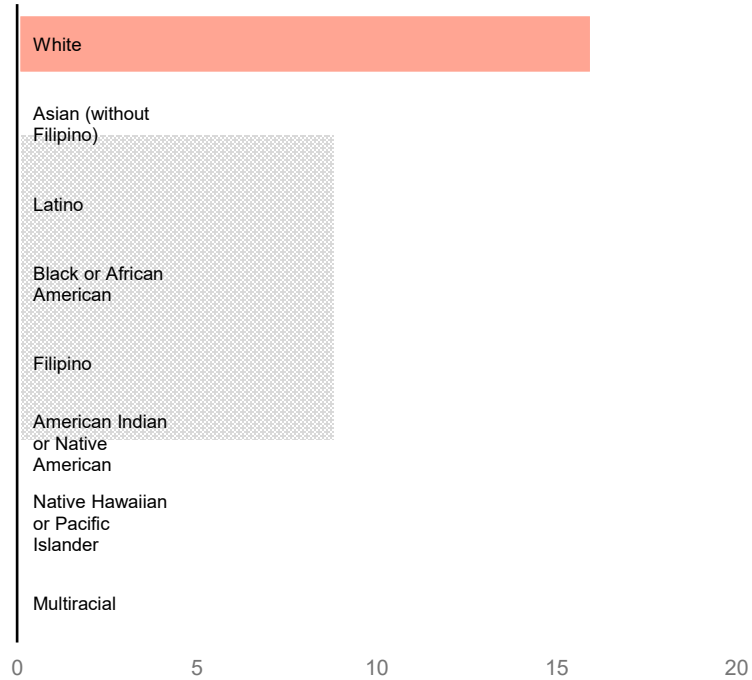


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# **Department of Homelessness and Supportive Housing**

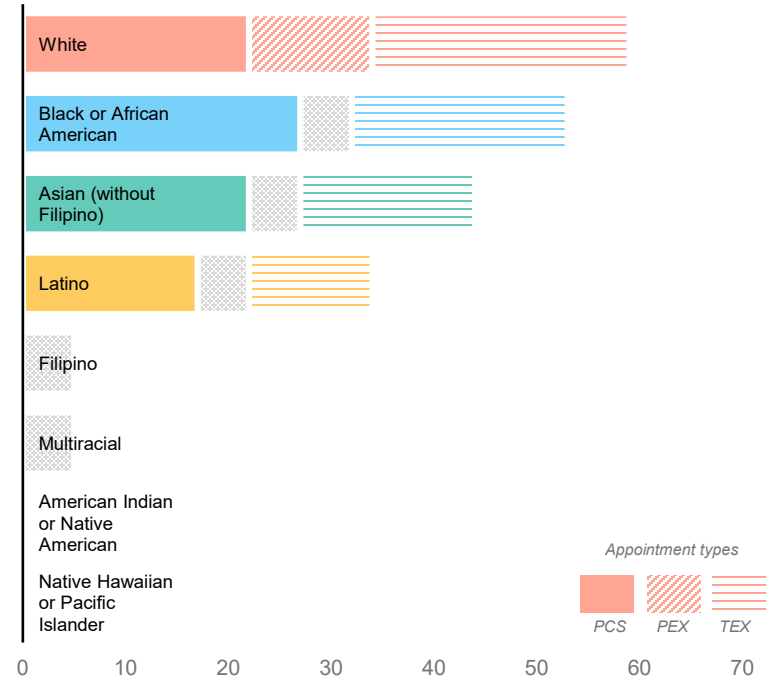
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## HOM: Senior management demographics (MCCP)



# people

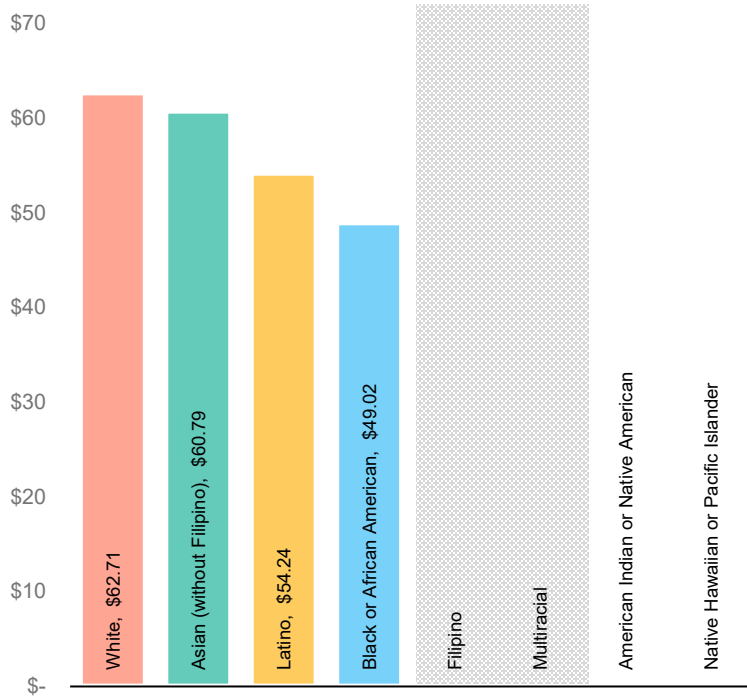
## HOM: Overall department demographics



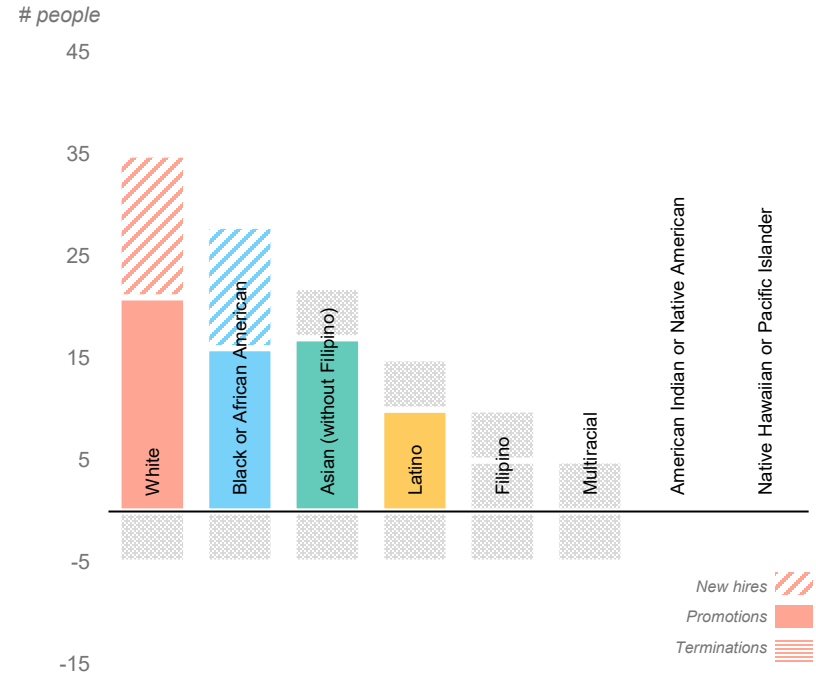
Appointment types



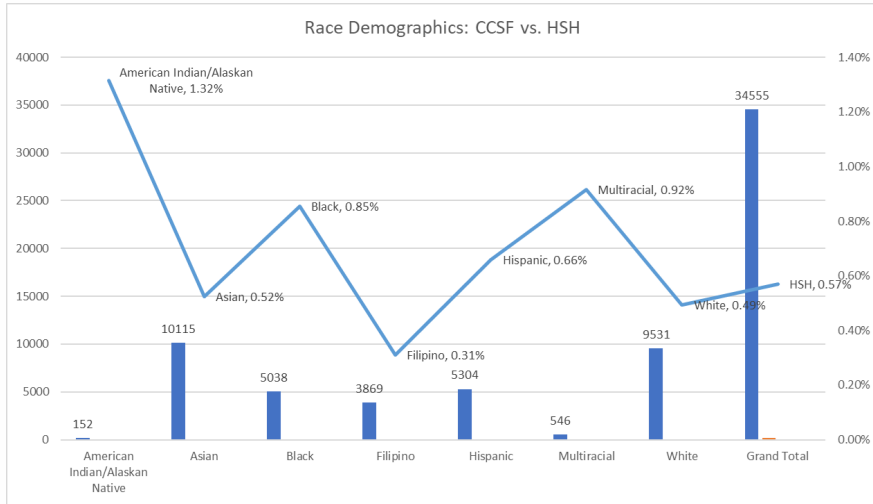
### HOM: Average hourly pay for all employees



### HOM: Number of terminations, promotions, new hires



# Race : HSH vs. CCSF



Race Demographic	CCSF	HSH	CCSF%	HSH%	HSHCont%	HSH Index
American Indian/Alaskan Native	152	2	0%	1%	1.32%	1%
Asian	10115	53	29%	27%	0.52%	-2%
Black	5038	43	15%	22%	0.85%	7%
Filipino	3869	12	11%	6%	0.31%	-5%
Hispanic	5304	35	15%	18%	0.66%	2%
Multiracial	546	5	2%	3%	0.92%	1%
White	9531	47	28%	24%	0.49%	-4%
Grand Total	34555	197	100%	100%	0.57%	0%

FY 21-22 data shows that HSH is indexing higher than CCSF in terms of Black & American Indian/Alaskan Native employee count

# Listening Sessions- Qualitative Data

- ~70 HSH staff (32%) across foundational, mid-management, supervisory and upper management levels attended 7 sessions.
- Sessions facilitated by Equity-In-Action- Darlene and Michele & Anjali from EO.
- Detailed report along with recommendations to be published by April 15<sup>th</sup> and shared across HSH.
- Feedback to inform WDC#2 training content scheduled for May 2023.
- Next round of listening sessions -July 2023



## Focus Areas for FY 23-24

CCSF-  
Overall

- O.R.E Training Curriculum development by HSH



HSH- Overall

- Embedding Equity in Programs- Latinx Homelessness, End Trans Homelessness & BIPOC Capacity building
- The Programs Team, Strategy and Performance Team, and the Equity Office in partnership with the DEI Committee have developed an equity strategy to address the rise in Latinx homelessness and will collaborate with external partners to set metrics to target this issue.



HSH People

- The Equity Office in Partnership with the DEI Committee hold monthly HSH community convenings where we center a cultural community impacted by housing injustice and invite subject matter experts to increase staff cultural humility/cultural competency around these issues.



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

- Developed a 4 part **racial equity training series** for all staff addressing racism: **Systemic**; Institutional, **Interpersonal (internal)**, interpersonal (external) and internalized levels.
  - **Why:** A major priority for R.E.A.P at HSH is that staff to do not have a shared language/understanding of how systemic oppression manifests in our organization, partnership with community based organizations, and clients we serve.
  - **How:** Empowered our Equity Office to curate and facilitate professional development sessions to deepen staff's fluency around issues of racial equity and cultural competency/humility.
  - **Outcome:** After our initial training 70% of staff identified that their understanding and fluency on these topics significantly increased or generally increase by the end of the sessions. We used end of session surveys and community listening sessions to gather data.
  - **Follow up:** We will continue the first year of training by the end of the quarter and develop a similar curriculum on a different 'ism for the next year. And continued learning.

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

- Launched HSH **coaching circles program** with a cohort of 16 identified emerging leaders, centering colleagues of color.
  - **Why:** Staff development remains high priority for HSH due to the lack of people of color in leadership positions across the department & drastic turnover, Separations and discipline of staff continue to serve as evidence of this need given demographic data entering POC.
  - **How:** With Equity-in-Action consultants, a responsive curriculum and an equitable process to nominate and select staff from various teams across the departments.
  - **Outcome:** At the end of the program, 16 leaders will have greater fluency in their leadership skills and able to explore career growth opportunities and higher designations within CCSF.
  - **Follow up:** Gathering feedback from the first cohort, the learnings will inform the quality and effectiveness of the program and guide to develop curriculum and structure for the second cohort by the end of FY23-24



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

- Published [Home by the Bay: An Equity-Driven plan](#) to prevent and End Homelessness in San Francisco & centers on Racial Equity as an integral component to the implementation and success of the plan .
  - **Why:** Black, Indigenous, and Latinx people of color continue to overrepresented in the Homeless Response system, and remains relevant to our external clients under our Racial Equity Action plan
  - **How:** Partnering with national experts, CBOs and those who lived expertise to identify strategies to inform our plan and creating accountability bodies across the city to help support this work.
  - **Outcome:** with the goal of reducing unsheltered homelessness by 50% in the next five years, it is reduce racial inequities and other disparities; increasing number of people exiting Homelessness and preventing it all together, and supporting people to succeed in Housing.
  - **Follow up:** develop the baseline to education and awareness, develop performance measurement plan and metrics by end of FY 23-24 championed by the HSH Equity Office, regular reporting and refinements, and embed equity in the implementation plan.

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

- Revise evaluation process and exams for temporary to permanent employee transitions.
  - **Why:** The latest 2917 exam aggregate data shows Black test takers for permanent positions were only at 23% pass rate(overall: 43%) and this continues to be a priority for HSH and being championed by the DEI committee at HSH.
  - **Steps:** Develop a discussion to understand best practices and help establish a focus group of cross-department associates to better the exam process. Create progress reports to track engagement and pass rate.
  - **Support needed:** Partner with DPH, O.R.E and HRC to understand the opportunities within the testing process and recognize best practices that can be universally socialized across all of HSH.
  - **Success expected:** Implementation of diversified recruiting models and assessments; improved pass rate of Black HSH associates while making the exams accessible to all colleagues of color. Sustainable reporting and related actions around exceptions through data disaggregated by race/ethnicity/gender, age or tenure within HSH.

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

- Tools and Best practices from Office of Racial Equity (O.R.E) focused on equity trainings
  - **Why:** Accessible learning opportunities to increase and center racial equity understanding amongst CCSF employees and ensure equitable decision-making happens at all levels.
  - **Steps:** Building a racial equity training curriculum led by HSH Equity office, with ongoing conversations with O.R.E and DHR that have already helped with foundational thought leadership.
  - **Support needed:** Continued guidance and partnership with DHR, ORE and working cohorts (task force) to guide us in content and conduct development for trainings, along with understanding individual department needs to customize trainings to specific racial equity needs.
  - **Success expected:** Develop the baseline to training series including schedule and phased rollout across CCSF, build targets and report on baseline performance and execution, and establish feedback models to access and ensure maximized attendance across all departments engaged.

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

- Establish community engagement spaces and forums to better engagement & retention
  - **Why:** HSH continues to see high turnover and the focus needs to move to equitable employment experience through continuous conversations and evaluation experience.
  - **Steps:** Continue to expand and grow community listening sessions, diversity celebrations and equity spaces in HSH, borrowing best practices from DPH, SFPort, DHR and O.R.E. Ongoing conversations with civil service, union-related items through workforce cohorts/task force.
  - **Support needed:** Partner with DPH, SFPort on best practices for establishing affinity groups for employees & better Trauma Informed systems and DEI committee engagements.
  - **Success expected:** Establish metrics to measure engagement within affinity groups, better retention and reduce separations from HSH, particularly of Black associates. Further promotions and career growth of colleagues of color.

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# Resources

- [HSH Racial Equity Action Plan](#)
  - [HSH Opportunities for Advancing Racial Equity Phase I – NIS Report](#)
  - [HSH Opportunities for Advancing Racial Equity Phase II – NIS Report](#)
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