

ADM Racial Equity Action Plan



Agenda

- **Background and Introductions**
- **Where We've Come From & Where We're Going**
- **Racial Equity Action Plan**

VERSION 7

Racial Equity Plan

The City Administrator's Office is strongly committed to ensuring efficient and effective government services, increasing the City's safety and resiliency, strengthening the local economy, supporting equity and inclusion, and optimizing the City's capital planning and infrastructure.



Racial Equity Website, Report, and Related Materials

- **ADM Racial Equity Landing Page**
- **ADM Racial Equity Action Plan**

VERSION 1

Where we've come from...

- **Where we've come from**
- **How we've move forward**
 - 7 Thought Leaders Working Group Meetings**
 - 7 Sub-Working Group Meetings**
 - 15 + Executive Leaders Meetings**
 - 3 IRC Meetings**
 - 6+ Individual ORE Meetings**
 - 4 Monthly Convenings**
 - Developed and Rolled out a Survey**

Racial Equity Plan

Equity Plan Consists of Focus Areas:

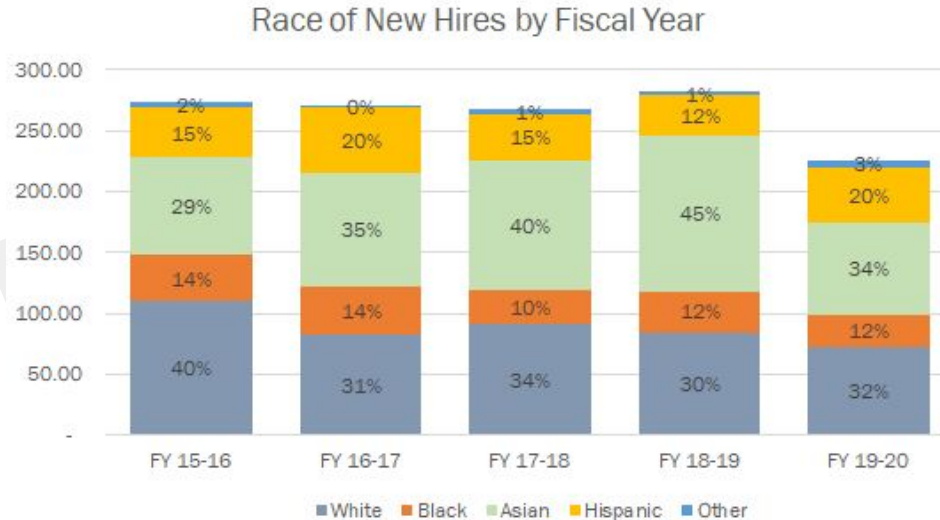
- Hiring and Recruitment
- Retention and Promotion
- Discipline and Separation
- Diverse and Equitable Leadership and Management
- Mobility and Professional Development
- Organizational Culture of Inclusion and Belonging
- Boards and Commissions
- + Narrative + Process

Hiring and Recruitment

VERSION 1

Goals

1. ADM is committed to hiring more BIPOC employees, especially those new to City government, to achieve greater representation within its workforce.

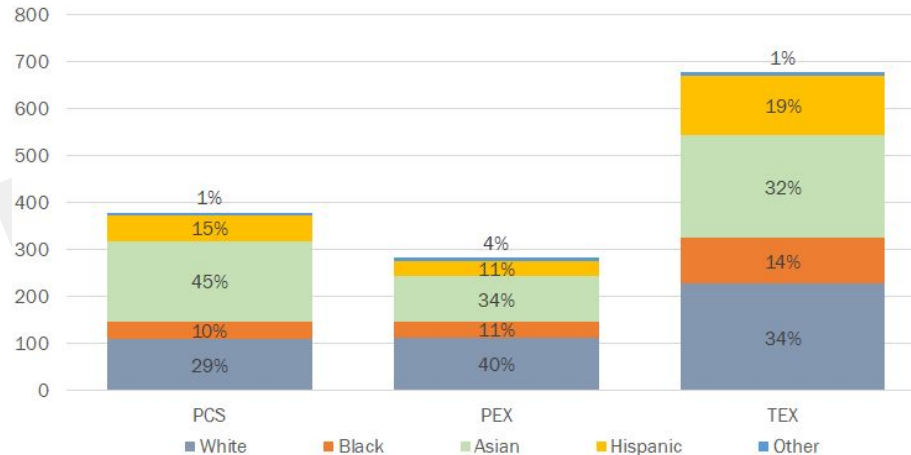


Source: Annual Workforce Data, SF Reports & Analytics

Goals

2. ADM is committed to working with the San Francisco Department of Human Resources to increase the representation of Black and Hispanic employees to its permanent civil service (PCS) positions.

New ADM Employees by Race and Appointment Type, FY16-21



Goals

3. Bring speed and transparency to its hiring timelines and opaque hiring process.

4. Develop more targeted recruitment strategies of BIPOC employees, including the creation and promotion of a mentorship and sponsorship program to better facilitate professional advancement.

Initiatives and Accountability Measures

- **Create an Equity and Inclusion Lead.**
- **Work with DHR as they look to identify best practices for expediting hiring pathways and increasing transparency over the process.**
- **Review existing informational materials outlining the hiring process to supplement, and ensure that information is easily accessible for candidates.**
- **Identify minimum hiring requirements that make hiring for certain classification series more challenging.**
- **Partner with DHR to explore barriers that make hiring BIPOC applicants to permanent civil service positions more challenging.**

Initiatives and Accountability Measures

- **Partner with DHR to Identify existing apprenticeship and training programs for new hires.**
- **Explore pathways for offering paid fellowship opportunities to help increase diverse candidate pools.**
- **Create and promote a mentorship/sponsorship program to better facilitate professional advancement.**
- **Cultivate relationships with targeted educational institutions, professional networks, private sector, non-profits, and community-based organizations to attract diverse candidate pools.**

Initiatives and Accountability Measures

- **Developing a more robust recruitment strategy by identifying resources for utilizing vendors, partnering with the DHR's Diversity Team, using social media platforms more proactively, and accessing professional networks.**
- **Explore technology solutions with DHR to administer a survey to applicants who removed themselves from the hiring process, were extended an offer but declined, or completed the process but did not receive an offer.**
- **Explore the feasibility of conducting a focus group with current employees who applied unsuccessfully for a different position.**

Retention & Promotion

VERSION 1

Goals

- 1. Improve communication to attract, retain, and promote qualified employees.**
- 2. Through data analysis, ADM will actively seek to identify barriers for employee retention and promotion.**
- 3. Identify additional pathways to promotion.**
- 4. Increase access to existing professional development opportunities.**

Initiatives and Accountability Measures

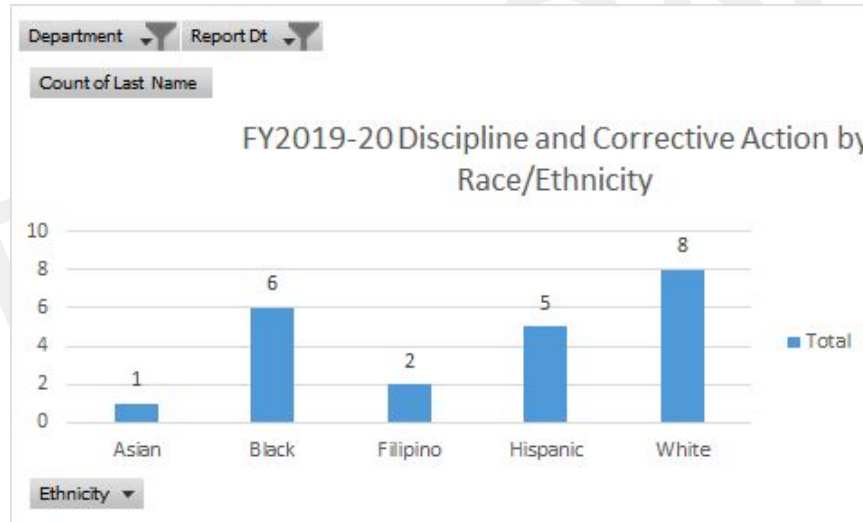
- **Improve communication and encourage transparency by reviewing current information-sharing practices and proposing service improvement to ensure employees have access to existing resources.**
- **Analyze HR data to identify potential barriers to retention and promotion.**
- **Evaluate existing promotive opportunities to encourage equity.**
- **Increase access to existing professional development opportunities. Where gaps exist, additional opportunities will be contemplated.**

Discipline and Separation

VERSION 1

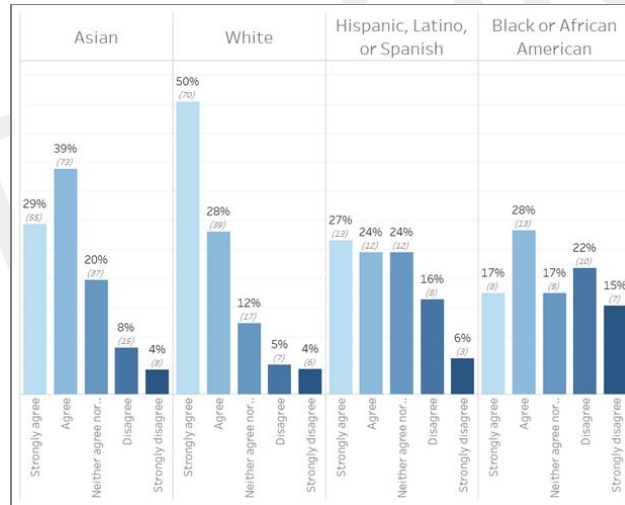
Goals

- Educate and engage employees to help resolve issues at the lowest level and, whenever possible, without escalating to discipline or corrective actions. (Discipline & Corrective Action)**



Goals

2. See greater similarity, across all races, in employees' responses to whether they agree that: "Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity".
(Discipline & Corrective Action)



Goals

3. ADM is committed to better collecting and understanding separation data for all employees, especially employees in exempt appointments. (Separation)

Initiatives and Accountability Measures

- **Continue implementing clearer channels for communicating disciplinary processes and corrective actions at all levels of ADM.**
- **Provide employee management and de-escalation trainings to supervisors.**
- **Participate in the citywide employee mediation program.**
- **Improve data collection and analysis to determine the reasons for employee separations, including when positions expire, a project is completed or ends, and an employee resigns or moves into another position with the City.**

Initiatives and Accountability Measures

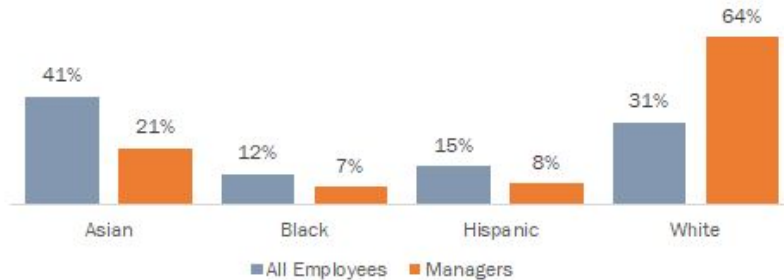
- **Continue to administer a survey question concerning employees' views on whether supervisors hold all employees to the same workplace expectations and disciplinary standards.**

Diverse and Equitable Leadership and Management

Goals

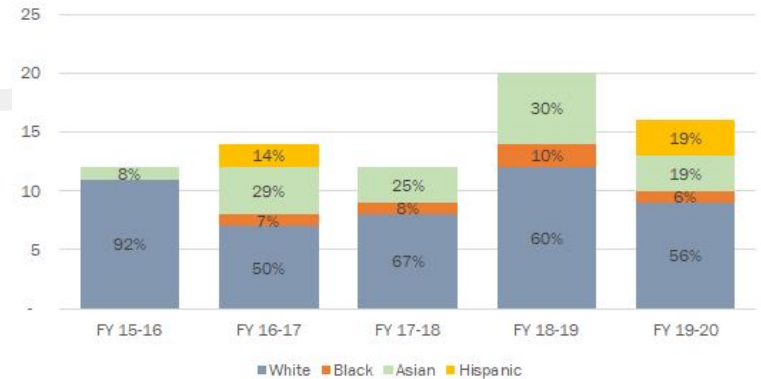
1. Increase representation of BIPOC communities in management positions, relative to the number of available positions, within ADM over the next five years.

Race of ADM Employees and Managers in FY21



Source: Annual Workforce Data, SF Reports & Analytics

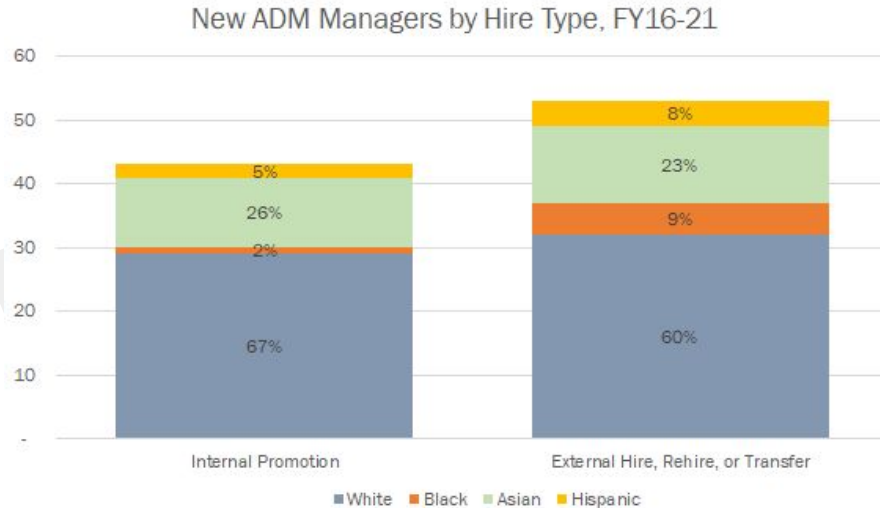
Race of New ADM Managers by Fiscal Year



Source: Annual Workforce Data, SF Reports & Analytics

Goals

2. Improve our internal promotional culture to elevate BIPOC employees into positions of leadership.



Source: Annual Workforce Data, SF Reports & Analytics

Goals

- 3. Create an Equity and Inclusion Lead position within ADM-Central to work with ADM-Human Resources (ADM-HR) to increase the diversity of candidate pools for leadership positions.**
- 4. Make leadership and management training opportunities available to employees interested in promotional opportunities as well as those who have been promoted into leadership positions for the first time.**

Initiatives and Accountability Measures

- **Create Equity and Inclusion Lead.**
- **Evaluate recruitment and selection data for leadership and management positions by race for each of ADM's divisions.**
- **Develop a robust mentorship and sponsorship program.**
- **Formalize relationships with targeted educational institutions, professional networks, private sector, non-profits, and community-based organizations to recruit BIPOC members for leadership and management positions.**
- **Offer leadership and development courses and trainings for employees.**

Initiatives and Accountability Measures

- Explore whether minimum qualifications (MQs) and civil service exams serve as barriers of entry for employees interested in pursuing promotive opportunities into leadership and management positions.
- Identify classification series from which employees are often promoted into leadership positions and encourage employees within these classifications to develop peer resource opportunities.
- Support managers with trainings to help cultivate employees for promotion into leadership positions.

Mobility and Professional Development

Goals

- 1. Support training and professional development for managers and staff.**
- 2. Improve transparency and increase opportunities to share information.**
- 3. Increase opportunities for employees to receive feedback from their managers.**

Initiatives and Accountability Measures

- **Create the Racial Equity and Inclusion Lead.**
- **Increase access to existing professional development opportunities**
- **Contemplate additional professional development opportunities, where gaps exist.**
- **Expand leadership and development courses and trainings for employees, especially BIPOC employees, interested in, or in the process of, being elevated to positions of leadership for the first time.**
- **Increase the number of social opportunities for employees of certain classifications to interact and draw upon each others experiences.**

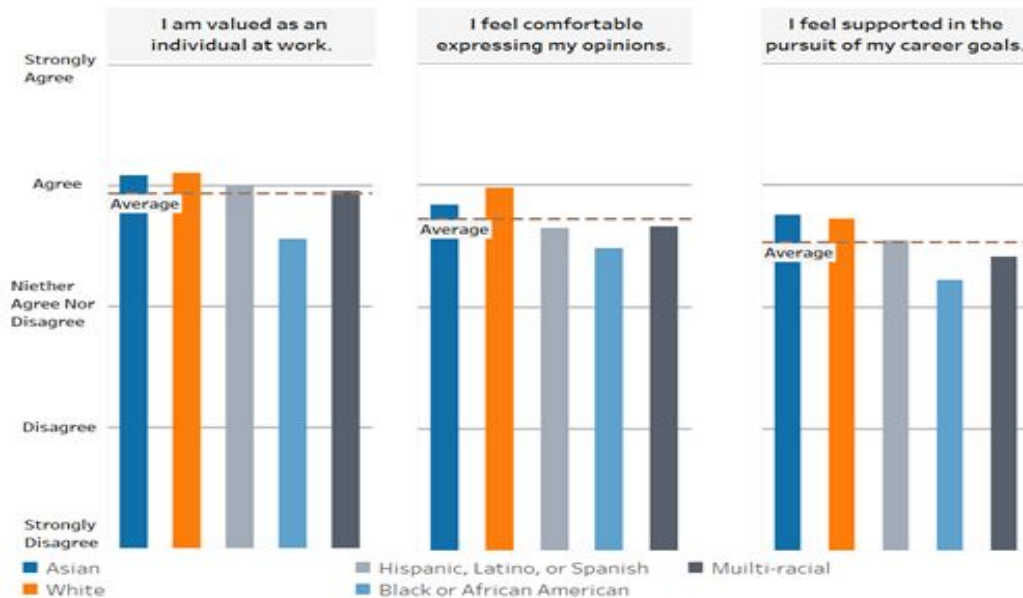
Initiatives and Accountability Measures

- **Support managers with trainings and other services to internally grow talent, especially with BIPOC employees.**
- **Creating opportunities for regular feedback for all ADM staff, including managers.**
- **Institute a process for employees to develop a Professional Development Plan. Incorporate professional development questions into the annual ADM survey.**

Organizational Culture of Inclusion and Belonging

Goals

1. Foster an organizational culture committed to inclusion and belonging.



Goals

- 2. Create an Equity and Inclusion Lead within ADM-Central to evaluate its racial equity progress in several key respects.**
- 3. Improve transparency and sharing information.**
- 4. Support training and professional development for managers and staff.**
- 5. Work with division leaders, the Racial Equity and Inclusion Lead, and external stakeholders to develop division-specific racial equity plans that institute equitable service delivery.**

Initiatives and Accountability Measures

- **Create Equity and Inclusion Lead.**
- **Distribute and analyze annual Racial Equity Survey.**
- **Develop specific plans which incorporate racial equity in division culture and core service delivery.**
- **Have managers and staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.**
- **Invest in resources to support accessibility, including updating the accessibility checklist, reviewing physical and digital spaces, and investing in translation services.**

Initiatives and Accountability Measures

- **Improve communication and encourage transparency by reviewing current information-sharing practices and proposing service improvement.**

Boards and Commissions

VERSION 1

ADM Boards and Commissions

- **Immigrant Rights Commission**
- **Cannabis Oversight Committee**
- **Entertainment Commission**
- **Grant for the Arts Advisory Panel**
- **Mayor's Disability Council**
- **Transgender Advisory Committee**
- **Treasure Island Development Authority Board of Directors**

Goals

- 1. Work with advisory groups to make the appointment processes for designating and appointing seats more transparent and representative.**
- 2. Support members of our advisory groups to become peer resources for each other, especially for those members coming to city government for the first time**
- 3. Better understanding the racial equity outputs – prioritization of racial equity work into their core services and agendas, and etc...– of their advisory groups.**

Initiatives and Accountability Measures

- **Liaising Needs**
- **Encourage advisory groups to appoint a Racial Equity Lead.**
- **Support each advisory group's Racial Equity Lead to develop the ADM Boards, Commissions, and Committees Racial Equity Group ("Racial Equity Group").**
- **Encourage advisory groups to review and incorporate racial equity policies into their bylaws and rules of order, and adopt a racial equity resolution.**
- **Encourage advisory groups to implement racial equity work into their core services and agendas.**

Initiatives and Accountability Measures

- **Racial Equity Group (“REG”) will encourage participation from all advisory group members to participate in implicit bias trainings.**
- **REG will discuss the role of and presence of racial equity within their group’s work.**
- **REG will organize events and opportunities for former and current commissioners, board members, and committee members across all of ADM’s advisory groups to convene socially and for trainings.**
- **REG will conduct an internal survey for all appointees to take to better understand their views on the role of racial equity within their work.**