Survey results are included in the department annual review		HSH will issue its Racial Equity Survey every October. HSH will annually communicate survey results and hold space for staff to analyze, discuss, and provide feedback.	Ongoing Not yet started	RE Leaders Chief Equity Officer with possible assistance from a vendor to administer survey
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	DEI Consultant, HSH HR, RE Leaders	Policy is created, implemented, and reviewed annually to maximize results	Q4 FY 20/21	DEI Consultant will assist HSH in reviewing its racial equity survey results. This may require additional focus groups and learning sessions with Civil Service Commission, DHR, and other stakeholders (e.g. labor partners). DEI Consultant will partner with HSH HR and other stakeholders to draft an internal equitable and inclusive hiring and recruitment policy. Executive team/RE Leaders/DEI Committee and other stakeholders will review and approve policy. Roll out of policy includes communication, training, and evaluation.	Not yet started	Racial Equity Leaders Dedria Black, Deputy Director of Programs, Melanie Laman, Principal HR Analyst Rakita O'Neal-Newt, Senior Eligibility Worker

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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 non-traditional outlets and networks. Map and track outreach efforts.	Chief Equity Officer, HSH HR	Candidate pool is increasingly more diverse and referred from a variety of sources	Q1 FY 21/22

In progress

Due by the end of Q4 FY 21/22 | HSH HR will finalize a document to show the current as is recruitment process, including capturing current recruitment efforts (HSH and Department of Human Resources, Indeed, Handshake)

Expand a departmental contact list (ie. listserv) that employees can enter contact information for external job posting boards (professional networks etc.) and utilize existing technology to push all job announcements to the listserv.

HSH HR will create a standard operating procedure that captures the improved recruitment process. | Not yet started

Ongoing

Not yet started | Jacob Mast and Sadia Afandi, Senior HR Analyst/DEI Committee |
| 1.2.2. Foster relationships with non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions. | Chief Equity Officer, HSH HR | Candidate pool is increasingly more diverse and referred from a variety of sources | In Progress

Q1 FY 21/22 | HSH HR regularly attends the DHR Diversity Workgroup meetings. HSH HR utilizes the Recruitment Toolkit published by the DHR Diversity Recruitment team. HSH HR currently posts job announcements on HSH LinkedIn, DHR LinkedIn, Indeed, and Handshake.

Chief Equity Officer will partner with HSH HR and the DEI Committee to develop a plan to build | Ongoing

Not yet started | Chief Equity Officer Cheyo Appel, HR Analyst |

1.2.3.					
Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position.	HSH HR, Chief Equity Officer, interested existing staff	Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse		relationships with non-traditional outlets that could feed into open positions. Additional resources are necessary to afford these postings and, given budget crisis, will need to be identified within the existing budget. HSH HR will continue its partnership with DHR to follow Citywide best practices to review, simplify and standardize job descriptions. See goal 1.1.1	Ongoing Not yet started
1.2.4.					
Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	HSH HR, Chief Equity Officer	An increase in applicants with more diverse life, education, and professional experiences	TBD. Upon completion of barriers assessment, a timeline will be established.	Using the results of the barriers assessment, HSH HR in partnership with the Chief Equity Officer and interested employees, will identify the classes where there are inequities in hiring and recruitment. HSH HR will explore the necessity of a classification study (based on barriers assessment) to determine what are the appropriate MQs for the targeted class, including manager positions. HSH will approach HSA, DPH, and/or DHR on a joint project to interrogate the necessity of MQs for shared classifications and for citywide classifications HSH will continue to advocate for the removal during City HR forums of unnecessary/outdated MQs for these classifications and support its	Not yet started	Melanie Laman, Principal HR Analyst

				partner agencies in shepherding the classification revisions through the Civil Service and DHR amendment process.		
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.[1]	HSH HR, Chief Equity Officer	An increase in applicants with more diverse life, education, and professional experiences	Q3 FY 21/22	HSH will review the need for supplemental questionnaire ("SQ") via the barriers assessment to determine when SQ are necessary.	Not yet started	Melanie Laman, Principal HR Analyst
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	HSH HR, Chief Equity Officer	An increase in applicants with more diverse life, education, and professional experiences		See 1.2.4	Not yet started	Melanie Laman, Principal HR Analyst
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	HSH HR/Chief Equity Officer	Candidate pool is increasingly more diverse and referred from a variety of sources	When needed	Outside recruiters are selected through procurement processes. Historically, HSH has utilized outside recruiters for Deputy Director level positions and have only used recruiters already approved as a Citywide vendor. HSH will advocate for a process where HSH could use an outside recruiter of its choice if all approved vendors do not demonstrate a track record of incorporating racial equity in its processes. When needed, HSH's selection of an outside recruiter will include an assessment of the outside recruiters centering of equity in its work and	Not yet started	Melanie Laman, Principal HR Analyst

[1] From https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx.

utilize current departmental practices that evaluate equity in reviewing proposals.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.		# of paid interns/fellows, increase annually or meets department needs/capacity	In progress	HSH currently participates in the Mayor's Opportunities for All Internship program and the City's Fellowship Program which provides paid stipends.	Ongoing	Sadia Afandi and Jacob Mast, Senior HR Analyst
				HSH HR and hiring managers will ensure transparency in the length of the program at multiple phases of the recruitment and selection process.	Ongoing	Sadia Afandi and Jacob Mast, Senior HR Analyst Thomas Chen, Budget and Finance Director, Chief Equity Officer
	Budget, Chief Equity Officer, HSH HR		Q1 FY 22/23	HSH will complete an assessment to scope out an HSH specific paid internship program specifically targeting/uplifting individuals with lived experience of homelessness.	Not yet started	
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.		# of Opportunities for All placements and mentors	In progress	HSH participates in the Opportunities for All program and allocates three budgeted positions for this program each year.	Ongoing	Thomas Chen, Budget and Finance Director
	Budget, Chief Equity Officer, HSH HR		Q1 FY 21/22	HSH will initiate a project with the goal of improving the current experience for Opportunities for All HSH hires. This project should include outlining a process to rotate what	Not yet started	Staff volunteers, Chief Equity Officer

				unit/section will utilize summer interns, process to identify mentors/supervisors for the summer interns and developing a standard curriculum for skill building.		
1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc.\n\ne.g. SF Unified School District's Career Pathways Program.	HSH HR, Chief Equity Officer, DEI Committee	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	Q1 FY 21/22	HSH does not rely on a feeder model to fill its positions. HSH through the Racial Equity Action plan will be more intentional in ensuring all HSH job opportunities are advertised in the community.\n\nDegrees and schools attended are redacted from applications from all permanent civil service hiring processes, consistent with the City's De-Identification Policy. HSH will evaluate adopting the de-identification process for exempt hiring.	Ongoing\n\nNot yet started	Sadia Afandi and Jacob Mast, Senior HR Analyst, Chief Equity Officer
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	DEI Committee, Chief Equity Officer	# of opportunities during internship/fellowship	Started in FY 20/21\n\n\n\n\n\nTBD by Chief Equity Officer	DEI Committee will utilize HSH intranet to promote ongoing learning.\n\nHSH will allocate time during its monthly all staff huddles and quarterly all staff meetings for the DEI Committee (and other employee resources groups) to facilitate discussions, trainings, and seek additional membership.\n\nChief Equity Officer will be tasked in building and implementing a racial equity training program.	Ongoing\n\n\n\nOngoing\n\n\n\n\n\n\nNot yet started	DEI Committee\n\n\n\nCommittee representatives\n\n\n\n\n\n\nChief Equity Officer
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	Chief Equity Officer, HSH HR	Tracking system implemented\n\n% of evaluations completed\n\nInternship/fellowship program updated before next cycle	Started FY 20/21	HSH will continue to partner with the Department of Human Resources' Hiring Modernization Team so that the City's new applicant tracking system, SmartRecruiters, collects the data at the point of application submission that HSH would need to track and evaluate outcomes.	Ongoing	Chief Equity Officer, Melanie Laman, Principal HR Analyst

	TBD by Chief Equity Officer	HSH HR through the discovery phase of its work with its DEI Consultant and Chief Equity Officer will launch a project to collect feedback from interns and fellows via entry and exit interviews.		
	TBD by Chief Equity Officer	HSH will pilot the collection method, analyze the results, formulate a plan to implement improvements, pilot the plan, measure results and evaluate plan.		

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	HSH HR, Chief Equity Officer, staff	Standardized interview process with a set of inclusive interview questions	Started FY 19/20 Ongoing	HSH currently has a bank of questions provided by the DEI Committee and DHR's Diversity Team. HSH will continuously expand interview questions by collecting questions used, draft an internal document of these questions, finalize the questions bank.	Ongoing	Sadia Afandi and Jacob Mast, Senior HR Analyst, Chief Equity Officer
1.4.2. Ensure a diverse hiring panel for each interview.	HSH HR	Demographic composition of panels Increase in diverse interview panels	Launched FY 19/20 Q2 FY 21/22	Currently, HSH HR reviews all hiring panels and ensures hiring panels have completed the City's Fairness in Hiring training. HSH HR will track panel make up for data analysis.	Ongoing Not yet started	Sadia Afandi and Jacob Mast, Senior HR Analyst Jumy Dang, HR Analyst
1.4.3.	Fairness in Hiring training	Interview panels will be increasingly more equitable,	Launched FY 19/20	HSH requires the Fairness in Hiring Training for all panelists, internal and external.	Ongoing	Jacob Mast, Senior HR Analyst

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

conversations regarding racial equity can be easily had

1.4.4. Adopt a tool to track application progress and reach assistance through multiple means.	HSH HR, JobAps	Tool created and implemented # of applicants increased Increased assistance to job seekers	Ongoing Q1 FY 20/21 TBD	HSH currently uses the City's approved applicant tracking system, JobAps. HSH HR has launched a pilot to use JobAps data to track application progress. Using the process identified in section 1.2.2 to increase assistance to job seekers.	Ongoing Ongoing Not yet started	 Jacob Mast, Senior HR Analyst Sadia Afandi and Jacob Mast, Senior HR Analyst
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals for accessibility.	HSH HR	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Ongoing	HSH HR sends an email notification to all staff for all job announcements.	Ongoing	Jumy Dang, HR Analyst
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	HSH HR, JobAps, Hiring Managers	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	Ongoing Q3 FY 20/21 FY 21/22	HSH HR is currently tracking time to hire and has implemented a recruitment timeline agreement to track/hold accountable/evaluate recruitment processes. HSH will issue an internal policy regarding hiring timeline that should be developed and implemented across the department. HSH will advocate for better real time updates to applicants via Hiring Modernization Project (DHR)	Ongoing Not yet started Not yet started	Jacob Mast, Senior HR Analyst Dedria Black, Deputy Director of Program Melanie Laman, Principal HR Analyst
1.4.7.	HSH Staff	All new hires are processed similarly regardless of position	TBD	Currently, all new hires, interns and volunteers are required to participate in DHR Orientation. HSH onboarding is standardized across the	Ongoing	Joanne Carpio, Senior Payroll and

Actions	Resources Committed	Indicators	Timeline	Implementation	Status	Lead
Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.			Q1 FY 21/22	department. All new HSH employees are required to take Implicit Bias Training and Harassment Prevention Training upon hire.		Personnel Clerk, DHR
				HSH is piloting a project to implement learning sessions for Programs, Admin, Strategy and External Affairs (SEA) and HSH internal committees for new hires. This pilot will also include developing "entry interviews" to gather information on HSH's onboarding process and identify ongoing areas of improvement.	Ongoing	Change Leaders, Director's Team
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expand to the Rule of Ten or more.	HSH HR	# number of diverse candidates increased Overall faster hiring times	Ongoing Q4 FY 20/21	HSH continues to partner with its labor partners to obtain expanded certification rules with no objections from its labor partners. Continue to engage labor partners (L21/SEIU) on expanding certification rule to Rule of Ten Scores for six months to one year or Rule of the List Support a Civil Service Rule Amendment in partnership with other City departments which may require extensive conversations with many of the City's labor partners prior to the Civil Service Hearing.	Ongoing	Melanie Laman, Principal HR Analyst

1.5.   [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.5.1.						

[A description of the action to reach the goal goes here.]

2. RETENTION AND PROMOTION

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

DEPARTMENT GOAL

As discussed in Section 1, HSH has experienced a relatively high turnover rate of 20% annually since its formation in 2016, predominantly due to understaffing and under resourcing of its human resources team at its formation in 2016. After years of effort, HSH now has a fully staffed HR team of four full-time HR analysts including senior recruitment analysts. HSH HR has piloted an exit interview project in FY 20/21 for all Permanent Civil Service ("PCS") employees who leave City employment to collect data on why employees leave City employment. As HSH continues to build the Department, the goal is to stabilize HSH staffing by 1) exploring why employees chose to leave HSH and identify patterns in these reasons using the data collected from HSH HR's pilot 2) advocate for additional permanent civil service positions where needed to ensure staff workloads can be evenly distributed and employees have viable career paths within the Department 3) revamp the onboarding experience for new hires and 4) develop an equitable and meaningful performance management process. HSH also aims to address barriers in HR policies and practices around promotion and retention through advocacy and partnership with DHR, the Civil Service Commission, the City's labor partners, and other key stakeholders.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all Disaster Service Workers (DSW) who perform frontline work and remote work deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who	HSH HR, DHR	Tracking mechanism implemented Demographic data analyzed	Will be developed in consultation with the Department of Human Resources. TBD	HSH HR will partner with DHR to use their existing data and tracking processes to develop a HSH specific process to track deployments and the given functions of all DSW workers.	Not yet started	Melanie Laman, Principal HR Analyst

volunteered through the DHR DSW survey with those who were requested/deployed.

2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	Budget and Finance Team, Chief Equity Officer	Budget analysis completed Strategies developed and published	To be determined by the Chief Equity Officer.	Budget and Finance will partner with the Chief Equity Officer to launch a racial equity budget analysis. Chief Equity Officer will use budget analysis findings to recommend strategies to prevent inequities in layoffs and furloughs. This may include advocating these strategies to the Mayor's Office, DHR, and other key partners.	Not yet started	Thomas Chen, Budget and Finance Director
2.1.3. Ensure that frontline DSW workers have access to necessary Personal Protective Equipment (PPE) to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.		PPE access protocol established DSW workers have an increased awareness of PPE access protocol		Done.	Completed	CCC HR
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.		Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits		Done.	Completed	HSH HR
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts		Caretaking and safe transportation sections included in DSW deployment protocol		Done.	Completed	CCC HR

2.2. Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	HSH HR	Pay inequities are reduced and aligned annually after salary data is reviewed	Next bargaining round	HSH HR will partner with DHR's Classification and Compensation team to understand the City's process for pay analysis, as pay is a negotiable item during Citywide labor negotiations and bargaining.	Not yet started	Melanie Laman, Principal HR Analyst
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.		Benefits provided are annually improved	NA	Benefits are set by Citywide labor bargaining and the Board of Supervisors.	NA	NA
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	HSH HR	PTO policy is annually improved # of staff taking PTO increases	Start Q1 FY 21/22	HSH HR will provide the accrual balances of its employees to the applicable supervisor. Supervisors will be advised to have a discussion with any employees who are maxed out or will soon max out on vacation, comp time, and/or leave accruals to encourage these employees to use their paid time off as a way to refresh themselves, when operationally feasible. Supervisors will also be advised to have conversations with their staff to identify important religious and	Not yet started Not yet started	Joanne Carpio, Senior Payroll and Personnel Clerk Melanie Laman, Principal HR Analyst

cultural holidays that they would like to take off and proactively plan work assignments to be supportive of time off requests when operationally feasible.

HSH will find out from DHR if there are ongoing discussions happening between the City and Labor re: expanding the City's Charter recognized legal holidays.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	Director's team, HR support, Chief Equity Officer consultation	Increase in knowledge about raises and promotions	Q1 FY 22/23	Raises for all HSH employees are defined and outlined in their respective labor union agreements negotiated outside of HSH's authority or control. HSH will implement a process to understand how employees, current and prospective, would like to learn about how advancement through the salary steps is articulated in the applicable labor agreements.

HSH, through its work with NIS, will determine what type of process is needed to identify standard factors for promotional opportunities- such as developing core competencies for each classification level at HSH. | Not yet started | Melanie Laman, Principal HR Analyst & Chief Equity Officer |

Integrate the Chief Equity Officer in the promotion process.

Implement a discovery process to determine the best method to increase efforts for employees who have historically lacked equitable access to promotions and development opportunities.

As part of the performance management process, HSH will require that managers and supervisors conduct retention interviews as an on-going interaction to ensure that HSH understands the issues which may increase the risk of employee turnover. This will first include developing what questions need to be asked during the retention interview.

Collect, review, evaluate, and provide recommendations from employees on changes to retention and promotion practices to ensure they are equitable and inclusive.

2.3.2. Develop a formal and transparent process for raises and promotions.	Director's team, HR support, Chief Equity Officer consultation	Increase in staff feedback about promotion and raise process	See 2.3.1 Track and publish promotion and retention demographic data on HSH intranet. Highlight and publicize efforts to increase diversity in promotion. Organize within and across HSH to ensure that racial equity drives behaviors, processes and decisions at all levels, from staff relationships to	Melanie Laman, Principal HR Analyst/Chief Equity Officer Chief Equity Officer

policies and practices that impact communities most affected by racism.

| 2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation. | HR support, DEI consultant, Chief Equity Officer | Acting/interim staff process included in internal policies and processes

Increased awareness of process for acting/interim staff | Q4 FY 20/21

Q3 FY 22/23 | DEI consultant will work with HSH HR and leadership to develop and implement a framework that details the process for assigning "acting/interim" roles so that HSH continues to be compliant with existing memorandum of understanding (MOU) language.

Continue to document all acting/interim roles so that employees will receive promotional credit, as allowable, and recognition of professional development when performing acting/interim duties.

HSH HR will host a workshop to educate current employees on how MOU and (Civil Service) CS provisions that govern acting assignments. | Melanie Laman, Principal HR Analyst |
| 2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility. | HR support, Chief Equity Officer, leadership support DEI committee | Reversal of diversity drop-offs in 182x classifications | TBD | Identify and implement creative options for employee mobility opportunities by:

Providing employees opportunities to work on time-limited special assignments and projects to work on cross functional teams and gain additional skills consistent with Civil Service rules and MOU requirements.

Providing job enrichment opportunities that will add motivators to existing roles to increase satisfaction and productivity for the employee | Leadership Team |

consistent with Civil Service rules and MOU requirements.

Establishing opportunities for employees to participate in job shadowing to learn critical elements of other jobs, to provide a way for employees to formally explore potential opportunities internally, yet outside of their current job.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities with the City.	HR support, Chief Equity Officer, leadership support	Identify "dead end" classification and revise	TBD	By focusing on 2.3.4, HSH will invest in lower salaried employees through active employee development plans. Through the annual budget process, HSH has been intentional in requesting substitutions from legacy positions inherited by HSH to career path positions for some of its clerk, management assistants and accounting clerk positions where applicable to meet the job duties.	Ongoing	Chief Equity Officer

2.4.   [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.4.1. [A description of the action to reach the goal goes here.]						

3. DISCIPLINE AND SEPARATION

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

[1] Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/.
[2] Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL
What is the department's overall goal on Discipline and Separation?

HSH wants to ensure that employees are supported so that discipline is consistently addressed and fixed at the lowest level of discipline equitably across the department. This will be achieved when performance and conduct expectations are clearly set, and feedback/coaching/counseling is provided in real time and is documented. HSH wants staff to be assured that in most cases they will be provided opportunities to remedy performance and conduct deficiencies consistent with notice and progressive discipline requirements before HSH seeks to terminate their employment. In addition, HSH would like to develop a process to ensure staff understand what infractions (theft, sexual harassment, etc.) may warrant discipline at a more serious level and/or a probationary release. Finally, HSH aims to provide supervisors and managers the resources they need to effectively address performance and conduct issues.3.1. Create a clear, equitable, and accountable protocol for disciplinary actions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	HSH HR/PeopleSoft	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	Already in progress Q1 FY 21/22	City implemented disciplinary tracking system which HSH uses. Implement a 6-month review of all data to ensure data is accurate and that the data is analyzed.	Ongoing	Jumy Dang, HR Analyst

3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	HSH HR, PeopleSoft, Exit Interview Data	Create tracking mechanism Analyze data annually	Q2 FY 21/22	Create a tracking tool for department separations. Create a process to disaggregate and analyze the data.	Not yet started	Cheyo Appel, HR Analyst/Chief Equity Officer
			Q4 FY 21/22	Make recommendations to the Executive Team on a cadence that will be established through the discovery process on how to address inequities.		
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	DHR Training, Chief Equity Officer, HSH HR	# of trainings completed annually	Timeline will be determined by Chief Equity Officer	HSH will expand upon Implicit Bias Training that is completed by all employees upon hire and required annually by supplementing the required City trainings with departmental specific bias and equity training after a needs gap analysis is performed.	Not yet started	Chief Equity Officer
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a "scaled back" discipline process.	DHR/HSS	Human resources trained on alternative dispute resolution	Peer mediation pilot launched FY 20/21	In the past, HSH has utilized its HR staff, Employee Assistance Program, and a consultant to facilitate mediation sessions between staff. HSH staff will apply to the City's mediation training, including at least, one HSH HR staff via the City's mediation program. HSH will recommend mediation, where needed, and where appropriate at the first step of any conflict before the City's progressive disciplinary process.	Ongoing- Mediation training is supposed to start FY 20/21 (Q3 and Q4)	Melanie Laman, Principal HR Analyst
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	HSH HR, Chief Equity Officer	Reduction of racial disparities in disciplinary actions	Q4 21/22	HSH will create a handbook/manual/matrix re: disciplinary issues so that employees and managers understand the process and so discipline is administered consistently in the department.	Not yet started	Melanie Laman, Principal HR Analyst/Chief Equity Officer

This involves spearheading a new project, completing research, and reaching out to other department and stakeholders (DHR), training, and outreach.

3.2. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.2.1. Create pathways to avoid disciplinary matters.						

4.   DIVERSE AND EQUITABLE LEADERSHIP

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

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

[2] Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL

HSH lacks diversity at the manager/leadership team level. HSH aims to demonstrate diverse and equitable leadership by examining its power and decision making structure, incorporating industry best practices to increase the number of non-white applicants to HSH positions, particularly positions on HSH's Leadership team, embarking on a plan to prepare staff for promotional opportunities, and by developing effective and accountable leadership for advancing diversity, equity and inclusion at all levels of the organization.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	HR support, Equity officer, DEI consultant, leadership support	% increase in diverse leadership	Q4 FY 21/22	HSH will create and communicate a hiring recruitment process that aligns with the citywide RE framework and HSH RE Action Plan. This process will include using the recommendations from HSH's DEI Consultant to articulate a HSH roadmap for achieving internal equity, articulating a framework of HSH's priorities over the next five years to achieve its goals, and	Not yet started	Chief Equity Officer Chief Equity Officer

supporting the framework with a newly drafted policy that outlines how HSH will approach hiring and recruitment. This plan should also include a process to improve HSH leadership pipeline by creating and supporting programs and policies that foster leadership that reflects the diversity of the communities we serve. In addition, this process, should result in an overarching organizational statement on cultural equity. This would be like an HSH mission statement but focused on inclusion. Finally, HSH will highlight and publicize efforts to grow diversity within our leadership.

4.1.2. Commit to ongoing racial equity training and development for leadership.	Leadership support, Chief Equity Officer, IT support.	# of training & development completed by leadership per quarter	Started FY 19/20	Develop and present sessions on diversity, inclusion, and equity to provide information and resources to leadership.	Ongoing	Chief Equity Officer
			Q1 FY 21/22	Establish learning outcomes and assessments for racial equity and development for leadership.		Abigail Stewart-Kahn, Interim Director
				Train HSH managers and leaders on current "best-practices" in issues such as inclusivity and bias.		Chief Equity Officer
4.1.3. Incorporate senior leadership demographics in the department annual report.	SEA/HR support	Senior leadership demographics included in the department annual report	Q4 FY 21/22	Enhance department annual report by including senior leadership demographic data.	Not yet started	Emily Cohen, Director of Strategy and External Affairs
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.	Leadership support, IT support	% of staff is aware of the process	Q3 FY 21/22	Develop options to create an online environment in which staff can participate and collaborate to share their ideas on how to make HSH great place to work.	Not yet started	Chief Equity Officer & Daniel Quach, IT Director
				Work with IT to design and implement an online suggestion box that will allow staff to submit		

feedback/comments anonymously, categorize and share responses with leadership that allows the examination of trends and issues to address, and have the ability for leadership to respond and share response with all staff.

Leadership & Daniel Quach, IT Director

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.2.1. [A description of the action to reach the goal goes here.]						

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

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

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

HSH, with the support of the City, needs to fully understand that it cannot achieve its mission without its most valuable assets- its staff. Through effective human capital management, HSH strives to develop an organizational culture that fosters and promotes personal and professional development.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Leadership support, HR support, Chief Equity Officer, DEI consultant, training committee	# of available professional development opportunity # of completed training	Begin Q3 FY 21/22	Gather feedback on developmental opportunities from courses and overall program evaluations to determine effectiveness and identify future training needs. Develop training priority list based on employee feedback. Expand the amount and types of training opportunities to include internal and external training.	Not yet started	Chief Equity Officer & Melanie Laman, Principal HR Analyst Chief Equity Officer & DEI Consultant Chief Equity Officer

			Q4 FY 20/21	Develop and implement a staff performance plan policy.		Melanie Laman, Principal HR Analyst, Dedria Black, Deputy Director of Programs
			Q1 FY 21/22 (correspond with the City's PPAR schedule)	Require all supervisors/managers to develop an individualized development plan for all direct reports that outlines professional and skill development goals.		
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Administration, Tuition Reimbursement Process	# of attended, external conferences	Q2 FY 21/22	HSH will develop a communication strategy to inform employees on the existing City processes on how to request approval to attend work-related conferences, and processes on how seek pre-approval for reimbursement of eligible expenses.	Not yet started	Judy Tam, Business Services Supervisor
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Ongoing funding source.	# of staff enrolling and completing extended learning

$ dedicated to extended learning annually | TBD | Identify ways to offer all staff professional development opportunities, particularly focused on analytical, communication, and project management skills needed to be a successful supervisor and/or a manager.

Create an ongoing budgeted plan that reflect HSH values around, diversity, equity and inclusion, to offer training and development opportunities.

Develop improved equity analysis tools for plans, policies, and budgets. | Not yet started | Chief Equity Officer |
| 5.1.4. Encourage participation in professional development by sharing external opportunities | Chief Equity Officer, training committee, IT | # of staff participating in outside events or opportunities | Q1 FY 21/22 | Develop and publish external and internal employee training opportunities and resources. | Not yet started | Sadia Afandi, Senior HR Analyst |

that are related to the department's missions and goals. Provide financial support for paid opportunities.	support. Ongoing funding					and Chief Equity Officer
			Invest in junior employees through active employee development plans.			Melanie Laman, Principal HR Analyst, Dedria Black, Deputy Director of Programs
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	HR support, IT support.	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Q3 FY 21/22	Utilize PeopleSoft to track, administer and report on educational courses or training programs utilized by underrepresented staff of color. Partner with the Controller's Office and DHR to improve PeopleSoft tracking ability for this purpose.	Not yet started	Jumy Dang, HR Analyst

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Leadership support, HR support	Bi-annual performance evaluation program to all staff	Started FY 20/21	Develop and implement an agency wide supervision policy that includes goals and objectives of supervision, process to develop individual employee development plan, and documentation of advancement opportunities.	In progress	Dedria Black, Deputy Director of Programs

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.2.2. Create a mentorship program between senior and junior level staff.	Leadership support, Chief Equity Officer, change leaders, HR support.	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	Pilot in Q1 FY 22/23	Establish a HSH mentoring program that will benefit employees in their current role, provide additional support and leadership development skills, and that align with the organization's goals. Foster a diverse, high-performing workforce by using data-driven approaches to promotion opportunities and career development. With staff feedback, HSH will identify additional employee resource groups that will be beneficial for employee engagement and mentorship.	Not started yet.	DEI Consultant

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	HR support, IT support, Chief Equity Officer.	Process developed % of staff aware of accommodation process # of accommodations made increased	Ongoing Pilot Q1 FY 23/24 Pilot Q1 FY 23/24 Publish communication	Ensure all supervisors and managers complete DHR's 24+ supervisory training that discusses the City's Reasonable Accommodation process. Develop a supplemental HSH supervisory support forum to reinforce Citywide processes on requesting reasonable accommodations Partner with DHR Workforce Development on this training. Launch a project to develop a communication strategy to ensure staff understand how to	Ongoing	Jumy Dang, HR Analyst Melanie Laman, Principal HR Analyst

			strategy by Q4 FY 23/24	request accommodations and what to expect while engaging in the process.		
				Develop an HSH framework that establishes the process by which staff can make accommodation request to include, Alternate Work Schedule (AWS), telecommuting, etc.		
			Start data collection in Q1 FY 21/22	Partner with IT Department to publish process and forms on agency intranet.		
				Collect and review data on all employee request to ensure equity in approval of accommodation request.		
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.		Accommodations discussed and recorded during bi-annual performance evaluation process		Will be addressed in overall supervision policy and procedure.	In progress	Dedria Black, Deputy Director for Programs
5.3.3. Assign spaces for staff to take breaks, be in community, acquire resources, and respect religious and cultural practices.	Facilities	Improvement in overall staff mental health, increase in staff feedback	Start in Q3 FY 21/22	HSH will implement a project to ensure that HSH staff not stationed at 440 Turk have appropriate break spaces and a wellness room. HSH will consult with the appropriate facility manager to designate a proper space for breaks if none exist.	Not yet started	HSH Wellness Rep, currently Judy Tam
5.3.4. Assess staff needs outside of the workplace are addressed. Understanding that non-work-related needs contribute to overall work quality. Centering the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	HSH HR	Assessment performed annually $ set aside for accommodations Increase in staff awareness of accommodations	TBD	HSH will survey staff to determine what resources are currently lacking that promotes overall work quality. HSH will analyze survey results to develop a project that incorporates staff feedback to plan and/or advocate for these additional resources.	Not yet started	HSH Wellness Rep, currently Judy Tam

5.4. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.4.1. [A description of the action to reach the goal goes here.]						

6.   ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

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

[1] Aysa Gray, *The Bias of 'Professionalism' Standards*, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

DEPARTMENT GOAL
What is the department's overall goal on Organizational Culture of Inclusion and Belonging?

HSH strives to define what inclusion and belonging mean to staff and to incorporate these definitions in an organizational DEI mission statement. In addition, HSH strives to develop measures to hold ourselves accountable to the standards we have set for the department. Ultimately, we want a diverse workforce across all levels that feel recognized, heard, and valued.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Leadership, DEI Committee, ORE Leaders, NIS, Chief Equity Officer.	Department mission, policies, and procedures are updated and available	Q4 FY 20/21	With the assistance of HSH's DEI Consultant, RE Action Plan and RE survey results, HSH will evaluate and review its Strategic Framework, Mission and Values that may include an update to existing policies or a recommendation to create new policies if the need for a new policy was identified.	Not yet started	Chief Equity Officer

				Implementation plan will be updated after the evaluation is completed.		
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	RE Leaders, Chief Equity Officer	Regular, scheduled meetings with RE Team to implement RE Action Plan	FY 20/21	HSH's current DEI Committee and RE Leaders will determine if a separate committee needs to be formed to evaluate HSH's progress on its RE Action Plan goals.	Ongoing	RE Leaders- Dedria Black, Deputy Director of Programs, Melanie Laman, Principal HR Analyst, and Rakita O'Neal- Newt, Senior Eligibility Worker
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	DEI Consultant, RE Action Plan Working Group	RE Action Plan is published on department website	FY 20/21	Phase 1 will be submitted to ORE by 1/31/21. Once Phase 1 is sent to ORE, it will be posted on HSH's external website. HSH will work on Phase 2 when required. HSH will continue to update the published RE Plan on its website.	Ongoing	RE Leaders- Dedria Black, Deputy Director of Programs, Melanie Laman, Principal HR Analyst, and Rakita O'Neal- Newt, Senior Eligibility Worker /Chief Equity Officer
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Chief Equity Officer, RE Action Plan Working Group	Ongoing reporting	FY 20/21	HSH will establish a cadence of reporting on RE Action Plan updates once Phase 1 is sent to ORE in consultation with HSH's DEI Consultant, ORE, and Chief Equity Officer. As mentioned above, the Annual Report is an opportunity to communicate progress on equity goals.	Ongoing	RE Leaders- Dedria Black, Deputy Director of Programs, Melanie Laman, Principal HR Analyst, and Rakita O'Neal- Newt, Senior Eligibility Worker

6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	DEI Consultant (NIS) and DEI Committee		FY 21/22	DEI Committee has expressed the desire to create internal affinity groups. First, DEI Committee would like to receive training on how to hold space for affinity groups for the Committee and HSH with the support and guidance from the DEI Consultant. After the training, DEI Committee will form affinity groups and seek HSH staff to join these groups.	Not yet started	DEI Committee/DEI Consultant
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Leadership Team Chief Equity Officer DEI Committee HSH Human Resources Budget/Finance	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	Started FY 20/21	HSH is working with a DEI Consultant to review its current state. As part of this diagnostic, HSH expects that the Consultant will make a training recommendation for HSH staff. HSH will review a policy to require one additional training, discussion or other forums focused on DEI each fiscal year beyond what is already required by the department.	Ongoing	Chief Equity Officer/DEI Committee
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Chief Equity Officer, DEI Committee, DEI Consultant	Annual survey with disaggregated data and feedback	Started FY 20/21	HSH issued its first annual staff survey with an emphasis on racial equity in October 2020 (see Department Background Section for more information) HSH needs to internally define inclusion and belonging to appropriately update the racial equity survey. HSH will issue the racial survey every October.	Ongoing	Chief Equity Officer/DEI Committee
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Office Manager	Increase in staff engagement	Started in FY 19/20	HSH engaged homeless services community partners and the SF Arts Commission guarantees to decorate its new headquarters with artwork	Ongoing	Judy Tam, Business Services Supervisor

that reflects the lived experiences and artistic expression of SF's homeless population. HSH's headquarters proudly displays this artwork throughout its building including photos of housed clients.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	HSH HR	Increase in staff feedback, participation, and response to communications	Implemented	HSH HR currently has a process to add new employees to the HSH-All Staff email group.	Ongoing	Joanne Carpio, Senior Payroll and Personnel Clerk
6.2.2. Ensure that all staff meetings center diverse speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	SEA Team	Ongoing staff participation and feedback	Implemented	HSH's SEA Team currently reaches out to HSH Committees and divisions to rotate all-staff meeting responsibility.	Ongoing	Denny Machuca-Grebe, Public Information Officer
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	IT	Ongoing staff participation and feedback	FY 20/21	HSH utilizes an intranet space and a new quarterly newsletter to share information.	Ongoing	Daniel Quach, IT Director Denny Machuca-Grebe, Public Information Officer

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Chief Equity Officer Admin HSH HR	Protocol distributed internally and with any outward-facing interactions	Complete by the end of FY 22/23	HSH will need to create an accessibility protocol and develop a timeline by examining what is the current gap in HSH's current accessibility, creating a plan to address the gaps, communicating the plan, implementing the plan, evaluating the plan, and improving the plan as needed.	Not yet started	Melanie Laman, Principal HR Analyst
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	Facilities Real Estate	A plan for physical space improvement $ funding secured Successful implementation	Ongoing	HSH Facilities and Real Estate will evaluate all HSH physical spaces as needed. HSH recently moved into a new headquarters in 2020, and part of its team is moving into a new service center in 2021.	Ongoing	Herbert Featherstone, Building and Grounds Supervisor/Joanne Park, Acting Real Estate Project Supervisor
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.	SEA	A plan for digital improvement $ funding secured Successful implementation	Recommendations will be provided at the end of Q4 FY 21/22	HSH will evaluate its digital functions and communications for compliance.	Ongoing	Emily Cohen, Director of Strategy and External Affairs
6.3.4. Invest in translation services.	SEA, Budget and Finance, Departmental Translation Services Coordinator	# Increase in translated materials	Recommendations will be provided at the end of Q4 of FY 21/22	SEA and the Department's translation services coordinator will partner to determine where the gaps exist in HSH's current translation services. Through this partnership, SEA will make a recommendation on what is needed to address any deficiencies and will work the City's Office of	Ongoing	Emily Cohen, Director of Strategy and External Affairs

				Language Access to develop strategies and solutions.		
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	DEI Committee/HSH HR/Chief Equity Officer	Increase in staff using inclusive identity expression, second nature	Started FY 20/21	After several instances of misgendering, HSH has implemented the following steps to promote an environment inclusive of gender expression: Recirculated HSH's signature template that requires HSH employees to include their preferred pronouns. HSH required employees to also update their Microsoft Teams profile to also include preferred pronouns. Speakers at all staff meetings indicate preferred pronouns. HSH's HR Manager emailed all staff in 2020 to recirculate the City's Gender Inclusion Policy with clear information on how misgendering is hurtful and traumatic. HSH HR consulted with the City's Office of Transgender Initiatives before the was sent to ensure message was appropriately aligned.	Ongoing	Chief Equity Officer
			Q1 FY 21/22	HSH will need to complete a further evaluation to see what other changes need to be made to promote identity expression.		
6.3.6. Make accessibility information and accommodations easily accessible by bringing it to the forefront, rather than offering it upon request.	Facilities/HSH HR/Real Estate	Information exists on department website	TBD	HSH teams will review what information exists currently and what need to be shared on HSH's website.	Not yet started	Melanie Laman, Principal HR Analyst

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	DEI Consultant	Community will have an impact on all department projects	Started upon Department's formation DEI Consultant work started in October 2020. Its findings should be submitted to Department before FY 21/22.	HSH values the voice of lived experience and has established several groups to advise HSH in myriad policy development approaches. HSH also has several established bodies with provider partners and public meetings to gather community feedback and input and there is much work to be done. HSH will work with a DEI Consultant to obtain community feedback on HSH's current state. DEI Consultant will prepare a report of its findings for HSH and provide an accountability roadmap to address areas of growth and opportunity.	Ongoing	DEI Consultant
6.4.2. Find opportunities to invest into and support the communities the department serves.	DEI Consultant			See 6.4.1	Ongoing	DEI Consultant

6.5. [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.5.1. [A description of the action to reach the goal goes here.]						

7. BOARDS AND COMMISSIONS

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

DEPARTMENT GOAL
What is the department's overall goal on Boards and Commissions?

HSH's Department Head reports directly to the Mayor, not to a Board or Commission. This section has been left blank intentionally.

7.1. Ensure a diverse and equitable board and commission members that match the community being served.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bi-laws to include inclusive language and align with the department's RE Action Plan.		Bi-laws successfully amended				
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.		Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts				

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.3. Reserve board and/or commission seats or create an advisory board with a zero or lesser give/get amount as a means to diversify participation.		# of diverse board/commission members				
7.1.4. Adopt ORE racial equity assessment tools to inform decision-making of Boards and Commissions.		# of policies passed with RE lens Budget equity completed				

7.2. Safeguard members so they naturally feel welcomed and valued, not tokenized.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.		# of diverse board/commission members % of board/commission retention				
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.		# of completed training per quarter Increased participation rate				
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.		Increased board/commission retention Member experience satisfaction survey				

7.3.   [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1. [A description of the action to reach the goal goes here.]						