###反射领导层的看法

####什么具体种族不平等和差异是你在2022年重点解决的？

作为儿童、青年和家庭部（DCYF）的执行主任，我很荣幸能提交我们的2021年度进步报告，供我们的种族正义行动计划使用。虽然我们在2020年12月发布的行动计划是一份致力于解决种族正义问题的承诺，但它描述的许多工作是前瞻性和抱负性的。在我们继续这项工作，近两年后，我感到高兴能够分享我们的进步和发展我们的持续计划。

其中一项基础行动是完成我们的障碍评估。这项评估，也称为DCYF的2021年内部种族正义评估，帮助我们从我们的员工那里收集经验和个人视角，以识别内部资源结构和工作文化中的种族差异。

评估包括对人力资源文件的审查，对43名工作人员的问卷调查的分析，3次管理层和领导团队的焦点小组，以及39次DCYF员工的保密一对一访谈。

内部种族正义评估，在此进步报告中引用，列出了5个主题：

1. **招聘和招聘过程中的偏见**。尽管DCYF在种族和民族成分上是多元化的，但一些招聘和招聘流程并不利于雇佣有色人种。
2. **对社会网络或内部知识的依赖**。候选人可能在导航公共部门和城市招聘流程时，由于拥有相关社交网络或内部知识，而有更轻松的一次。　　
3. **变量的包容性和平等感**。同事和领导之间的关系和联系，以及不一致的入职实践，都对DCYF员工的包容性和平等感体验产生了影响。
4. **职业生涯上的挑战**。组织结构、人际关系，以及可能存在的隐性偏见，使职业生涯对DCYF员工来说变得困难。
5. **访问专业发展机会的挑战**。结构障碍和关系状况可能会防止DCYF员工获取现有的专业发展机会。

这些5个主题是行动的呼吁，作为我们继续工作，以减少DCYF中的种族差异，我承诺解决它们。此外，我特别有兴趣集中我们的努力解决与部门文化相关的问题。虽然我仍然致力于解决起源于市政服务系统的公平问题，但我相信，我们有最强大的力量来改变我们的员工如何体验文化DCYF。作为一个人种背景多元化的来自非营利的社区组织，在旧金山工作，我一直觉得我们的员工应该反映我们服务的社区。

然而，仅仅雇佣多元化的员工是不够的，我们也必须努力确保这些员工加入DCYF家庭后，能够被欢迎并能够真实地展现自己。我相信，专注于我们部门的文化，将有助于我们实现这一目标。
REFLECTIONS FROM DEPARTMENT LEadership

I am pleased about the ways we are already addressing our organizational culture and excited about the work to come. DCYF has implemented new ways to help our staff connect, learn and grow together. Our new monthly All Staff Meeting structure, implemented in October 2021, helps to strengthen our sense of community, provides more ways to share work across teams, amplifies a range of staff voices and creates a way for staff to hear directly from our grantees. Our Racial Autobiography practice gives staff the chance to learn about each other’s backgrounds with a focus on how race has impacted them as individuals. So far 8 staff, including myself and DCYF’s Racial Equity leads have shared their autobiographies’ at required monthly Equity All Staff meetings. DCYF has committed significant resources and effort to expanding professional development (PD) at DCYF including creating a framework for PD that includes required equity trainings, developing practices and materials designed to increase access to PD and providing training opportunities. Lastly DCYF will implement our Reflection Sessions as a part of our RE Action Plan in May and June 2022. These sessions will center staff voices from all levels of the organization by providing opportunities to share ideas, solutions and strategies that are aimed at addressing equity gaps in our practices and culture. This key next step in our Action Planning process will continue our progress and should provide key insights that can help address our departmental culture.

As DCYF stands poised to release our Community Needs Assessment (CNA), the first phase in a planning process that include our Services Allocation Plan (SAP) and 5 year Request for Proposals (RFP), we understand that our continued work to address racial equity in our department is more important than ever. I remain firmly committed to working to create the conditions within our department that will ensure that our internal practices and procedures and our departmental culture are as focused on racial equity as our external grantmaking work.

Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?

I provide support to DCYF’s Racial Equity Leaders in 3 primary ways, through my overall leadership of the work, through specific staff support practices and by providing resources:

• Overall Leadership: As the leader of DCYF it’s crucial that I demonstrate my focus on our racial equity work through visible leadership, tone setting and active participation. For example, at DCYF’s March 2022 Equity All Staff meeting I shared my racial autobiography and participated in a conversation with one of our Racial Equity Leaders to share more about my personal commitment to equity and how it has shown up in my time as DCYF’s Executive Director. I attend our required Equity All Staff meetings and our ongoing equity professional development opportunities. I also occasionally attend voluntary activities like our Equity Committee and our brownbags.

• Staff Support Practices: I support DCYF’s Racial Equity Leaders through ongoing check ins. Aumijo Gomes, DCYF’s Deputy Director of Strategic Initiatives is a member of my Senior team and we meet weekly. I also meet monthly with Xavier Morales, DCYF’s Diversity, Equity & Inclusion Manager. These ongoing check ins help me to stay abreast of the work and provide opportunities to discuss the ways that I can provide visible leadership in support of our racial equity goals.

• Providing Resources: resources include ongoing support for our full time Diversity, Equity & Inclusion manager position, funding for external consulting assistance including $75,000 in FY21/22 for an equity consultant to help facilitate our Reflection and Development sessions and ongoing budget for professional development for all staff.
REFLECTIONS FROM DEPARTMENT LEADERSHIP

Acknowledged by [name] and [title], [date], [signature]

Maria Su, Psy.D., Executive Director

[Signature] May 2nd, 2022
1. HIRING AND RECRUITMENT

GOAL:
Revisit job descriptions and hiring requirements, expanding recruitment outlets, and providing implicit bias training to all staff by December 2023, addressing systemic and organizational culture bias.

PERFORMANCE MEASURES:
(1) Completion of Action Items 1.1.3, 1.2.3-1.2.7, 1.4.1-1.4.2, 1.4.6-1.4.7
(2) Where appropriate, job descriptions and supplemental questionnaires are adjusted to emphasize applicants’ experiences in community development, equity issues and applying equity-based frameworks, approaches and methodologies
(3) 100% of staff, including fellows and interns, receive annual training on equity concepts like implicit bias, positionality, privilege, individual, interpersonal, systemic and institutional oppression and discrimination
(4) 1-3 recruitment outlets, based on the findings of our Barriers Assessment and the Reflection and Development Sessions, are added

EQUITY GAPS THIS GOAL WILL ADDRESS:
By revisiting job descriptions and hiring requirements, expanding recruitment outlets, and providing implicit bias training to all staff DCYF intends to address findings from our 2021 Internal Racial Equity Assessment that revealed that minimum education qualifications overlook DCYF’s need for “job candidates who represent the communities in which DCYF works and who possess skillsets that support community development work.” The report also highlighted several other racial equity gaps including:

- Merit-based requirements such as minimum education qualifications and the civil service examinations
- Policies and practices related to screening and reviewing potential candidates
- Ambiguity regarding the hiring and recruitment process.
- Significant lag times in hiring of 6 months – 2 years

These gaps impact DCYF’s racial equity goals in several ways. Lack of clarity and information about hiring and recruitment processes as well as lack of communication from leadership or the city in promoting open positions contributes to staff distrust of leadership, affecting workplace culture. Additionally lengthier hiring processes disproportionately impact candidates of color, increasing the chances that DCYF candidates of color will take advantage of other employment opportunities that become available sooner.

GOAL:
Build knowledge and awareness of DCYF’s hiring and recruitment processes by increasing access to this information by December 2022, addressing candidates’ reliance on social networks or insider knowledge.

PERFORMANCE MEASURES:
(1) Completion of Action Item 1.4.5
(2) Development of HR Manual and dissemination to staff
(3) All job postings are announced in DCYF’s internal staff newsletter, the Weekly Round Up, mandatory All Staff Meetings, DCYF’s website (www.dcyf.org), Grantee Newsletters and other communications materials that reach DCYF’s grantees and DCYF’s Oversight and Advisory Committee
1. HIRING AND RECRUITMENT

(4) At least 25% candidates will come from new recruitment outlets

(5) At least 65% staff report awareness of informational materials on the 2022 Annual Staff Survey

**Equity Gaps This Goal Will Address:**
By building staff’s knowledge and increasing access to information DCYF intends to address a major finding from DCYF’s [2021 Internal Racial Equity Assessment](#) which found that “some employees were better able to navigate the process by drawing on their knowledge accessing their own professional networks of individuals who already worked, or had worked, for the City and County of San Francisco. For some professionals of color, forming connections with people who are already in the idea or good job can be difficult, as feeder patterns through school systems persist with bias and discrimination some staff members commented on trends in hiring staff from the same educational institutions or with similar education backgrounds.”

**Changes implemented over the 2021 calendar year. If relevant, include action numbers from the RE Action Plan.**

1. **Action Item 1.1.1 completed.** Our Barriers Assessment, also known as 2021 Internal Racial Equity Assessment, was completed through focus groups with managers and senior staff. 12 of the 14 DCYF managers and members of Senior Staff at the time participated in 3 focus groups that helped gather perspectives about how current city and county departmental human resource policies and practices promote or create barriers to equity, diversity, inclusion, and belonging at DCYF. This process also included 39 interviews with DCYF staff, or roughly 68% of staff employed at the department at the time. The purpose of these interviews was to learn about staff experiences with hiring, promotion, professional development, and workplace culture. Findings from the Internal Racial Equity Assessment and potential solutions will be further refined during the FY21-22 Reflection and Development Phases of DCYF’s internal Racial Equity Action Planning Process.

2. **Action Item 1.1.2 completed.** For 2021, the Annual Staff Survey was implemented as a part of DCYF’s Internal Racial Equity Assessment through individual staff interviews conducted by West ED, the third party consultant retained to conduct the assessment. 68% of staff employed at the time participated in these interviews, providing us with baseline data on inequities in our HR practices. These findings and potential solutions will be further refined during the FY21-22 Reflection and Development Phases of DCYF’s internal Racial Equity Action Planning Process. In future years DCYF will implement a more traditional annual survey with staff members.

3. **Action Item 1.2.3 in progress.** As part of the hiring process for an 1823 PCS position for the Research, Evaluation and Red Team, the DEI Manager/RE Lead conducted a review of the standard set of minimum qualifications for this job classification with the goals of DCYF’s RE Action Plan in mind. While all standard minimum qualifications remained intact since they were found to be relevant to the current roles and responsibilities of the position, the fact that this process was conducted in the first place is a step in the right direction. One of the aims of the FY21-22 Reflection and Development Phases is to identify ways to integrate this step into all hiring processes for the department.

4. **Action Item 1.2.5 in progress.** As part of the hiring process for the same 1823 PSC position mentioned above, the DEI Manager/RE Lead added a question to the Supplemental Questionnaire that asked about applicants’ experiences with applying equity-related frameworks, approaches and
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methodologies to their work. One of the aims of the FY21-22 Reflection and Development Phases is to identify ways to integrate this step into all hiring processes for the department.

5. **Action Item 1.3.4 in progress.** Biweekly Equity Committee Meetings are now open to all staff, including fellows and interns, with the ultimate aim of expanding collective knowledge regarding diversity, equity and inclusion and promoting transparency and collaboration in DCYF culture. Membership to the Equity Committee is also open to fellows and interns pending approval from their supervisors. Fellows and interns have also been invited to participate in the individual staff interviews and participating in the upcoming FY21-22 Reflection Sessions of our RE Action Planning Process. Ideas for more DEI opportunities for interns and fellows will be generated during the Development phase of our Action Planning process.

6. **HR Brown Bags.** These sessions, led by DCYF’s HR Operations & Organizational Development Manager are now conducted on a bi-weekly to monthly basis and serve as platforms to share out information regarding PPARs, current job openings, promotive opportunities and professional development opportunities plus information about other HR processes and requirements. The purpose of these sessions is to increase staff awareness and knowledge of HR related topics. Attendance is optional, with an average of 30 – 50% of staff attending each session.

7. **Staff and Grantee Newsletters.** The Weekly Round Up, DCYF’s internal staff newsletter, goes out every Monday now includes current job openings, promotive opportunities and professional development opportunities. The Community Engagement and Communications Team which develops and monitors this newsletter reports an average click rate of roughly 22% by staff. The Grantee Newsletter which reaches all 400 of DCYF’s grantees and includes a mailing list of nearly 2000 email addresses also includes information about current job openings. The Community Engagement and Communications Team also administers and monitors this newsletter. They report an average click rate of roughly 20% by grantees.

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making. If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.**

1. **Conduct Reflection Sessions.** A third-party equity consultant will facilitate these sessions which will occur in May and June 2022. Staff from all levels if DCYF will have opportunities to provide ideas, solutions and strategies that are aimed at addressing equity gaps highlighted in DCYF’s [2021 Internal Racial Equity Assessment](#) related to Retention and Promotion. Specifically, the Reflection Sessions will address RE Action Plan Items 1.1.3, 1.2.1-1.2.7, 1.3.1, 1.3.3, 1.4.1-1.4.2 and 1.4.5-1.4.7. Staff will also address findings from the 2021 Internal Equity Assessment.

2. **Conduct Development Sessions.** A third-party equity consultant will facilitate these sessions, where managers and senior staff will refine the ideas, strategies and solutions from the Reflection Sessions and develop plans for implementation, particularly for the action items listed above.

3. **Develop an HR Manual and distribute to all DCYF staff.** All staff will have opportunities to contribute to the HR Manual through the feedback they will provide in the Reflection Sessions. The manual will then be created as a part of the Development Sessions with DCYF’s HR Operations & Organizational Development Manager taking a primary role. DCYF’s RE Leads will also be involved in this process, taking on more of a vetting role, as per Action Item 1.1.3. The HR Manual will detail all processes and policies related to Hiring and Recruitment, Retention and Promotion, Mobility and Professional
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Development, Discipline and Separation, and Organizational Culture. The HR Manual will be posted in accessible physical and digital spaces for staff and the public to increase transparency and access to opportunities, while decreasing staff and candidates’ reliance on social networks and insider knowledge, systemic and organizational cultural bias.

4. **Refine and administer Annual Staff Survey.** The refined survey will include questions about staff’s recent experiences with HR practices and processes in addition to questions related to organizational culture as per Action Item 6.1.7. The 2021 Annual Staff Survey and 2021 Internal Equity Assessment did not include questions for fellows and interns about their HR experiences, so the 2022 Annual Staff Survey will also be adjusted to include these questions.

5. **Continue working with the ORE, DataSF and DHR to help contribute to the development of Citywide standards for collecting race/ethnicity data from applicants and City employees.** One of the findings from the 2021 Internal Equity Assessment was that DCYF has not hired any Filipino or Latinx managers. This is not true. We suspect that these managers are getting overlooked in the Asian and Pacific Islander racial categories, the Other category and/or the Multiracial category.

6. **All managers and senior staff to complete Implicit Bias training.** At the time of this report 20 of DCYF’s 55 staff have completed the City’s Implicit Bias training. DCYF will strive to ensure that all staff have completed this item during the 2022 calendar year. Based on the findings of the 2021 Annual Staff Survey and 2021 Internal Equity Assessment, this is a significant area of professional development to help address systemic and organizational culture bias.

2. RETENTION AND PROMOTION

**GOAL:**
Build staff knowledge and increase access to information about promotive opportunities by December 2022, addressing staff reliance on insider knowledge and social networks.

**PERFORMANCE MEASURES:**
(1) Completion of Action Item 1.4.5, 2.3.1 – 2.3.3
(2) Internal and public posting of HR Manual
(3) All current job postings, promotive opportunities are announced in DCYF’s internal staff newsletter, the Weekly Round Up, mandatory All Staff Meetings, DCYF’s website ([www.dcyf.org](http://www.dcyf.org)), and Grantee Newsletters
(4) Development and release of HR Manual that details all processes, protocols, policies related to Hiring and Recruitment, Retention and Promotion, Mobility and Professional Development, Discipline and Separation and Organizational Culture
(5) Development of a professional development memo that details the purposes of professional development at DCYF; its framework of ‘required’, ‘optional’ and ‘maintenance’ PD; and how to access and receive reimbursement for PD
(6) 75% of staff respondents to the 2022 Annual Staff Survey report they know where to find information related to promotive opportunities
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EQUITY GAPS THIS GOAL WILL ADDRESS:
By building staff’s knowledge and increasing access to information DCYF intends to address a major finding from DCYF’s 2021 Internal Racial Equity Assessment which found that “some employees were better able to navigate the process by drawing on their knowledge accessing their own professional networks of individuals who already worked, or had worked, for the City and County of San Francisco.” Some staff members also commented on how interpersonal relationships are helpful in knowing how to advance. Those who advanced in position or salary described speaking with colleagues who had gone through the process or following citywide budget information that could indicate if and when a position might open. Staff also spoke about relying on colleagues for information rather than department or city leadership because of the lack of communication in promoting open positions.”

GOAL:
Improve completion rate of Performance Plan and Appraisal Reports (PPAR) by December 2022 for all staff for timely documentation of scopes of work, goals, professional development needs and performance reviews, addressing challenges in career advancement and accessing professional development.

PERFORMANCE MEASURES:
(1) 100% staff will have current PPARs by December 2022

EQUITY GAPS THIS GOAL WILL ADDRESS:
DCYF intends to improve the completion rate for PPARs for all staff, which have traditionally been low for DCYF staff. Not having a current PPAR limits access to promotive opportunities and professional development that might further staff careers. The 2021 Internal Racial Equity Assessment also highlighted how “supervisors may not always be able to provide the information or support needed to grow professionally. It was unclear whether supervisors were unable to provide information or support because of a need for access to advancement information that they could share with staff or a need for training to support staff professional growth.” More PPARs would mean more formal platforms for supervisors to hear about their staff’s career interests and professional development goals and to seek the information or resources they need to support their staff’s development.

Changes implemented over the 2021 calendar year. If relevant, include action numbers from the RE Action Plan.
1. **Action Item 2.4.2 completed.** HR Brown Bags, led by DCYF’s HR Operations & Organizational Development Manager are now conducted on a bi-weekly to monthly basis and serve as platforms to share out information regarding PPARs, current job openings, promotive opportunities and professional development opportunities plus information about other HR processes and requirements, thus increasing staff awareness. Attendance is optional, with an average of 30 – 50% of staff attending each HR Brown Bag.

2. **Staff and Grantee Newsletters.** The Weekly Round Up, DCYF’s internal staff newsletter, goes out every Monday now includes current job openings, promotive opportunities and professional development opportunities. The Community Engagement and Communications Team which develops and monitors this newsletter reports an average click rate of roughly 22% by staff. The Grantee Newsletter which reaches all 400 of DCYF’s grantees and includes a mailing list of nearly 2000 email addresses also
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includes information about current job openings. The Community Engagement and Communications Team also administers and monitors this newsletter. They report an average click rate of roughly 20% by grantees.

3. Development and distribution to all staff of Professional Development at DCYF document. This document, the first of its kind at DCYF, centralized information on professional development at DCYF in a single document. It was released in the Fall 2021 and included information on the different types of professional development at DCYF and in the City, purposes of professional development, how to access and pay for professional development.

4. Increased efforts to complete PPARs for all staff. During the 21/22 fiscal year extra efforts were undertaken to raise the completion rate of PPARs for all staff. These efforts included several approaches designed to provide information and rationale for using the PPAR process, training on how to use DCYF’s online PPAR system and encouragement to complete the process so that staff can reap the benefits that regular performance reviews provide. More specifically efforts included switching to a ServiceNow online PPAR process in Jan 2021 and brownbags/information sessions to provide training on the process and rationale for the value of regular PPARs for both managers and staff.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making
If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

1. Conduct Reflection Sessions. A third-party equity consultant will facilitate these sessions which will occur in May and June 2022. Staff from all levels if DCYF will have opportunities to provide ideas, solutions and strategies that are aimed at addressing equity gaps highlighted in DCYF’s 2021 Internal Racial Equity Assessment related to Retention and Promotion. Specifically, the Reflection Sessions will address RE Action Plan Items 2.3.1–2.3.3.

2. Conduct Development Sessions. A third-party equity consultant will facilitate these sessions, where managers and senior staff will refine the ideas, strategies and solutions from the Reflection Sessions and develop plans for implementation, particularly for the action items listed above.

3. Develop an HR Manual and distribute to all DCYF staff. All staff will have opportunities to contribute to the HR Manual through the feedback they will provide in the Reflection Sessions. The manual will then be created as a part of the Development Sessions with DCYF’s HR Operations & Organizational Development Manager taking a primary role. DCYF’s RE Leads will also be involved in this process, taking on more of a vetting role, as per Action Item 1.1.3. The HR Manual will detail all processes and policies related to Hiring and Recruitment, Retention and Promotion, Mobility and Professional Development, Discipline and Separation, and Organizational Culture. The HR Manual will be posted in accessible physical and digital spaces for staff and the public to increase transparency and access to opportunities, while decreasing staff and candidates’ reliance on social networks and insider knowledge, systemic and organizational cultural bias.

4. Complete Action item 2.1.2. DCYF is committed to using the ORE’s budget equity tools to inform current and future staffing needs. While the COVID specific context for this item may not continue, DCYF will prepare for future economic downturns that could lead to layoffs and furloughs. Our approach will focus on identifying the temporary appointments at DCYF and determining which can be converted to permanent status. This approach will provide a measure of protection for staff since layoffs and furloughs are partially determined by union MOUs.
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5. Complete Action Item 2.4.1. The Professional Development at DCYF document described above could potentially be built out to include a professional development resource guide that contains information on the education, internship and apprenticeship programs that are available to City employees for enhanced promotive opportunities.

3. DISCIPLINE AND SEPARATION

**GOAL:**
Increase access to information about DCYF’s protocols for disciplinary and separation actions by December 2022, addressing systemic and organizational bias and reliance on social networks or insider knowledge.

**PERFORMANCE MEASURE:**
(1) Completion of Action Items 3.1.1, 3.1.2 to establish baseline data about Citywide disciplinary and separation actions, disaggregated by job classification, appointment type and race/ethnicity.
(2) Completion of Action Item 3.1.5
(3) Inclusion of all discipline and separation protocols in DCYF’s HR Manual

**EQUITY GAPS THIS GOAL WILL ADDRESS:**
While the 2021 Internal Racial Equity Assessment did not identify inequities in staff experiences around disciplinary actions, major themes included limited access to and information about DCYF’s HR policies and processes. Detailing DCYF’s discipline and separation protocols in its HR Manual will help preempt inequitable or unfair disciplinary actions or separations against staff of color, who are, in general, disproportionately affected by such actions.

**GOAL:**
Improve completion rate of Performance Plan and Appraisal Reports (PPAR) for all staff for timely documentation of scopes of work, goals, professional development needs and interests, and performance reviews by Dec 2022, addressing systemic and organizational bias and variable experiences in inclusion and belonging.

**PERFORMANCE MEASURES:**
(1) 100% managers and senior staff will complete relevant PPAR training by Dec 2022
(2) 100% staff will have current PPAR by Dec 2022

**EQUITY GAPS THIS GOAL WILL ADDRESS:**
DCYF intends to improve the completion rate for PPARs for all staff, which have traditionally been low for DCYF staff. Having a current PPAR provides formal opportunities for supervisors and staff to address performance issues and limits the potential for informal disciplinary actions such as the reduction of work responsibilities without documentation and/or conversation with the staff member. In addition, the 2021
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**Internal Racial Equity Assessment** found that “supervisors may not always be able to provide the information or support needed to grow professionally. It was unclear whether supervisors were unable to provide information or support because of a need for access to advancement information that they could share with staff or a need for training to support staff professional growth.” Having a current PPAR for every staff member creates more formal platforms for supervisors to hear about staff’s career interests and professional development goals, address problematic performance issues, and seek the information or resources they need to support their staff’s development.

**Changes implemented over the 2021 calendar year. If relevant, include action numbers from the RE Action Plan.**

1. **Increased efforts to complete PPARs for all staff.** During the 21/22 fiscal year extra efforts were undertaken to raise the completion rate of PPARs for all staff. These efforts included several approaches designed to provide information and rationale for using the PPAR process, training on how to use DCYF’s online PPAR system and encouragement to complete the process so that staff can reap the benefits that regular performance reviews provide. More specifically efforts included switching to a ServiceNow online PPAR process in Jan 2021 and brownbags/information sessions to provide training on the process and rationale for the value of regular PPARs for both managers and staff.

2. **HR Brown Bags.** These sessions, led by DCYF’s HR Operations & Organizational Development Manager are now conducted on a bi-weekly to monthly basis and serve as platforms to share out information regarding PPARs, current job openings, promotive opportunities and professional development opportunities plus information about other HR processes and requirements. The purpose of these sessions is to increase staff awareness and knowledge of HR related topics. Attendance is optional, with an average of 30 - 50% of staff attending each session.

3. **Action Item 3.1.3 in progress.** In Spring 2021, an equity professional development framework and plan was developed and released. This memo included information on required equity trainings which includes trainings on bias and equitable and compassionate discipline and separation. In addition, $98,000 was set aside for quarterly equity training and professional development for managers and senior staff.

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

1. **Conduct Reflection Sessions.** A third-party equity consultant will facilitate these sessions which will occur in May and June 2022. Given the 2021 Equity Assessment did not highlight themes around Discipline and Retention, staff from all levels will have opportunities to reflect on and standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy, addressing Action Item 3.1.5. These sessions may also serve as an opportunity to highlight City resources and services, like DHR’s Peer Mediation Program, that may offer more equitable alternatives to conflict resolution than traditional discipline and corrective actions.
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2. **Conduct Development Sessions.** A third-party equity consultant will facilitate these sessions, where managers and senior staff will refine the ideas, strategies and solutions from the Reflection Sessions and develop plans for implementation, particularly for the action items listed above.

3. **Develop an HR Manual and distribute to all DCYF staff.** All staff will have opportunities to contribute to the HR Manual through the feedback they will provide in the Reflection Sessions. The manual will then be created as a part of the Development Sessions with DCYF’s HR Operations & Organizational Development Manager taking a primary role. DCYF’s RE Leads will also be involved in this process, taking on more of a vetting role, as per Action Item 1.1.3. The HR Manual will detail all processes and policies related to Hiring and Recruitment, Retention and Promotion, Mobility and Professional Development, Discipline and Separation, and Organizational Culture. The HR Manual will be posted in accessible physical and digital spaces for staff and the public to increase transparency and access to opportunities, while decreasing staff and candidates’ reliance on social networks and insider knowledge, systemic and organizational cultural bias.

4. **Continue efforts to complete current PPARs for all staff.** Please see related comments above.

5. **Complete Action Items 3.1.1 and 3.1.2.** RE Leads and the HR Team will access DHR’s shared HR datasets to analyze discipline and separation data by job classification, appointment type and race and ethnicity to determine appropriate discipline and separation protocols for DCYF.

6. **Complete Action Item 3.1.4.** DHR’s new citywide mediation program, Peer Mediation Program, is now operational. This program could be a valuable resource for addressing conflict in the workplace as well as for scaling back disciplinary actions. DCYF aims to raise awareness of this new program through HR Brown Bags and including this information in DCYF’s HR Manual.

4. DIVERSE AND EQUITABLE LEADERSHIP

**GOAL:**
Coordinate regular racial equity training and professional development for Senior Leadership by December 2022, addressing variable experiences in staff inclusion and belonging.

**PERFORMANCE MEASURES:**
(1) Development of an equity professional development framework and plan
(2) 100% Senior Leadership will participate in DHR Respect in the Workplace Trainings, implicit bias trainings, as well as trainings on equitable management practices
(3) Completion of Action Item 4.1.2

**EQUITY GAP THIS GOAL WILL ADDRESS:**
The 2021 Internal Racial Equity Assessment revealed that staff have variable levels of inclusion and belonging due to limited communications about decision-making in hiring, recruitment, retention and promotion. Staff respondents of the 2021 Annual Staff Survey, which was more focused on different aspects of DCYF’s organizational culture, reported that managers and senior staff have different management and communication styles, which can also lead to variable levels of inclusion and belonging.
4. DIVERSE AND EQUITABLE LEADERSHIP

Providing the same type of equity training and professional development to managers and senior staff on a regular basis will help ensure more consistency in staff’s experiences with DCYF’s culture.

GOAL:
Standardize introductory meetings with Senior Leadership as part of the onboarding process for all new DCYF staff, including fellows and interns, by December 2022, addressing variable experiences with inclusion and belonging.

PERFORMANCE MEASURES:
(1) 100% new staff, fellows and interns will meet with Senior Leadership as part of their onboarding process to learn about DCYF’s mission, vision, its commitment to equity and participation in Citywide racial equity efforts
(2) At least 95% staff respondents to the 2022 Annual Staff Survey will report awareness of DCYF’s mission, vision, its commitment to equity, and engagement in citywide racial equity efforts

EQUITY GAPS THIS GOAL WILL ADDRESS:
DCYF has set the goal of creating standard introductory meetings with Senior Leadership to address a common piece of staff feedback heard throughout our RE Action Planning Process that buy-in from Senior Leadership sometimes seems unclear and inconsistent. DCYF staff have stated that they see equity manifested in the work of the department, especially in our planning and grantmaking, and express broad commitment to advancing equity individually. However a lack of clear and regularly stated commitment to DCYF’s equity work by Senior Leadership impacts staff’s willingness and desire to engage. By making an introductory meeting with Senior Leadership standard practice DCYF can provide an additional way to communicate to new staff about the department’s commitment to equity.

Changes implemented over the 2021 calendar year. If relevant, include action numbers from the RE Action Plan.
1. Action Item 4.1.2 completed. Budgeted $98,000 for quarterly professional development for senior staff and managers starting in FY21-22 to deepen their skills in equitable leadership and management. Planning for manager and senior staff-specific professional development and trainings in this area is in progress.
2. Action Item 4.1.4 completed. As a part of a new monthly All Staff meeting structure implemented in October 2021 DCYF created an Ask Us Anything component where staff can submit anonymous questions that Senior Staff answers in the meeting or in the Weekly Round Up, DCYF’s internal staff newsletter.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.
1. Conduct Reflection Sessions. A third-party equity consultant will facilitate these sessions which will occur in May and June 2022. As part of the reflections on equitable hiring and recruitment plans, staff can generate ideas for a new hiring checklist and resource packet for managers and supervisors, helping to complete Action Item 4.1.1.
4. DIVERSE AND EQUITABLE LEADERSHIP

2. **Conduct Development Sessions.** A third-party equity consultant will facilitate these sessions, where managers and senior staff will refine the ideas, strategies and solutions from the Reflection Sessions and develop plans for implementation, particularly for the action items listed above.

3. **Complete Action Item 4.1.1.** This item will be completed after the HR Manual has been developed. Because the HR Manual will be based on staff feedback gathered during the Reflection Sessions, it can provide the basis for a checklist hiring managers will use to ensure that the hiring and recruitment of managers and senior leadership adhere to the citywide racial equity framework and DCYF’s RE Action Plan. This checklist will capture all hiring process pieces a manager or supervisor would need to know to implement an equitable hiring process that is consistent with DCYF’s equity goals.

4. **Complete Action Item 4.1.3.** This item will be achieved by creating a section on the Equity page on [www.DCYF.org](http://www.DCYF.org) that has staff, leadership and Oversight Advisory Committee demographics.

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

**Goal:**
Increase access to professional development and promote career advancement by December 2022 by raising awareness and increasing knowledge of how to engage in professional development and through active promotion of PD opportunities, addressing challenges in career advancement and accessing professional development.

**Performance Measures:**
1. 100% staff have current PPARs by December 2022
2. 100% supervisor respondents to the 2022 Annual Staff Survey report understanding of professional development requirements, processes and protocols
3. All current job postings, promotive opportunities are announced in DCYF’s internal staff newsletter, the Weekly Round Up, mandatory All Staff Meetings, DCYF’s website ([www.dcyf.org](http://www.dcyf.org)), and Grantee Newsletters
4. Development and release of HR Manual that details all processes, protocols, policies related Mobility and Professional Development
5. Development and release of [Professional Development at DCYF](http://www.dcyf.org) document that details the purposes of professional development at DCYF; its framework of ‘required’, ‘optional’ and ‘maintenance’ PD; and how to access and receive reimbursement for PD
6. 75% staff respondents to the 2022 Annual Staff Survey report they know where to find information related to professional development

**Equity Gaps This Goal Will Address:**
DCYF intends to increase access to professional development and promote career advancement to address a finding from our [2021 Internal Racial Equity Assessment](http://www.dcyf.org) that indicated that “despite the availability of information [about professional development opportunities and protocols] most staff commented that professional development opportunities were nonexistent or scarce. Of those that did know about professional development opportunities, they expressed a need for clear communication on
### 5. MOBILITY AND PROFESSIONAL DEVELOPMENT

how the opportunities promote retention and career growth.” Additionally, since the completion rates for PPARs has traditionally been low for DCYF staff, formal opportunities for supervisors and staff to address staff’s interests in career advancement and professional development have been limited. The PPAR process gives managers and supervisors the chance to share how professional development opportunities will help with retention, promotion and career advancement, whether at DCYF or in other agencies.

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**Changes implemented over the 2021 calendar year. If relevant, include action numbers from the RE Action Plan.**

1. **Action Items 5.1.1 and 5.1.2 completed.** Professional Development at DCYF document was created and released to all staff through multiple communication channels in Fall 2021. This memo contains information on the purposes of professional development at DCYF, different types of professional development, how to access and pay for professional development. This memo also included trainings that are required of all staff, regardless of full/part-time status or seniority, as well as information on the process for attending conferences.

2. **Action Items 5.1.3 and 5.1.4 completed.** Professional development opportunities are now shared out in Weekly Round Ups, All Staff Meetings. With the increased efforts to complete PPARs for all staff, external professional development opportunities are also being shared on a more formal, regular basis. DCYF’s annual budget also includes funds for professional development.

3. **Action Item 5.1.5. in progress.** HR Team and RE Leads are currently determining different mechanisms for tracking professional development and linking to individual staff’s PPARs, SF Learning and/or ServiceNow. So far it has been decided that participant lists from virtual trainings conducted through Zoom and Teams for professional development/trainings that are required as per DCYF’s equity professional development framework and plan will be downloaded and entered into a spreadsheet. Attendance to required professional development/trainings that are being provided by DHR will be tracked by RE Leads, as well as DHR trainers who will enter each staff’s attendance in SF Learning.

4. **Action Item 5.2.1. completed.** DCYF requires all managers and supervisors to complete annual performance plans using the citywide PPAR process. This process helps supervisors and managers to set performance goals and assess performance against them while also allowing for conversations about professional needs and goals and ways to develop skills.

5. **Action Item 5.2.2. in progress.** DCYF is not implementing a mentorship program due to limited capacity amongst our relatively small staff. However we do intend to promote mentorship practices as a part of our general approach to supervision and management. To help our managers and supervisors implement these practices we are developing an ongoing training series designed to infuse positive approaches to supervision, including mentorship, into the ways they lead their teams and scopes of work.

6. **Action Item 5.3.2 completed.** An assessment of staff needs are now being completed and incorporated into staff’s PPARs. Staff needs, including safety, mental health, commute, computer/office supply needs, are also consistently assessed through surveys, supervisor-staff communications for remote work and return-to-office efforts.

7. **Action Item 5.3.3. in progress.** Now that staff are required to be in the office 2x/week, the HR and Operations Team are currently assessing DCYF’s offices for dedicated spaces for staff to take breaks and eat lunch with each other while remaining in compliance with the City’s COVID19 guidelines. This
5. MOBILITY AND PROFESSIONAL DEVELOPMENT

Effort is challenging based on the fact that DCYF has grown to almost 60 staff during the pandemic while not increasing our available office space.

8. Action Item 5.3.4 completed. Given changing City COVID19 guidelines as well as shifting return-to-office mandates, the HR and Operations Team as well as managers have set up surveys and a general “open-door policy” as open channels for staff to communicate their needs for working successfully in a hybrid model. Staff surveys have gathered information on the hybrid work needs of staff including equipment, commuting, scheduling and safety concerns they may have.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making
If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

1. Conduct Reflection Sessions. A third-party equity consultant will facilitate these sessions which will occur in May and June 2022. Staff from all levels will have opportunities to reflect on the findings of the 2021 Internal Equity Assessment especially as they relate to Mobility and Professional Development. They will also generate ideas for addressing any disparities highlighted in the Equity Assessment. As part of this process, they will also reflect on ways to ensure that staff needs are centered and timely met, addressing Action Item 5.3.5 specifically.

2. Conduct Development Sessions. A third-party equity consultant will facilitate these sessions, where managers and senior staff will refine the ideas, strategies and solutions from the Reflection Sessions and develop plans for implementation, particularly for the action items listed above.

6. ORGANIZATIONAL CULTURE OF BELONGING AND INCLUSION

Goal:
Shift organizational culture to be more focused on staff connection, healing, reflection, learning, and more Brave Space-oriented, addressing systemic and organizational bias and variable experiences in inclusion and belonging.

Performance Measures:
(1) 100% biweekly mandatory All Staff meetings will incorporate activities/agenda items that are focused on one or more of the following as indicated by meeting agendas: staff connection, healing, reflection and/or learning, which includes training and professional development
(2) 100% monthly Equity All Staff meetings will go over and/or post the Community Agreements, which include Brave Space norms, as indicated by the Equity All Staff agendas
(3) 75% staff respondents to the 2022 Annual Staff Survey will report the mandatory All Staff meetings have provided more opportunities for them to connect with and get to know their DCYF coworkers, heal, learn and reflect on DCYF’s work and equity issues
(4) 100% staff respondents to the 2022 Annual Staff Survey will report an awareness of DCYF’s Community Agreements

Equity Gaps This Goal Will Address:
6. ORGANIZATIONAL CULTURE OF BELONGING AND INCLUSION

DCYF intends to shift its culture to be more focused on staff connection, healing, reflection, learning and Brave Spaces to address findings from our 2021 Internal Racial Equity Assessment and 2021 Annual Staff Survey. Both highlighted variable experiences in inclusion and belonging due to bias and barriers in interpersonal relations. The 2021 Annual Staff Survey uncovered strong needs for staff connection and healing due to the Covid19 pandemic, work from home orders and the ensuing isolation and stress staff were experiencing. By shifting our culture to promote more staff connection and reflection staff’s experiences will be more consistent and more reflective of DCYF’s values and mission, as stated in the Reflections from Leadership section of this report. In general, research has shown that organizational cultures that promote these values and skills enhance productivity and increase staff morale. The 2021 Annual Staff Survey also showed that passive aggressive communication styles are common in the organization, which hinders clarity around decision making processes and limits inclusion and belonging for all staff. Shifting our culture to be more Brave Space-oriented will address this issue.

GOAL:
Improve onboarding experiences for new staff to be more consistent and comprehensive by December 2022, addressing variable experiences of inclusion and belonging.

PERFORMANCE MEASURES:
(1) Development of an DCYF onboarding protocol that is based on the Reflection and Development Sessions; included in DCYF’s HR Manual; and released in both physical and digital formats that are easily accessible by staff
(2) 100% new staff, fellows and interns, will complete an onboarding process as per the DCYF onboarding protocol every year

EQUITY GAPS THIS GOAL WILL ADDRESS:
DCYF intends to improve onboarding experiences to address the 2021 Internal Racial Equity Assessment finding that revealed that “most staff commented on the absence and need for consistent onboarding practices at DCYF. Staff eventually felt welcomed when they met their colleagues; however, most felt lost and disoriented on their first day. Not being introduced to colleagues and not knowing where to find information contributed to feeling unsettled. A few staff commented on awkward, uncomfortable, and frustrating experiences on their first day, in which they were left alone to figure out things on their own or were asked to seek training from other employees, including staff they were supervising or staff who had also applied for the position.”

GOAL:
Increase equity discussions and/or trainings on ‘intersectionality’ by Dec 2023, addressing variable experiences of inclusion and belonging.

PERFORMANCE MEASURES:
(1) At least one annual discussion or training that cover intersectionality as a topic exclusively
(2) Development and release of DCYF’s definitions of concepts like intersectionality, equity and racial equity, and how they are operationalized in DCYF’s work and organizational culture
6. ORGANIZATIONAL CULTURE OF BELONGING AND INCLUSION

(3) 75% staff respondents to the 2022 Annual Staff Survey report feeling a consistent and positive sense of belonging.

(4) 75% staff respondents to the 2022 Annual Staff Survey correctly identify the definition of intersectionality as it is presented in required all staff trainings and DCYF’s 2021 Community Needs Assessment.

**Equity Gaps This Goal Will Address:**
DCYF intends to increase discussion and training on intersectionality to address findings in the 2021 Internal Racial Equity Assessment. The report highlighted that “while some staff framed DCYF’s racial equity efforts as progress, staff also commented on the need for more inclusivity in regard to welcoming and building a sense of belonging for staff members with intersecting identities (e.g., race and ethnicity, gender, sexual orientation, language, religion, age, ability, etc.). In WestEd’s analysis of open-ended items on the [2021] Annual Staff Survey, staff shared that acknowledging diverse identities was an area of growth for the Department. For example, some staff commented on feeling that certain identity groups have more favorable treatment and status than other groups, individuals who identify as LGBTQ+. Several staff expressed that while they did not believe racial equity was an issue at DCYF, equity for individuals with intersecting identities may be an area of focus for the department as they engage in racial equity work.”

**Goal:**
Increase supports, resources and communications about affinity groups to incorporate staff’s intersectional identities in internal racial equity efforts by December 2022, addressing variable experiences of inclusion and belonging.

**Performance Measures:**
(1) Completion of Action Item 6.1.5
(2) 100% staff respondents to the 2022 Annual Staff Survey report awareness of their right to create affinity groups based on their shared identity or interests, as well as awareness of available resources and supports.
(3) There is at least one Equity Committee member assigned to each Affinity Group created to serve as a support and/or co-lead as necessary.
(4) Compilation and centralized, digital storing of affinity group resources for easy access.

**Equity Gaps This Goal Will Address:**
DCYF intends to increase support for and communication about affinity groups to address findings in the 2021 Internal Racial Equity Assessment that highlighted that “while some staff framed DCYF’s racial equity efforts as progress, staff also commented on the need for more inclusivity in regard to welcoming and building a sense of belonging for staff members with intersecting identities (e.g., race and ethnicity, gender, sexual orientation, language, religion, age, ability, etc.) In WestEd’s analysis of open-ended items on the [2021] Annual Staff Survey, staff shared that acknowledging diverse identities was an area of growth for the Department. For example, some staff commented on feeling that certain identity groups have more favorable treatment and status than other groups, individuals who identify as LGBTQ+. Several staff
6. ORGANIZATIONAL CULTURE OF BELONGING AND INCLUSION

expressed that while they did not believe racial equity was an issue at DCYF, equity for individuals with intersecting identities may be an area of focus for the department as they engage in racial equity work.”

Changes implemented over the 2021 calendar year. If relevant, include action numbers from the RE Action Plan.

1. **Action Item 6.1.1 in progress.** DCYF continues to promote a culture of inclusion and belonging for our staff on an ongoing basis. Our Racial Equity Action Plan is a key driver of these efforts. Our Action Plan helps us to focus on organizational practices and HR structures that influence how staff experience the culture of the department. For example our 2021 Internal Racial Equity Assessment, conducted in the first half of 2021, found that the department’s onboarding practices have been ineffective and inconsistent. During the upcoming Reflection Sessions, all staff will discuss these findings and generate ideas for onboarding materials and practices that give new staff the information they need for their roles. These materials and approaches include ensuring that all things needed for the job are in place before the staff person starts, setting up short get to know you meetings for staff with department leadership, providing materials and discussing DCYF’s mission, vision and values, giving staff information about professional development opportunities, including DCYF’s required maintenance trainings on equity topics and encouraging them to participate in voluntary activities like DCYF’s Equity Committee and Affinity Groups. This is just one example of how DCYF is using the structure of the Action Planning process and the information, data and feedback we have gathered from our staff as a result to guide the ways we continue to try and improve our culture to ensure that all staff feel a sense of inclusion and belonging.

2. **Action Item 6.1.2 completed.** DCYF elevated an existing staff person, Xavier Morales, into our Diversity, Equity & Inclusion Manager position in October 2020. Xavier works with Aumijo Gomes, Deputy Director of Strategic Initiatives and together they make up the core Racial Equity Team as DCYF’s 2 Racial Equity Leads. The Racial Equity team also engages informally with other DCYF staff who help advise and implement the work including DCYF’s HR Operations & Organizational Development Manager and a member of our Community Engagement and Communications Team who helps lead our Equity Committee.

3. **Action Item 6.1.3 in progress.** RE Leads, Xavier Morales and Aumijo Gomes, developed and publicly posted DCYF’s first version of its Phase 1 RE Action Plan. Updates to the RE Action Plan are being made in tandem with the completion of this progress report and are expected to be completed and released by June 2022.

4. **Action Item 6.1.4 completed.** RE Leads, Xavier Morales and Aumijo Gomes, regularly update staff during monthly all staff meetings as well as our Oversight and Advisory Committee on our progress in completing our RE Action Plan.

5. **Action Item 6.1.5 in progress.** Affinity groups are created on an ongoing basis, based on staff interest. Since Jan 2021, several affinity groups have been created for the following groups: Latinx staff, Asian American and Pacific Islander (API) staff and African American/Black staff. With at least one Equity Committee member co-leading or supporting the groups, API and African American/Black affinity groups meet during specific times of the year to coordinate activities for respective heritage or history months, while the Latinx group meets throughout the year. The total number of staff that are involved in these groups is around 30-35 staff (53 – 63%). As indicated by the goals above, we would like to
6. ORGANIZATIONAL CULTURE OF BELONGING AND INCLUSION

increase our focus on supporting the development of more affinity groups that represent staff’s intersectional identities.

6. **Action Item 6.1.6 completed.** Since December 2020, staff have participated in numerous trainings and discussions on various equity issues as per our equity professional development framework and plan. Venues for these have included stand-alone trainings with an outside provider and our Equity All Staff Meetings, which are mandatory monthly meetings that occur on the third Thursday of the month. Trainings have included the Cultural Mindfulness Institute by Edutainment for Equity and Healing Circles by SF DPH’s Trauma Transformed Program. Currently all staff are participating in SF DHR’s Respect in the Workplace Training, which focuses on equity concepts like Constructivist Listening and the SCARF Framework. The aim of this training is to help shift our culture to be more inclusive, respectful and Brave Space oriented. Staff from our Programs and Planning Division are currently participating in the Flourish Agenda’s Healing and Social Justice Coaching Program. Discussions on land acknowledgements are helping us formulate our own land acknowledgement statement and are framed as a comprehensive review and practice of equity concepts and skills learned over the past year. To further promote an organizational culture of inclusion, belonging, healing and reflection, staff are continuously invited to write their own racial autobiographies and share with the rest of staff during Equity All Staff Meetings. Efforts like these are considered professional development and training on equity issues.

7. **Action Item 6.1.7 completed.** Several staff from the Equity Committee, HR Team, DCYF’s Research, Evaluation and Data Team and the RE Leads developed and administered DCYF’s 2021 Annual Staff Survey, with a 78% response rate from staff. WestEd, the consultant hired to conduct our 2021 Internal Equity Assessment, also reviewed this survey and made formal recommendations to better align the survey with best practices in survey design and the goals of our Phase 1 RE Action Plan. The 2022 Annual Staff Survey will be redesigned based on these recommendations and additional questions will be added to address some of the performance measures listed in this progress report. RE Leads plan on administering the 2022 Annual Staff Survey in the fall or winter of 2022.

8. **Action Item 6.2.2. completed.** Both our monthly mandatory all staff meetings - the Regular All Staff meeting (first Thursday of the month) and our Equity All Staff (third Thurs of the month) - now include guest speakers. Our Community Engagement and Communications Team worked with RE Lead, Aumijo Gomes, to restructure the Regular All Staff Meeting to include “Fireside Chats” which feature our grantees as guest speakers. These “Chats” follow a set of pre-scripted questions, which always includes questions about how equity issues manifest in the grantee’s work. Our Equity All Staff meetings have always allowed for guest speakers; the restructuring that occurred this past year were more for empowering Equity Committee members to demonstrate more leadership and facilitation skills. In 2021, Equity All Staff meetings have featured Alicia Garza from Black Futures Lab, to speak about intersectionality issues in social movements, and Dr. Jonathan Cordero from the Association of Ramaytush Ohlone to speak about land acknowledgement issues.

9. **Action Item 6.3.5 in progress.** The 2021 Annual Staff Survey indicated that many staff felt “unsure” or found standards/policies regarding the display Land Acknowledgement Statements, gender pronouns, affiliation with social movements, e.g. Black Lives Matter, would be “helpful” or “very helpful.” Based on this and the interests of the Equity Committee at the time, we started a very intentional and reflective process in August 2021 to learn about land acknowledgment issues and developing our own Land...
Acknowledgement Statement. In the April 2022 Equity All Staff Meeting, the Equity Committee brought this particular phase of our journey to a close by having staff review, discuss and approve the draft Land Acknowledgement Statement and the potential ways it will be implemented in meetings, publications, email signatures, etc.

10. **Action Item 6.4.2 in progress.** As the steward of the Children and Youth fund, investment in our communities is the core of our work. DCYF specifically seeks to fund services that meet the needs and address disparities affecting San Francisco’s children, youth TAY and their families. DCYF’s funding framework is determined through 3 planning phases that include our Community Needs Assessment (CNA), Services Allocation Plan (SAP) and 5 year Request for Proposals (RFP). DCYF will complete the CNA in June 2022, the SAP in June 2023 and will release our RFP in July 2023. The 2022 CNA, which will be released in the summer, gathered data, experiences and perspectives from children, youth, TAY and their families about the needs impacting their lives particularly as they related to the COVID pandemic and experiences related to racism and overlapping systems of oppression, ie. intersectionality. The needs and disparities identified in the CNA become the basis of DCYF’s Services Allocation Plan (SAP), which describes how DCYF will allocate the Children & Youth Fund to address the needs and racial disparities identified in the CNA. The SAP sets up the funding framework that is then detailed in the RFP. Our RFP is the competitive process to fund community based organizations with the experience, expertise and cultural competency to provide services that address the needs and disparities identified in the SAP.

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

1. **Conduct Reflection Sessions.** A third-party equity consultant will facilitate these sessions which will occur in May and June 2022. These sessions will be an opportunity for all staff to reflect on the 2021 Internal Equity Assessment findings and generate ideas on how to make our HR policies, processes and structures align with an organizational culture of inclusion and belonging (Action Item 6.1.1). Action Item 6.3.5 will also be an item for reflection and discussion during the Reflection Sessions, particularly issues related to preferred gender pronouns.

2. **Conduct Development Sessions.** A third-party equity consultant will facilitate these sessions, where managers and senior staff will refine the ideas, strategies and solutions from the Reflection Sessions and develop plans for implementation, particularly for the action items listed above.

3. **Develop an HR Manual and distribute to all DCYF staff.** All staff will have opportunities to contribute to the HR Manual through the feedback they will provide in the Reflection Sessions. The manual will then be created as a part of the Development Sessions with DCYF’s HR Operations & Organizational Development Manager taking a primary role. DCYF’s RE Leads will also be involved in this process, taking on more of a vetting role, as per Action Item 1.1.3. The HR Manual will detail all processes and policies related to Hiring and Recruitment, Retention and Promotion, Mobility and Professional Development, Discipline and Separation, and Organizational Culture. The HR Manual will be posted in accessible physical and digital spaces for staff and the public to increase transparency and access to opportunities, while decreasing staff and candidates’ reliance on social networks and insider knowledge and systemic and organizational cultural bias.
### 6. ORGANIZATIONAL CULTURE OF BELONGING AND INCLUSION

4. **Redesign and administer the 2022 Annual Staff Survey (Action Item 6.1.7).** This survey will ask questions related to staff’s perceptions and experiences with DCYF’s culture and HR practices, particularly as they relate to staff’s sense of belonging and inclusion and the performance measures listed in this report. The 2022 survey will also include additional demographic questions that will be optional for staff respondents to complete. As a small department of less than 60 staff, access to departmental HR data and trends (promotions, average pay by race/ethnicity, etc) is limited for privacy and confidentiality reasons. Adding optional demographic questions to the survey may provide us with another data source through which we can monitor our progress on our RE Action Plan goals.

5. **Update Community Agreements to address the hybrid working context and learnings from PD.** DCYF currently utilizes a set of Community Agreements that were developed pre-pandemic. These need to be updated to address the current hybrid work context (on site + remote work). Community Agreements are posted and implemented in every Equity All Staff Meeting. Like any set of group norms, our Community Agreements play a key role in shaping our organizational culture. By May 6th, all DCYF staff will have participated in San Francisco Department of Human Resources’ training, Respect in the Workplace. This training provides the tools for developing group norms for the hybrid workplace, as well as education on Constructivist Listening, SCARF Framework and Ethical Communication, which DCYF staff have previously been trained on as part of our equity efforts. By updating our Community Agreements to reflect these learnings, we will make progress on our organizational culture goals.

### 7. BOARDS AND COMMISSIONS

While DCYF does not have a formal board or commission, our Oversight and Advisory Committee (OAC) aims to complete all the actions in this section. Due to vacant seats that have been difficult to fill plus shifting priorities over the past year, this work is still mostly in development and remains a priority for 2022.

**Changes implemented over the 2021 calendar year. If relevant, include action numbers from the RE Action Plan.**

1. **Action Item 7.1.6 in progress.** As mentioned earlier in this report, DCYF will be adopting a Land Acknowledgement Statement by June 2022. Once this is finalized, DCYF’s senior leadership may present the Statement to the OAC as a model for their resolution.

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.**

1. **Complete Action Items 7.1.1., 7.1.4, 7.1.5., 7.1.7., 7.2.1. and 7.2.3.** DCYF will complete these items through a strategic planning process currently underway with the OAC. While some work on this process has begun it has been delayed by the need to recruit new membership to the OAC to fill empty seats. The process will clarify and structure the role of OAC members to ensure that they are knowledgeable about work of the department and the requirements and limitations of their role. The process will also address how members are on-boarded and supported. In addition further structure for
### 7. BOARDS AND COMMISSIONS

Meeting topics and agenda items will be developed including how OAC members engage with relevant data, hear from diverse voices and hold discussions on key issues impacting the communities DCYF serves.

2. **Complete Action Item 7.1.2.** DCYF is prioritizing the collection and posting of demographic data about its Senior Leadership on its website for 2022. The OAC could also complete this item in tandem.

3. **Complete Action Item 7.1.3.** This action item will be prioritized for completion after the strategic planning process underway to refine the OAC.

4. **Complete Action Item 7.1.6.** The development of a Land Acknowledgement Statement by DCYF, a process currently nearing completion, will help to support this process for the OAC. OAC members may choose to adopt the statement developed by DCYF and will need to discuss in an upcoming meeting.

5. **Complete Action Item 7.2.2.** DCYF is currently assessing ways to deliver ongoing racial equity training to OAC members within the confines and regulations of the public meeting structure.
DEPARTMENT RESOURCING FOR PHASE 1 RE ACTION PLAN

Please describe your department’s resourcing for Phase 1 RE Action Plan implementation in 2021. Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

**Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)**
- Aumijo Gomes, Deputy Director of Strategic Initiatives*
- Xavier Morales, Diversity, Equity & Inclusion Manager*

**Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)**
- Kate Long, HR Operations & Organizational Development Manager
- Colin Kimzey, Community Engagement & Communications Assistant

**Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)**
- DCYF Equity Committee: Xavier Morales, Aumijo Gomes, Colin Kimzey, Kate Long, Greg Rojas, Luis Aroche, Helen Lee, Shakema Stoney and Maya Lawton

**Consultants/vendors (including firm name and contract number, if applicable)**
- AM Crawford subcontracting with Lightwell Consulting [Contract ID # 000023516]

What changes, if any, do you plan for 2022?
DCYF is not planning any changes for 2022

ATTACHMENTS

Workforce and board/commission demographic data
Include relevant data on status of racial equity within department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.

As noted above, DCYF is prioritizing the collection of demographic data from staff, department leadership and our Oversight & Advisory Committee (OAC) for 2022 to fulfill Action Items 4.1.3. and 7.1.2. For this report we are providing Appendix D from our 2021 Internal Racial Equity Assessment, which provides demographic data about our staff:
- Appendix D: Race/Ethnicity Data by Job Classification Category/Position
- DCYF’s Phase 1 Racial Equity Action Plan
- Budget Equity Tool: 2021 DCYF Department Inventory.ORE Progress Report