

OEWD Racial Equity Action Plan

Your participation in this activity will inform the creation of our Racial Equity Action Plan.

Thank you for your input.

Racial Equity Group Agreements

These group agreements were co-created by the Racial Equity Working Group over the last seven months. Group agreements help provide some grounding and tone-setting, and offer structure whenever we enter new community spaces. Thank you for adhering to these group agreements while we move through this activity.

- Create and maintain brave space
- Offer what you can, ask for what you need
- What is said here stays here; what is learned here leaves here
- Notice the space you occupy (step up/fall back)
- Respectful of other people's perspectives and where they are in their learning.
- Conflict is an opportunity to learn.
- Share what you have been given permission to share by the owner of that experience.
- Show empathy.
- Mute your mics if you are not speaking.
- Be brave on camera, as appropriate.
- Take care of yourselves and notice your body and your reaction to things.
- Don't be afraid to laugh and have joy.
- Incorporate care into this process for ourselves and each other.

Virtual Gallery Walk

If you're stopping by, please let us know who's in the "gallery." :)

Name	Preferred Pronouns	Division	Email Address
Jen Hand	She/Her	Workforce (SI)	jennifer.hand@sfgov.org
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Name	Preferred Pronouns	Organization	Email Address
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Virtual Gallery Walk

If you're stopping by, please let us know who's in the "gallery." :)

Name	Preferred Pronouns	Organization	Email Address
Kristen Erbst	She/Her	Finance & Admin (HR)	kristen.erbst@sfgov.org
Derek Remski			
Brandon Davis			
Christopher Corgas			
Jorge Rivas			
Charlie Paisley			
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Manijeh Fata	She/ Hers	Film Commission	manijeh.fata@sfgov.org

Virtual Gallery Walk

If you're stopping by, please let us know who's in the "gallery." :)

Name	Preferred Pronouns	Organization	Email Address

The next few slides have VERY small text. If you would like to increase the size of the slide, please go to the menu bar above.

-->View

-->Zoom

-->200%

Thank you for your participation!

IF YOU WERE A SUPERHERO, WHAT WOULD YOUR SUPER POWER BE?

Double click
on a note and
start typing

Super speed

Breath under
water

Healing
Others and
Myself -
Andrew

Be able to be
Invisible

Would be at
multiple
places at
once.

Time travel

Monk
mindset

Mind reading

Ability to tell
the future

Teleportation

Invisibility

Flying!!!

Snap my
fingers and
have
delicious
food appear

Eliminate
Poverty

Love Bomb
Others!

Reading
mind

Speak all
languages

Teleportation
- Orrian

What does equitable **HIRING & RECRUITMENT** mean to you?

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on a note and
start typing

Making career choices and advancement available to everyone on an equal basis regardless of eternal, non-professional considerations.

Getting the word out about jobs within City Gov't through non-traditional channels. How do people currently find out about job openings? How can that be expanded?

Increased opportunities for students and unemployed peoples to gain access to the pipeline

Opportunity gaps and barriers are identified and addressed by a racially diverse team.

Means that staff are a reflection of the public and communities we serve

Identifying mechanisms to advertise job opportunities to BIPOC populations

Timely recruitment process - reduced delays in hire

Eliminate unnecessary employment requirements for entry-level opportunities

Creating more opportunities in the pipeline (internships, etc)

Recruitment as two way conversation - candidate should have more transparency in role/team to make decision

No nepotism and working to limit and account for biases in the hiring process

Eliminating biases and barriers due in the process as much as possible

Systems are in place to ensure diverse communities know to to apply for jobs, but have support to advance in roles

Enforce hiring of San Franciscans beyond "Good Faith" efforts

Implementing a wide outreach process for recruitment (track with data mapping)

Ensure more BIPOC in leadership

All people who apply have a fair chance

Being considerate of how a job is advertised to a broad community

Assessing who may have been overlooked in this process before and then being intentional about recruiting and screening those same applicants.

Eliminating educational barrier to pass qualification. Experience VS. education

Hold employers accountable to commit to hiring

Diverse interview panels, training panelists on diversity/equity

Recruiting diverse populations

Hiring based on what someone can contribute and not how much they map to a mainstream ideal

Eliminating credit checks from hiring process

Hiring based on qualifications

Offer more internships

Enhance work-based learning opportunities for vulnerable communities

Hiring people with/despite conviction histories!

Lived Experience

Knowing what to expect as an applicant (timeline, actual job duties, who will review applications, etc.)

Demystify the Civil Service Process

Identify pools of talent that have insight based on training, or lived experience into our work

Seeing people of color and women in higher positions.

More advancement opportunities for staff in -yhouse.

What **HIRING & RECRUITMENT** goal should we strive for?

Double click
on a note and
start typing

The folks that we
hire based on
demographics
should match the
demographic
make up of the
City.

— Yes! But also how
can we account for
out migration that
has happened in the
city over the past
10-20 years?

You shouldn't have
to be an insider to
understand what the
job opportunity is
and which of your
skills or experiences
would be valued.

Hiring people
of color in
higher up
positions,

Fair chance,
equal pay.

Eliminating
sources of
bias during
all steps of
hiring
process

To be the
most diverse
employer in
SF.

Agree with
the above

Transparency
about exec
leadership,
program
leadership, hiring
and promotions.

Diverse
representatio
n at all levels
reflecting the
City

Having
democraticc
representation at
least equivalent to
the demographics
of the state of CA

Publically
showcase
committed
employer
partnerships

Hiring based
on skills/
experience,
less on
degrees

Goal: outreach
and hiring of
BIPOC who have
been pushed out
of the city, but
remain in the Bay
Area

Internal
advancemen
t for staff

^ eg,
<https://www.fordfoundation.org/about/people/diversity-equity-and-inclusion/>

Increase in
leadership
positions
among
BIPOC

Additional
points to
internal staff to
advance in their
career within
the agency

Staff with lived
experience of
the people we
want to serve

Recruit and hire
people who
reflect the
communities
and
stakeholders we
aim to serve

OEWD Hiring & Recruitment Goal

OEWD actively recruits and hires employees that reflect the diversity and communities impacted by our work. OEWD values the lived experience of applicants and, wherever possible, **prioritizes skills-based hiring and** eliminates credentials or criteria that are not deemed essential to successfully performing the job duties. **OEWD actively engages with other thought leaders in this space to enable practice.**

What does equitable RETENTION & PROMOTION mean to you?

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on a note and
start typing

Everyone has an opportunity to advance in our department based on the quality of their work.

Encourage and promote professional developmental goals to make staff feel at home and valued in the department

OEWD partner with labor to upskill existing workforce (particularly sector graduates)

Fair and transparent criteria for promotion and equitable outcomes when discipline is involved

Provide equal opportunity to all for trainings

Opportunities for underrepresented staff to stay and move up

Both tangible and intangible qualities are recognized in one's performance review

Offering opportunities for promotions internally before posting externally

It is exactly what it sounds like. We do not see attrition rates for diverse employees that are higher than those of their white counterparts.

Next level up.

Ensure all feel their voices are heard and have a sense of belonging

A full range of experiences, skills and abilities are recognized, valued and rewarded.

Offering training and support to employees so they can continue to grow in current positions and to set them up for promotions

Equitable access to professional development opportunities

Transparency in promotion with more opportunities for POC

ensure staff voice is represented and included

Pathway for interns to be hired

Provide feeling of the possibility of advancement in career

What RETENTION & PROMOTION goal should we strive for?

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start typing

Trans
parenc
y

Set and monitor
progress towards
retention goals (e.g. at
least 3 years? 5 years?)
with particular
problem-solving given
to high turnover
positions.

Quantify departmental
expectations for
promotion (e.g.
everyone should move
up within 5 years, or
have a 10% pay increase
over 5 years, or
whatever we're aiming
for)

Individualize
d career
coaching
programs

Cross
training

+1
Transparenc
y

Consider
more staff of
color, women
in positions
of leadership

Annual reports
showing
retention and
promotion
statistics by
department

Diversity of
representation
in management
reflective of
diversity of staff

Managers
receive training
on how to
develop and
grow staff

Cross train staff
in other
programs based
on their interest
to compete for
the position

Eliminate
education
barrier to
compete for
higher position

Turn over temp
positions to
permanent
positions to
provide a sense
of security

Equitable
access to
professional
development
opportunitie
s

correlation
between race
or gender
and tenure
or position
level

OEWD Retention & Promotion Goal

OEWD establishes and regularly communicates expectations for retention and promotion of staff, with the goal of eliminating “dead-end” positions.

Staff are cross-trained and coached to be highly competitive for internal opportunities.

What does equitable DISCIPLINE & SEPARATION mean to you?

Double click
on a note and
start typing

That discipline and separation are not based on any racial bias, but real issues.

Facing race and conflict with bravery, honesty, support and training.

More supervisor training on managing and working effectively with employees to prevent conflicts down the road

When decisions can be informed by more than just the details of what happens in the work context.

Means a scaled back approach to discipline and other ADA methods

Compassionate approach

Transparency in policies and applied across the board

Streamline discipline checklist for managers ie. coaching, progression, tools, mediation

More mediation services instilled

D&S reflects performance and not personality - AND performance issues are explored, understood and mediated before punitive action.explore

What DISCIPLINE & SEPARATION goals should we strive for?

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OEWD Discipline & Separation Goal

Managers, staff, and human resources personnel are held accountable to ensuring equitable disciplinary outcomes in the department. (for their staff <-remove). Human Resources policies related to discipline and separation are transparent and compassionate, consider the whole person's circumstances, and include mediation as a precursor to any formal disciplinary action.

What does DIVERSE AND EQUITABLE LEADERSHIP mean to you?

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start typing

Leadership that
reflects the
community we
serve. All
COMMUNITY.

Leaders reflect
many dimensions of
diversity including
race, gender, age
ability, first-hand
experience as
beneficiaries of the
resources we offer.

Spotlight and
appreciate the
work of leaders of
color in the city
through
interviews,
celebratory posts,
etc.

It means that the
leadership team has
a standing item on
their priorities which
is to advance racial
equity. They have
targets as well.

Ongoing support
for BIPOC
leaders- possibly
through monthly
or quarterly
meetings/trainings

Leaders have a clear
understanding of
racial equity and a
demonstrated track
record advancing
racial equity.

Diverse
leadership,
mentorship
to leadership
for BIPOC

Having a leader
who is
knowledgeable in
all aspect of
diversity and
equity

Hiring diverse
leaders from
within each units

Opportunities
for
advancement
and
mentorship
for POC

Leadership being
vigilant on
incorporating
equity into
workplans

What DIVERSE AND EQUITABLE LEADERSHIP goal should we strive for?

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start typing

**BIPOC Leadership
defines and receives
meaningful support.**

Transparency: who accesses professional development time, resources and opportunities.

Continued opportunity for leadership to collaborate with staff

The leadership team has a standing item on their priorities which is to advance racial equity. They have targets as well.

Training to
all staff
including
management

Mandatory
Equity
training to
all
leadership
staff

Leadership
being vigilant
on
incorporatin
g equity into
workplans

OEWD Diverse & Equitable Leadership Goal

OEWD leadership is accessible, approachable, trained on equity changemaking, and reflects the communities impacted by our work.

Equity goals are explicitly set within strategic plans, team work plans, and individual work plans and executed in leadership priorities.

What does equitable **MOBILITY & PROFESSIONAL DEVELOPMENT** mean?

Double click
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Pay mobility would be nice. Sometimes there aren't new recs available but being able to move some staff to Level B and C pay categories would be nice

Although we are a small department, let's challenge ourselves to have a variety of recs so people can move up within OEWD.

In some cases, people have been doing work beyond their job classification, which is not equitable!

Staff have the option to "move up" without having to manage other staff.

Professional develop.
Information sharing

Employees choosing how they would like to advance and the tools/development opportunities to meet those goals

Share and encourage more training opportunities with staff

Mentorship program

Opportunities and resources for professional development are available

What is our goal for MOBILITY & PROFESSIONAL DEVELOPMENT?

Double click
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Create more growth within OEWD. Currently most PD requires you leave OEWD to get the growth

Analyze departmental pay and eliminate gender/race pay gaps.

Ensure that employees are classified accurately and compensated for work beyond their rec.

The creation of additional reqs is great so that there are more promotional opportunities that are not just managing staff.

More mentorship programs

Easier process to access and utilize professional development funds for staff

Easier process for accessing professional development resources and opportunities

Transparency about mobility options and paths to move forward

OEWD Mobility & Professional Development Goal

OEWD expands our list of job classifications (“reqs”) to allow for

greater upward mobility within the department. OEWD

prioritizes upward mobility within the department, where staff are equitably compensated, trained, and promoted across race

and gender lines. Mentorship from more experienced

staff/colleagues for advancement opportunities and

transparency around promotions for staff from leadership and

HR. All staff are encouraged to participate in professional

development opportunities and there is transparency around

access and availability.

What does an equitable CULTURE OF INCLUSION AND BELONGING mean?

Double click on a note and start typing

People feel like they can bring their whole selves to work.

A full range of experiences, skills and abilities are recognized, valued and rewarded.

More value-driven conversations about why we do the work we do for the city's residents

Staff feel heard and seen. And, they feel confident in raising their voices.

Everyone feels valued for the different perspective they bring

Respect for who staff are and what they bring to their work

What CULTURE OF INCLUSION AND BELONGING goal should we strive for?

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The % of employees, by demo, should match the City's overall demo.

For white workers especially but not exclusively ... build competency talking about race and culture in the workplace and acknowledging histories of trauma.

All staff feel heard and seen. And, they feel confident in raising their voices.

Continuing to recognize how staff contribute to OEWD

OEWD Culture of Inclusion & Belonging Goal

All OEWD staff practice humility, courage, and compassion in talking about race and culture in the workplace. OEWD will exercise restorative and healing justice by acknowledging the history of racial trauma and being accountable to the communities which have been harmed. The voices of BIPOC staff are affirmed and visible in OEWD's policy priorities, programs, virtual and physical spaces. Daily activities, celebrations, rituals, and traditions reflect the rich culture of our work community.

What does equitable **POLICY BODIES & COMMISSIONS** mean to you?

Double click
on a note and
start typing

Sounds like a
commission
that will
oversee
equality in
hiring.

We ask that
organizations we
fund have a Board of
Directors which
reflects the
community; this
same standard
should be applied to
policy bodies and
commissions.

The people
included in
the bodies
are of
different
races and
backgrounds

Similar to
leadership, these
bodies should be
made of a wide
range of
backgrounds and
not rely solely on
resumes or
education, etc.

In addition to
race/gender/ident
ity, lived
experience is
crucial to
empathetic and
effective
policymaking

HAVING POLICY
BODIES AND
COMMISSIONS MADE
OF OF A PERCENTAGE
OF PEOPLE
REFLECTIVE OF THE
COMMUNITIES THEY
SERVE

A diverse range of
members who are
trained to speak
genuinely and
address conflict
constructively

Groups that
will add
perspective
to decision
making

Incorp. Of
reconciliation,
acknowledgment
of
underrepresented
communities

Representati
on of all
stakeholders
on equal
levels

What POLICY BODIES & COMMISSIONS goals should we strive for?

Double click on a note and start typing

REFLECT THE MAKE UP OF THE COMMUNITIES THEY SERVE

Yes, policy body and commission seats should be allocated to represent the community impacted by their work.

Aggressive recruitment and outreach of comm./boards to get more perspective on-board

Similar to leadership, these bodies are made of a wide range of backgrounds and not rely solely on resumes or education, etc.

Reflect the makeup of communities that are NOT served

Inclusion of community and non-profits and community into commission boards

Implementin g equity within all decisions

Greater representati on of affected communities

OEWD Policy Bodies & Commissions Goal

OEWD Boards & Commissions reflect the community the department serves and prioritize accountability to BIPOC communities. Board and Commission Members are supported and valued for their diverse perspectives and contributions. There should be equal and diverse representation of Board and Commission members which mirror the population of San Francisco. Diversity within a Board/Commission under OEWD in this plan is defined by all under-represented communities with an emphasis and priority for Black, Indigenous and People of Color.

The goal is to ensure that Boards & Commissions provide expertise, perspective, and guidance to the department on behalf of the community.