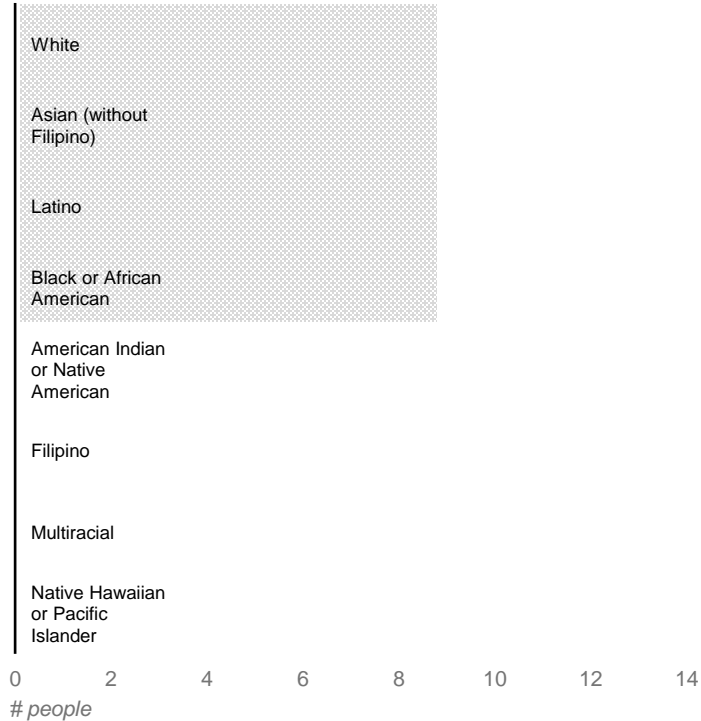


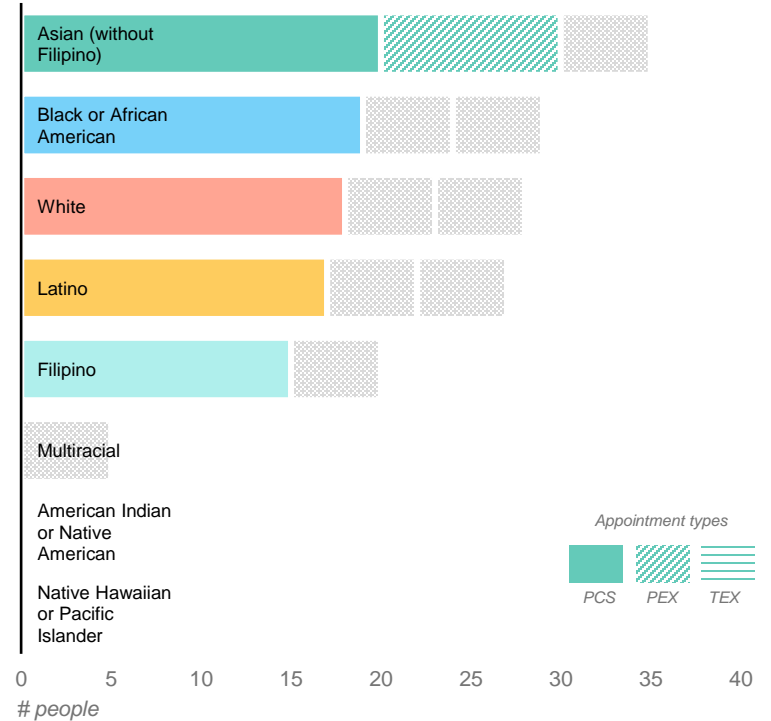


Dept. of Children, Youth & Their Families (DCYF)

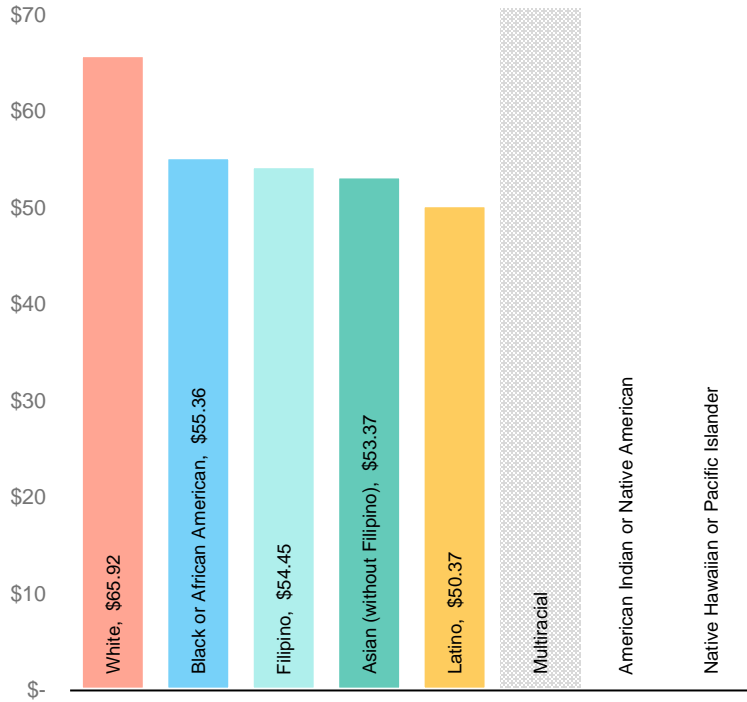
CFC, CHF, CSS, DEC (combined): Senior management demographics (MCCP)



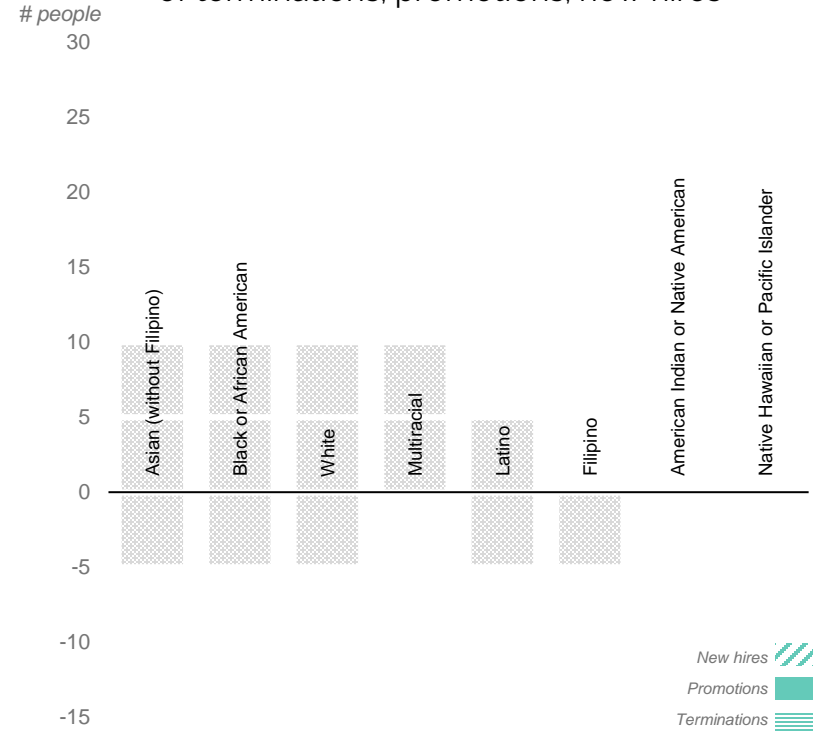
CFC, CHF, CSS, DEC (combined): Overall department demographics



CFC, CHF, CSS, DEC (combined): Average hourly pay for all employees



CFC, CHF, CSS, DEC (combined): Number of terminations, promotions, new hires



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

- **Completed Gathering, Reflecting & Developing stages of DCYF's Racial Equity Action Planning process focused on human resources and department culture.**
 - This process is a priority because it ensures that the organizational change needed for our human resources and departmental culture are grounded in the experiences and perspectives of our staff.
 - DCYF completed the Reflecting and Developing stages with the assistance of a consultant.
 - Reflection sessions, held in mid 2022, engaged 22 staff, managers and senior leaders in focus groups and discussions to collect their experiences with hiring, onboarding, professional development, career advancement and departmental culture.
 - The Developing stage included focus groups, discussions and a virtual message board where staff, managers and senior leaders responded to Reflection Session findings and offered solutions. The virtual message board included 84 items and elicited 150 responses.
 - The process generated solutions from staff for issues with hiring, onboarding, professional development, career advancement and departmental culture. Solutions were then refined and presented to senior leadership and are currently in the process of being implemented.
 - For the upcoming year our focus will be on implementing solutions, monitoring progress and gathering feedback about the effectiveness of solutions from DCYF staff.

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

- Engaged staff in ongoing learning about DCYF's Community Needs Assessment (CNA) at monthly Equity All Staff meetings to ensure understanding of the needs and disparities affecting SF's children, youth, transitional age youth (TAY) and families.
 - This effort is a priority because as the foundation of our planning cycle the CNA identifies the needs and disparities affecting the City's children, youth, TAY and families that DCYF will address in our funding cycle. To fulfil our mandate to fund using an equity framework and to address needs and disparities it is critical that our staff have broad understanding of the CNA's findings.
 - DCYF's Equity Committee (EC) facilitated 7 required monthly Equity All Staff meetings on the CNA. The EC is a volunteer, cross team group of staff that meets regularly to plan and implement ways for staff to connect, reflect and learn together. This meeting series, known as the CNA Book Club, covered each chapter of the CNA through presentations and small group discussions.
 - The outcome of these meetings was engagement with the CNA and the creation of space for connection and reflection for DCYF staff. Success was measured through feedback surveys.
 - Monthly Equity All Staff meetings, facilitated by the EC, will continue this year with a focus on developing staff's equity related leadership.

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

- **Provided opportunities for staff to share their racial autobiography as a featured part of monthly Equity All Staff meetings.**
 - Racial autobiographies are a priority because they are an important way that DCYF promotes staff connection, learning and reflection about the role race has played in the personal and professional lives of their colleagues.
 - 13 DCYF staff have shared their racial autobiography at our monthly required Equity All Staff meetings. Staff were supported by DCYF's Equity Committee, who provided prompts and a PowerPoint template to guide the presentation.
 - The outcome of ongoing racial autobiographies has been a deeper understanding of the lives, backgrounds and cultures of a diverse group of staff from multiple levels of the department. Feedback has been highly positive as measured through the collection of feedback surveys.
 - For the upcoming year the title of the racial autobiography series will be renamed to leadership stories. This change is being made to align the effort with the focus on developing staff's equity related leadership. Leadership stories will remain open to any staff who wish to participate and will continue to focus on identity and the role that race plays in personal and professional lives.

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

- **Finalized DCYF's Land Acknowledgment statement and began using across internal and external meetings.**
 - Developing DCYF's Land Acknowledgment statement was a priority for completing our Racial Equity Action Plan.
 - DCYF developed our land acknowledgment statement to be used at internal and public meetings and on our documents. Our goal for this development process was for it to be meaningful to DCYF staff and not performative. Our process included convening a small group of interested staff to develop the statement, meeting with Jonathan Cordero from the Association of the Ramaytush Ohlone (ARO) to discuss our process with local native communities, using a required Equity All Staff meeting to educate staff about local native peoples and gather feedback, drafting the actual statement and developing guidelines for its usage.
 - The outcome of this process was the creation of a land acknowledgement statement that is now used in our internal and external meetings, on our [website](#) and on public documents.
 - While the land acknowledgment statement is in use at DCYF it has not yet been formally adopted by our Oversight & Advisory Committee (OAC). The OAC will vote to adopt and begin using the statement at an upcoming meeting.

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

- **Provided equity related professional development (PD) for all DCYF staff in multiple ways.**
 - Our staff's participation in equity related PD is a priority because it helps to prepare them to administer funding that addresses the needs affecting the City's children, youth, TAY and families.
 - DCYF's Equity Committee planned and facilitated 10 required monthly Equity All Staff meetings where staff engaged in learning and reflection on equity topics, department work and relevant current events. Topics included the CNA Book Club, the Board of Education Recall, the Ohlone people and DCYF's land acknowledgment and the City's Travel Ban policy and its impact on grantees. All DCYF Staff were also required to attend the Respect in the Workplan training provided by the Dept. of Human Resources.
 - The outcome of our equity related professional development efforts has been deeper learning and connection among staff, especially for critical topics like our 2022 CNA. Success was measured through feedback surveys.
 - DCYF will continue providing Equity All Staff meetings that will focus on the theme of developing staff's equity related leadership. DCYF will also provide Cultural Mindfulness training to staff who have joined the department since it was last provided in 2021.

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

- **Gather learnings on the ways other departments have implemented affinity groups, including for white allies.**
 - Gathering learnings is a priority because DCYF currently implements Black/African American, Latinx and Asian Pacific Islander affinity groups under Section 6: Organizational Culture. We would like to better support these groups, while encouraging the participation of white staff.
 - DCYF's Diversity, Equity & Inclusion manager has encouraged the formation of affinity groups and has supported them once formed. This process has been organic, reflecting the desire by staff from specific ethnic groups to meet, engage and plan activities and events, often in relation to ethnic heritage months. DCYF will continue to promote affinity groups but would like to find ways to encourage participation from white staff. This approach is key for creating space for white staff who are committed to racial equity while also promoting the idea that racial equity work should not fall solely on staff of color.
 - DCYF could benefit from learning from the experiences of other departments who have implemented a range of affinity groups, especially those for white staff.
 - Success for this effort would include the continuation of existing affinity groups as well as the formation of a white affinity group or others related to parts of staff's identities.

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

- **Gather learnings from other departments about the approaches they use to regularly survey staff to collect feedback, experiences and perspectives relative to racial equity efforts.**
 - Gathering learnings is a priority because our annual staff survey, from Section 6: Organizational Culture, is a key tool for collecting perspectives from staff about our organizational practices and culture. While we have previously administered a staff survey, DCYF is interested in developing a more robust and effective instrument that provides actionable information that tracks progress and informs our ongoing Action Planning efforts.
 - DCYF will update our Annual Staff Survey for 2023 to gather staff perspectives and experiences with human resources, PD and departmental culture and get feedback on efforts implemented for our Action Plan. While the survey will build on previous versions, adjustments are needed to incorporate changes to our processes. To implement this effort DCYF has released an RFP for evaluation firms with survey and racial equity experience that will be used to select a consultant.
 - DCYF could benefit from reviewing other departments' staff surveys and learning about how data is analyzed, results are presented and findings are addressed.
 - Success for this effort would include a newly developed annual staff survey that provides actionable and relevant information that contributes to our Action Planning efforts.