OEWD RACIAL EQUITY STAFF SURVEY RESULTS

BACKGROUND

In July 2019, Ordinance No. 188-19 formed the Office of Racial Equity (ORE) and created the mandate for the City and County of San Francisco's Racial Equity Framework and each department's Racial Equity Action Plan (RE Action Plan). Each 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.

Ordinance No. 188-19 gave ORE the authority to develop templates and assessment tools to frame the racial equity work and standardize the approach across the City. In July 2020, ORE distributed a RE Action Plan template to all City and County of San Francisco departments. The template required each department to produce a staff survey where staff may share their perspectives on organizational climate and commitment to racial equity.

The Office of Economic and Workforce Development (OEWD) advances equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency. OEWD's programs are responsible for strengthening San Francisco's many diverse neighborhoods and commercial corridors, creating a business climate where companies can grow and prosper, and ensuring a continually high quality of life for all San Franciscans. OEWD includes the following divisions: Office of Small Business, FilmSF, Workforce Development, Shared Services (Finance and Administration, Policy and Planning, and Communications and Marketing), Invest in Neighborhoods, Joint Development, Business Development, and Business Solutions. OEWD also works with three policy bodies and commissions: the Small Business Commission, Film Commission, and Workforce Investment San Francisco Board. OEWD employs 124 staff reflecting diverse perspectives and communities across San Francisco.

This report summarizes the methodology and results from an organizational climate survey administered by OEWD's Racial Equity Working Group (REWG) to OEWD staff and leadership in October 2020 and mandated by ORE.

METHODOLOGY

The questions from the survey were adapted from the Government Alliance on Race & Equity's (GARE) Employee Survey for Local Governments, D5 initiative's Field Survey, Living Cities, as well as other best practices from the field of human resources. The Racial Equity Human Resources Sub-Committee led the creation of the survey, and the REWG—a team of 22 division leads across staff and leadership—all contributed to the review of the survey instrument[1].

The REWG administered the 2020 OEWD Internal Racial Equity Survey (Appendix A: Survey Instrument) electronically through Google Forms in October 2020. Google Forms was selected as the instrument administration tool because it is free, accessible, allows for anonymous submissions, extracts data as .csv and .xlsx for external analysis, and provides canned charts. Analysts also used PowerBI to analyze complex data.

The OEWD Director sent an initial email, with a follow up on the due date (Appendix B: Survey Communications). The REWG requested that leadership and managers make announcements in division and all-staff meetings. RE leaders were encouraged to discuss the survey with colleagues at unit meetings and to send follow-up emails. Anonymous responses were accepted over a period of three weeks. Of the 124 employees in the department, 89 responded to the survey, representing a 71.8% completion rate.

PARTICIPANTS

All participants were staff from the Office of Economic and Workforce Development in October 2020. Respondents were required to complete race/ethnicity and gender identity. These data were collected for three purposes: 1. to ensure that OEWD department data reflects the appropriate data categories for further racial equity inclusion activities, 2. to compare the demographics of respondents to OEWD staff demographics, and 3. to provide additional data points to compare responses using categorical data (i.e. race and ethnicity, gender).

Respondents were able to select multiple categories under race and ethnicity. Survey respondents self-reported their identities as: American Indian, Alaskan Native, or First Nation; Black,

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[1] As required by the City and County of San Francisco Department of Human Resources (DHR), the survey included a notice about Equal Employment Opportunity in order to inform survey participants that the survey was not a resource to report harassment, discrimination, or retaliation. Participants were required to indicate that they understood the purpose of the survey was to monitor workplace climate instead of submitting EEO claims.

African-American, or Black African; Chinese; Filipina/o/x; Japanese; Latina/o/x or Hispanic; Middle Eastern; Other Pacific Islander; Vietnamese; White or European American; African born in America; Luso; [Blank]; southeast asian; mixed heritage; Multi-Racial; and I prefer not to answer. Frequency and percentages are not represented here in order to protect identifiable information and anonymity. Based on the self-representations described above, OEWD respondents reflect a range of races, ethnicities, and perspectives across the organization.

The demographic data were transformed to limit identifiable information in categories with fewer than 11 respondents. Where necessary, Asian sub-populations were consolidated into the "Asian" data category, any respondent identifying as two or more races or ethnicities was included in "Multiracial," and "Middle Eastern or North African" alone respondent(s) were included in "White or European American" in keeping with established data representation practice. As a consequence of data classification and concerns around publishing identifiable data, OEWD staff who identify as "Filipino," "Middle Eastern or North African," and "Native American, American Indian, or Alaskan Native" are not visible in these data visualizations. Wherever possible, OEWD may consider the utility of representing these qualitatively.
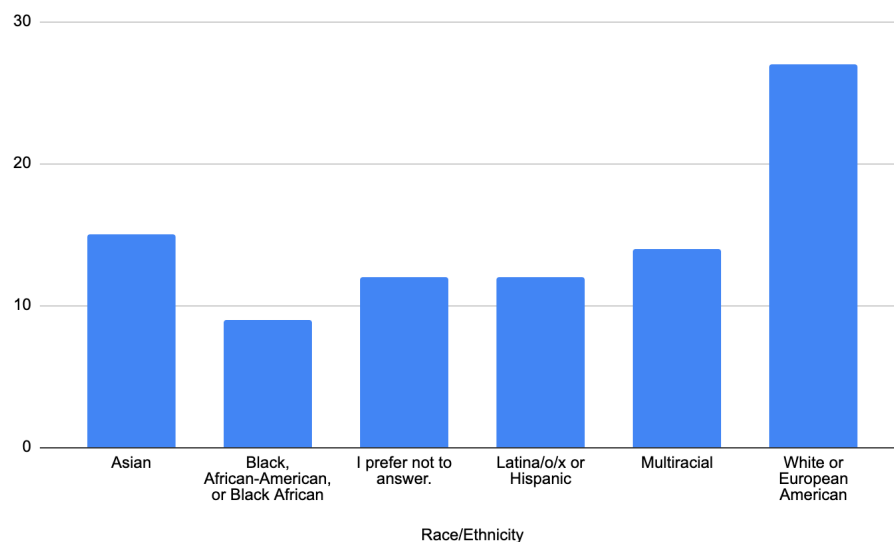

Figure 1. Respondents by Race and Ethnicity, OEWD Internal Staff Survey, October 2020 (n=89)

In partnership with the Office of Racial Equity, the City and County of San Francisco's Department of Human Resources (DHR) provided employee data to OEWD's Human Resources Unit to inform racial equity analysis for the RE Action Plan.
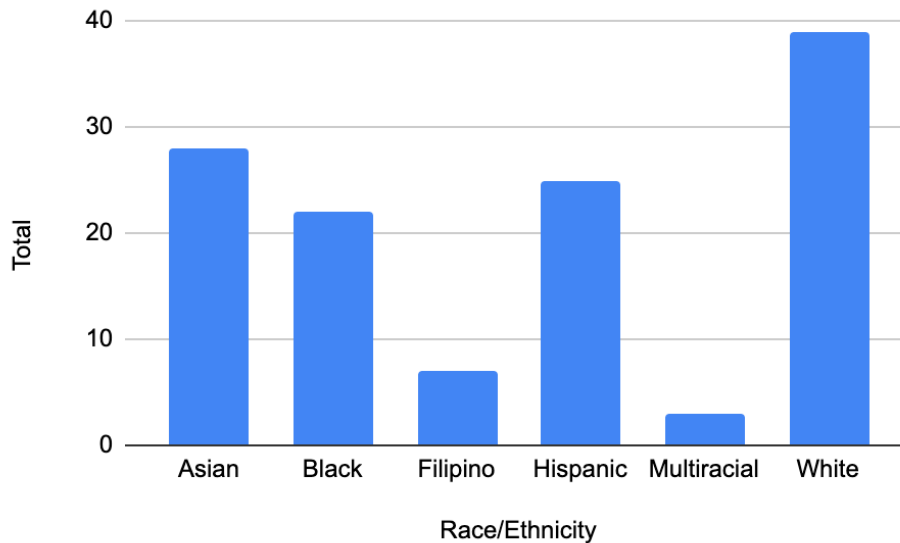
Figure 2. OEWD Staff by Race and Ethnicity, OEWD Staff Demographics from DHR Data, December 2020 (n=124)

When compared, these two data sets demonstrate that the survey reflects underrepresentation from Asian, Hispanic, and Black staff; however, Multiracial respondents are overrepresented in responses, likely due to the ability to disclose multiple races/ethnicities in a multi-select question with varied options. OEWD may consider this option in the future when surveying staff.

Staff self-reported gender identity as Male; Female; Genderqueer / Gender Non-Binary; and I prefer not to answer. Male respondents represented 46.6% of responses, while Female respondents represented 39.8%. I prefer not to answer and Genderqueer / Gender Non-Binary respondents accounted for 13.6% combined.

Per DHR data, OEWD employs 54% female staff and 46% male staff. Genderqueer / Gender Non-Binary data is not reported in DHR data. When compared, these two data sets demonstrate that the survey reflects underrepresentation from female staff, even with considerations of the frequency in "I prefer not to answer."

COMMITMENT TO RACIAL EQUITY

Racial equity is integral to OEWD's mission in ensuring economic vitality and self-sufficiency for all San Franciscans. Overwhelmingly, respondents reported finding value in examining and

discussing the impacts of race at work (96.6%)[2]. Indeed, answers to this question and other framing questions about racial equity demonstrate deep mission alignment within the organization.

A question about embedding racial equity into OEWD's mission yielded rich qualitative data. Per MonkeyLearn qualitative analysis software for sentiment analysis, responses to this question were 56.5% positive, indicating a slightly positive framing of responses from staff. Keywords included: racial equity, work, people of color, career advancement, cultural difference, evaluation, inclusion, institutional racism, workers of color, government resources, procurement process, racial equity tools, workplace, staff, diversity, outcomes, OEWD grantee, policy, OEWD services, variety of factors, top initial priority, individual recognition, effort.

Figure 3. Responses to "In your own words, what do you think a focus on racial equity and inclusion should mean for our mission and how we work? What should we do more/less of? What would we need to change?" in OEWD Internal Staff Survey, October 2020 (n=89)

On the whole, staff echoed similar sentiments about leveraging government resources and tools (e.g., data collection, evaluation, procurements, funding) toward deconstructing systemic,

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[2] These results may consider selection bias and response bias: participants may be positively biased towards racial equity and self-select into participating in the survey or respond positively due to concerns about anonymity within the survey results.

institutional, and interpersonal racism to the benefit of community, people of color, workers of color, and marginalized communities in San Francisco.

Staff underscored the need to engage all Black, Indigenous, and People of Color (BIPOC) in internal and external racial equity and inclusion initiatives, while considering intersections with gender, ability, age, educational attainment, class, and diversity of life experience.

Some examples of comprehensive staff feedback are below:

"I am very proud of the intentional work OEWD is doing to advance racial equity. It strikes me as both meaningful and visible. At the same time, I think we can continue to push much deeper into exploring, evaluating and understanding how to adapt our approach to economic development to support racial equity. I would love to be better equipped to critically interrogate program/policy design and development to further racial equity and inclusion."

"[R]acial equity is vital as research shows that racially diverse and inclusive places are more economically stable, resilient and just plain happier. There shouldn't be a choice between choosing diversity, equity and inclusion (DEI) versus powerful interests and continued disenfranchisement. For how we work, DEI/racial equity is core to a healthy and trusting workplace that supports our various missions, but they are dependent on: leadership that is better at recognizing their blindspots; leadership that is making public and regular commitments to including racial equity frameworks and policies in hiring, training, professional development and other areas; rethinking performance evaluations (there should be a way to evaluate your managers, too, to hold them accountable with consequences); and an understanding that DEI/racial equity is core work not just a survey sent from time to time (although this is a very good survey) and intermittent emails. Although compelled by the national zeitgeist, by greater City leadership, and by undeniable need, I am grateful to the BIPOC staff and leadership that are leading this effort (as is often the case) and I hope that white leadership and staff become more visibly involved and committed instead of not understanding "what the big deal is" or "what's in it for them." Thank you for your hard work in this very, very difficult work of the highest importance."

"A focus on racial equity should mean that the people closest to the pain should be closest to the power. We need more meaningful community engagement that puts decision-making power directly into the hands of the people affected by our work. This also means that people need to know what it is that we do and be knowledgeable about

the issues impacted by our work. We also need to be better at tracking data and understanding the needs of all those we are aiming to serve..."

"...We should focus our work in a way to lift up communities that have historically been disenfranchised systemically. I think we should focus more resources and effort on these communities, especially in the D5, 10, and 11 which suffered from redlining and other issues. I think we should be very careful/deliberate about the language we use as it could turn off current or potential allies in community. We need to provide better frameworks on how this is not hurting any one community, but lifting up those that historically have been held down. We need to educate the public at large to understand what we are doing and why we are doing it. I think training is important, but it needs to come from a place of love and non-judgement. There are real problems in San Francisco the [sic] City, quite frankly, has failed on due to a variety of factors including a lack of leadership it would be a good idea to tie in how racial equity based solutions could be a good way of addressing these and making San Francisco better for everyone."

"I think OEWD has a positive focus on racial equity and inclusion, both internally and externally. Our efforts toward achieving racial equity will take us in the right direction. One comment I would make because I think it is under represented in the dialogue is around how we focus our external programs, policies, initiatives, and grants. Government resources, like those we deploy at OEWD, can meaningfully help San Francisco move toward racial equity. These resources are scarce and must be focused and deployed in the way that is most effective at supporting those most in need - largely people of color, low income people, and other marginalized communities. I believe we need to be somewhat ruthless about allocating our time, resources, and efforts toward the most effective avenues for supporting those most in need. There are programs, policies, grants, etc. that would seem to be supportive of racial equity, but are simply not effective in terms of improving actual outcomes for those marginalized communities. There is nothing equitable about squandering government resources, so let's be focused more on outcomes and less focused on what is superficially supportive of racial equity."

"We should develop a formal training curriculum for leadership (including management of diverse teams and diffusing interpersonal racism) and staff, as well as implement a racial equity tool/assessment process for policies and decision-making. Additionally, we may consider incorporating community input into all of our policies and decision-making by creating a formal process to integrate community into meetings, decision points, and policy development."

Throughout this qualitative section, staff requested unifying the organization and aligning racial equity goals across different stakeholders, action-oriented advancement of racial equity initiatives, critical examination of grantee performance and outcomes using results-based accountability and data-driven decision-making, continued visibility and prioritization of racial equity in decision-making, tying strategic goals to racial equity, shared understanding of racial equity goals, and organization-wide information sharing. These principles guided development of the RE Action Plan.

LEADERSHIP

For the purposes of the survey, OEWD leadership is defined as Directors, Managers, and Supervisors. The survey requested responses to twelve questions about OEWD leadership on a scale of Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, or Don't Know.

Respondents were prompted to consider the leadership team as a whole rather than focusing on individual members of the team. It is important to note that the department, divisions, and units have had significant leadership transitions over the last three years, and many respondents may have reflected on these questions in consideration of leadership over their tenure with the department.

A majority of staff **agree or strongly agree** on the following statements:

- **OEWD is committed to racial equity.** (80.9%)

- **OEWD Leadership communicates the importance of addressing racial inequities and achieving racial equity.** (79.8%)

- **OEWD Leadership participates in and supports conversations about racial equity internally.** (79.8%)

- **OEWD has taken steps to reduce racial inequities generally.** (59.6%)

- **OEWD Leadership is equipped to participate in internal and external conversations about race.** (58.4%)

- **I can articulate OEWD's commitment to racial equity to external partners.** (56.18%)

There was **no majority** on the following responses, all of which spoke to the internal culture or operations of OEWD:

- **OEWD has taken steps to reduce racial inequities internally. (**SA: 6.74%; A: 35.96%; N: 31.46%; D: 6.74%; SD: 5.62%; DK: 13.48%)

  o Latina/o/x and Multiracial respondents were more likely to agree, while responses from Asian, Black, and White respondents demonstrated spread across agreement, neutrality, and disagreement.

- **OEWD leadership has taken bold steps to reduce institutional racism.** (SA: 8.99%; A: 25.84%; N: 32.58%; D: 21.35%; SD: 5.62%; DK: 5.62%)

  o Asian, I prefer not to answer, Latina/o/x respondents were more likely to agree. White and Multiracial respondents were more likely to be neutral or disagree, and Black respondents were more likely to disagree.

- **OEWD creates an environment where everyone has equal opportunities to advance.** (SA: 12.36%; A: 33.71%; N: 23.6%; D: 17.98%; SD: 4.49%; DK: 7.87%)

  o Latina/o/x and Multiracial respondents were more likely to agree, Asian respondents were slightly more likely to be neutral, and Black respondents were more likely to disagree.

- **OEWD provides the resources necessary for addressing racial disparities and achieving racial equities.** (SA: 4.49%; A: 33.71%; N: 34.84%; D: 22.47%; SD: 3.37%; DK: 1.12%)

Data from this section demonstrates that OEWD staff provide strong leadership and mission alignment for racial equity work. Staff demonstrate some ambivalence when it comes to operationalizing racial equity interventions, both within the workplace and in the community.

CONTENT KNOWLEDGE

A strong majority of respondents (93.2%) reported understanding racial equity; however, content knowledge questions about structural, institutional, and interpersonal racism demonstrated greater variance of understanding.

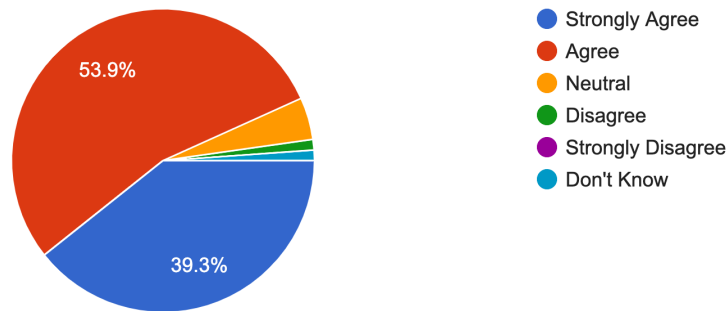I understand concepts related to racial equity.
89 responses

Figure 3. Responses to "I understand concepts related to racial equity" in OEWD Internal Staff Survey, October 2020 (n=89)

Almost universally, staff reported that they knew how to identify examples of structural, institutional, and interpersonal racism; however, staff were less likely to report having the tools to address these types of racism within their workplace.

Structural (or Systemic) racism: A system in which public policies, institutional practices, cultural representations, and other norms work in various, o…nomic, and political systems in which we all exist.
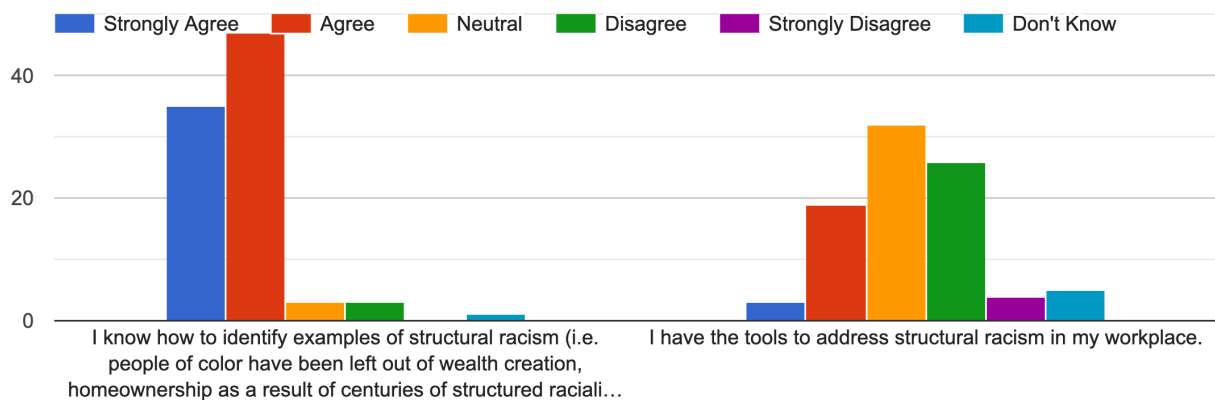

Figure 4. Responses to Structural Racism Content Knowledge in OEWD Internal Staff Survey, October 2020 (n=89)

Institutional Racism: Institutional racism refers to the policies and practices within and across institutions that, intentionally or not, produce out...es, can significantly disadvantage workers of color.
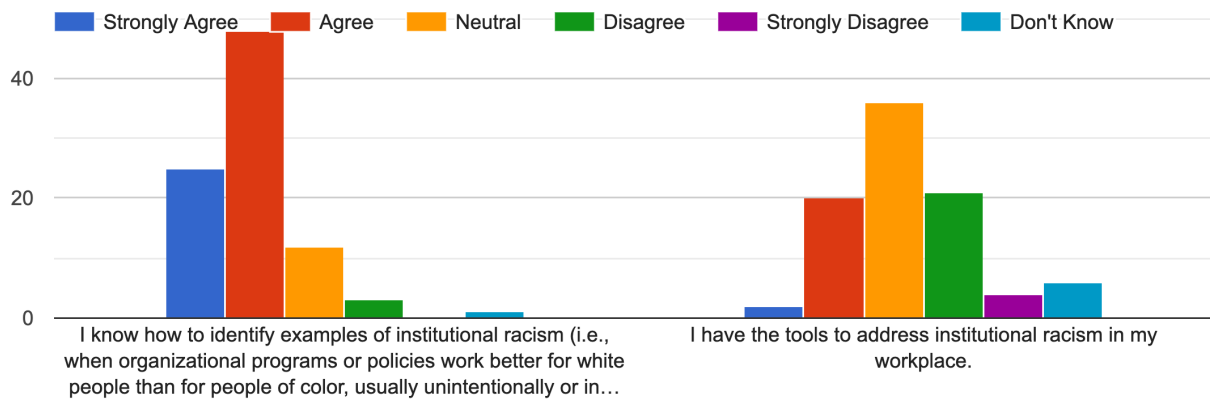

Figure 5. Responses to Institutional Racism Content Knowledge in OEWD Internal Staff Survey, October 2020 (n=89)

Regarding becoming more active in advancing racial equity, respondents wanted: more information so they knew what to do (64.8%, n=57), training (60.2%, n=53), more time (51.1%, n=45), a more supportive environment (27.3%, n=24), senior leadership buy-in (22.7%, n=20), acknowledgment of the work they do to advance racial equity (22.7%, n=20), and more support of their manager (21.6%, n=19). Thirteen respondents indicated they are happy with their current level of engagement.

I have used a racial equity tool or framework to assist me in making policy, program, or budget decisions.
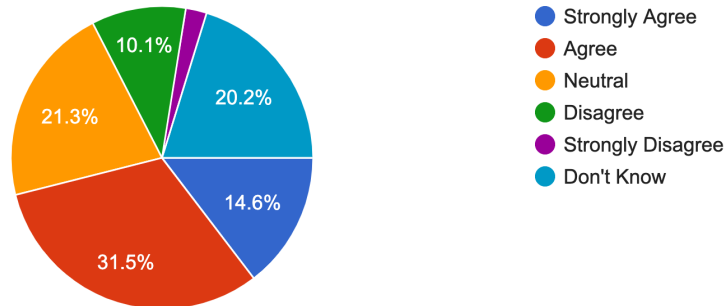
89 responses

Figure 6. Responses to Racial Equity Tool Content Knowledge in OEWD Internal Staff Survey, October 2020 (n=89)

Results from this section were used to inform recommendations to increase training opportunities, provide structure in embedding racial equity tools, and gain more visible leadership engagement in the RE Action Plan development.

SELF AWARENESS

Implicit bias is an automatic reaction someone has toward other people which impacts understanding, actions, and decision-making (Project Implicit, 2020). The staff survey requested staff self-reflect on their understanding of implicit bias and whether they have adapted their workplace practice to correct implicit bias.
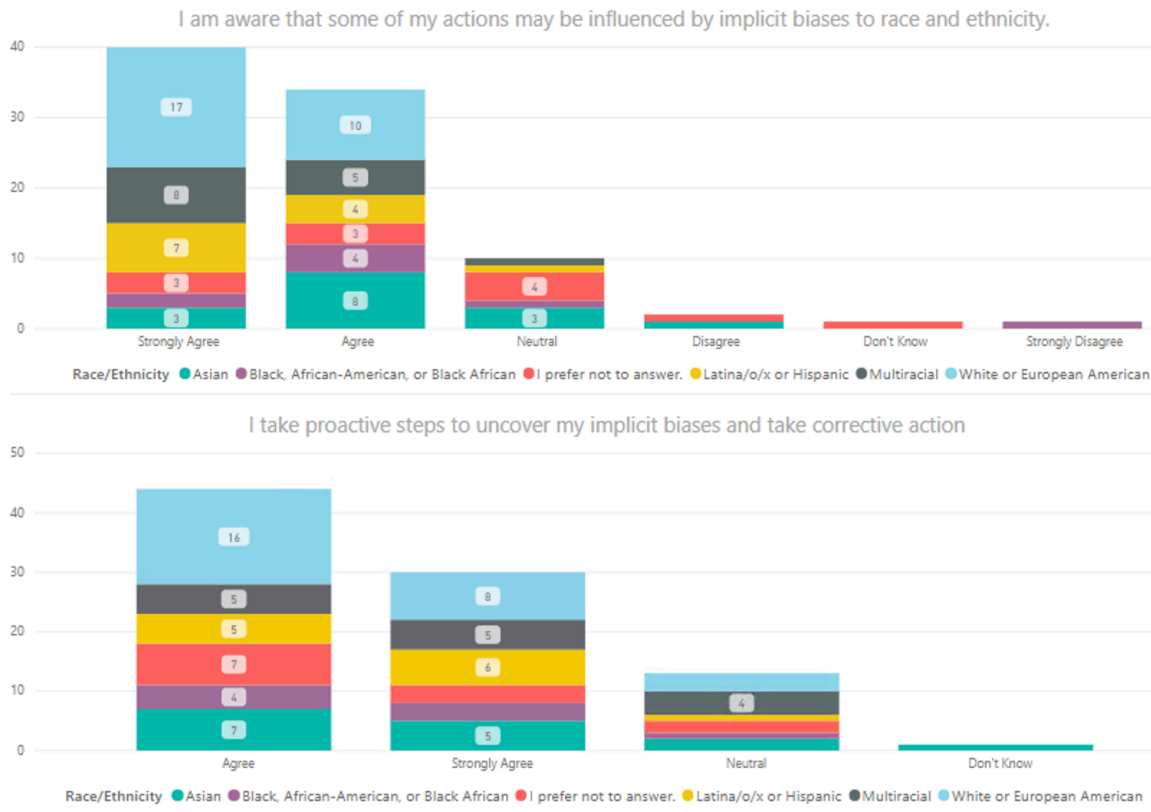
Figure 7. Responses to Implicit Bias Questions by Race/Ethnicity, OEWD Internal Staff Survey, October 2020 (n=89)

Questions on implicit bias were sequenced, with the first question asking whether respondents were aware that they have implicit bias and the second asking whether respondents take action to uncover their biases and take corrective action. It is important to note that these questions are self-assessment and may not reflect real or perceived actions.

Though responses to the first question reflected diversity across the Likert scale but skewed towards Strongly Agree and Agree, the responses to the second question were still affirmatively skewed, but indicated that respondents were less confident that they took proactive steps to combat implicit bias. This data indicates that staff have the ability to name implicit bias, but may lack the knowledge or tools to take corrective action.

Responses to these questions indicated that White or European American respondents feel that they are aware of implicit bias, and they were more likely to believe that they take proactive steps to uncover their implicit biases and take corrective action. As an important note, twenty White respondents to the survey (n=27) indicated that they had taken racial equity training (74%), and six respondents specifically named implicit bias training (22%). Of the responses from Asian, Black, Latinx, and Multiracial staff (n=53), 43 respondents (81.1%) had attended

training and seven (13.2%) specifically named implicit bias training, though many entries noted that respondents had been in "too many to count," "more trainings than I can remember," and "as many as possible." Additionally, some BIPOC staff rated the number of trainings attended as "0" but indicated that they had attended HRC's Racial Equity Foundations or other introductory courses. Consequently, though BIPOC staff had attended more trainings, including on implicit bias, responses from Asian, Black, Latinx, and Multiracial respondents demonstrated more nuanced self-assessment of implicit bias.

STAFF TRAINING

About three-quarters of respondents indicated that they had attended one or more trainings on racial equity, and over 90% of those who attended trainings found them useful.

How many trainings/workshops about racial equity have you attended either at OEWD or outside of OEWD?
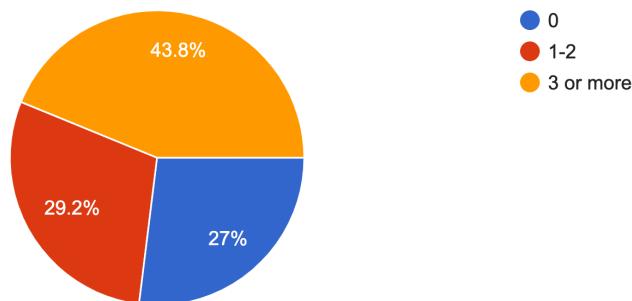89 responses

- 0
- 1-2
- 3 or more

43.8%
29.2%
27%

Figure 8. Number of Trainings/Workshops about Racial Equity, OEWD Internal Staff Survey, October 2020 (n=89)

Most of the respondents reported attending trainings through the City and County of San Francisco, including the Government Alliance on Racial Equity, DHR's Implicit Bias Training, Human Rights Commission (HRC) Racial Equity Foundations and other HRC trainings, ORE's Citywide Racial Equity Working Group, Department of Public Health's Culturally and Linguistically Appropriate Services, San Francisco Planning Department Staff training, SFMTA Racial Equity Workshop, informal OEWD trainings, and Cultural Diversity at Work.

Additional training resources accessed included community-based organization-specific offerings (e.g., Standing Up to Racial Justice Bay Area, Multicultural AIDS Coalition, Anti-Racist Theatre Workshop by Nicole Brewer, ArtsEquity), foundation-sponsored trainings (e.g., Aspen Institute, Living Cities), subject matter-based racial equity training (e.g., regional workforce development training, deconstructing racist systems, history of police brutality, systems of oppression, evaluating CBOs while weighing racial equity, Green For All), third-party offerings (e.g., Be the Change, Race Forward, National Skills Coalition, Susana Rinderle's Equity Evaluation, Living Cities, Creative Action Lab, Cultural Bridges to Justice, NAACP, LAANE and Partnership for Working Families), trainings offered through educational institutions (e.g., San Francisco Unified School District, Columbia University), and self-guided trainings (e.g., Harvard Implicit Bias Test, online modules).

Staff recommended additional topics for training, including structural and institutional racism, white supremacy/fragility, constructive conflict, seminars from groups working on racial equity throughout California, non-hypothetical training contextualized with real-world examples, and scaffolded opportunities for training to build competency over time, such as through onboarding, workshops, fishbowl activities, and agency in-service trainings.

As a final note, several responses indicated that BIPOC staff would like to attend racial equity training but had not had the opportunity to participate.

STAFF INPUT OUTSIDE OF SURVEY INSTRUMENT

Throughout the process of developing the Racial Equity Action Plan Phase I, the Racial Equity Working Group has used multimodal data collection across quantitative and qualitative methods —including survey instruments, subject matter topic groups, small group discussions, large group discussions, virtual facilitation tools, and human resources data analysis—to provide regular interaction with and feedback on the plan content for OEWD staff.

As a best practice, the Racial Equity Working Group engages in one-to-one conversations with staff on a regular basis in order to provide coaching and peer support to colleagues about topics related to racial equity in the workplace. The Working Group has created safe space for staff to engage in critical conversations about the organization and its processes in an anonymous and confidential space. This section documents staff input outside of the staff survey instrument described in this document or other established processes for the development of the Racial Equity Action Plan Phase I.

Though this information was not captured through a formal qualitative interview protocol, staff provided unstructured, sociohistorical context of their lived experience, in line with participatory organizational ethnographic research. Staff whose experiences are included in this section gave permission for their experiences and qualitative data to be captured in this document.

- Some staff disclosed that they did not fill out the staff survey because they did not expect it to be a meaningful exercise towards racial equity. Some BIPOC staff have felt unheard in some strategic planning and visioning activities. Participating in the survey may be another example of a continuous request for feedback without promise of implementation.

- Similarly, some BIPOC staff indicated that this subject matter is their lived experience, and they don't want to participate in public, critical dissection of their lived experience in the workplace.

- Some staff disclosed that they did not complete the staff survey because a similar survey had been administered previously in the department, and their race/ethnicity was used to identify who had completed the survey and who had not or their responses were used as blanket statements about needs in the department.

- Some staff disclosed that they feel like they have followed process and procedure when there has been a critical issue in the workplace, but there were limited or no results or advocacy for them on their behalf. Staff disclosed that they felt that had they been on the receiving side of a complaint, they would have been terminated.

- Some staff disclosed that they felt that their projects are ignored or deprioritized because leadership and colleagues do not value their work, and it is due to implicit bias based on race or ethnicity.

While these are not universal experiences, they do reflect the true and lived experience of some BIPOC staff who did not participate in the survey exercise. These considerations have been used in the development of the RE Action Plan.

In the future, OEWD may consider promoting other formalized ways to collect data to ensure a representative sample of staff, such as keeping a formal qualitative research protocol on hand to supplement any staff survey results.

CONCLUSION

Results from this survey provided insight into OEWD mission, vision, and values, and yielded rich data and thoughtful responses from OEWD staff. This was a meaningful exercise in identifying staff needs, because these insights were immediately applicable in the development of the RE Action Plan. Specifically, these insights allowed the OEWD Racial Equity Working Group to advocate for greater transparency of policies, especially as they relate to hiring, recruitment, retention, promotion, discipline, separation, and mediation; alignment of messaging around planned and implemented activities related to racial equity; access to data to support staff reports about fairness and transparency; and permission to build a departmental training plan.

As committed in the RE Action Plan, OEWD plans to administer this survey annually in October, using the existing methodology outlined in the Appendices as a basis.

Appendix A: Survey Instrument

Title: 2020 OEWD Racial Equity Survey

Instructions:

Thank you for taking the time to participate in the Racial Equity Survey. This survey takes ~10 - 15 minutes.

Your response to this survey will inform OEWD's Racial Equity Action Plan due to the Office of Racial Equity this year. The intent of the survey is to better understand the racial equity climate within OEWD and is not a resource to report harassment, discrimination, or retaliation. Please read the EEO statement below.

Please complete this survey by the end of day on Friday, October 16, 2020.

Goals of the survey:

Learn the following from Office of Economic and Workforce Development (OEWD) staff:

- Where we need to invest in staff training to increase competency around racial equity

- Understand our collective awareness of racial equity and how it impacts our work

- Understand collective awareness of OEWD's efforts around racial equity

This will be OEWD's first racial equity employee survey. DHR will also send a citywide survey in the coming months.

This survey will be confidential. No identifying information will be connected to an individual's survey response and all personal statements will be anonymous. Aggregate results (never individual data) might be shared publicly in service of our spread and adoption goals.

The questions from this survey are adapted from the Government Alliance on Race & Equity's (GARE) Employee Survey for Local Governments, D5 initiative's Field Survey, Living Cities, as well as best practices from the field.

If you have questions about the survey, or would like to request translation or other support in completing this survey, please contact the Core Team via e-mail (Tajuana, Marissa, Amabel, Juan Carlos, Jen Hand).

Equal Employment Opportunity Statement

The City and County of San Francisco (City) is committed to equal employment opportunity. It is the City's policy to ensure:

- equal opportunity to all employees and applicants;

- that employees be selected and promoted based on merit and without discrimination;

- reasonable accommodations for qualified employees and applicants that require them.

The City prohibits discrimination and harassment on the basis of sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

The City also prohibits retaliation against an individual who reports, files a complaint of, or otherwise opposes conduct he or she reasonably believes to be unlawful discrimination, harassment, or retaliation, or assists in the investigation of a complaint.

The intent of the survey is to better understand the racial equity climate within OEWD and is not a resource to report harassment, discrimination, or retaliation.

All employees are encouraged to report discriminatory, harassing, or retaliatory behavior, whether directed at themselves or at co-workers.

For information or to file a complaint, contact any of the following:

- the employee's supervisor or any other supervisor or manager;

- the department's Human Resources personnel;

- the City's Department of Human Resources, EEO Division located at 1 South Van Ness Avenue, 4th Floor, San Francisco, CA 94103, or online at www.sfdhr.org;

- the City's EEO Helpline at (415) 557-4900 or (415) 557-4810 (TTY)

 Additional information may be found at https://sfdhr.org/equal-employment-opportunity.

Survey Questions:

I understand that this survey is a workplace climate survey and not a resource to report harassment, discrimination, or retaliation. [Yes]

I understand concepts related to racial equity. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

I think it is valuable to examine and discuss the impacts of race on our work at OEWD. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

How many trainings/workshops about racial equity have you attended either at OEWD or outside of OEWD? [0, 1-2, 3 or more]

I have found trainings / workshops about racial equity to be useful. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

If you have attended trainings, please share what kind of training and whether you would recommend it for our organization: [Open-ended]

Structural (or Systemic) racism: A system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with "whiteness" and disadvantages associated with "color" to endure and adapt over time. Structural racism is not something that a few people or institutions choose to practice. Instead, it has been a feature of the social, economic, and political systems in which we all exist.

- I know how to identify examples of structural racism (i.e. people of color have been left out of wealth creation, homeownership as a result of centuries of structured racialized practices, police are likely to focus on certain areas of a city where there are predominantly Black and Latino people etc.). [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I have the tools to address structural racism in my workplace. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

Institutional Racism: Institutional racism refers to the policies and practices within and across institutions that, intentionally or not, produce outcomes that chronically favor, or put a racial group at a disadvantage. Poignant examples of institutional racism can be found in school disciplinary policies in which students of color are punished at much higher rates than their white counterparts, in the criminal justice system, and within many employment sectors in which day-to-day operations, as well as hiring and firing practices, can significantly disadvantage workers of color.

- I know how to identify examples of institutional racism (i.e., when organizational programs or policies work better for white people than for people of color, usually unintentionally or inadvertently). [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I have the tools to address institutional racism in my workplace. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

Interpersonal (or Individual) racism: Individual racism can include face-to-face or covert actions toward a person that intentionally express prejudice, hate, or bias based on race.

- I know how to identify examples of interpersonal/individual racism (i.e. using coded language, questioning someone's competence based on their race or ethnicity). [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I have the tools to address interpersonal racism in my workplace. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I am aware that some of my actions may be influenced by implicit biases to race and ethnicity. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I take proactive steps to uncover my implicit biases and take corrective action. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

I have used a racial equity tool or framework to assist me in making policy, program, or budget decisions. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

What are the tools or frameworks you have used to help you embed racial equity in policy, program, or budget decisions? [Open-ended]

I would become more active in advancing racial equity if… (Mark all that apply)

- I had more information, so I knew what to do

- I received training

- I had more time

- I had the support of my manager

- I felt that I have a more supportive environment

- I knew that there was senior leadership buy-in

- I received acknowledgement on the work I do to advance racial equity

- I am happy with my current level of engagement

Perception of OEWD Leadership, Infrastructure, and Tools. For these questions, OEWD leadership is defined as Directors, Managers, and Supervisors. Please consider the leadership team as a whole rather than focusing on individual members of the team.

- OEWD is committed to racial equity. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I can articulate OEWD's commitment to racial equity to external partners. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- Leadership in OEWD participates in and supports conversations about racial equity internally. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- Leadership in OEWD communicates the importance of addressing racial inequities and achieving racial equity. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- OEWD provides the resources necessary for addressing racial disparities and achieving racial equity. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- OEWD has taken steps to reduce racial inequities internally. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- OEWD has taken steps to reduce racial inequities generally. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- OEWD leadership is equipped to participate in internal and external conversations around race. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- OEWD leadership has taken bold steps to reduce institutional racism. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- OEWD creates an environment where everyone has equal opportunities to advance. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- My team/project is taking concrete actions to increase equity in our team processes and infrastructure such as in contracting and procurement. (i.e. We have prioritized minority-owned businesses etc.), hiring, communications, underwriting, etc. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I have the tools to address interpersonal racism in my workplace. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

Individual Experience. For these questions, consider your experience during your time with OEWD.

- I have taken the time to read, attend workshops, watch films, and educate myself about what people of color experience in this country and how I can advance racial equity in my current position. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I feel comfortable talking about race in my workplace. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I am comfortable when others talk about race in my workplace. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I have set aside my own discomfort and my own fear of saying the wrong thing when talking about race at work. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I have pushed my institution to collect data on racial demographics of the leadership of our grantees. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I have spoken up about diversity in hiring practices. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I feel like I have risked my reputation and my position in order to talk about race at OEWD. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I feel like my reputation has improved because I have talked about race at OEWD. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

- I feel empowered to respond to political and other requests using a racial equity lens. [Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, Don't Know]

In your own words, what do you think a focus on racial equity and inclusion should mean for our mission and how we work? What should we do more/less of? What would we need to change? [Open-ended]

Please identify your race/ethnicity. Select all that apply. We recognize that these categories may not be a full representation of our department's experience and identity, so please utilize the "other" category so we can ensure inclusion in the next survey. [Multiple Select]

- American Indian, Alaskan Native, or First Nation

- Asian Indian

- Black, African-American, or Black African

- Chinese

- Filipina/o/x

- Guamanian or Chamorro

- Japanese

- Korean

- Latina/o/x or Hispanic

- Middle Eastern

- North African

- Native Hawaiian

- Other Pacific Islander

- Samoan

- Tongan

- Vietnamese

- White or European American

- I prefer not to answer.

- [Blank / Other...]

Please identify your gender identity. These demographic categories are identified by the Department of Public Health and the Office of Trans Initiatives. [Single Select]

- Male

- Female

- Trans Male

- Trans Female

- Genderqueer / Gender Non-Binary

- I prefer not to answer.

Appendix B: Survey Communications

<u>Initial Email (Two Weeks Prior)</u>

Dear Colleagues,

Our work continues to advance racial equity throughout the City and County of San Francisco.

The Office of Racial Equity Ordinance (No 188-19) establishes the need for city departments to create a Racial Equity Action Plan due December 2020. A requirement of the Racial Equity Action Plan is that we survey staff on our organizational climate and staff well-being, and include these results in our Plan.

You will find OEWD's staff survey available <u>here</u>. ***Please complete the survey no later than Friday, October 16, 2020***.

At our core, OEWD is responsible for ensuring that all San Francisco residents and businesses can thrive, and this includes all of you. This survey may illuminate institutional and systemic inequities within our department, and offer solutions for promoting racial equity within our own work culture. ***Equal Employment Opportunity is immensely important to our Department and we encourage you to review the <u>City's EEO Policy</u> and reporting procedures provided in the survey.***

Your response to this survey will inform OEWD's Racial Equity Action Plan due to the Office of Racial Equity this year. Your participation in this survey is essential to help dismantle institutional and structural inequities in our communities and in our work. I want to thank you personally in advance for your thoughtful and timely participation.

In solidarity,

Joaquin

<u>Follow Up Email (Day-Of Deadline)</u>

Dear colleagues,

I hope this finds everyone safe and cool leading into the weekend. Before we end our week, however, ***please take a moment today to complete <u>this survey </u>to further our department's work on racial equity.***

As recommended by the Office of Racial Equity, the OEWD Racial Equity Action Plan Working Group put together to inform the Racial Equity Action Plan due this December 2020. Your insights will be critical to our work to breaking down structural inequities within our department and our work.

As a note, this survey is anonymous and we have turned off any tracking features, so please be your authentic self. We will close responses this Friday, October 16th COB.

Thank you.

In Solidarity,

Joaquín

Sample Communications to Units (One Week In)

Sample #1

Hello [Unit],

Just FYI that this is an internal OEWD survey. This is definitely confidential, so please be candid where applicable. As the internal Racial Equity team is preparing a response to the Office of Racial Equity, partaking in this survey will surely be helpful.

I just took the survey, and it only took me about 10 minutes. If you have any questions feel free to reach out. I appreciate all of you and hope that we can continue to look at our work through an equity lens...

Thanks,

[RE Lead]

Sample #2

Good to see you all at our staff meeting last Friday.

As recommended by the Office of Racial Equity, the OEWD Racial Equity Action Plan Working Group put together this internal survey on organizational climate. Responses will be integrated into the Racial Equity Action Plan due this December 2020.

As a note, this survey is anonymous and we have turned off any tracking features, so please feel free to be your authentic self. Kindly note HR's EEO information in the email below. We will close responses this Friday, October 16th COB.
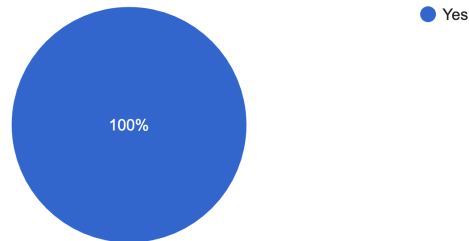
Best,

[RE Lead]

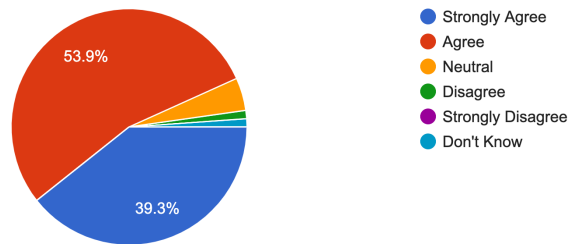# Appendix C: Examples of Pre-Packaged Survey Data

I understand that this survey is a workplace climate survey and not a resource to report harassment, discrimination, or retaliation.
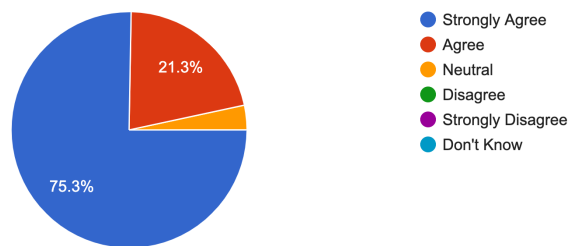
89 responses

- ● Yes

100%

I understand concepts related to racial equity.

89 responses

- ● Strongly Agree
- ● Agree
- ● Neutral
- ● Disagree
- ● Strongly Disagree
- ● Don't Know

53.9%

39.3%

I think it is valuable to examine and discuss the impacts of race on our work at OEWD.

89 responses

- ● Strongly Agree
- ● Agree
- ● Neutral
- ● Disagree
- ● Strongly Disagree
- ● Don't Know

21.3%

75.3%
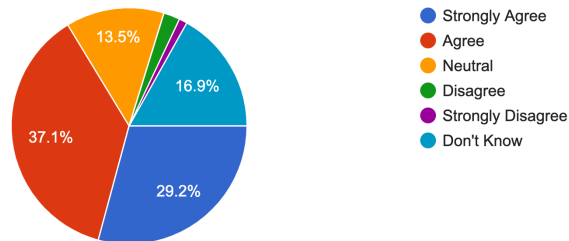
How many trainings/workshops about racial equity have you attended either at OEWD or outside of OEWD?

89 responses

- 0
- 1-2
- 3 or more

43.8%
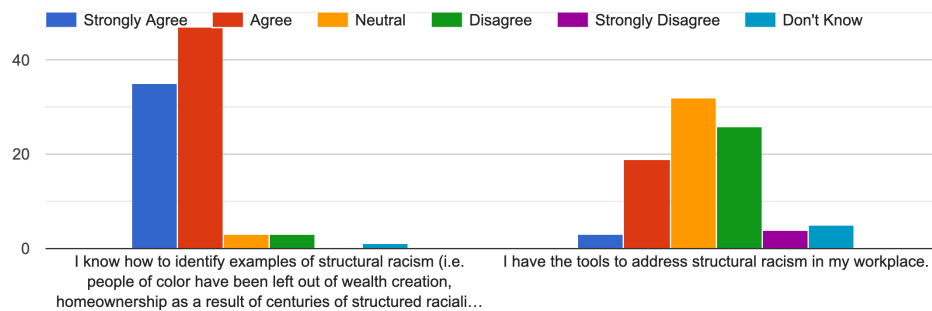29.2%
27%
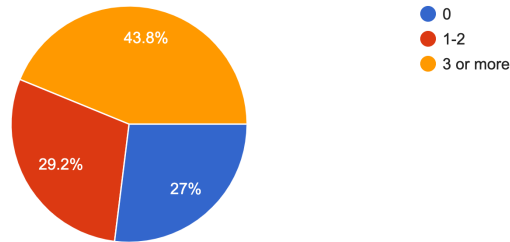
I have found trainings / workshops about racial equity to be useful.

89 responses

- Strongly Agree
- Agree
- Neutral
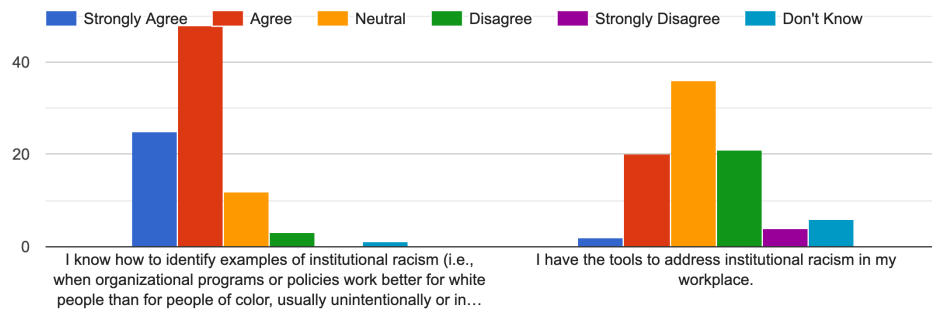- Disagree
- Strongly Disagree
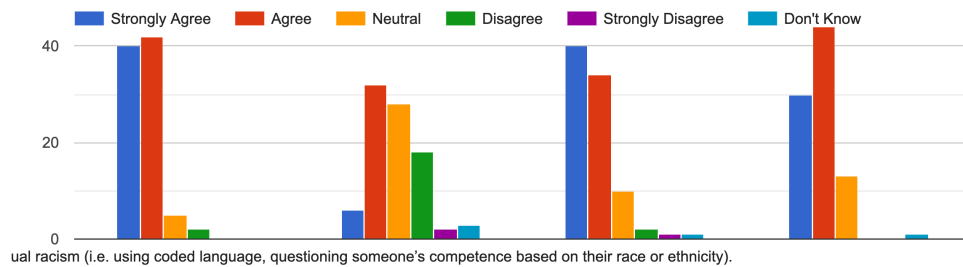- Don't Know

13.5%
16.9%
37.1%
29.2%

Structural (or Systemic) racism: A system in which public policies, institutional practices, cultural representations, and other norms work in various, o...nomic, and political systems in which we all exist.

Institutional Racism: Institutional racism refers to the policies and practices within and across institutions that, intentionally or not, produce out...es, can significantly disadvantage workers of color.

Legend: Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know

I know how to identify examples of institutional racism (i.e., when organizational programs or policies work better for white people than for people of color, usually unintentionally or in…

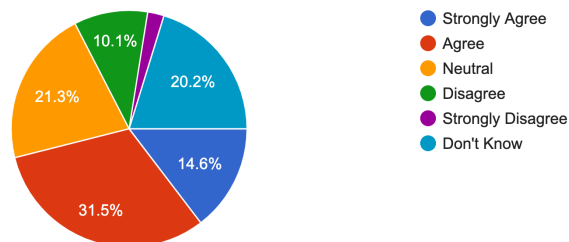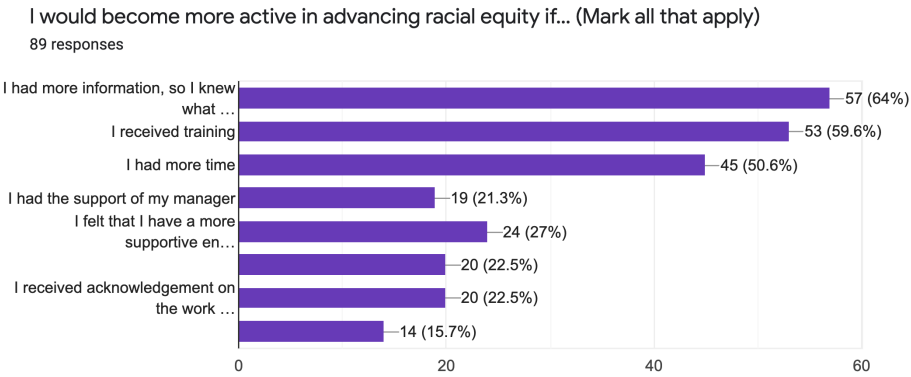I have the tools to address institutional racism in my workplace.

Interpersonal (or Individual) racism: Individual racism can include face-to-face or covert actions toward a person that intentionally express prejudice, hate, or bias based on race.

Legend: Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know

ual racism (i.e. using coded language, questioning someone's competence based on their race or ethnicity).
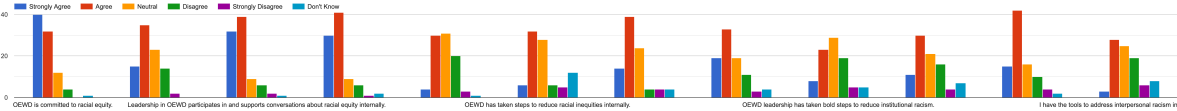
I have used a racial equity tool or framework to assist me in making policy, program, or budget decisions.

89 responses

10.1%
20.2%
21.3%
14.6%
31.5%

Legend: Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know

I would become more active in advancing racial equity if... (Mark all that apply)
89 responses

- I had more information, so I knew what … — 57 (64%)
- I received training — 53 (59.6%)
- I had more time — 45 (50.6%)
- I had the support of my manager — 19 (21.3%)
- I felt that I have a more supportive en… — 24 (27%)
- 20 (22.5%)
- I received acknowledgement on the work … — 20 (22.5%)
- 14 (15.7%)

Perception of OEWD Leadership, Infrastructure, and Tools. For these questions, OEWD leadership is defined as Directors, Managers, and Supervisors. Please consider the leadership team as a whole rather than focusing on individual members of the team.

Individual Experience. For these questions, consider your experience during your time with OEWD.