



Racial Equity Action Plan

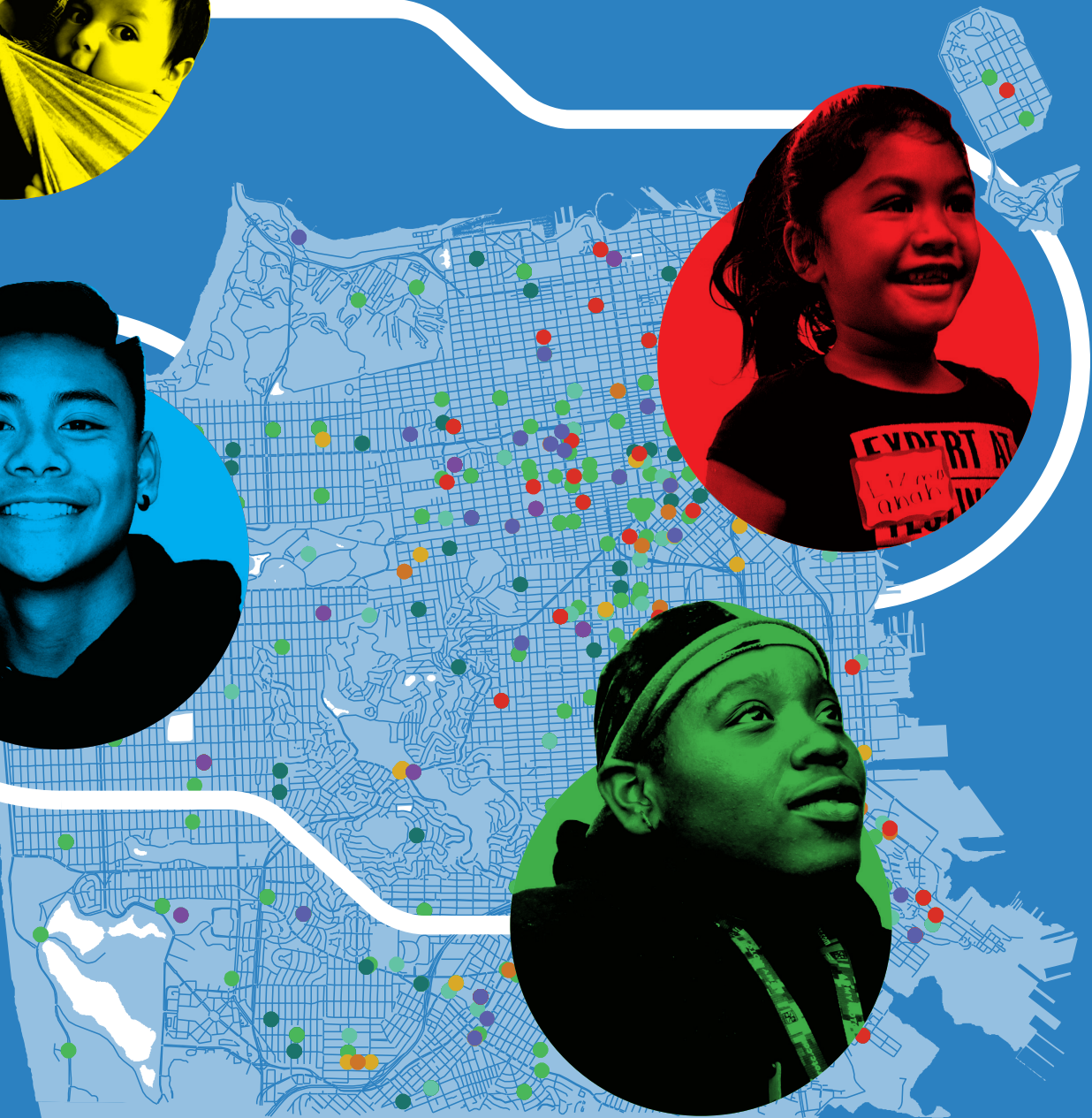
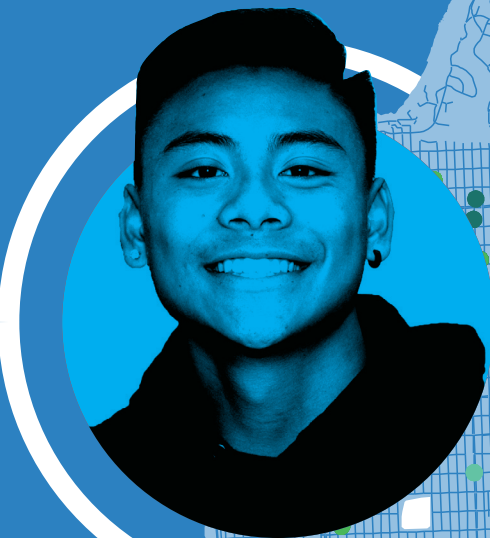


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Introduction from the Executive Director

On behalf of the Department of Children, Youth and their Families, I am pleased to submit our Racial Equity Action Plan. This Plan encapsulates DCYF's longstanding dedication to racial equity in our work, and lays out a roadmap for how our department will continue to address and assess our internal structures and practices. I believe that DCYF's Racial Equity Action Plan further solidifies our commitment to engaging with our staff and stakeholders to create and sustain the organizational changes and policies that are needed to ensure that DCYF and our grantees are focused on racial equity.

As the steward and distributor of the Children and Youth Fund, DCYF has a long history of using racial equity as a lens to ensure that those with the highest levels of need receive the most benefit from the Fund. The reauthorization of the Children and Youth Fund in 2014 mandated a Funding Framework based on racial equity, which further sanctioned and solidified our racial equity focus. The Funding Framework identifies four priority racial populations: children, youth, transitional age youth, and families who identify as African American, Latinx, Pacific Islander, and low-income Asian. While the Funding Framework leads with race, it centers around intersectionality: we establish our focus on our four target populations, and from there we identify intersectional characteristics within those populations to determine which children, youth, and families demonstrate additional levels of need.

In addition to our Funding Framework, other key elements of an approach focused on racial equity are already in place at DCYF. Our department prioritizes community engagement, and connects the communities we serve with the services we fund. DCYF hosts and regularly participates in community gatherings, fairs, and other events, and every five years we conduct our charter-mandated Community Needs Assessment (CNA). During the CNA process, our staff visits every neighborhood in the City and hosts focus groups and other community meetings in order to collect data directly from San Francisco residents. A crucial component of the CNA is an equity analysis, which examines the disparities between disadvantaged communities and the City as a whole. Our CNA work leads to our allocation plan for the distribution of the Children and Youth Fund, and is one of the primary tools we use to develop our understanding of the needs of the City's children, youth, and families.

Internally, DCYF has spent the last five years preparing, educating, and instructing our staff in the use of a racial equity-based approach for their work. Prior to developing our primary funding plan and request for proposals, the DCYF staff engaged in a Results Based Accountability (RBA) process. The RBA process helped crystallize our focus on racial disparities within the systems and services we fund, and had significant bearing on our final funding decisions. Around the same time, DCYF engaged in a racial equity-focused action planning process with the Government Alliance for Racial Equity (GARE) and implemented an Equity Committee, which includes members from all of DCYF's teams and senior leadership. The Equity Committee plans and leads trainings and retreats, and supported the development of DCYF's Racial Equity Action Plan through GARE. While our work with GARE allowed us to begin tackling key structural questions related to racial

equity, DCYF paused the GARE process in anticipation of engaging with the Office of Racial Equity (ORE). Our Equity Committee is still active, and regularly hosts training sessions, retreats, workshops, and discussions about institutional and structural racism for our staff.

While I feel that racial equity is in DCYF's DNA, I fully recognize that we still have a long way to go. DCYF is determined to build, support, and maintain an equitable and diverse workforce and workplace, and in our GARE process my staff identified DCYF's lack of influence on citywide structures and processes related to human resources as a challenge related to this goal. I am thrilled that the ORE framework provides an opportunity for the City and our department to address the structures that have hindered staffing-related racial equity goals. My staff and I also recognize the need for more robust and effective community engagement efforts that can provide space for community voice in our processes and decisions. This need has become even more prominent as a result of the COVID-19 pandemic, which caused drastic changes in the situations and needs of many San Francisco residents, especially our priority populations. I believe that engaging with the ORE to incorporate the new framework will put DCYF on track to addressing this challenge, which will ultimately help us better serve our priority populations, support our grantees, and serve San Francisco as a whole.

My staff and I are looking forward to working with the ORE on the racial equity action planning process. I feel that we are ready for the difficult conversations. I feel we are ready to critically examine our internal processes to ensure that they are as focused on racial equity as our external grantmaking work. I feel we are ready critically examine how our department operates, and how we function within a larger Citywide context. I feel we are ready to engage our staff and stakeholders in a meaningful process that leads to positive organizational change. I feel that the racial equity action planning process will further our department's ultimate goal: to make San Francisco a great place to grow up.



Maria Su, Psy.D.
Executive Director





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Executive Director

DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

RACIAL EQUITY ACTION PLAN: PHASE 1



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A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs.

— ORE Legislative Mandate, [Ordinance No. 188-19](#)

DEPARTMENT	LAST UPDATED
Department of Children, Youth and Their Families (DCYF)	December 31 st , 2020 This plan will be updated periodically to capture progress

RACIAL EQUITY TEAM:

RACIAL EQUITY LEADS:

- Aumijo S. Gomes, Deputy Director
- Xavier Morales, Diversity, Equity & Inclusion Manager

SENIOR LEADERSHIP:

- Maria Su, Executive Director
- Denise Payton, Chief Financial Officer
- Sherrice Dorsey-Smith, Director of Programs & Grants

DEPARTMENT MANAGERS:

- Brett Conner, Grants Manager
- Dori Caminong, Communications & Community Engagement Manager
- Jasmine Dawson, Programs & Planning Manager
- Jay Liao, OCOF Deputy Director
- Kate Long, HR Operations & Organizational Development Manager
- Sarah Duffy, Data & Evaluation Manager
- Shawn Ewing, Information Technology Manager
- Teodora Ildefonso Oro, TA and Capacity Building Coordinator



Maria Su, Psy.D.
Executive Director

DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

DEPARTMENT BACKGROUND



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EMPLOYEES: 58

TOTAL DEPT ANNUAL OPERATING BUDGET FY2021: \$168M

HISTORY & MISSION:

The Department of Children, Youth and Their Families (DCYF) has administered San Francisco’s powerful investments in children, youth, transitional age youth (TAY) and their families through the Children and Youth Fund since 1991. Our work brings together City government, schools and community-based organizations (CBOs) to help our city’s youth and their families lead lives full of opportunity and happiness. DCYF and our partners have a proud history of funding high quality, culturally relevant and empowering services with a deep commitment to advancing equity and healing trauma.

In 1991 the Children’s Amendment to the City Charter was passed by voters, making San Francisco the first city in the country to guarantee a dedicated funding stream to children each year in the City budget. The legislation set aside a portion of annual property taxes for the funding of services that benefit children. The Children’s Fund was overwhelmingly renewed by voters in 2000, then renewed again in 2014 with broad voter support for an extended 25-year tenure. Proposition C, also known as the Children and Families First Initiative, increased the property tax earmark for children and youth to 4 cents of every \$100 of assessed property value, renamed the fund to the Children and Youth Fund and expanded its use to support services for TAY ages 18 to 24.

DCYF administers the resources of the Children and Youth Fund to CBOs and public agencies to provide services to San Francisco’s children, youth, TAY and their families. DCYF’s Oversight and Advisory Committee (OAC), established in the 2014 legislation, helps to guide strategic planning and program evaluation. In fiscal year 2018-19 DCYF distributed approximately \$141 million in funding to 440 programs in all the City’s neighborhoods. Together these programs served over 38,000 children, youth, TAY and their families.

DCYF fund services in the following areas: Early Care and Education; Educational Supports; Emotional Well-Being; Enrichment, Leadership & Skill Building; Family Empowerment; Justice Services; Mentorship; Outreach & Access; Out of School Time; and Youth Workforce Development. Our funding approach is holistic, seeking to support a continuum of services that provides children, youth, TAY and their families with opportunities to be healthy, succeed in school, prepare for the future, engage in positive activities and contribute to the vitality of San Francisco all while living in safe and supported communities.

DCYF also supports ongoing Evaluation to help understand the impact of our investments and Technical Assistance and Capacity Building to strengthen our CBOs and their programs. By raising our awareness of the services that best support children, youth, TAY and their families DCYF increases our ability to fund programs with the highest impact. By helping to strengthen our CBOs through technical assistance and capacity building we bolster their ability to contribute to the positive outcomes we seek for the communities we serve.

Our task is large, but our resolve is unwavering. DCYF continues to be a strong voice at the heart of San Francisco’s commitment to children, youth, TAY and their families. With an approach that combines broad experience, community engagement, creative thinking and thoughtful decision making DCYF continues to make San Francisco a great place to grow up.



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

DEPARTMENT BACKGROUND



OUR VISION:

DCYF envisions a strong San Francisco where all children and youth are supported by nurturing families and communities; all children and youth are physically and emotionally healthy; all children and youth are ready to learn and succeed in school; and all youth are ready for college, work and productive adulthood.

OUR PILLARS:

DCYF’s work is supported by the following pillars that provide the foundation of our approach:

- Strategic Funding: We promote practice- and research-informed programs, seed innovation and seek to address inequities in access and opportunity.
- Quality Services: We provide leadership in developing high quality programs and strong community-based organizations in the interest of promoting positive outcomes.
- Engagement with San Francisco’s Communities: We prioritize children, youth, transitional age youth and families’ voices in setting funding priorities and will build our knowledge of and presence in neighborhoods across San Francisco.
- Collaborative Partnerships: We commit to working with city stakeholders to help set funding priorities, practices and policies that are based on an equity framework.

PRIORITIZING SYSTEMIC CHANGE AND RACIAL EQUITY AT DCYF AND WITHIN CITY GOVERNMENT:

San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community. As part of addressing this issue, we encourage City departments to reflect upon and recognize any potential harm that their structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities. (ORE SF Citywide Racial Equity Framework Phase 1)

DCYF intends to use the ORE Racial Equity Action Planning process to join the rest of the City in ensuring that we do not perpetuate racial inequities within both our external and internal work. Our focus on racial equity is clear in how we distribute the resources of the Children and Youth Fund but they are less apparent in how we recruit, hire and develop our workforce, how we encourage an internal culture of inclusion and belonging and how we align our Oversight and Advisory Committee to the work of the department. We see the ORE Racial Equity Action Planning process as an opportunity to address both internal DCYF policies and practices as well as those that operate citywide.

DCYF will build on our previous racial equity work to implement an organizational change process that is meaningful for our staff and stakeholders. Our work began after the passage of Proposition C, the Children and Families First Initiative. Understanding the need to further prepare our staff to fulfill the racial equity-based mandates of our charter, DCYF created an Equity Committee and engaged the department in a Results Based Accountability (RBA) process that crystalized our focus on racial disparities. The Equity Committee included staff from all teams and levels of DCYF and was tasked with developing shared language, trainings, retreats and opportunities for reflection and engagement. The trainings, brown bags and materials developed by the Equity Committee provided a strong foundation and helped the department, in conjunction with our RBA process, to develop our Services Allocation Plan and 2018-23 RFP. The Equity Committee also helped DCYF strengthen our



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DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

DEPARTMENT BACKGROUND



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staff's knowledge of structural and institutional racism and provided opportunities for staff to reflect on their positionality as the implementors of government systems.

DCYF's engagement in the Department of Public Health's Trauma Informed Systems (TIS) initiative also informed our approach to racial equity. DCYF sees the impacts of trauma and racism as deeply connected and the work of the Equity Committee provide a key connection point to link our focus on racial equity with our trauma related work. In 2018 DCYF used our TIS principles as we engaged in the Government Alliance on Race and Equity (GARE) action planning process. Similar to ORE's framework the GARE process requires government agencies to examine elements of their operations to create racial equity focused institutional change. DCYF implemented this process with a trauma informed lens but was ultimately limited by the focus on select City agencies. In particular, DCYF was hindered by our inability to impact Citywide processes related to human resources and contracting, key areas that have strong ability to perpetuate racial inequities.

As we craft our Phase 1 Racial Equity Action Plan DCYF is committed to using the ORE process to deepen our focus on racial equity in all aspects of our work. We firmly believe that all employees of DCYF are doing racial equity work regardless of their role or position. Therefore, it is crucial that we look critically at our own ways of filling our workforce and doing our work in order to ensure that we are not perpetuating racial inequities.



PROCESS FOR CREATING & IMPLEMENTING OUR RACIAL EQUITY ACTION PLAN

DCYF is committed to advancing racial equity through grantmaking and partnerships with key systems that serve high needs children, youth, transitional age youth (TAY) and families. However, we believe that more can be done to achieve the goal of being a racially equitable City department both in terms of our internal and external practices. DCYF’s Racial Equity Action Plan was developed to create sustainable and meaningful institutional change that deepens our commitment to racial equity.

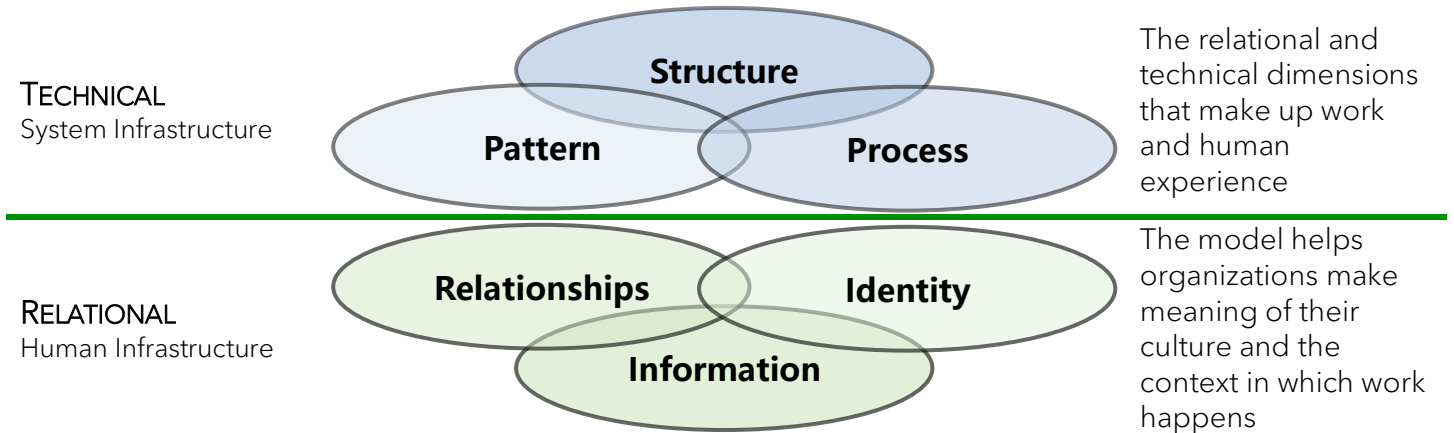
GOALS:

The goals of DCYF’s Racial Equity Action Planning process are:

- To fulfill the mandate to complete the Racial Equity Action Plan Framework
- To clarify and make more meaningful DCYF’s commitment to racial equity
- To create lasting organizational change that is rooted in racial equity
- To effectively engage DCYF staff, regardless of position, in a process that is authentic and meaningful

GUIDING FRAMEWORKS & LESSONS LEARNED:

Our process is informed by the 6 Circle Model, a guiding framework for racial equity focused institutional change developed by the National Equity Project. The model breaks down an organization’s infrastructure into two parts, the technical or the system infrastructure and the relational or the human infrastructure. According to this model, effective racial equity focused organizational change must address both parts of an organization’s infrastructure. Since people implement processes and systems, organizational change cannot happen unless underlying beliefs and biases are addressed at the same time as processes, procedures, and workflows.



Our process is also informed by lessons learned from our participation in the Government Alliance on Race and Equity (GARE) action planning process. DCYF used this process to develop a racial equity action plan but paused implementation to ensure alignment with the Office of Racial Equity. The ORE Racial Equity Action planning process is an opportunity to apply key lessons from GARE including the need for a clear process and intentional engagement of staff across the department. More importantly the citywide focus of Phase 1 of ORE’s process will help DCYF to address human resources, an area where DCYF operates under citywide policies and systems.

Our process will also account for our current pandemic influenced context including the impacts of remote work, shifting roles, stress, trauma, and social isolation. DCYF staff have been trained in Trauma Informed Systems and we will use these principles to ensure that we are mindful of the human impacts of the pandemic.



PROCESS FOR CREATING & IMPLEMENTING OUR RACIAL EQUITY ACTION PLAN

RACIAL EQUITY TEAMS:

DCYF’s Racial Equity Action Plan was developed and will be implemented by the following groups of staff:

Racial Equity Leads:

- Aumijo S. Gomes, Deputy Director: strategic direction, planning and coordination for Racial Equity Action plan and implementation process as well as connection to Senior Leadership and relevant work strands.
- Xavier Morales, Diversity, Equity & Inclusion Manager: assists with strategic direction, planning and coordination and leads the writing and implementation of the plan.

Senior Leadership:

Champions the plan and process, informs its development, assists with strategic coordination and connection to existing work and monitors implementation.

- Maria Su, Psy.D., Executive Director
- Denise Payton, Chief Financial Officer
- Sherrice Dorsey-Smith, Director of Programs & Grants

Department Managers:

Informs the development and participates in the implementation of the plan including where relevant for specific topics.

- Brett Conner, Grants Manager
- Dori Caminong, Communications & Community Engagement Manager
- Jasmine Dawson, Programs & Planning Manager
- Jay Liao, OCOF Deputy Director
- Kate Long, HR Operations & Organizational Development Manager
- Sarah Duffy, Data & Evaluation Manager
- Shawn Ewing, Information Technology Manager
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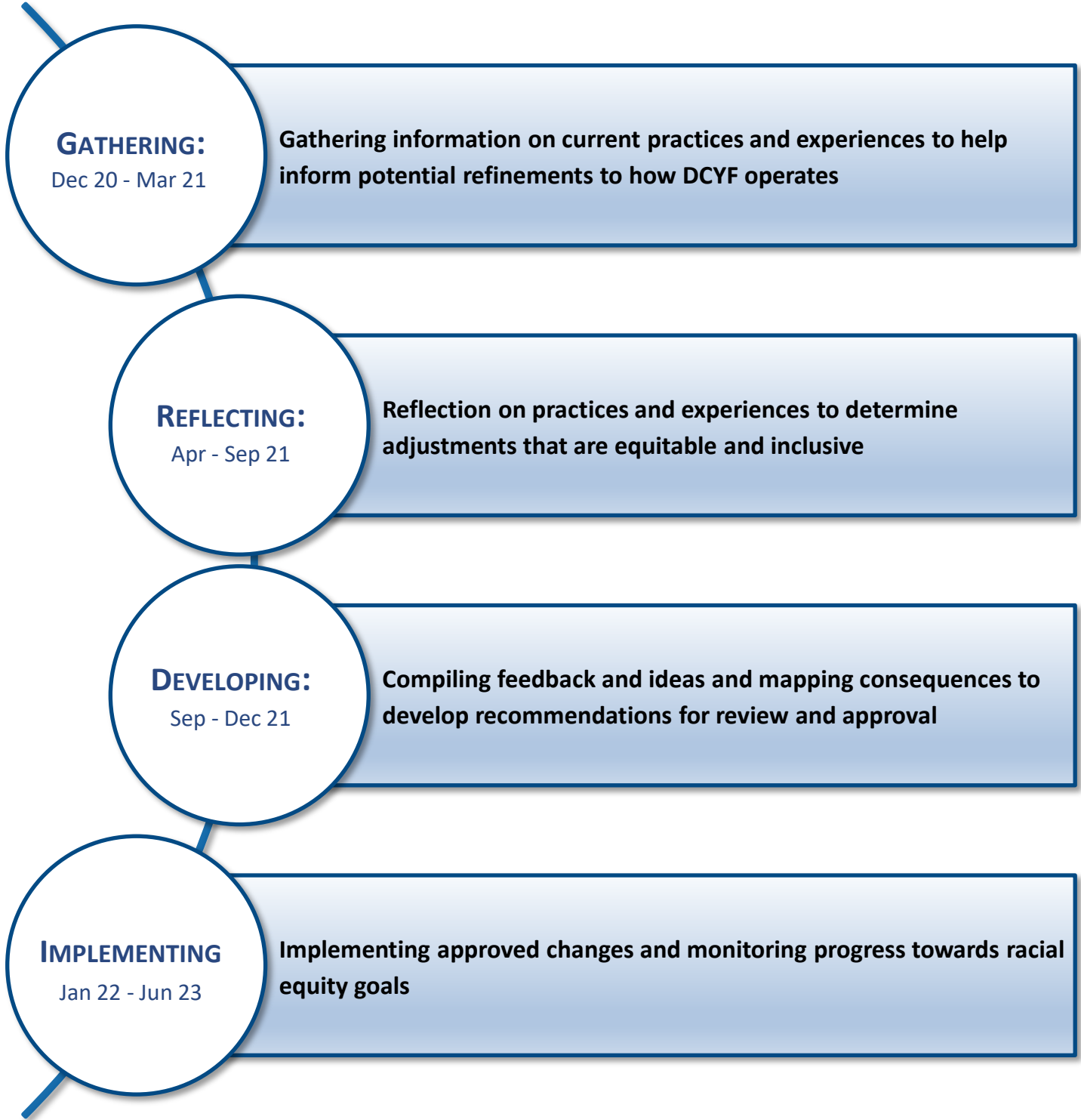
Additional Staff & Stakeholders:

- Remaining DCYF Staff: ongoing participation in the implementation of the plan including engagement in relevant surveys, focus groups, reflection sessions and other processes.
- Gilda Cassanego, Dept. Of Human Resources Senior HR Consultant: provides information on existing human resources processes and regulations.
- Oversight & Advisory Committee (OAC): DCYF’s advisory body, will participate in the implementation of the Boards & Commissions section of the plan. Will also receive regular updates on the implementation process.
- Third Party Consultant: DCYF will engage a third-party consultant to lead the collection of sensitive information from staff on their experiences with the processes related to this plan.



PROCESS FOR CREATING & IMPLEMENTING OUR RACIAL EQUITY ACTION PLAN

DCYF IMPLEMENTATION PHASES:





PROCESS FOR CREATING & IMPLEMENTING OUR RACIAL EQUITY ACTION PLAN

GATHERING: (DECEMBER 2020 – MARCH 2021):

DCYF will **gather information and experiences** about relevant sections of the plan that can be used to inform subsequent parts of the process. Gathered information will come from the following sources:

- Barriers Assessment Focus Group: optional session for staff who have led hiring processes to discuss current conditions and barriers that hinder potential applicants’ ability to competitively apply to available positions
- Staff Interviews/Annual Staff Survey: optional interviews for staff to assess experiences with current HR processes, departmental diversity, and inclusivity
- Assessing HR Processes (DCYF HR/DHR): gathering information about DCYF staff and HR practices

REFLECTING: (APRIL – SEPTEMBER 2021):

DCYF will use gathered information to inform **reflection sessions** on specific sections of the plan. These sessions will give relevant staff the chance to think more deeply about the information gathered and begin to contribute ideas that could address specific issues. Reflection sessions will occur using 3 configurations:

- Senior Leadership: will reflect on sections relevant to their roles. Areas requiring Senior Leadership specific sessions include: Discipline and Separation, Diverse and Equitable Leadership and Commissions and Boards
- Managers: will reflect on sections relevant to their roles as the implementors of departmental and citywide policies. In addition, managers holding specific responsibilities engage more deeply in the implementation of items within their purview. Areas requiring manager only sessions include: Hiring and Recruitment, Retention and Promotion, Discipline and Separation and Mobility and Professional Development.
- All Staff: will reflect on sections that require a range of experiences and perspectives. Staff members will be asked to reflect on items related to policies and procedures they have applied as well as those they have experienced. Areas requiring full staff engagement include: Retention and Promotion, Discipline and Separation, Mobility and Professional Development and Organizational Culture of Inclusion and Belonging.

DEVELOPING: (OCTOBER – DECEMBER 2021):

DCYF will **compile the results** of the reflection sessions into groupings and vet them for feasibility and impact. The goal of this part of the process will be to hone possible recommendations for approval and implementation. Throughout this part of the process there will be a need to complete certain steps:

- All Staff Presentation: compiled recommendations will be presented to all staff for notification and feedback
- Honing of Ideas: compiled recommendations will be further honed by a cross section of staff to ensure that they are implementable and aligned with the goals of our action planning process
- Review & Approval: honed recommendations will be reviewed by Senior Leadership for approval
- Presentation to the OAC: final recommendations will be presented to the Oversight & Advisory Committee

IMPLEMENTING: (JANUARY 2022– JUNE 2023):

DCYF will **implement approved recommendations** and will continue to monitor the plan for ongoing adjustment. The ORE framework defines racial equity as a set of practices, an outcome, and a process. Our process includes these elements and focuses on ensuring that “those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.” Our implementation approach will culminate in our process by ensuring that the people most impacted by this plan, our staff, are able to contribute experiences and ideas to support the development of racially equitable and inclusive policies and practices.



Maria Su, Psy.D.
Executive Director



London N. Breed
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DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

RACIAL EQUITY ACTION PLAN: SECTIONS, DCYF TEAMS & ACTION KEY

ACTION PLAN SECTIONS	DCYF TEAMS
<ol style="list-style-type: none"> 1. Hiring & Recruitment 2. Retention & Promotion 3. Discipline & Separation 4. Diverse and Equitable Leadership & Management 5. Mobility & Professional Development 6. Organizational Culture of Inclusion & Belonging 7. Boards & Commissions 	<ul style="list-style-type: none"> • Communications & Community Engagement (COMMS) • Contracts & Compliance • Data & Evaluation • Finance • Funding Team • Information Technology (IT) • Nutrition • Operations • Our Children Our Families Council (OCOF) • Senior Leadership • Technical Assistance & Capacity Building

RACIAL EQUITY ACTION PLAN KEY:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Actions: specific acts to accomplish to achieve departmental goals • Resources Committed: what is needed to perform actions; financial, human, and/or material • Indicators: quantifiable measure of an action’s success; how much, how well, or is anyone better off? • Timeline: dates denoting the start and end of the action | <ul style="list-style-type: none"> • Implementation: detailed plan on how the action will be accomplished; month, quarter, and/or year • Status: the action’s current status, updated regularly [ongoing in-progress completed not started] • Lead: staff, committee, or body responsible for the action and/or accountable for its completion |
|--|--|



1. HIRING & RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for a more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively seek these individuals out. This includes assessing the most basic barriers to access that influence the City’s applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates. (ORE SF Citywide Racial Equity Framework Phase 1)

DEPARTMENT GOAL:

To understand the impact of DCYF’s internal and citywide hiring and recruitment practices on the ability for prospective and current employees, particularly those who identify as Black, Indigenous or people of color (BIPOC), to be aware of and have access to employment and advancement opportunities. Our approach will focus on information gathering about current practices, meaningful engagement with DCYF staff and the implementation of solutions that help DCYF assemble a workforce that represents the diversity of the communities we serve.

1.1 Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department’s RE Action Plan.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1.	Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply	<i>Financial:</i> Consultant approx \$150K; <i>Human:</i> Existing staff’s time prioritized; one of RE Lead reassigned from Data & Evaluation (D&E) Team	# barriers assessments completed in FY20-21	Dec 2020 – May 2021	DCYF will use a third-party consultant to develop the Barriers Assessment Focus Group protocol. This approach will help to prevent confidentiality and conflict of interest issues and promote safety. The consultant will facilitate the Focus Group with staff who have been involved with the hiring process, including our DHR Senior HR Consultant. The focus group will help to gather experiences and perspectives. The Consultant will analyze findings and provide recommendations. Information gathered will be used to develop an Annual Staff survey, the equitable and inclusive hiring and recruitment policy and in reflection sessions with relevant DCYF staff.	Not Started	RE Leads, Third party consultant



1. HIRING & RECRUITMENT

1.1 Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department's RE Action Plan.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.2.	Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. ¹	<i>Financial:</i> Consultant approx \$150K; <i>Human:</i> Existing staff's time prioritized; one of RE Lead reassigned from D&E Team	# Annual Staff Surveys conducted FY20-21 – 22-23 with disaggregated results 65% staff response rate to Annual Staff Surveys	Jan 2021 – May 2021	For FY20-21 the Annual Staff Survey will consist of optional interviews with staff conducted by a third-party consultant. Interviews will be used to gather staff perspectives and experiences with HR processes in a safe and meaningful way. DCYF will examine staff surveys from by other City agencies to inform the development of DCYF's FY21/22 Annual Staff Survey which will be administered through a traditional survey-format. The consultant will analyze the findings, provide recommendations, and create a report. Information gathered from the interviews will be used to inform reflection sessions with DCYF staff that will contribute to the development of adjustments to DCYF processes. The consultant will also assist with the development of future Annual Staff Surveys to be implemented by the Racial Equity Team in coordination with DCYF's HR staff.	Not Started	RE Leads, Third party consultant
1.1.3.	Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	<i>Human:</i> RE Leads and staff's time prioritized; one of RE Lead reassigned from D&E Team	# related reflection sessions with all staff # equitable and inclusive hiring and recruitment policies that include learnings and feedback from staff survey and barriers assessment	Feb 2021 – June 2021	To draft and release an equitable and inclusive hiring and recruitment policy DCYF will facilitate reflection sessions with relevant staff to discuss the findings from the Barriers Assessment and Annual Staff Survey. These sessions will provide perspectives that will be used to develop content and focus areas for the policy. RE Leads and other DCYF staff will refine, draft, and review the policy before presenting it to Senior Leadership for approval and implementation.	Not Started	RE Leads, RE Team

¹ Department management will need to review all responses to see whether any of them qualify as EEO complaints.



1. HIRING & RECRUITMENT

1.2 Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1.	Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# applicants from new and unexpected access points # policies that detail updated recruitment process	Jan 2021 – July 2021	DCYF will facilitate reflection sessions with staff to discuss the findings from the Barriers Assessment and Annual Staff Survey. These sessions will provide additional perspectives that will be used to develop potential refinements of our recruitment practices. RE Leads and other DCYF staff will then further develop these potential refinements before presenting them to Senior Leadership for approval and implementation. Preliminary ideas for this item include exploring new and unexpected media outlets, diverse academic institutions, and our grantees to expand our recruitment efforts.	Not Started	HR Operations Manager & Sr HR Consultant
1.2.2.	Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# agreements that establish new access points as pathways % applicants that come from new access points	March 2021 – Dec 2022	Explore non-traditional media outlets, diverse academic institutions and our grantees to expand our recruitment efforts. Use the results from Barriers Assessment and Annual Staff Survey to gather potential access points for prospective employees. Develop agreements with access points to establish them as pathways. Regularly share open positions with these access points and coordinate with DHR and other City departments to leverage efforts.	Not Started	HR Operations Manager & Sr HR Consultant



1. HIRING & RECRUITMENT

1.2 Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.3.	Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# relevant analyses completed % job openings with revised job descriptions and minimum qualifications from completed analysis	March 2021 – Dec 2022	DCYF will critically examine job descriptions and minimum qualifications to identify potential barriers that may be hindering our ability to attract diverse and non-traditional applicants. Our examination will be informed by findings from the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions. DCYF will coordinate with DHR to contribute ideas to citywide processes and to implement adjustments.	In Progress	HR Operations Manager, Sr HR Consultant
1.2.4.	Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# relevant analyses completed % job openings with revised job descriptions and minimum qualifications based on completed analysis	March 2021 – Dec 2021	DCYF will critically examine the necessity of minimum qualifications that may disproportionately create racial inequities in hiring and recruitment. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions. DCYF will coordinate with DHR to contribute ideas to citywide processes and to implement adjustments.	In Progress	HR Operations Manager, Sr HR Consultant



1. HIRING & RECRUITMENT

1.2 Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.5.	Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered. ²	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# reviews completed % job openings with appropriate use of supplemental questions based on completed review	March 2021 – Dec 2021	DCYF will critically examine the usage of supplemental questions as well as how they are scored. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions. DCYF will coordinate with DHR to contribute ideas to citywide processes and to implement adjustments. Preliminary ideas for this item include examining the potential for professional development for applicants and employees seeking advancement and mandated diversity and anti-bias training for hiring managers.	In Progress	HR Operations Manager, Sr HR Consultant
1.2.6.	Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# relevant analyses completed % job openings that previously did not require 4-yr college degrees that now do	March 2021 – Dec 2022	DCYF will critically examine requirements related to degrees. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions. DCYF will coordinate with DHR to contribute ideas to citywide processes and to implement adjustments. Preliminary ideas for this item include examining how current minimum qualifications can be adjusted to elevate experience and analyzing job classifications to determine if they accurately capture needed skills.	Not Started	HR Operations Manager, Sr HR Consultant

² From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.



1. HIRING & RECRUITMENT

1.2 Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.7.	Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	Human: DHR Interdepartmental Services for further support	# applicants recruited through DHR's Recruitment Diversity Unit	Jan 2021 – Dec 2022	DCYF currently does not work with outside recruiters. However, we would like to start partnering with DHR's Recruitment Diversity Unit/DEI to leverage their recruitment efforts for available positions.	Not Started	Sr HR Consultant



1. HIRING & RECRUITMENT

1.3 Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.3.1.	Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	<i>Human:</i> Existing HR staff's & CFO time prioritized; DHR Interdepartmental Services for further support <i>Financial:</i> Funding for internships/fellowships	# paid interns/fellows	March 2021 – Dec 2021	DCYF will examine our current usage of internships and fellowships to assess how to align them with pathways into City employment. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, our current internship programs, as well as by additional ideas from reflection sessions. Preliminary ideas for this item include Reviewing internship and fellowship recruitment strategies, organizing offerings into pathways into City employment, developing ideas for new internships and fellowships and creating compensation and notification policies for opportunities at DCYF.	In Progress	HR Operations Manager, Sr HR Consultant, Chief Financial Officer
1.3.2.	Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.	<i>Human:</i> Existing HR staff's & CFO time prioritized; DHR Interdepartmental Services for further support <i>Financial:</i> Funding in partnership with Mayor's Office & City Partner Depts	\$\$ for OFA	Jan 2021 – Dec 2022	DCYF is a partner and funder of Opportunities for All (OFA) including holding grants for the OFA Intermediary as well as other connected youth workforce development (YWD) programs. The department invests heavily in YWD programs ensuring employment opportunities for thousands of youth and TAY. DCYF will continue to work closely with OFA, OEWD, SFUSD and other key partners to ensure that the City's YWD system provides opportunities for economic self sufficiency.	Ongoing	HR Operations Manager, Sr HR Consultant, Chief Financial Officer



1. HIRING & RECRUITMENT

1.3 Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.3.3.	Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. (e.g. SFUSD Career Pathways Program)	<i>Human:</i> Existing HR staff's & CFO time prioritized; DHR Interdepartmental Services for further support <i>Financial:</i> Funding for Youth Workforce	\$\$ for YWD programs SFUSD high schools	Jan 2021 – Dec 2022	DCYF is a major investor in the City's youth workforce development system providing employment opportunities for youth and TAY. We fund early career exposure for youth, embedded work-based learning in SFUSD high schools (in coordination with SFUSD Career Pathways), City government-based internships and a range of employment programs. DCYF is committed to supporting the types of opportunities that create pathways to economic self-sufficiency for the City's youth including those that focus on connecting them to opportunities within City agencies.	Ongoing	Operations Manager, Sr HR Consultant, Chief Financial Officer



1. HIRING & RECRUITMENT

1.3 Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.3.4.	Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	<i>Human:</i> Existing HR staff's time prioritized; one of RE Lead reassigned from D&E Team; Equity Committee (existing staff setting aside committed time on monthly basis, 56 hours); DHR Interdepartmental Services for further support	# DEI opportunities provided for interns and fellows % interns/fellows that report positive feedback on related items on Exit Survey	March 2021 – July 2021	DCYF will examine our current internships and fellowships to assess how to expand the focus to include diversity, equity and inclusion work. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, our current participation in internship programs, as well as by additional ideas from reflection sessions. Preliminary ideas: engaging interns to support DCYF's Racial Equity Action Plan, Equity Committee or other relevant areas of work. c.	In Progress	RE Leads, HR Operations Manager, Sr HR Consultant



1. HIRING & RECRUITMENT

1.3 Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.3.5.	Track and evaluate outcomes including reviewing the application process and resulting hires by underrepresented experiences/backgrounds, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	<i>Human:</i> Existing management team's time prioritized	% internships/fellowships that result in hirings % interns/fellows that complete Exit Survey	March 2021 – Dec 2021	DCYF will examine how we align internships and fellowships to recruitment pathways as well as how we track outcomes. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, our current outcomes, as well as by additional ideas from reflection sessions. Preliminary ideas for this item include collecting outcomes by race/ethnicity from DHR's new application tracking system in late 2021, developing a required exit survey that gathers feedback from interns and fellows on their experiences at DCYF and creating a process for annual reflection on results to be used for refinement.	Not Started	Team Managers, HR Operations Manager



1. HIRING & RECRUITMENT

1.4 Commit to standardized, transparent, and participatory recruiting and onboarding.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.4.1.	Maintain a standardized and holistic interview process with structured interview questions.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	% hiring managers that complete DHR Fairness in Hiring and Implicit Bias training % hiring processes that use standardized interview questions based on KSAs	March 2021 – Dec 2022	DCYF will critically examine our current interview practices. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions. Preliminary ideas for this item include ensuring that all hiring managers have completed DHR's Fairness in Hiring and Implicit Bias training and developing processes to support hiring managers in standardizing interview questions using KSAs from the position description.	In progress	HR Operations Manager, Sr HR Consultant
1.4.2.	Ensure a diverse hiring panel for each interview.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# tracking systems developed % hiring panels that include at least one member who is from another City department	March 2021 – Dec 2022	DCYF will refine our interview processes to increase the diversity of our hiring panels. These approaches will include developing a demographic tracking mechanism for panel members, encouraging increased usage of appropriate staff from partner agencies for interview panels, providing training to hiring managers on implementation protocols and creating processes for reflection on tracked data to be used for refinement.	In progress	HR Operations Manager, Sr HR Consultant
1.4.3.	Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	% staff interested in serving on hiring panels who complete trainings % hiring managers who complete trainings	March 2021 – Dec 2022	DCYF will verify that all hiring managers have completed DHR's Fairness in Hiring and Implicit Bias training. Require that staff who are interested in serving on hiring panels, including those for selecting interns and fellows, must complete at least one training on equity and implicit bias prior to serving on a panel.	In Progress	HR Operations Manager, Sr HR Consultant



1. HIRING & RECRUITMENT

1.4 Commit to standardized, transparent, and participatory recruiting and onboarding.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.4.4.	Adopt a tool to track application progress and provide assistance when needed through multiple means.	<i>Financial:</i> ServiceNow Hiring Platform via DT IDS; <i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	% hiring processes that use DHR tracking system % requests for assistance addressed in timely manner	June 2021 – Dec 2021	DCYF will create processes to track application progress that includes using DHR's new application tracking system to track progress and assistance requested, ensuring that hiring managers and DCYF HR staff are trained and have access to informational resources and regularly monitoring the system for requests for assistance.	Not Started	HR Operations Manager, Sr HR Consultant
1.4.5.	Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	% job openings where at least one internal part-time or full-time staff, intern or fellow applies.	Oct 2020 – Dec 2022	DCYF currently posts all job listings on our departmental website and in the "Weekly Round Up," our weekly internal newsletter. Once DCYF's RE Action Plan is finalized, we will ensure that all postings abide by the goals for accessibility.	In Progress	HR Operations Manager, Sr HR Consultant
1.4.6.	Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	% DCYF teams with formal and standard onboarding processes and protocols for timely onboarding	March 2021 – Dec 2022	DCYF will review the findings from the Barriers Assessment and Annual Staff Survey for themes related to long wait times in hiring, interviewing and onboarding. We will also use our reflection sessions to gather other related experiences. These processes will be used to generate ideas for ways to decrease wait times. Preliminary ideas for this item include collecting and analyze data on the number of days between application and hiring and assess ways to shorten hiring timeframes in coordination with DHR.	Not Started	HR Operations Manager, Sr HR Consultant



1. HIRING & RECRUITMENT

1.4 Commit to standardized, transparent, and participatory recruiting and onboarding.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.4.7.	Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	<i>Human:</i> Existing management team's time prioritized	% DCYF teams with formal and standard onboarding processes and protocols % volunteers/ fellows/ interns that report positive feedback on related items in new Exit Survey	March 2021 – Dec 2021	DCYF will critically examine our current onboarding processes for all types of employees and interns. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions. Preliminary ideas for this item include standardizing onboarding across teams to include DCYF's history, mandates, commitment to racial equity, Planning Process, investments and the work of all teams; developing ways to onboard new staff and interns in conjunction with other managers and regularly revisiting processes for updates and refinement.	Not Started	All Team Managers, HR Operations Manager
1.4.8.	Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	<i>Human:</i> DHR Interdepartmental Services for further support	% hiring processes that use Rule of Ten	March 2021 – Dec 2021	DCYF already uses the Rule of Ten for many hiring processes. DCYF will evaluate current Certification Rules for classifications used by DCYF to determine possibilities. DCYF will coordinate with DHR to contribute ideas to citywide processes and to implement adjustments.	Not Started	Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

2. RETENTION & PROMOTION



***Our Workforce is Our Largest Asset.** Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential. (ORE SF Citywide Racial Equity Framework Phase 1)*

DEPARTMENT GOAL:

To understand the impact of our internal and citywide retention and promotion practices on the ability for employees, particularly those who identify as BIPOC, to achieve upward mobility and remain secure in their jobs, especially within the context of the COVID 19 pandemic. Our approach will focus on information gathering about current practices, meaningful engagement with DCYF staff across the department and the implementation of solutions that help DCYF better support our workforce.

2.1 Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.1.1.	Track deployment and given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/ disability, etc. Compare demographics of employees who volunteered through the DHR DSW survey with those who were requested/ deployed. ³	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# tracking systems created # relevant analyses completed	Jan 2021 – June 2021	DCYF will request data from the DSW survey from DHR for our staff disaggregated by race/ ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/ disability, etc. DCYF will conduct analysis comparing DSW volunteers to those who were requested or deployed. Utilize this information to inform reflection sessions and generate ideas for possible adjustments to DCYF policies related to DSW deployments.	Not Started	HR Operations Manager & Sr HR Consultant

³ Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

2. RETENTION & PROMOTION



2.1 Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.1.2.	Conduct internal budget analysis with diversity equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	<i>Human:</i> Existing HR staff's & CFO time prioritized; DHR Interdepartmental Services for further support	# relevant analyses completed % finance staff who complete training in racial equity budget analysis tool	March 2021 - June 2021	DCYF will utilize ORE's budget analysis tools to inform current and future staffing needs and prevent inequities in layoffs and furloughs. DCYF's Finance Team will attend training in racial equity budget analysis tools and conduct internal analysis of DSW data, workforce status, current and future staffing needs. Incorporate findings of analysis, the Barriers Assessment and the Annual Staff Survey into reflection sessions. Utilize this information to inform reflection sessions that generate approaches for approval and implementation.	Not Started	HR Operations Manager, Sr HR Consultant, Chief Financial Officer
2.1.3.	Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.		# relevant DSW protocols posted to MS Teams channel	October 2020 – Dec 2022	DHR COVID Command Center supplies DSW workers with PPEs. Provide information to DCYF's DSW workers on current protocols and where they can find COVID-related policies on the DHR website through. Post DHR links and all other related resources in MS Teams channel with department wide accessibility.	In Progress	HR Operations Manager, All Team Managers
2.1.4.	Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# internal communications outlets with related DSW info posted	Oct 2020 – Dec 2022	DCYF uses the DHR Class and Compensation website to provide employees with information on compensation and benefits. Information may also be provided through email, All Staff Meetings, Brown Bag sessions, etc. DCYF will determine which positions can participate in flex time and alternate schedule and discuss with them when deployed.	In Progress	HR Operations Manager, Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

2. RETENTION & PROMOTION



2.1 Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.1.5.	Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. (e.g. graveyard shifts)	<i>Human:</i> Existing management team's time prioritized	# internal communications outlets with related DSW info posted	Oct 2020 – Dec 2022	DCYF will remind staff responsible for DSW assignments to consider their staff's caretaking and safe transportation needs when finalizing assignments. DCYF will also provide information to staff responsible for DSW assignments about current protocols as well as where they can find COVID-related policies on the DHR website through email, All Staff Meetings, Brown Bag sessions, etc. Post DHR links and all other related resources in MS Teams channel with department wide accessibility.	In Progress	HR Operations Manager, All Teams Managers

2.2 Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.2.1.	Conduct annual internal reviews of salary standards against industry standards to ensure parity.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# annual reviews conducted	Oct 2020 – Dec 2022	DCYF will gather information on industry standards for the job types/job classifications utilized by DCYF. Industry salaries will be compared to those being offered at DCYF using data from the DHR Class and Compensation Division. Salary data will be disaggregated by race and gender. Conduct comparative analysis and incorporate findings from the Barriers Assessment and the Annual Staff Survey. Develop potential recommendations for approaches for approval and implementation.	In Progress	HR Operations Manager, Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

2. RETENTION & PROMOTION



2.2 Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.2.2.	Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	<i>Human:</i> DHR Interdepartmental Services for further support	# annual reviews conducted # recommendations shared with Client Services	Oct 2020 – Dec 2022	DCYF will continue to partner with the various CCSF entities responsible for administering benefits - DHR Class and Compensation Division Employee Relations Division, Health Service System and San Francisco Retirement System - to review parity of department benefits and develop suggestions. Share suggestions with Client Services. DCYF will continue to partner with DHR on Federal and State benefits, like State Disability insurance and parental leave policy to conduct parity reviews and share suggestions with Client Services.	In Progress	Sr HR Consultant
2.2.3.	Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	<i>Human:</i> Existing HR staff's time prioritized; DHR Interdepartmental Services for further support	# annual reviews conducted % staff reporting positive feedback on related items on Annual Staff Survey	March 2021 – Dec 2022	DCYF will gather information DHR to determine if there is flexibility in the paid time off policy as it relates to religious and cultural holidays. Conduct analysis to determine if there are patterns in requested time off, review findings and develop potential recommendations for approval and implementation.	Not Started	HR Operations Manager, Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

2. RETENTION & PROMOTION



2.3 Create paths to promotion that are transparent and work to advance equity.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.3.1.	Determine standard factors considered for raises and promotions. Make this information available to staff.	<i>Human:</i> Existing HR staff & CFO time prioritized; DHR Interdepartmental Services for further support	# policies that detail the standard factors used for raises and promotions	March 2021-Dec 2021	DCYF will critically examine factors currently used for raises and promotion and will request information from DHR to assess flexibility within the citywide HR system. Our examination will be informed by findings from the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions. DCYF will coordinate with DHR to contribute ideas to citywide processes and to implement adjustments.	Not Started	Chief Financial Officer, HR Operations Manager, Sr HR Consultant
2.3.2.	Develop a formal and transparent process for raises and promotions.	<i>Human:</i> Existing HR staff & CFO time prioritized; DHR Interdepartmental Services for further support	# policies that detail process for raises and promotions	March 2021-Dec 2021	DCYF will develop a transparent and formal process for promotions and raises. The development of this process will be informed by findings from the Barriers Assessment and Annual Staff Survey, current DHR policies, standard factors developed for item 2.3.1, union MOUs and additional ideas from reflection sessions. Ideas will be further honed by Senior Leadership into a standard process.	Not started	Chief Financial Officer, HR Operations Manager, Sr HR Consultant
2.3.3.	Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	<i>Human:</i> Existing HR staff time prioritized; DHR Interdepartmental Services for further support	# policies that detail process for acting/interim roles	March 2021 – Dec 2021	DCYF will develop a process for acting and interim roles to ensure that these titles do not persist for an extended period of time. The development of this process will be informed by findings from the Barriers Assessment and Annual Staff Survey, current DHR policies, and additional ideas from reflection sessions. Ideas will be further honed by Senior Leadership into a standard process.	Not Started	HR Operations Manager, Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

2. RETENTION & PROMOTION



2.3 Create paths to promotion that are transparent and work to advance equity.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.3.4.	Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	<i>Human:</i> Existing HR staff time prioritized; DHR Interdepartmental Services for further support	# relevant analyses conducted % staff in drop-off classifications that pursue training opportunities	March 2021 – Dec 2021	DCYF will critically examine key classifications to determine if there are drop offs in employee diversity and to develop mitigating solutions. Conduct analysis to determine if there are current drop-offs in employees’ diversity in each job class used at DCYF. Use results of the analysis as well as findings from the Barriers Assessment and Annual Staff Survey to inform reflection sessions. Use reflection session to discuss reasons for drop-offs and to develop potential solutions that can be honed and presented to Senior Leadership for approval and implementation.	Not Started	HR Operations Manager, Sr HR Consultant
2.3.5.	Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	<i>Human:</i> Existing HR staff time prioritized; DHR Interdepartmental Services for further support	# relevant analyses conducted # employees that have been in the same classification for more than 5 years	March 2021 – Dec 2021	DCYF will analyze classifications used to determine if any lead to dead ends for employees. Identify employees that have been in the same classification for more than 5 years to determine potential dead ends. Use results of the analysis as well as findings from the Barriers Assessment and Annual Staff Survey to inform reflection sessions. Develop potential solutions that can be honed and presented to Senior Leadership for approval and implementation.	Not Started	HR Operations Manager, Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

2. RETENTION & PROMOTION



2.4 Increase staff awareness of the education, internship and apprenticeship programs that are available to City employees for enhanced promotive opportunities.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
2.4.1.	Create list and publish list of all education opportunities for City employees: DHR University, SEIU 20/20 program. Include City internship programs such as the Class 1649 Accountant Intern or Class 1240 Human Resources Trainee, and apprenticeship programs such as Class 3410 Apprentice Gardener.	<i>Human:</i> Existing HR staff time prioritized; DHR Interdepartmental Services for further support	# staff assigned to this task # info sessions/brown bags conducted	Oct 2021 – Dec 2022	DCYF will assign staff to compile this information, identify employee interest, and conduct information sessions.	Not Started	HR Operations Manager, Sr HR Consultant
2.4.2.	Conduct information sessions, e.g. Brown Bags, with staff on available opportunities/resources, how to apply/ Minimum Qualifications, how to apply for tuition reimbursement, etc.	<i>Human:</i> Existing HR staff time prioritized; DHR Interdepartmental Services for further support	# staff assigned to this task # info sessions/brown bags conducted	Oct 2021 – Dec 2022	DCYF will assign staff to provide this information to staff using multiple means including through regular brown bags, managers and through DCYF's Weekly Round Up, our internal staff newsletter.	Not Started	HR Operations Manager, Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

3. DISCIPLINE & SEPARATION



The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination. This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and discipline negatively impacts a department’s ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees. Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling. (ORE SF Citywide Racial Equity Framework Phase 1)

DEPARTMENT GOAL:

To understand the impact of both our internal and citywide discipline and separation policies and practices on our employees, particularly those who identify as BIPOC. Our approach will focus on information gathering about current practices, meaningful engagement with DCYF staff across the department and the implementation of solutions that help DCYF better mitigate the potential for bias in the application of our policies and promotes a proactive approach that encourages the success of our employees.

3.1 Create a clear, equitable, and accountable protocol for disciplinary actions.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
3.1.1.	Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Human: DHR Interdepartmental Services	# tracking systems created	March 2021 – Dec 2021	DCYF will develop a process to track disciplinary actions to identify potential patterns of bias against staff of color. Process will be informed by the findings from the Barriers Assessment and Annual Staff Survey, as well as by additional ideas from reflection sessions. Preliminary ideas for this item include gathering data from Performance Improvement Plans (PIP) and matching it with disaggregated staff demographics to analyze for patterns.	Not Started	Sr HR Consultant



3. DISCIPLINE & SEPARATION

3.1 Create a clear, equitable, and accountable protocol for disciplinary actions.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
3.1.2.	Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	<i>Human:</i> DHR Interdepartmental Services	# tracking systems created	March 2021 – Dec 2021	DCYF will develop a process to track separations to identify potential patterns of bias against staff of color. Process will be informed by the findings from the Barriers Assessment and Annual Staff Survey, as well as by additional ideas from reflection sessions. Preliminary ideas for this item include gathering data from separations and matching it with disaggregated staff demographics to analyze for patterns.	Not Started	Sr HR Consultant
3.1.3.	Train supervisors on bias and equitable and compassionate discipline and separation.	<i>Human:</i> Existing HR staff time prioritized; DHR Interdepartmental Services for further support	# trainings completed annually by managers	Oct 2020 – Dec 2021	DCYF will require training for all managers on bias and equitable and compassionate discipline and separation. Training opportunities will be compiled both from DHR and from other training providers and shared with managers.	In Progress	HR Operations Manager, Sr HR Consultant
3.1.4.	Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.	<i>Human:</i> DHR Interdepartmental Services	% HR staff trained on DHR’s mediation program % disputes resolved through DHR mediation program	Jan 2021 – Dec 2022	DCYF will access DHR’s new citywide mediation program as necessary when this program is finalized and made available to City departments.	Not Started	Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

3. DISCIPLINE & SEPARATION



3.1 Create a clear, equitable, and accountable protocol for disciplinary actions.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
3.1.5.	Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	<i>Human:</i> DHR Interdepartmental Services	# policies/ procedures detailing corrective actions created and published internally	Jan 2021 – Dec 2021	DCYF will critically examine our current procedures for discipline and corrective action in order to create processes that promote consistent application of policies for all employees. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions.	In Progress	Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

4. DIVERSE AND EQUITABLE LEADERSHIP & MANAGEMENT

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position. In general, a department’s leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department. Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them. (ORE SF Citywide Racial Equity Framework Phase 1)

DEPARTMENT GOAL:

To understand how our approach to development has impacted our ability to assemble diverse and equitable leadership, particularly for those who identify as BIPOC. Our approach will focus on information gathering about current practices, meaningful engagement with DCYF staff across the department and the implementation of solutions that help DCYF better develop pathways into leadership for all members of the department.

4.1 Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
4.1.1.	Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	<i>Human:</i> Existing RE Leads, HR staff time prioritized; one of RE Lead reassigned from D&E Team; DHR Interdepartmental Services for further support	# checklists created % hirings and recruitments with completed checklist	Oct 2020 – Dec 2022	DCYF will create a checklist for hiring managers that incorporates relevant adjustments and policy changes that have originated from ORE’s citywide racial equity framework and from our Racial Equity Action planning process. Managers will be trained in the usage of the check list and processes will be created for regular reflection to inform ongoing adjustments.	In progress	RE Leads, HR Operations Manager, Sr HR Consultant
4.1.2.	Commit to ongoing racial equity training and development for leadership.	<i>Human:</i> Existing HR staff time prioritized; DHR Interdepartmental Services for further support	# training & development completed by leadership per quarter % staff that report positive feedback on related items in Annual Staff Survey	Oct 2020 – Dec 2022	DCYF will require regular training and development for leadership. Training opportunities will be compiled both from DHR and from other training providers.	In Progress	HR Operations Manager, Sr HR Consultant



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

4. DIVERSE AND EQUITABLE LEADERSHIP & MANAGEMENT

4.1 Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
4.1.3.	Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	<i>Human:</i> Existing HR staff time prioritized; DHR Interdepartmental Services for further support	# Senior Leadership with demographic info posted	Jan 2021 – June 2021	DCYF does not publish a single annual report instead producing multiple reports that are relevant to different parts of our work. DCYF will develop ways to share demographic information on department leadership in relevant publications and on our departmental website.	Not Started	HR Operations Manager, Sr HR Consultant
4.1.4.	Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁴	<i>Human:</i> Existing HR staff time prioritized	# policies detailing the process for submitting anonymous input # anonymous input received	Jan 2021 – June 2021	DCYF will develop an accessible process for employees to provide anonymous feedback to leadership. Senior Leadership will develop a process for reviewing submitted feedback and responding to it with the goal of creating a process that is transparent to all employees.	Not Started	HR Operations Manager

⁴ Department management will need to review all responses to see whether any of them qualify as EEO complaints.



5. MOBILITY & PROFESSIONAL DEVELOPMENT

When an Employee's Needs are Met, so are the Department's Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential. By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions. (ORE SF Citywide Racial Equity Framework Phase 1)

DEPARTMENT GOAL:

To understand the impact of our mobility and professional development practices on our employees, particularly those who identify as BIPOC. Our approach will focus on information gathering about current practices, meaningful engagement with DCYF staff across the department and the implementation of solutions that help DCYF to develop more consistent opportunities for skill development for all employees.

5.1 Offer professional and skill development opportunities that center individual goals first, then organizational needs.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1.	Require formal training for all staff regardless of full/part-time status or seniority.	<i>Human:</i> Existing Managers, HR staff & CFO time prioritized	% staff that complete at least one required training	Jan 2021 – Dec 2022	DCYF will require formal training for all staff. Required trainings will be based on the employee's role, professional development goals and conference needs. A training plan will be developed during the employee's PPAR process. This process will be aligned to the budget cycle to ensure the availability of resources.	Not Started	All Managers, HR Operations Manager, Chief Financial Officer
5.1.2.	Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	<i>Human:</i> Existing Analyst, HR staff & CFO time prioritized	# policies detailing process for attending conferences # staff that attend external conferences	Jan 2021 – Dec 2022	DCYF already has a process for staff to attend conferences including procedures for reimbursements and payments. DCYF will review this process and ensure that it is known to all employees. A training plan will be developed during the employee's Performance Plan & Appraisal Report (PPAR) process that includes conferences. DCYF will provide information on payment and reimbursement options and will ensure that all staff are aware of these processes.	Not Started	Sr Fiscal Analyst, HR Operations Manager, Chief Financial Officer



5. MOBILITY & PROFESSIONAL DEVELOPMENT

5.1 Offer professional and skill development opportunities that center individual goals first, then organizational needs.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.3.	Offer opportunities for continual and extended learning. Include in the annual budget.	<i>Human:</i> Existing Managers, HR staff time prioritized; DHR Interdepartmental Services for further support	# training plans developed during PPAR process # staff enrolling and completing extended learning \$ dedicated to extended learning annually	Jan 2021 – Dec 2022	DCYF will require formal training for all staff. Required trainings will be based on the employee’s role, professional development goals and conference needs. A training plan will be developed during the employee’s annual PPAR process that includes extended learning goals and topics related to racial equity. This process will be aligned to the budget cycle to ensure the availability of resources.	Not Started	All Managers, HR Operations Manager, Sr HR Consultant
5.1.4.	Encourage participation in professional development by sharing external opportunities that are related to the department’s missions and goals. Provide financial support for paid opportunities.	<i>Human:</i> Existing Managers, HR staff time prioritized; DHR Interdepartmental Services for further support	# staff participating in outside events or opportunities	Jan 2021 – Dec 2022	DCYF will proactively encourage participation in professional development. Managers will be asked to seek out and share professional development opportunities that are relevant to staff including those focused on racial equity topics. DCYF will ensure that venues are available for this information to be shared across teams when appropriate. DCYF will ensure that adequate resources are available for required trainings and that all staff are aware of associated procedures for reimbursement and payment.	In Progress	All Managers, HR Operations Manager, Sr HR Consultant



5. MOBILITY & PROFESSIONAL DEVELOPMENT

5.1 Offer professional and skill development opportunities that center individual goals first, then organizational needs.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.5.	Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	<i>Human:</i> Existing HR staff time prioritized; DHR Interdepartmental Services for further support	# tracking systems created # staff of color utilizing professional development # staff in lower level classifications utilizing professional development	Jan 2021 – Jan 2022	DCYF will develop a process to track professional and skill development for all staff. Process will be informed by the findings from the Barriers Assessment and Annual Staff Survey, recruitment pathways available to staff, our approach to professional development and additional ideas from reflection sessions. Preliminary ideas for this item include gathering expected participation data from PPARs and matching with trainings and conferences attended, using disaggregated employee data to analyze participation against classification to assess drop-offs and developing a process for regular reflection and adjustment.	Not Started	HR Operations Manager, Sr HR Consultant

5.2 Encourage collaboration between staff and supervisors that are consistent and thoughtful.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1.	Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	<i>Human:</i> HR staff time prioritized	% staff with completed annual performance evaluations	Jan 2021 – June 2021	DCYF already requires managers to complete annual performance plans using the citywide PPAR process. DCYF will review this process and incorporate relevant items and approaches that align with our Racial Equity Action Plan. DCYF will also use the Department of Technology’s ServiceNow platform to assist with the completion of this process.	In Progress	HR Operations Manager



5. MOBILITY & PROFESSIONAL DEVELOPMENT

5.2 Encourage collaboration between staff and supervisors that are consistent and thoughtful.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.2.	Create a mentorship program between senior and junior level staff.	<i>Human:</i> HR staff time prioritized	# mentorship programs per year	March 2021 – March 2022	DCYF will create a mentorship program for senior and junior level staff based on the findings from the Barriers Assessment and Annual Staff Survey and perspectives gathered from our reflection sessions. This process will be used to generate ideas that will be developed and presented for approval and implementation. The goal of this program will be to increase skill development and relationship building across the department.	Not Started	HR Operations Manager

5.3 Ensure staff needs are centered and timely met in order to perform and excel at their jobs.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.3.1.	Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible	<i>Human:</i> Existing Managers, HR staff time prioritized; DHR Interdepartmental Services for further support	# policies that outline the process for submitting accommodation request % staff that report awareness of this process through the Annual Staff Survey % accommodations requests that are addressed	March 2021- June 2021	DCYF will develop a process for submitting accommodation requests. Process will be informed by the findings from the Barriers Assessment and Annual Staff Survey, current processes, our communication and information sharing structures and additional ideas from reflection sessions. Once it is finalized, this process will be documented in relevant HR policy documents and stored in a centralized electronic location that all staff have access to. This information will then be communicated out at an all staff meeting and will continue to be agenda items for future all staff meetings as necessary.	Not Started	HR Operations Manager



5. MOBILITY & PROFESSIONAL DEVELOPMENT

5.3 Ensure staff needs are centered and timely met in order to perform and excel at their jobs.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.3.2.	Incorporate an assessment of staff needs into the staff performance evaluation process.	<i>Human:</i> HR staff time prioritized	% staff performance plans with assessment completed	Jan 2021 – Dec 2021	DCYF will incorporate an assessment of employee needs into the annual performance planning process. Managers will work with their employees to develop plans for addressing needs throughout the year, as well as the Operations Manager on an as needed basis.	Not Started	HR Operations Manager
5.3.3.	Assign spaces for staff to take breaks and/or be in community with one another (e.g. department celebrations, affinity groups).	<i>Human:</i> HR staff time prioritized	# adjustments implemented % staff that report positive feedback on related items in the Annual Staff Survey	July 2021 – Dec 2021	DCYF will review current spaces available for staff breaks and will develop recommendations for improvement after extended COVID19 related shutdowns are lifted. Recommendations will also be informed by relevant findings of the Annual Staff Survey and Barriers Assessment, as well as additional ideas from reflection sessions.	Not Started	HR Operations Manager
5.3.4.	Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	<i>Human:</i> HR staff time prioritized; DHR Interdepartmental Services for further support	\$ set aside for accommodations % staff that report positive feedback on related items in Annual Staff Survey	March 2021 - Dec 2021	DCYF will develop approaches for assessing employee needs and addressing them when appropriate. Approaches will be informed by the findings of the Barriers Assessment, Annual Staff Survey. Managers will make themselves available to understand employee needs through regular check ins, the performance planning process and other informal means. DCYF will provide tools including OCOF's Heal SF Return to Work Checklist for Leaders which provides a guide for leaders to focus their work on supportive relationships with staff as they return to work after extended COVID19 related shutdowns.	Not Started	HR Operations Manager, Sr HR Consultant



5. MOBILITY & PROFESSIONAL DEVELOPMENT

5.3 Ensure staff needs are centered and timely met in order to perform and excel at their jobs.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.3.5.	Respect religious and cultural practices of employees.	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team	% staff that report positive feedback on related items in the Annual Staff Survey	Jan 2021 – Dec 2021	DCYF will improve the ways it shows respect for the religious and cultural practices of employees. Improvements will be based on relevant findings of the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions.	Not Started	RE Leads



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness. This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities. (ORE SF Citywide Racial Equity Framework Phase 1)

DEPARTMENT GOAL:

To understand whether our current approaches have fostered a culture of inclusion and belonging for our employees, particularly those who identify as BIPOC. Our approach will focus on information gathering about current practices, meaningful engagement with DCYF staff across the department and the implementation of solutions that help DCYF to develop meaningful opportunities and mechanisms for staff to stay connected to each other and the communities DCYF serves.

6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1.	Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	<i>Human:</i> Existing RE Leads’ time prioritized; one of RE Lead reassigned from D&E Team	# mission and internal policies and procedures that reflect this commitment % staff that report positive feedback on related items in Annual Staff Survey	July 2021 – Dec 2021	DCYF will critically examine our mission, policies, and procedures to ensure that they reflect our ongoing commitment to fostering a culture of inclusion and belonging. Our examination will be informed by findings from the Barriers Assessment and Annual Staff Survey, as well as additional ideas from reflection sessions. Potential adjustments will be further developed and presented to Senior Leadership for approval and implementation.	Not Started	RE Leads



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.2.	Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team; Equity Committee (existing staff setting aside committed time on monthly basis, 56 hours)	# meetings with RE Team to implement RE Action Plan and to reflect on progress	Oct 2020 – Dec 2020	DCYF's Racial Equity Team is made up of Racial Equity Leads, Senior Leadership and our managers. The RE Leads include DCYF's Deputy Director and Diversity, Equity and Inclusion Manager ensuring dedicated staffing, accountability and connection to the highest level of the department. Senior Leadership and Managers are the decision makers and functional implementors of many parts of DCYF's plan and therefore are crucial to the development of our ideas and their implementation. All other DCYF staff, while not a part of the RE Team will be involved throughout the process of further developing and implementing this plan. DCYF's Equity Committee, which has been in operation since 2015, will be also be involved in the development and implementation of the plan.	Completed	RE Leads



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.3.	Develop a RE Action Plan that is updated regularly and available to the public.	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team	# versions of RE Action Plan that are posted to DCYF website, indicating regular updates are being made # regular, scheduled meetings with RE Leads and RE Team to gather and develop updates	Oct 2020 – Dec 2022	DCYF's Racial Equity Leads developed and will regularly update our Racial Equity Action plan. The plan will be posted on our website and shared publicly with our Oversight & Advisory Committee (OAC). Updates to the plan will capture progress made as DCYF completes our 4 stages of development which consists of Gathering, Reflecting, Developing and Implementing. The Racial Equity leads will develop processes in support of this plan including reflection sessions and communication processes and will ensure coordination for parts of the plan that fall on specific Managers or teams.	In Progress	RE Leads
6.1.4.	Regularly report to staff, board, and commissioners on RE Action Plan updates.	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team	# agenda items related to RE Action Plan updates	Oct 2020 – Dec 2022	The Racial Equity Leads will provide regular updates on the plan to staff and stakeholders. For staff the RE Leads will use existing venues including All Staff meetings and Manager meetings and communication mechanisms such as the Weekly Round Up, DCYF's internal weekly newsletter. The RE Leads will also provide quarterly updates to the OAC.	In Progress	RE Leads



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.5.	Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team; Equity Committee (existing staff setting aside committed time on monthly basis, 56 hours)	# affinity groups created, based on staff interest	Dec 2020 – June 2021	DCYF will provide support for affinity groups. The development of these groups will be led by the Racial Equity Leads and will be informed by findings from the Barriers Assessment and Annual Staff Survey, approaches taken by other City agencies as well as additional ideas from reflection sessions. The Racial Equity Leads will also align the development of affinity groups with the restructuring of DCYF's Equity Committee that is currently underway.	In Progress	RE Leads



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.6.	Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team; Equity Committee (existing staff setting aside committed time on monthly basis, 56 hours)	# trainings, conferences, or discussions regarding diversity, equity, and inclusion completed by staff per quarter	Oct 2020 – Dec 2022	DCYF has been providing department wide trainings on topics that promote a wide understanding of racial equity since the inception of our Equity Committee in 2015. DCYF will continue and expand this effort including recently requiring all staff attendance at Edutainment for Equity's Cultural Mindfulness Institute. This training kicked off the work associated with DCYF's Racial Equity Action plan by giving staff the opportunity to reflect on their positionality as part of City government to understand how it impacts the systems they create and reinforce. DCYF's RE Leads in coordination with the Equity Committee will develop an equity focused professional development plan that will be implemented in conjunction with the plans detailed in item 5.1 of this plan. DCYF already holds one All Staff Meeting per month for Racial Equity training as well as brown bags as needed to discuss currently relevant topics and events. We will continue to hold these spaces and continue to provide trainings that increase our staff's understanding of racial equity, especially within the context of DCYF's work.	In Progress	RE Leads



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.7.	Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team	# Annual Staff Surveys conducted FY20-21 – FY22-23. 65% or higher response rate	Dec 2020 - March 2021	DCYF will create and implement an Annual Staff Survey as detailed in item 1.1.2 of this plan. This survey will gather a range of information from staff including their sense of DCYF's commitment to ensuring our organizational culture of inclusion and belonging and their assessment of the impact of specific efforts.	In Progress	RE Leads
6.1.8.	Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team	% staff report positive ratings on related items in the Annual Staff Survey.	July 2021 – Dec 2021	DCYF already displays pictures and artwork that depicts and reflects the children, youth, TAY and families that we serve. DCYF also maintains a large archive of pictures from our programs and events. DCYF will re-examine our approach to displaying pictures and artwork that reflects diversity to ensure that our décor is highly representative and current after we return to work onsite. Our examination will be informed by the findings from the Barriers Assessment and Annual Staff Survey, and additional ideas from reflection sessions.	Not Started	RE Leads



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.2 Develop internal communication processes and procedures that promote equity.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1.	Regularly update departmental mailing lists to ensure that all staff receive communications.	<i>Human:</i> Existing Comms' time prioritized	% staff who report positive feedback on this item and other related items in the Annual Staff Survey	Oct 2020 – Dec 2022	DCYF currently updates departmental mailing lists to ensure receipt by all staff. DCYF's Communications & Community Engagement Team (COMMS) maintains all departmental mailing lists including those used to share our Weekly Round Up newsletter and other internal messages. COMMS is currently able to monitor open rates for these messages and will continue to use this information to ensure that messages are widely received.	In Progress	COMMS
6.2.2.	Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team	# agenda items featuring diverse speakers and inclusive topics % staff who report positive ratings on related items in the Annual Staff Survey.	March 2021 – June 2021	DCYF will examine the format of our all staff meetings to ensure that they center diverse speakers and inclusive topics when possible. DCYF already reserves the second All Staff meeting for racial equity related topics and trainings, however additional examination of our other monthly all staff meeting will help us determine if changes to topics, speakers and approaches to engagement can be developed. DCYF will use findings from the Barriers Assessment and Annual Staff Survey to inform reflection sessions.	Not Started	RE Leads



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.2 Develop internal communication processes and procedures that promote equity.

NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.3.	Create, maintain, and make available a space, physical and/or digital, for staff to share information.	<i>Human:</i> Existing RE Leads' & Comms' time prioritized; one of RE Lead reassigned from D&E Team	# spaces where staff share information % Weekly Roundups that have at least one update from every DCYF Team	Oct 2020 – Dec 2020	DCYF will continue to use existing mechanisms for sharing information, especially during the COVID-19 pandemic when all operations are remote. All DCYF staff currently use Microsoft Teams as their digital platform. Teams allows for team and project specific channels as well as those available department wide. DCYF trained all staff on this platform before going remote and have spent several months using it for meetings and communication. DCYF also produces an internal newsletter, the Weekly Round Up, which is used to share information.	Ongoing	RE Leads, COMMS

6.3 Improve both physical and digital spaces to meet or exceed accessibility standards.

NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.3.1.	Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	<i>Human:</i> Existing RE Leads', Comms' & IT staff time prioritized	% public facing events, communications and departmental functions where accessibility protocol is utilized Checklist created # adjustments implemented	Oct 2020 – June 2021	DCYF will continue to ensure that the department complies with all Citywide accessibility protocols. The Operations, Information Technology (IT), and Communications & Community Engagement Team (COMMS) will continue to coordinate to identify gaps in accessibility standards and will work with the RE Leads to address them appropriately. Feedback from Senior Leadership, Managers, Staff as well as findings from Annual Staff Surveys and updates to citywide policies will be used to inform these adjustments. DCYF will also use a checklist to ensure that all events, communications and departmental functions meet accessibility standards.	In Progress	RE Leads, Operations, IT, COMMS



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.3 Improve both physical and digital spaces to meet or exceed accessibility standards.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.3.2.	Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. (e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.)	<i>Human:</i> Existing RE Leads' & HR staff time prioritized; one of RE Lead reassigned from D&E Team	A documented plan for physical space improvement # adjustments implemented	June 2021 -Dec 2021	DCYF will ensure that all physical space is in compliance with citywide protocols for accessibility. Once staff return onsite the Operations Team will continue to work with building management to ensure that the department's physical spaces are in compliance with all Citywide, state and federal accessibility protocols. Feedback from Senior Leadership, Managers, Staff as well as findings from Annual Staff Surveys and updates to citywide policies will also be used to inform future adjustments and will be balanced against physical limitations.	Not Started	RE Leads, HR Operations
6.3.3.	Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.	<i>Human:</i> Existing IT staff's & Comms' time prioritized	Checklist created	Jan 2021 – June 2021	DCYF will evaluate all digital functions and communication to ensure that they comply with citywide protocols for accessibility. The COMMS and IT teams will continue to coordinate to identify gaps in accessibility standards and will work with the RE Leads to address them appropriately. Feedback from Senior Leadership, Managers, Staff as well as findings from Annual Staff Surveys and updates to citywide policies will be used to inform these adjustments. DCYF will also use a checklist to ensure that digital functions and communications meet accessibility standards.	Not Started	IT, COMMS



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.3 Improve both physical and digital spaces to meet or exceed accessibility standards.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.3.4.	Invest in translation services.	<i>Human:</i> Existing Comms' time prioritized	# public facing materials (printed and digital) that comply with City's Language Access Ordinance	Oct 2020 – Dec 2022	DCYF already invests in translation services. The COMMS team will continue to ensure that public-facing materials (printed and digital) and public meetings comply with the City's Language Access Ordinance.	In Progress	COMMS
6.3.5.	Encourage individual forms of inclusive identity expression. (e.g. honoring gender pronouns, relaxing or modifying dress code, etc.)	<i>Human:</i> Existing RE Leads' time prioritized; one of RE Lead reassigned from D&E Team	% staff that report positive ratings on related items on the Annual Staff Survey	March 2021 – May 2021	DCYF will explore ways to encourage individual identity expression. Our exploration will be informed by the findings from the Barriers Assessment and Annual Staff Survey, our current remote work context and perspectives gathered from our reflection sessions. Preliminary ideas for this item include adopting standard templates for email signatures that include preferred pronouns and other identity or political expressions (e.g. land acknowledgements, alliance with specific social movements) and establishing norms such as displaying preferred gender pronouns in virtual meetings.	Not Started	RE Leads



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.3 Improve both physical and digital spaces to meet or exceed accessibility standards.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.3.6.	Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	<i>Human:</i> Existing Comms' time prioritized	# public communications outlets with accessibility information and accommodations	March 2021 – May 2021	DCYF's COMMS Team will post accessibility information and accommodations on the department website and on all public-facing communications related to departmental events and public meetings.	Not Started	COMMS

6.4 Expand the internal culture of belonging by fostering relationships with the external communities the department serves.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.4.1.	Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	<i>Human:</i> Existing RE Leads' & All Managers' time prioritized; one of RE Lead reassigned from D&E Team	# new community engagement policies/strategies	May 2021 – May 2022	DCYF will explore ways to gather community feedback on projects, events and communications that will impact the community. This exploration will be informed by current community engagement mechanisms and channels as well as perspectives gathered from our reflection sessions. Ideas generated from this process will be further developed by the RE Leads and relevant managers and presented to Senior Leadership for approval and implementation.	Not Started	RE Leads, All Team Managers



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

6. ORGANIZATIONAL CULTURE OF INCLUSION & BELONGING

6.4 Expand the internal culture of belonging by fostering relationships with the external communities the department serves.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.4.2.	Find opportunities to invest into and support the communities the department serves.	<i>Human:</i> All DCYF staff time prioritized	# new strategic investments that reflect immediate needs of community # grants from 2018-23 RFP	Sept 2020 – Dec 2022	DCYF will continue to respond to the current needs of the City’s children, youth, TAY and families through our grantmaking and other strategic investments. Supporting services that meet these needs is a part of our departmental mandate and tracking them is required by our Planning Cycle. DCYF has responded to current COVID-19 related needs by providing flexibility to our grantees so they are able to provide essential services that meet current community needs. DCYF has also invested heavily in initiatives that address COVID-19 related needs such as Emergency Child and Youth Care and the Community Hub Initiative.	Ongoing	All DCYF staff



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

7. BOARDS & COMMISSIONS



An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bylaws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens. (ORE SF Citywide Racial Equity Framework Phase 1)

DEPARTMENT GOAL:

To restructure our Oversight and Advisory Committee (OAC) to align with DCYF’s longstanding commitment to racial equity. Our approach will focus on information gathering about current practices, meaningful engagement with current OAC members, grounding in racial equity concepts and principles and the implementation of approaches that help our OAC perform their role through a racial equity lens.

7.1 Ensure a diverse and equitable board and commission members that match the community being served.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.1.1.	Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department’s RE Action Plan.	<i>Human:</i> Existing Sr Leadership & OAC time prioritized	# bylaws amended	Jan 2021 – Dec 2021	DCYF will engage our Oversight and Advisory Committee (OAC) to review and adjust bylaws as a part of a broader strategic planning process. This process seeks to clarify and structure the role of OAC members to ensure that they are knowledgeable about and aligned with the work of the department. RE Leads will assist in the development of the strategic planning process to ensure alignment with DCYF’s Racial Equity Action Plan. OAC members will be trained so that they are grounded in racial equity and will participate in discussions to develop a revised framework for how they engage in their role to provide oversight and advice to DCYF. Once this process is complete the OAC will adopt these new bylaws and begin implementation.	Not Started	Senior Leadership, OAC Co Chairs



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

7. BOARDS & COMMISSIONS



7.1 Ensure a diverse and equitable board and commission members that match the community being served.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.1.2.	Collect current board and/or commission demographic data and include in the department annual report.	<i>Human:</i> Existing Sr Leadership & OAC time prioritized	# OAC members with demographic data published	Jan 2021 – Dec 2021	DCYF does not publish a single annual report instead producing multiple reports that are relevant to different parts of our work. DCYF will develop ways to collect and share demographic information on OAC members in relevant publications and on our departmental website.	Not Started	Senior Leadership, OAC Co Chairs
7.1.3.	Have board/commission adopt a resolution around racial equity.	<i>Human:</i> Existing Sr Leadership & OAC time prioritized	# motions to adopt resolution around racial equity	Jan 2021 – Dec 2021	DCYF will engage our OAC to adopt a resolution around racial equity as part of the broader strategic planning process described in item 7.1.1.	Not Started	Senior Leadership, OAC Co-Chairs
7.1.4.	Racial equity-related items are regularly agendized.	<i>Human:</i> Existing Sr Leadership & OAC time prioritized	# agenda items related to racial equity	Jan 2021 – Dec 2021	DCYF already updates the OAC at regular intervals on our grantmaking and other strategic investments including racial equity issues. However, DCYF will engage the OAC to make racial equity-related items a more regular part of meeting agendas as a part of the broader strategic planning process described in item 7.1.1.	Not Started	Senior Leadership, OAC Co-Chairs
7.1.5.	Expand ability for board/commission members to hear from diverse voices from a place of influence.	<i>Human:</i> Existing Sr Leadership & OAC time prioritized	# public documents detailing OAC roles and structure # agenda items and public comments related to racial equity and/or diversity	Jan 2021 – Dec 2021	This item speaks to one of the major goals of the strategic planning process described in item 7.1.1. This process seeks to clarify and structure the OAC's role to ensure they are knowledgeable and aligned with the work of the department, thus expanding their ability to hear and speak on a number of different issues from an informed place of influence.	Not Started	Senior Leadership, OAC Co-chairs



7. BOARDS & COMMISSIONS

7.1 Ensure a diverse and equitable board and commission members that match the community being served.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.1.6.	Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵	<i>Human:</i> Existing Sr Leadership & OAC time prioritized	# motions to adopt resolution	Jan 2021 – Dec 2021	DCYF will engage the OAC to pass a resolution on a Ramaytush Ohlone Land Acknowledgement as part of the broader strategic planning process described in action item 7.1.1.	Not Started	Senior Leadership, OAC Co-chairs
7.1.7.	Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	<i>Human:</i> Existing Sr Leadership & OAC time prioritized	# bylaws amended	Jan 2021 – Dec 2021	The OAC’s current bylaws do not exclude non-U.S. citizens or unregistered voters from serving as members. However, DCYF will engage the OAC to incorporate this legislation into the bylaws as part of the broader strategic planning process described in action item 7.1.1, making the potential inclusion of these communities in its membership, more explicit.	Not Started	Senior Leadership, OAC Co-chairs

7.2 Safeguard members so they naturally feel welcomed and valued, not tokenized.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.2.1.	Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. (e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.)	<i>Human:</i> Existing Sr Leadership & OAC time prioritized	# accommodation protocols developed % accommodation requests addressed	Jan 2021 – Dec 2021	DCYF will develop a process for OAC accommodation requests. Process will be developed in coordination with the process discussed in item 6.3 of this plan and will be informed by OAC member discussion.	Not Started	Senior Leadership, OAC Co-chairs

⁵ <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES (DCYF)

7. BOARDS & COMMISSIONS



7.2 Safeguard members so they naturally feel welcomed and valued, not tokenized.							
NUM	ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
7.2.2.	Commit to ongoing racial equity training being mindful of ongoing and current issues.	<i>Human:</i> Existing Sr Leadership & OAC time prioritized	# completed trainings per quarter	Jan 2021 – Dec 2021	DCYF will provide ongoing racial equity training for our OAC. Training opportunities will leverage trainings developed for DCYF staff as a part of item 6.1.6 in this plan. OAC members may not be able to participate in the same format of training as staff due to the public nature and limited time of their meetings, however DCYF will work with existing training providers to develop curriculum that allows for learning within the confines of OAC meetings.	Not Started	Senior Leadership, OAC co-Chairs
7.2.3.	Develop a mentorship program between newer and more experienced board/commission members.	<i>Human:</i> Existing Sr Leadership & OAC time prioritized; one of RE Lead reassigned from D&E Team	% OAC members that fulfill their two-year terms	Jan 2021 – Dec 2021	DCYF will explore possible approaches for developing a mentorship program between new and experienced members as a part of the larger strategic planning process detailed in item 7.1.1. This exploration will be informed by OAC member discussion as well as ideas developed for DCYF’s internal mentorship program detailed in item 5.2.2 as well as similar offerings occurring with other department’s boards or commissions.	Jan 2021 – Dec 2021	Senior Leadership, OAC Co-chairs, RE Leads



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