

THE SAN FRANCISCO DEPARTMENT OF CHILD SUPPORT SERVICES

RACIAL EQUITY ACTION PLAN - PHASE 1

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 of Child Support Services

Racial Equity Lead
Carol Beckett
caroline.beckett@sfgov.org

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Racial Equity Team
Karen Roye, Director, karen.roye@sfgov.org
Lisa Saporito, Managing Attorney, lisa.saporito@sfgov.org
Sheryl Myers, Operations Manager, sheryl.myers@sfgov.org
Freda Randolph Glenn, Operations Manager,
freda.randolph@sfgov.org
Penni Eigster, Operations Manager, penni.eigster@sfgov.org
Harry Bullock, DPO, harry.bullock@sfgov.org

Racial Equity Action Plan Template Key

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

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

Racial Equity Action Plan Sections

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

PROCESS

The Department of Child Supports' Racial Equity Leaders developed their Racial Equity Plan as follows: The Department of Child Support Services (SF DCSS) referenced its Strategic Plan for 2016-2020, its Performance Improvement Plans for 2020 and 2021, its Vulnerable Populations Assessment and Survey, the Racial Equity Tool-kit provided by the Government Alliance on Race and Equity (GARE), The SF DCSS administered employee Racial Equity Survey, the Racial Equity and Vulnerable Populations Hearing Memo dated July, 29, 2020 and other documents provided by the Office of Racial Equity to inform its plan. SF DCSS sought the input of internal subject matter experts (SMEs) who participated in GARE cohorts led by the Human Rights Commission (HRC) to better understand the damage caused by systemic and institutional racism, plus the role government has played in creating and perpetuating the inequitable treatment of people of color and other vulnerable populations.

DEPARTMENT BACKGROUND

Number of Employees ____66 filled, 81 budgeted ____

Annual Budget \$ ____12,110,212 ____

Department History

Executive Summary

One of the most important duties of a department head is to lead an organization that is responsive and effective in the delivery of services to the community. Moving our collective thinking away from the individual to a focus on departmental systems, we will begin our work in bold and courageous ways to undo institutional and structural racism. We have to become critical thinkers when it comes to our systems. This Racial Equity Action Plan, Phase I process has given our organization the opportunity to gather internal stakeholders together, evaluate recent trend data, and make plans to improve our organization over the next few years. Understanding that there may be challenges over the next few years, our plan provides focus to change the department for the benefit of the families we serve and employees.

To effectively respond to complex issues such as inequity, we need to develop strategies so that we have the right people and the right technology in place to adapt to the changing needs of our community. Whether it is examining our recruitment practices to ensure that we are attracting the best workforce, developing our current workforce, or creating equitable delivery of programmatic services that meets parents where they are so that our community can do business from home, we need to be a responsive and responsible government agency for our community.

We recognize that this plan does not provide all the answers, but it does identify very important initiatives the department will prioritize during FY 2022. This plan creates the foundation for excellent services and accountability that will benefit our residents for years to come. That foundation will rely on our talented workforce who helped create this plan and will be called upon to implement our action plan over the next fiscal year. In doing so, we will provide a better workplace for our employees and a better service to our families.

This plan was developed after twelve months of collaborative work in the department. The plan was created by our employees. We heard they want a more inclusive, innovative, and engaged workplace. We heard that on-going training and development opportunities for department employees were pivotal for the success of the organization. On one level the plan provides action steps for our department to follow; to create a diverse and equitable organization to ensure that we are attracting the best employees, adapting new technologies to meet the needs of a diverse client population and allocating our resources as effectively as possible. On a deeper level, it strives to create a learning organization where employees own their growth and development and management is accountable to encourage collaboration across all levels of the department so we can better address the complex issues of racism we face.

Department History

The San Francisco Department of Child Support Services is no stranger to transformation beginning January 1, 2000. In 1999, California state legislation authored by San Francisco's own Senator John Burton created a new oversight body in the California Department of Child Support Services (CA DCSS) and a new county department separate and independent. To address the concerns of a lack of equity in parental treatment due to inconsistencies, the state legislature cited, "lack of coordination and integration between the State Department of Social Services, the Attorney General's Office, the Franchise Tax Board, the Employment Development Department, the Department of Motor's Vehicles and 58 county district attorney's officesⁱ."

The legislation required,

"...each county shall establish a new county department of child support services. Each department is also referred to in this division as the local child support agency. The local child support agency shall be separate and independent from any other county department and shall be responsible for promptly and effectively establishing, modifying, and enforcing child support obligations, including medical support, enforcing spousal support orders established by a court of competent jurisdiction, and determining paternity in the case of a child born out of wedlockⁱⁱ."

On June 6, 2000, the San Francisco Board of Supervisors amended the Administrative Code by adding Chapter 89, thereby establishing a Department of Child Support Services including officers and employees that were members of the Family Support Bureau of the Office of the San Francisco District Attorneyⁱⁱⁱ. This action transferred employees and other personnel who perform child support collection and enforcement services and that’s where the work began to transition the organizational culture from one that was rooted in the criminal justice system to one that is based on a social helping system to a justice and fair helping system.

Organizational Culture

The SFDCSS is committed to the well-being of children and families. The Department firmly believes that those of us in helping professions come to our work to help and not hurt. However, we also understand that we serve a multiracial county in which the nature and consequences of racism are influx. We know that life chances and opportunities are heavily racialized, that differences by race and ethnicity remain in many instances and are growing. These differences are the result of historical and current practices that produce and reproduce racialized outcomes in ways that are often not revealed through the lens that the department currently views race.

The department is no stranger to the work of critically reviewing its organizational culture and making systemic policy and programmatic changes. From 1975 to 1999 the Family Support Bureau was a division under the Office of the District Attorney and it mirrored the organizational culture of the DA’s office at that time and that culture fostered policies that fed inequity in the treatment of employees within the department and the parents we serve.

The Family Support Bureau had firm ties to the criminal justice system that colored the social messages that employees received about the families we serve. Court ordered bench warrants and arrests were the norm with little to no interaction between the employees of the child support program and parents responsible to pay child support – mainly black and brown men and some women. The program’s language referred to non-custodial parents as “absent parents” and informally as “deadbeat dads.” During those years child support professionals were also known as civilian officers who wore badges and were, in many cases armed. Parents who failed to comply with their child support orders were routinely issued bench warrants and subject to incarceration. Parents fearing the child support program ignored letters and summons’ to appear in court and default or presumed income orders were established without their participation. While based on federal minimum wage in many cases, orders were outside of the ability of parents to pay and without parent participation, child support debt mounted quickly. Parents responsible to pay child support, primarily fathers, were criminalized and there was heavy resistance and fear of personally interacting with parents. Parents were given very little consideration, “blamed” for their indebtedness, and expected to “pull themselves up by their bootstraps” without consideration of their circumstances.

Employees of the Family Support Bureau were classified as “permanent exempt” and could be released at will with little recourse. There was favoritism, cronyism and both parents and employees were treated unfairly in many cases.

The department began the work of examining its policies and procedures through a racial equity lens in 2000 to uncover the policies, practices, and behaviors that sustain unequal outcomes in spite of “well-meaning” goals, and a desire to be deliberate and intentionally fair in how we develop and support our workforce and customers. Today our workforce is diverse and reflects the communities we serve, all employees are represented by labor unions and the department has moved away from bench warrants and incarceration of parents for non-payment of child support. Our workforce is trained and comfortable interacting with parents and effectively provide holistic trauma informed case management that prioritizes the whole family.

While we have made great progress in reforming past practices, it is critical that we remain vigilant in understanding the insidious nature of racism that can manifest in our hiring practices, delivered training, and promotional opportunities. It is not that the department chooses to practice structural and institutional racism but recognizes that policies and practices built over time, can ingrain racism into the department’s culture to levels that are most likely covert.

Key to achieving the outcomes for all the families we serve is our willingness to be transparent, vulnerable, intentional, and deliberate about examining the impact of institutional and structural racism and the outcomes that continue to disproportionately impact the same populations of people across helping systems such as the child support program in how we view our employees and our clients.

While overt actions of racism have been outlawed it is still true that life chances and opportunities are heavily racialized and determined by one’s race and ethnicity. Through the department’s Racial Equity Action Plan, we will continue to review departmental policies and practices and unearth those that create disparate racialized outcomes in our department for our employees and customers. We will challenge our organization’s cultural norms and arrangements that maintain these racialized outcomes. How structures distribute benefits versus how they distribute burdens and those opportunities are often racialized. We need to have more institutional accountability versus individual accountability of systems in response to support of all our employees and delivered services to families.

¹ 2020 California Family Code, Division 17, Support Services [17000-17804], Chapter 1, Department of Child Support Services, Section 17303, Article 1, 1999, Ch. 478. Sec 1. Effective January 1, 2000.

¹ 2020 California Family Code, Division 17, Support Services [17000-17804], Chapter 1, Department of Child Support Services, Section 17304, Article 3, 1999, Ch. 478. Sec 1. Effective October 12, 2001.

¹ San Francisco Board of Supervisor’s Ordinance Number 156-00, File Number 000858, Chapter 89-Department of Child Support Services, Sections 89.1 through 89.3, dated June 6, 2000.

SF DCSS Vision, Mission and Values

Vision: Children can count on their parents for the financial and medical support they need to be healthy and successful.

Mission: To empower parents to provide economic support for their children by furnishing child support services in the form of location of parents, establishment of paternity and support obligations and enforcement of support obligations, thereby contributing to the well-being of families and children.

Values: Strategic management of resources that provides for superior customer service and programmatic efficiencies encourages an organizational culture that engages all employees with a shared vision.

Vulnerable Populations Served

Appendix A: SF DCSS Vulnerable Populations Engagement Assessment

Vulnerable Populations Engagement Assessment

Appendix A. SF DCSS Vulnerable Populations Engagement Assessment

CURRENT WORKFORCE DEMOGRAPHIC DATA

Appendix B: SF DCSS Workforce Demographic Data

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

SF DCSS administered a racial equity survey to its employees over a three-week period beginning late October 2020. Employees were asked to complete the anonymous survey to inform management of their thoughts and experiences related to SF DCSS's commitment and efforts to promote racial equity internally and externally. The administered questionnaire is as follows:

1. I'm knowledgeable with the concept of racial equity.

- Strongly agree
- Agree
- Somewhat agree
- Disagree
- Strongly disagree
-

2. SF DCSS is committed to racial equity.

- Strongly agree
- Agree
- Somewhat agree
- Disagree
- Strongly disagree

3. Leadership and management of SF DCSS demonstrate support of racial equity.

- Strongly agree
- Agree
- Somewhat agree
- Disagree
- Strongly disagree

4. SF DCSS demonstrates hiring, recruitment, retention, and promotion practices with regard to racial equity.

- Strongly agree
- Agree
- Somewhat agree
- Disagree
- Strongly disagree

5. SF DCSS demonstrates customer service and outreach practices aligned with racial equity.

- Strongly agree
- Agree
- Somewhat agree
- Disagree

- Strongly disagree

6. Processes and procedures at SF DCSS are conducted in support of racial equity.

- Strongly agree
- Agree
- Somewhat agree
- Disagree
- Strongly disagree

7. Do you have any suggestions to promote a more racially equitable SF DCSS?

8. Are there ways that you see SF DCSS addressing and promoting racial equity?

9. Do you have any additional comments about racial equity at SF DCSS?

10. In terms of race and/or ethnicity, how do you self-identify?

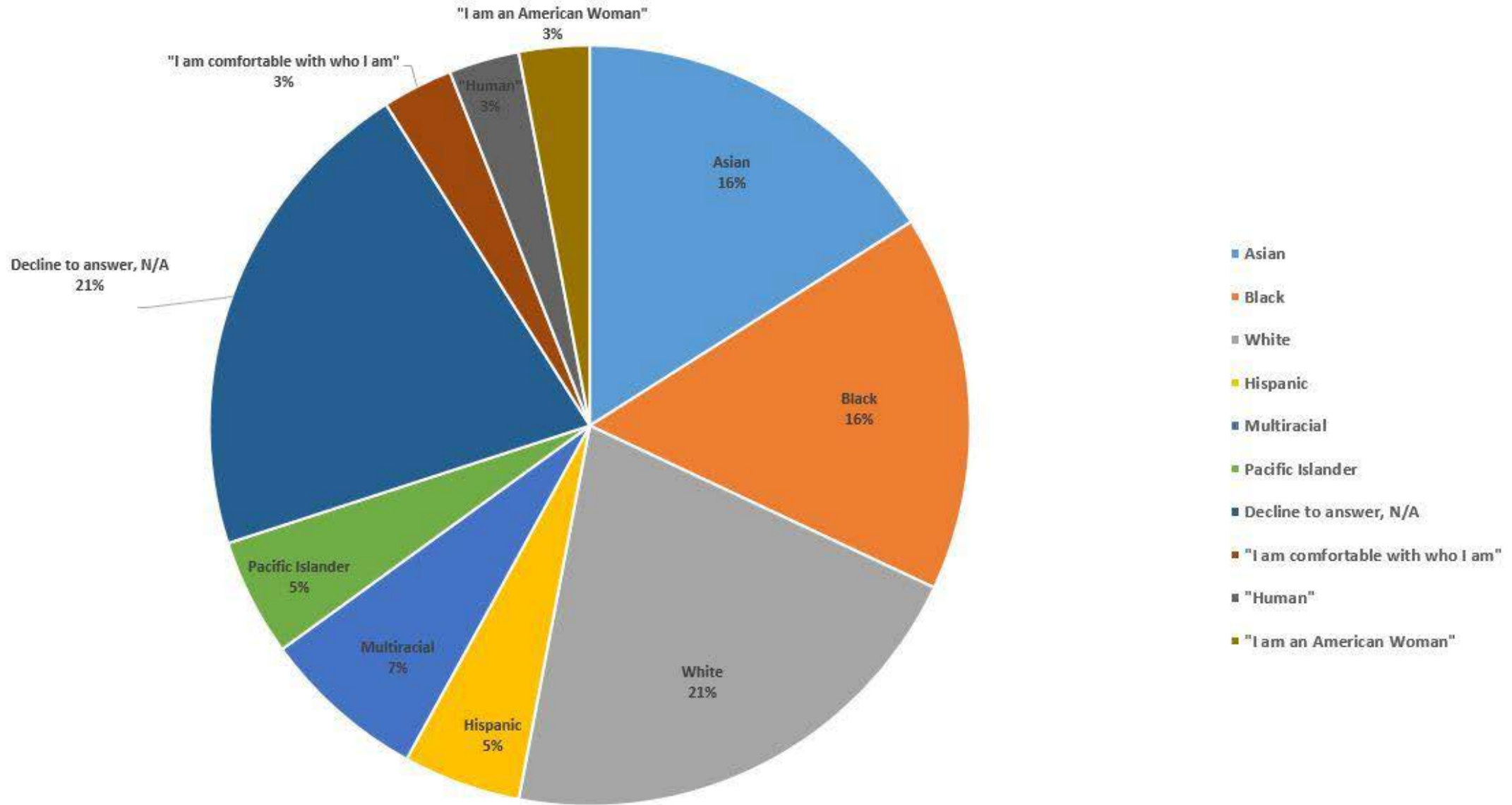
11. What classification are you? (e.g. 8158, 0922, etc.)

12. How many years have you been with SF DCSS?

SF DCSS is budgeted for eighty-one full time positions and currently has sixty-six filled positions. Thirty-eight employees or fifty-seven percent of SF DCSS employees responded to the survey. One hundred percent of responsive employees expressed knowledge of racial equity concepts. Ninety-four percent of responsive employees expressed SF DCSS is committed to racial equity. Ninety-two percent of responsive employees expressed SF DCSS leadership and management demonstrates support of racial equity. Ninety-four percent of responsive employees expressed SF DCSS demonstrates hiring, recruitment, retention, and promotion practices with regard to racial equity. Ninety-seven percent of responsive employees expressed SF DCSS demonstrates customer service and outreach practices aligned with racial equity. Ninety-eight percent of responsive employees expressed processes and procedures at SF DCSS are conducted in support of racial equity. On questions eight and nine, employees acknowledged CSS's efforts to promote racial equity by offering implicit bias training and participation in the Government Alliance on Race and Equity (GARE). Employees expressed the ongoing need for more training, normalizing conversations on race and equity and the overall need to do more to promote racial equity within SF DCSS and to its customers.

The SF DCSS racial equity survey was administered anonymously to ensure confidentiality and encourage participation. Due to the confidential nature of the survey, employee responses cannot be aggregated by race or ethnicity. The overall demographic data of responding employees is as follows:

In terms of race and/or ethnicity, how do you self-identify?



Total Responses: 38

SF DCSS is proud of its racial equity survey results and is committed to continuing the conversation and good work to ensure equitable outcomes for all its employees by implementing its Racial Equity Action Plan in an inclusive, safe and non-judgmental manner.

1. HIRING AND 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 diverse candidates 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.

DEPARTMENT GOAL

SF DCSS seeks to hire and retain a quality, diverse and culturally competent workforce that embraces the department’s mission statement to empower parents to provide essential financial and emotional support to their children. The department offers professional development opportunities for its employees via local, state and federal training, conferences and promotional opportunities. SF DCSS also offers a “lead person” program whereby journey level caseworkers can gain supervisory desk level experience and experience managing the work of their respective teams to better prepare themselves for internal and external promotional opportunities. SF DCSS is committed to promoting from within and welcomes out-side hires who bring a fresh perspective and an opportunity for new ideas and fresh eyes on practices and procedures. SF DCSS will continue these practices, improving, aligning and intertwining them into its Racial Equity Action Plan.

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.

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.	Department Personnel Officer (DPO), Management Team	Barriers assessment is completed	Begin January 2021. Complete initial assessment and provide analyses and	Analyze recruitment efforts for the past four years using data provided by DHR and internal recruitment data to 1) Identify conditions and barriers that prevent potential applicants from competing for available positions, and 2) take steps to enable current, competitive employees to apply. Update: Beginning in 2021, SF DCSS	In Progress	DPO; Management Team

recommendations by June 2021 to Executive Management.

analyzed its recruitments and separations over the past four years using DHR and internal data. No racial inequities were discovered, but SF DCSS is committed to promoting and recruiting BIPOC employees into all levels of leadership. Please see attached recruitment and separation analysis.

<p>1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.¹</p>	<p>DPO; Management Team</p>	<p>Survey is administered annually</p> <p>Survey results are included in the department annual review</p>	<p>Administer survey by June 2021; provide results by August 2021</p>	<p>SF DCSS will draw upon initial survey results of Fall 2020 employee survey administered by SF DCSS to inform its annual survey. Surveys shared by other city departments will also be reviewed. SF DCSS Human Resources will administer the survey confidentially using Survey Monkey or SharePoint. Update: SF DCSS reviewed surveys administered by other city departments and provided ongoing racial equity training to staff. SF DCSS determined staff request for additional training on racial equity concepts and practices should be offered before administering another survey. SF DCSS plans to administer its second survey in 2022.</p>	<p>In progress</p>	<p>DPO; Management Team</p>
<p>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.</p>	<p>DPO and Racial Equity Leaders and Workgroup</p>	<p>Policy is created, implemented, and reviewed annually to maximize results</p>	<p>Begin January 2021. Implement by December 2021</p>	<p>The staff survey and four year recruitment analysis will inform and guide the creation of the SF DCSS equitable and inclusive hiring and recruitment policy. The Racial Equity Leaders and the Racial Equity Workgroup will assist in the drafting and approval of the policy. Update: SF DCSS performed its recruitment and separation analysis in 2021. Based on the analysis, SF DCSS believes its existing recruitment policy is fair and inclusive, but continues to evaluate its recruitment and separation processes applying a racial equity lens.</p>	<p>In progress</p>	<p>DPO and Racial Equity Leaders and Workgroup</p>

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

1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>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.</p>	DPO; Outreach	Candidate pool is increasingly more diverse and referred from a variety of sources	Begin January 2021. Complete by December 2021	<p>SF DCSS will use its equitable and inclusive hiring and recruitment policy to develop a recruitment process that addresses any identified barriers to employment opportunities. The recruitment team will contact the San Francisco Department of Human Resources (DHR), the California Department of Child Support Services (CA DCSS) and other partners for referrals to outlets and networks for posting of opportunities in order to diversify SF DCSS' recruitment pool of eligible candidates. Update: SF DCSS believes its current recruitment process is equitable and fair and has enhanced that process by posting its recruitment opportunities with organizations that support the BIPOC community through the conduit of DHR equity in recruitment resources.</p>	In progress	DPO; Outreach
<p>1.2.2. Foster relationships with new and unexpected, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.</p>	DPO; Outreach	Candidate pool is increasingly more diverse and referred from a variety of sources	Begin January 2021. Complete by December 2021	<p>Build on existing relationships with other city departments, other local child support agencies (LCSAs), and other strategic partners to diversify the candidate pool for open positions SF DCSS intends to fill. Update: SF DCSS is partnering with the DHR equity in recruitment team to post its recruitment opportunities with organizations that support and represent the BIPOC community. SF DCSS completed two recruitments since December 2019: 1450 Executive Secretary I and 1093 IT Administrator III.</p>	In progress	DPO; Outreach

<p>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.</p>	<p>Job descriptions display consistent and inclusive language</p> <p>Candidate pool is increasingly more diverse</p>	<p>Ongoing</p>	<p>SF DCSS will support DHR and the Civil Service Commission (CCC) efforts to standardize job efforts and minimum qualifications to remove barriers to attracting diverse candidates and those with non- traditional backgrounds. SF DCSS will reclassify the 8100 classifications to standardize, align and ensure consistency within the minimum qualifications across the series. Update: Pending 2022.</p>	<p>Ongoing</p>	<p>DPO, Management team</p>
<p>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.</p>	<p>An increase in applicant pool more diverse life, education, and professional experiences</p>	<p>Begin January 2021; Complete December 2022</p>	<p>SF DCSS will support DHR and CCC efforts to review and minimum qualifications for city jobs, remove barriers to attracting diverse candidates and those with non- traditional backgrounds. SF DCSS will reclassify the 8100 classifications to standardize, align and ensure consistency within the minimum qualifications across the series. Update: Pending 2022-2023.</p>	<p>Ongoing</p>	<p>DPO, Management team</p>
<p>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</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>Ongoing</p>	<p>Writing skills are essential to most positions. Candidates for most positions must be well rounded generalists with strong written and oral communication skills who are able to work autonomously. Entry level training positions will include writing and oral communication skills development.</p> <p>SF DCSS will continue to foster the professional development of its workforce to ensure they have the necessary skills to compete for positions within and outside the department. Update: SF DCSS has enhanced the professional development objective within its annual Performance Plan and Appraisal Reports to enable the supervisor or manager to work with</p>	<p>Ongoing</p>	<p>DPO, Management team</p>

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

their respective direct reports to identify specific training to meet individual growth need or demand.

<p>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.</p>		<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>Begin June 2021; Complete December 2022</p>	<p>The majority of SF DCSS’ positions do not require a four-year college degree. For those positions where a four-year or two-year degree is required, substitution for relevant job experience is generally accepted on a year for year basis.</p> <p>SF DCSS will review its 8100 caseworker series to reclassify the specifications so the minimum qualifications are in alignment from the trainee – journey –supervisor level. Update: Pending</p>	<p>Pending</p>	<p>DPO, Management team, DHR, labor, supervisors, caseworkers</p>
<p>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.</p>		<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>n/a</p>	<p>SF DCSS does not employ outside recruiters. Child support work is complex. The department uses internal subject matter experts to build recruitments. Update: N/A</p>	<p>n/a</p>	

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.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and</p>	<p>Management team and DPO</p>	<p># of paid interns/fellows, increase annually or meets department needs/capacity</p>	<p>Begin January 2021. Complete</p>	<p>SF DCSS will review the job description of the trainee 8157 Child Support Officer I classification to ensure equity within the classification. The 8157 position is fully-funded with salary and</p>	<p>Pending</p>	<p>Management team and DPO</p>

upfront about the ability to fund internships and fellowships during the interview process.

December 2022

benefits. SF DCSS will continue to work with other city departments to support and encourage summer intern opportunities. **Update: Pending**

<p>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.</p>	<p>Management Team and DPO</p>	<p># of Opportunities for All placements and mentors</p>	<p>Ongoing</p>	<p>SF DCSS will continue to support Project Pull through the San Francisco Public Utilities Commission (PUC) to support summer interns as part of the Mayor’s Opportunities for All program. Update: SF DCSS support the 2021 summer intern program through funding. SF DCSS continues to offer to host a summer intern.</p>	<p>Ongoing</p>	<p>Management team and DPO</p>
<p>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.</p>	<p>DPO</p>	<p>Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>Begin with next trainee recruitment</p>	<p>SF DCSS does not operate a “feeder model” to recruit candidates for open positions.</p> <p>SF DCSS will look engage City College of San Francisco, trade schools and local high schools to post child support trainee opportunities with SF DCSS. Update: Pending trainee recruitment.</p>	<p>Pending</p>	<p>DPO</p>
<p>e.g. SF Unified School District’s Career Pathways Program.</p>						
<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p>DPO Management team</p>	<p># of opportunities during internship/fellowship</p>	<p>Begin June 2021. Conclude August 2021.</p>	<p>SF DCSS will offer equity and inclusion training to its summer intern(s). Update: SF DCSS supported the 2021 summer intern program through funding. SF DCSS continues to offer to host a summer intern.</p>	<p>Ongoing</p>	<p>DPO and Management team</p>
<p>1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.</p>	<p>DPO</p>	<p>Tracking system implemented</p> <p>% of evaluations completed</p> <p>Internship/fellowship program updated before next cycle</p>	<p>Begin with next recruitment</p>	<p>SF DCSS will continually track outcomes of recruitment and application processes using data from People and Pay, JobApps and internal resources. SF DCSS will apply a racial equity lens to its recruitment results while revising its processes and procedures to enhance equitable outcomes for all applicants. SF DCSS will interview summer interns and incorporate their feedback into its</p>	<p>Pending</p>	<p>DPO</p>

recruitment processes and procedures. SF DCSS will implement beginning with its next recruitment. **Update: SF DCSS has a system in place to track its recruitments while applying a racial equity lens. SF DCSS uses internal data, data provided by the Controller's Office and data within the new City application and recruitment application: Smart Recruiters. SF DCSS completed two recruitments from January 2020 to December 2021, so race and ethnicity information is relatively easy to capture.**

1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	DPO; Management team	Standardized interview process with a set of inclusive interview questions	Ongoing	SF DCSS will continue to analyze and structure its interview questions for all classifications for standardization and inclusiveness using tools provided by DHR. Update: the SF DCSS HR team works with the respective hiring manager to standardize interview questions, ensure interview questions are fair and relevant to the position, and asked of and graded consistently for all candidates.	Ongoing	DPO; Management Team
1.4.2. Ensure a diverse hiring panel for each interview.	DPO	Demographic composition of panels Increase in diverse interview panels	Ongoing	SF DCSS will continue to ensure a diverse hiring panel is present for each interview conducted. SF DCSS works with all staff and other city departments to ensure diversity on interview panels. Update: SF DCSS ensured diverse panels were present for the two recruitments it conducted in 2021.	Ongoing	DPO

<p>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</p>	<p>DPO; Management team</p>	<p>Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had</p>	<p>Ongoing</p>	<p>All SF DCSS staff have participated in implicit bias training offered by DHR. SF DCSS will identify implicit bias and equitable hiring practices training for hiring managers and supervisors. Hiring managers and supervisors will be mandated to attend the identified training. Update: pending.</p>	<p>Ongoing</p>	<p>DPO; Management Team</p>
<p>1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.</p>	<p>Admin., DPO, IT</p>	<p>Tool created and implemented # of applicants increased Increased assistance to job seekers</p>	<p>Begin June 2021. Complete June 2022</p>	<p>SF DCSS Admin., IT and DPO will work to create a tracking system to track applications, continue outreach through the Child Support Director’s Association (CSDA), and expand outreach efforts to other states and jurisdictions to increase the diversity of its applicants. Update: SF DCSS has an internal tracking system in place to track applicants as well as the new City recruitment platform: Smart Recruiters. SF DCSS received more than fifty (50) applications for its 1450 Executive Secretary I recruitment and four to five for its 1093 IT Administrator III recruitment.</p>	<p>In Progress</p>	<p>DPO, IT and Admin teams</p>
<p>1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.</p>	<p>DPO</p>	<p>Increase in internal part-time and full-time staff, interns and fellows applying for job openings</p>	<p>Ongoing</p>	<p>SF DCSS will continue to post all internal job opportunities internally. SF DCSS will continue and extend to post external job opportunities internally to foster promotional opportunity interest and increase awareness of citywide opportunities for professional growth and development. Staff have access to the DHR website for all available city jobs. Update: SF DCSS posts external job opportunities and encourages staff to consider applying for particular job opportunities that meet their experience and skill set. DCSS is proud that it successfully supported an employee in a clerical level position to promote to an analyst position in another city department.</p>	<p>Ongoing</p>	<p>DPO</p>

<p>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.</p>	<p>DPO</p>	<p>Hiring, interviewing, and onboarding processes standardized</p> <p>Lag times/wait times</p>	<p>Ongoing</p>	<p>Upon decision to hire, SF DCSS backfills its positions quickly. SF DCSS has created ongoing as needed lists that remain available for a set period of time, so that as positions become available, SF DCSS can go to the list to fill positions. SF DCSS utilizes the reassignment process to offer internal opportunities to all eligible employees. The DPO shall continue to participate in DHR racial equity workgroups to draft recommendations to improve the city's recruitment process to enable equitable outcomes for all applicants and diversify the applicant pool. Update: SF DCSS successfully completed two (2) recruitments in 2021 in less than four months. SF DCSS engaged in mutual dialog with all candidates selected for the interview process to ensure their questions were thoroughly answered as they navigated the application and recruitment process. Candidates not selected, were contacted and thanked for their interest in opportunities at SF DCSS. SF DCSS is committed to continuing to streamline its recruitment processes to meet its operational and administrative needs and the expectations of applicants.</p>	<p>Ongoing</p>	<p>DPO</p>
<p>1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</p>	<p>DPO, designated trainers</p>	<p>All new hires are processed similarly regardless of position</p>	<p>Ongoing</p>	<p>SF DCSS has developed a formal and standardized training for all staff that includes a human resources overview of administrative policies and procedures, instructor led case management training, in-team training and shadowing, CA DCSS issued webinars and security awareness for everyone (SAFE) training. Update: SF DCSS on boarded two (2) new hires in 2021. Both new hires received an overview of city-wide and departmental policies provided by department HR. The new hires also received Child Support Orientation Training and Security Awareness for</p>	<p>Ongoing</p>	<p>DPO and designated trainers</p>

Everyone Training. Hands-on training was provided by their respective manager, supervisor and team.

<p>1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.</p>	<p>DPO and Racial Equity Leaders</p>	<p>Increase in number of diverse candidate pools Overall faster hiring times</p>	<p>TDB by DHR and CCC</p>	<p>SF DCSS DPO and Racial Equity Leaders will support DHR and Civil Service Commission (CCC) efforts to expand the default Certification Rule of Three Scores. Historically, DHR will set the certification rule. SF DCSS appreciates the flexibility and will work with DHR and CCC on these efforts. Update: SF DCSS participated in the DHR led Diversity Recruitment Workgroup in 2021. SF DCSS also made use of the Citywide Diversity Recruitment Source list to expand its recruitment outreach to diverse populations.</p>	<p>Pending efforts by DHR and CCC</p>	<p>DPO and Racial Equity Team</p>
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2. RETENTION AND 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.

DEPARTMENT GOAL

SF DCSS is committed to recruiting, retaining and promoting a diverse, culturally competent, family focused staff dedicated to its vision and mission.

In preparation for development of its strategic plan, SF DCSS participated in an assessment of strengths and opportunities for improvement. The themes that emerged through this process are reflected in the strategic directions and objectives outlined in the strategic plan. The following is a summary of identified themes:

Strengths

- Staff is dedicated, motivated and knowledgeable.
- Our department is a leader in the use of evidence base practices and data.
- Outreach staff provide strong linkages to communities.
- Strong linkages with academic and local administrative components of child support reform.
- The department earned SPUR – 2019 Good Government Award, received in December of 2018.
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Opportunities for improvement

- Continue to build an inclusive work culture.
- Continue to strengthen the department’s commitment to teamwork.
- Increase internal efficiencies through documentation of processes and protocols.
- Utilize cross training of core competencies to support professional development of staff.
- Improve understanding of the child support services program through use of evidence-based communication practices.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the 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 aforementioned demographics of employees who	DPO	Tracking mechanism implemented Demographic data analyzed	Commenced November 2020 and Ongoing	Effective November 2020, SF DCSS was contacted by the COVID Command Center. The COVID Command Center requested SF DCSS provide Spanish and Cantonese interpreters to staff a new COVID testing site on Alemany Boulevard. The COVID Command Center confirmed general fund budget to fund three SF DCSS staff positions identified to serve as DSWs. These are the first SF DCSS DSWs called to serve. SF DCSS will begin tracking, comparing, and capturing the	Ongoing	DPO

volunteered through the DHR DSW survey with those who were requested/deployed.³

disaggregated data of its DSWs. SF DCSS tracks deployments and is required to report hours and cost to CA DCSS. **Update: SF DCSS DSWs served as Spanish and Cantonese interpreters at COVID testing sites and as document translators. SF DCSS DSWs returned to their SF DCSS positions in April 2021 and August 2021, respectively. They were acknowledged and thanked by their DSW departments, welcomed back and thanked by SF DCSS. They also received certificates of appreciation for their strength and resilience during the pandemic.**

<p>2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.</p>	<p>Finance team</p>	<p>Budget analysis completed Strategies developed and published</p>	<p>Ongoing</p>	<p>SF DCSS regularly analyzes its budget, prioritizing direct services. The budget is reviewed regularly (monthly, quarterly and annually) by the SF DCSS Finance team. The team tracks spending and provides spending projections to executive management.</p>	<p>Ongoing</p>	<p>Finance team</p>
				<p>Should furloughs or layoffs be necessary, SF DCSS would follow DHR and CCC rules based on seniority in classification. There have been no furloughs or layoffs at SF DCSS. SF DCSS reviews and analyzes all classifications equally. Update: The SF DCSS caseload is comprised primarily of black and brown families. SF DCSS prioritizes direct services to these families and is committed to continuing to do so. SF DCSS reopened its doors for in-person interviews in August 2021, recognizing the importance of meeting customers where they are and understanding not all customers wish, want to or can use technology to meet virtually with caseworkers.</p>		

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

There were no layoff in 2021 and SF DCSS does not anticipate lay-offs in 2022.

<p>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.</p>	<p>DPO</p>	<p>PPE access protocol established</p> <p>DSW workers have an increased awareness of PPE access protocol</p>	<p>Commenced November 2020 and ongoing</p>	<p>SF DCSS DSWs received the necessary personal protective equipment (PPE) through the COVID Command Center. All SF DCSS staff have equal access to PPE in order to perform their work.</p> <p>Update: SF DCSS provides PPE for all employees, including its DSWs. SF DCSS provides face masks, face shields, hand sanitizer, cleaning products, barriers and sneeze guards. SF DCSS has increased fresh air intake by 25% and had MERV 13 filters installed in its HVAC system. SF DCSS also has additional cleaning and sanitizing performed on frequently touched surfaces and common areas.</p>	<p>Completed</p>	<p>DPO</p>
<p>2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.</p>	<p>DPO</p>	<p>Compensation, paid sick leave, and flex time benefits assessed and easily accessed</p> <p>Increased employee awareness of additional benefits</p>	<p>Commenced November 2020 and ongoing</p>	<p>SF DCSS ensures that SF DCSS DSWs receive all necessary benefit details related to their deployment. SF DCSS DSWs receive any personal time such as sick pay, vacation pay, etc. accrued while they perform activities as needed during their deployment. Update: All SF DCSS employees were apprised by email of the array of COVID benefits available to them. SF DCSS DSWs received their full pay and benefits during their tour of duty. SF DCSS finance and HR teams ensured pay and benefits were complete and accurate for all its DSWs.</p>	<p>Completed</p>	<p>DPO</p>
<p>2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.</p> <p>e.g. graveyard shifts</p>	<p>DPO</p>	<p>Caretaking and safe transportation sections included in DSW deployment protocol</p>	<p>November 2020 and ongoing</p>	<p>SF DCSS works with the COVID Command Center and its SF DCSS DSWs to ensure caretaking and safe transportation constraints are considered when making assignments to avoid burdens on SF DCSS employees. Update: SF DCSS made onsite visits to DSWs at their deployment sites to ensure they felt safe and taken care of. SF DCSS</p>	<p>Completed</p>	<p>DPO</p>

also checked in regularly with its DSW on translator duty to ensure connection, support and to address any feelings of isolation.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.</p>	<p>DPO, Racial Equity Leaders</p>	<p>Pay inequities are reduced and aligned annually after salary data is reviewed</p>	<p>Ongoing</p>	<p>SF DCSS has one of the highest salary and benefit packages statewide for its positions as compared to other child support agencies. SF DCSS salaries and benefits currently exceed industry standards. Update: The majority of SF DCSS employees are at the top step in salary and many receive longevity pay to acknowledge their top step status. SF DCSS offered flexible temporary work schedules and expanded telework to its employees in 2021 as non salary benefits. SF DCSS understands the importance of work/life balance and considers all Family Friendly Workplace Ordinance requests, while being mindful of operational needs.</p>	<p>Ongoing</p>	<p>DPO, Racial Equity Leaders</p>
<p>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.</p>	<p>DPO, Racial Equity Leaders</p>	<p>Benefits provided are annually improved</p>	<p>Commence January 2020 with completion determined by DHR</p>	<p>SF DCSS has one of the highest salary and benefit packages when compared statewide to other child support agencies. SF DCSS salaries and benefits currently exceed industry standards. Update: The majority of SF DCSS employees are at the top step in salary and many receive longevity pay to acknowledge their top step status. SF DCSS offered flexible temporary work schedules and expanded telework to its employees in 2021 as non salary benefits. SF DCSS understands the</p>	<p>Ongoing</p>	<p>DPO, Racial Equity Leaders</p>

importance of work/life balance and considers all Family Friendly Workplace Ordinance requests, while being mindful of operational needs. SF DCSS ensures its employees are aware of the various leave benefits available to them through department internal postings, emails and one-on-one meetings.

2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	DPO, Racial Equity Leaders	PTO policy is annually improved # of staff taking PTO increases	TBD by DHR	SF DCSS will support DHR’s efforts to review the city-wide PTO policy annually and enhance it to value all religious and cultural holidays.	Pending	DPO, Racial Equity Leaders
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2.3. Create paths to promotion that are transparent and work to advance equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	DPO, Management team, supervisors	Increase in knowledge about raises and promotions	Ongoing	SF DCSS utilizes its performance appraisals to foster promotional opportunities and deliver step increases. SF DCSS will revisit its performance appraisals to ensure they meet the necessary requirements for raises or to support promotional opportunities. Managers may receive bonuses based on their performance. SF DCSS will establish clear consistency across levels of review to ensure equity throughout the review process. Guidance will be provided to supervisors and managers to ensure equitable outcomes. Update: SF DCSS reviewed and standardized its performance appraisals across all classifications in 2021. Supervisors and managers met one-on-one with their staff and identified and recommended specific training for each to undertake to grow	Ongoing	DPO, Management team, supervisors

professionally and prepare for promotional opportunities.

<p>2.3.2. Develop a formal and transparent process for raises and promotions.</p>	<p>DPO, Management team, supervisors</p>	<p>Increase in staff feedback about promotion and raise process</p>	<p>Ongoing</p>	<p>SF DCSS utilizes its performance appraisals to foster promotional opportunities and deliver step increases. SF DCSS will revisit its performance appraisals to ensure they meet the necessary requirements for raises or to support promotional opportunities. Managers may receive bonuses based on their performance. SF DCSS will establish clear consistency across levels of review to ensure equity throughout the review process. Guidance will be provided to supervisors and managers to ensure equitable outcomes. Update: SF DCSS has a formal process to post all growth opportunities- promotional and lateral, that adheres to the corresponding MOU and allows all interested employees the opportunity to apply and compete for positions. The application and decision making process is shared with employees and they are invited to bring their questions to HR or the hiring manager.</p>	<p>Ongoing</p>	<p>DPO, Management team, supervisors</p>
<p>2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.</p>	<p>DPO, Management team, supervisors</p>	<p>Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff</p>	<p>Ongoing</p>	<p>SF DCSS currently has a process for acting assignments. SF DCSS will convene a work group to review and revisit its acting assignment process. SF DCSS has a process to monitor the duration of acting assignments. The acting assignment is regularly monitored by SF DCSS HR, managers and executive management. When a decision is made to fill a position, an acting assignment may be enacted until the recruitment is completed. The DPO will work with DHR to ensure acting assignment protocols meet and comport with equity standards across the city. Update: SF DCSS did not have acting assignments</p>	<p>Pending</p>	<p>DPO, Management team, supervisors</p>

in 2021. SF DCSS will seek to convene a workgroup in 2022.

<p>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.</p>	<p>DPO, Management team</p>	<p>Reversal of diversity drop-offs in 182x classifications</p>	<p>Ongoing</p>	<p>SF DCSS DPO will review department clerical classifications for “drop-off” in employee diversity. The DPO will work with the Management team to implement strategies and training opportunities to support employee professional development, growth and enhance their ability to compete for promotional opportunities. The DPO will work with DHR to ensure protocols meet and comport with equity standards across the city. SF DCSS will seek to diversify its ranks, at all levels to include men, especially men of color. Update: In 2021, SF DCSS successfully facilitated the promotion of a clerical level staff member to an analyst position in another city department. SF DCSS is currently supporting another clerical level employee’s goal to complete their four-year degree. SF DCSS plans to mentor a clerical level employee who has expressed interest in the SF DCSS IT team.</p>	<p>Ongoing</p>	<p>DPO, Management team</p>
<p>2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</p>	<p>DPO, Management team</p>	<p>Identify “dead end” classification and revise</p>	<p>Ongoing</p>	<p>SF DCSS provides professional development training in an online format to its clerical staff. SF DCSS DPO and Management team will define and analyze internal department classifications that may stunt employee growth, and create pathways to career growth and greater employment opportunities, specifically through the clerical series. DPO will work with DHR to ensure protocols meet and comport with equity standards across the city. In 2021, SF DCSS successfully facilitated the promotion of a clerical level staff member to an analyst position in another city department. SF DCSS is currently supporting another clerical level employee’s goal</p>	<p>Ongoing</p>	<p>DPO, Management team</p>

to complete their four-year degree. SF DCSS plans to mentor a clerical level employee who has expressed interest in the SF DCSS IT team. SF DCSS is promoting and individualizing employee professional development through its annual Performance Plan and Appraisal report.



3. DISCIPLINE AND 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.¹ 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.² 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.

¹ Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

² Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

SF DCSS utilizes the principles of progressive discipline fairly and equitably to improve employee performance and correct behavior while striving for positive outcomes for the department and the employee. SF DCSS believes in resolving performance and conduct issues at the lowest possible level. SF DCSS has a history of resolving such concerns through the non-disciplinary Notice of Counseling process where informal documentation is utilized and never transfers to the employee's personnel file unless the path leads to formal discipline. When discipline is necessary, SF DCSS strives to ensure all employees are treated equitably, fairly and have their due process rights observed and enforced.

SF DCSS works with its employees and in-house strategic partners to draft performance appraisals that identify specific, measurable, attainable, relevant, and time-bound (SMART) measures of the degree to which our performance and conduct fulfill the department's strategy. Performance refers to the quantity, quality and timeliness of work products. Conduct relates to compliance with workplace policies and rules. Goals fulfill the Department's strategy to empower parents receiving support and parents paying support to contribute to the well-being of their families and children.

To SF DCSS employees:

- The department will maintain and foster an environment based on respect and professionalism.
- The department will provide opportunities for development to achieve both organizational and personal goals.
- The department will assist our employees in achieving work-life balance.

3.1. Create a clear, equitable, and accountable protocol for disciplinary actions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.</p>	DPO	<p>Create tracking mechanism</p> <p>Analyze data annually</p> <p>Increase accountability in disciplinary actions</p>	Ongoing	<p>SF DCSS tracks disciplinary actions to ensure all employees are treated equally and equitably. The DPO enters disciplinary actions into the DHR tracking system. SF DCSS will capture disaggregated data for analysis. SF DCSS will utilize its departmental tracking system to analyze the disaggregated data to identify any disparate treatment of people of color. Managers and supervisors will receive ongoing training on implicit bias and fair and equitable hiring practices. Update: SF DCSS enters its disciplinary actions into the city-wide disciplinary tracking system. SF DCSS performed an analysis of its separations over the past four years and found no inherent inequitable patterns (see attached).</p>	Ongoing	DPO
<p>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.</p>	DPO	<p>Create tracking mechanism</p> <p>Analyze data annually</p>	Ongoing	<p>The DPO will formalize and improve the tracking of separations, enter data into the DHR tracking system, create and utilize a departmental tracking system to analyze the subsequent disaggregated data for any disparate treatment of people of color.</p> <p>All staff received training on implicit bias. All new managers and supervisors will receive implicit bias training and training will be required on a biannual basis. Managers and supervisors will continue to receive training on implicit bias and fair and equitable disciplinary practices. Update: SF DCSS enters its disciplinary actions into the city-wide</p>	Ongoing	DPO

disciplinary tracking system. SF DCSS performed an analysis of its separations over the past four years and found no inherent inequitable patterns (see attached). All staff completed harassment prevention, implicit bias and cultural competency training in 2021.

<p>3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.</p>	<p>DPO and Management team</p>	<p># of trainings completed annually</p>	<p>Ongoing</p>	<p>All managers and supervisors will continue to receive training on bias, implicit bias and equitable and compassionate discipline and separation practices. Update: All supervisors completed harassment prevention, implicit bias and cultural competency training in 2021.</p>	<p>Ongoing</p>	<p>DPO and Management team</p>
<p>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.</p>	<p>DPO and Management team</p>	<p>Human resources trained on alternative dispute resolution</p>	<p>Commence June 2021 and conclude December 2021</p>	<p>All supervisors receive 24 plus training through DHR. The DPO will continue to receive training on alternative dispute resolution practices, such as mediation. The DPO will train the management and supervisor teams on these practices to provide alternative solutions to resolve interpersonal matters, reducing the need for traditional disciplinary measures. SF DCSS will seek outside support to ensure all employees are treated fairly and equitably. SF DCSS will look to DHR, the Employee Assistance Program (EAP) and the CA DCSS Blackboard and Skillsport applications for relevant training. Update: SF DCSS HR team incorporated mediation techniques to resolve employee disputes and conflicts at the lowest possible level. HR has created a safe, and confidential space where employees can feel comfortable bringing their concerns.</p>	<p>Ongoing</p>	<p>DPO and Management team</p>
<p>3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>	<p>DPO and Management team</p>	<p>Reduction of racial disparities in disciplinary actions</p>	<p>Ongoing</p>	<p>SF DCSS requires all managers to work with the DPO to ensure a standardized discipline process so all employees receive their full cache of rights. All managers are required to work with the DPO to</p>	<p>Ongoing</p>	<p>DPO and Management team</p>

ensure they are operating in a fair and equitable way. The DPO and Management team will work together to ensure the continued standardization of disciplinary procedures and corrective actions used by all managers and supervisors provide fair and equitable treatment to all employees engaged in the disciplinary or corrective action process. SF DCSS will ensure all employees, regardless of race or ethnicity, receive their due process rights. SF DCSS will seek to provide annual training on disciplinary actions to all supervisors and managers. **Update: SF DCSS has standardized the disciplinary process for all employees. Managers and supervisors are educated on the process, follow the process and work closely with HR to ensure adherence, consistency and employee rights.**

4. DIVERSE AND EQUITABLE LEADERSHIP

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.¹ 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.² 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.

¹ Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>.

² Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL

SF DCSS will continue to foster equitable, diverse and inclusive leadership at all levels in the workplace. SF DCSS is currently diverse in its leadership ranks (see Appendix B: SF DCSS Workforce Demographic Data). Through its leadership ranks and through its Strategic Plan, Racial Equity Action Plan and mentorship program, SF DCSS seeks to recognize, encourage and grow diverse future leaders from within and outside the department. SF DCSS has strength in longevity throughout its ranks. SF DCSS employees have dedicated their careers to the child support program and to the families and children it serves. Through its lead person program, professional development opportunities, and reassignment opportunities, SF DCSS employees are able to learn new skills, develop new relationships and challenge themselves to grow beyond their comfort zone.

To SF DCSS employees:

- The department will maintain and foster an environment based on respect and professionalism.
- The department will provide opportunities for development to achieve both organizational and personal goals.
- The department will assist our employees in achieving work-life balance.

4.1. Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>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.</p>	<p>DPO and hiring managers</p>	<p>% increase in diverse leadership</p>	<p>Begin January 2021. Complete December 2022.</p>	<p>SF DCSS is currently diverse in its leadership ranks. Managers and supervisors represent traditionally underrepresented groups in leadership roles. SF DCSS will revisit and review all of its classifications to determine there is a path to leadership positions for all employees. SF DCSS will work with DHR on citywide recommended changes. Update: SF DCSS analyzed its recruitment efforts for the past four (4) years and found no racial disparities in its hiring practices. SF DCSS is committed to improving its hiring practices to grow diversity, equity and inclusion. Please see attached matrix that illustrates the current diversity of leadership at SF DCSS.</p>	<p>Ongoing</p>	<p>DPO and hiring manager</p>
<p>4.1.2. Commit to ongoing racial equity training and development for leadership.</p>	<p>DPO and Management team</p>	<p># of training & development completed by leadership per quarter</p>	<p>Ongoing</p>	<p>SF DCSS has provided implicit bias and gender understanding and inclusion training to all staff. SF DCSS will identify and offer ongoing racial equity and inclusion training to all staff via DHR, the CA DCSS Blackboard and Skillsport training platforms. SF DCSS will continue to offer leadership training opportunities via the CSDA Leadership Institute, the CSDA Leadership Conference, the National Child Support Enforcement Conference (NCSEA) conference and NCSEA Policy Forum. Update: In 2021, SF DCSS provided the following mandatory training to leadership: harassment prevention, implicit bias, bystander, cultural competency and a documentary on racial covenants shared at its monthly supervisor and manager attended Operations Meeting.</p>	<p>Ongoing</p>	<p>DPO and Management team</p>

4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Management team	Senior leadership demographic included in the department annual report	Commence during budget hearing process and complete by December 2021	SF DCSS will include senior leadership demographics in its annual report to the San Francisco Board of Supervisors. Update: Data gathered for executive management.	Completed	Management team
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁴	DPO and Management team	% of staff is aware of the process	Commence June 2021 and ongoing	SF DCSS currently has a suggestion box in a common area where all staff may submit suggestions and ideas directly to senior management. SF DCSS will create a virtual “suggestion box” where staff can submit recommendations, ideas and questions to senior leadership anonymously. Senior leadership will respond to staff input at all staff meetings so all may participate in the process. Update: SF DCSS will create a virtual suggestion box in 2022. All staff will be advised of the virtual suggestion box, its confidential nature and encouraged to submit any and all ideas.	Ongoing	DPO and Management team

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

5. MOBILITY AND 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.¹ 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.

¹ Evelyn Carter, *Restructure Your Organization to Actually Advance Racial Justice*, Harvard Business Review (Jun. 22, 2020) <https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice>.

DEPARTMENT GOAL

SF DCSS strives to provide opportunities for professional development to all of its employees by offering continuing education in the form of workshops, conferences, training and cross training. SF DCSS will continue to expand its mentorship opportunities and online education for employees in 2021. SF DCSS is committed to its lead person program that enables journey level caseworkers to gain supervisor desk level experience and experience managing the work of their respective team. In fiscal year 2021 as in prior years, SF DCSS will offer lead opportunities to all caseworkers. SF DCSS is committed to the standard of life-long learning and promotes cross training between case management teams, professional development of its clerical staff and CA DCSS and CSDA training conference, meeting, and symposium opportunities. SF DCSS values and supports the experience and contribution of its supervisors and journey level caseworkers and will continue to seek out additional ways to nurture staff development and incorporate ideas, concepts, and feedback to be shared department wide.

5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.

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.	DPO, Management and Supervisors	# of available professional development opportunity	Ongoing	The DPO, Management and Supervisors will continue to identify formal online training for all staff within the DHR and CA DCSS provided	Ongoing	DPO, Management team and supervisors

of completed training

applications Blackboard and Skillsport with an emphasis on professional development and career advancement. SF DCSS will require staff to attend professional development training in fiscal year 2021. SF DCSS will continue to provide training opportunities through the Child Support Directors Association (CSDA) Annual Training Conference and the CSDA Legal College. SF DCSS will continue its lead person program, which provides hands on supervisory level experience to journey level caseworkers. **Update: In 2021, SF DCSS provided the following mandatory training to all staff: harassment prevention, implicit bias, bystander, cultural competency and a documentary on racial covenants shared at its monthly supervisor and manager attended Operations Meeting. Leadership participated in National Child Support Enforcement Association and California Child Support Directors Association diversity, equity and inclusion training.**

<p>5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.</p>	<p>Management team</p>	<p># of attended, external conferences</p>	<p>Ongoing</p>	<p>SF DCSS has a travel and training policy that follows the Controller’s and CA DCSS requirements. Staff will be encouraged to attend online conferences and training. SF DCSS does offer conference and training opportunities to staff on an annual basis. SF DCSS will continue these practices and seek to expand opportunities to ensure equitable outcomes for all staff. Update: Leadership participated in National Child Support Enforcement Association and California Child Support Directors Association diversity, equity and inclusion training. Caseworkers were offered the opportunity to participate virtually in the annual Child Support Directors Training and Conference. SF DCSS has an updated travel and training policy that adheres to Controllers, state</p>	<p>Ongoing</p>	<p>Management team</p>
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and federal requirements for travel and training. SF DCSS attorneys and executive management attended the annual Child Support Directors Attorney Legal College.

<p>5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.</p>	<p>DPO, Management team and supervisors</p>	<p># of staff enrolling and completing extended learning \$ dedicated to extended learning annually</p>	<p>Ongoing</p>	<p>SF DCSS will continue to offer opportunities for ongoing learning to all staff via the CA DCSS supported Blackboard and Skillsport online training platforms. Training via these two applications is provided at no cost to SF DCSS. SF DCSS will continue to offer professional development training opportunities through the CSDA Annual Training Conference and the CSDA Legal College. Update: SF DCSS includes a standing line item for training in its budget. In 2021, SF DCSS provided the following mandatory training to all staff: harassment prevention, implicit bias, bystander, cultural competency and a documentary on racial covenants shared at its monthly supervisor and manager attended Operations Meeting. Leadership participated in National Child Support Enforcement Association and California Child Support Directors Association diversity, equity and inclusion training. Caseworkers were offered the opportunity to participate virtually in the annual Child Support Directors Training and Conference. SF DCSS attorneys and executive management attended the annual Child Support Directors Attorney Legal College.</p>	<p>Ongoing</p>	<p>DPO, Management team and supervisors</p>
<p>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.</p>	<p>Management team</p>	<p># of staff participating in outside events or opportunities</p>	<p>Commence June 2021 and conclude December 2021</p>	<p>The Management team will research the availability and cost of external opportunities to encourage the professional development of all staff. SF DCSS will work with other LCSAs to maximize training opportunities for staff development. Opportunities will meet federal and</p>	<p>Pending</p>	<p>Management team</p>

state grant requirements and fit within the department’s annual budget allocation from CA DCSS. **2021, SF DCSS provided the following mandatory training to all staff: harassment prevention, implicit bias, bystander, cultural competency and a documentary on racial covenants shared at its monthly supervisor and manager attended Operations Meeting. Leadership participated in National Child Support Enforcement Association and California Child Support Directors Association diversity, equity and inclusion training. Caseworkers were offered the opportunity to participate virtually in the annual Child Support Directors Training and Conference. SF DCSS attorneys and executive management attended the annual Child Support Directors Attorney Legal College. All staff are encouraged to take classes at City College through the City University program. All staff are encouraged to take advantage of educational funds provided to them by their respective unions and associations.**

<p>5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.</p>	<p>DPO, Management team</p>	<p>Adopt a tracking system, analyze annually # of staff of color utilizing professional development</p>	<p>Commence June 2021 and conclude December 2021</p>	<p>SF DCSS will create a tracking system to document and analyze professional development, assess progress on an annual basis and target underrepresented staff for professional growth opportunities. Update: Supervisors and managers track employee learning through the annual Performance Plan and Appraisal Report process.</p>	<p>In progress</p>	<p>DPO, Management team</p>
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5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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	COMMITTED					
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	DPO, Management team	Bi-annual performance evaluation program to all staff	Ongoing	The DPO will continue to work with the Management team to draft performance appraisals for all staff that address state and federal performance requirements and meet the changing demands and challenges of work in the age of the pandemic. In-house stakeholders are consulted in the drafting of performance appraisals. All staff input will continue to be considered in the development of performance appraisals. Update: SF DCSS refined and enhanced its annual Performance Plan and Appraisal Report to include individualized learning milestones for employees to reach their professional and career goals.	Ongoing	DPO and Management team
5.2.2. Create a mentorship program between senior and junior level staff.	DPO and Management team	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	Ongoing	The SF DCSS lead person program provides a mentorship program for employees to learn their supervisor's desk duties and manage the work of their respective team. Building off its lead person program, the DPO and Management team will work together to create and implement a department wide mentorship program to further foster and encourage advancement opportunities to junior staff. The team will rely on the SF DCSS employee survey to inform the mentorship program. Update: The SF DCSS mentorship program focused on clerical development in 2021. Clerical staff successfully promoted to a professional series, are working on completing a four-year degree and will be mentored by the SF DCSS IT team beginning in 2022. SF DCSS will seek to expand its mentorship program to caseworkers and supervisors in 2022.	Ongoing	DPO and Management team

5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>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.</p>	DPO	<p>Process developed</p> <p>% of staff aware of accommodation process</p> <p># of accommodations made increased</p>	Ongoing	<p>SF DCSS has an accommodation process for employees that is transparent and accessible. The DPO will build off the existing SF DCSS accommodation process to further simplify the process so it is a more concise and easily navigated process for employees in need of such requests. Update: SF DCSS facilitated the following employee requests in 2021: reasonable accommodation, FMLA, Family Friendly Workplace Ordinance, Covid vaccination policy exemption and departmental temporary flexible schedule requests. All staff are aware of accommodation options available to them and accommodation requests increased by more than 50% in 2021.</p>	Ongoing	DPO
<p>5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.</p>	DPO and Management team	Accommodations discussed and recorded during bi-annual performance evaluation process	Ongoing	<p>SF DCSS has included employees in the drafting and creation of its annual performance plan and appraisal reports (PPARS). SF DCSS will continue to include staff feedback, recommendations and needs into its PPARS. Update: The 2021 Performance Plan and Appraisal Report was drafted with employee input. SF DCSS will seek employee feedback and ideas as it looks to draft its Performance Plan and Appraisal Report for 2022.</p>	Ongoing	DPO and Management team

<p>5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).</p>	<p>Management team</p>	<p>Improvement in overall staff mental health, increase in staff feedback</p>	<p>Ongoing</p>	<p>SF DCSS as part of its 2020 renovation project, maintained and added formal and informal meeting spaces for staff. SF DCSS recognizes the importance of providing open, inviting spaces for respite throughout the workday. Due to COVID-19 restrictions, use of these available spaces is currently restricted, employees work primarily from home and when in the office, are encouraged to make use of outdoor space for rest and revitalization. Update: In response to the City's Safer Together plan released in June 2021, SF DCSS reopened its common areas, such as kitchen, lunchroom and lounge areas. Due to the rise of the Delta and Omicron variants of Covid-19, employees are still encouraged to take a break safely outdoors and avoid congregating in common areas.</p>	<p>Ongoing</p>	<p>Management team</p>
<p>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.</p>	<p>DPO and Management team</p>	<p>Assessment performed annually \$ set aside for accommodations Increase in staff awareness of accommodations</p>	<p>Ongoing</p>	<p>SF DCSS carefully considers all staff requests for accommodation and strives to respond equitably and fairly to all requests. SF DCSS understands the importance of work-life balance and the importance it plays in retention, development and well-being. SF DCSS will continue to respond timely to employee non-work-related requests understanding that the employee must be considered in their totality in order to promote their success. Update: SF DCSS facilitated the following employee requests in 2022: reasonable accommodation, FMLA, Family Friendly Workplace Ordinance, Covid vaccination policy exemption and departmental temporary flexible schedule requests. All staff are aware of accommodation options available to them and accommodation requests increased more than 50% in 2021. The SF DCSS Employee Wellness Team provides regular updates on HSS and other</p>	<p>Ongoing</p>	<p>Management team</p>

resources to promote employee wellbeing, health and wellness.

5.3.5.
Respect religious and cultural practices of employees. DPO and Management team Ongoing

Improvement in overall staff mental health

SF DCSS respects the cultural and religious practices of all its employees. SF DCSS' employee engagement team, ESPRIT, hosts an annual inclusive holiday celebration known as "Thanksmas" that celebrates the holiday season and is respectful of the religious, non-religious and cultural practices of all employees. SF DCSS has also celebrated the cultural diversity of its staff through an "International Potluck" event. SF DCSS will seek to restart its annual International Potluck event once the pandemic is behind us and COVID-19 restrictions are lifted. SF DCSS has an organizational culture of celebrating diversity and honoring the heritage of its employees. SF DCSS will develop a virtual celebratory page to acknowledge cultural events or holiday celebrations. **Update: SF DCSS acknowledges and posts dates and months of cultural significance on its Sharepoint site. SF DCSS has incorporated a land acknowledgement into its monthly Operations meeting.**

6. ORGANIZATIONAL CULTURE OF INCLUSION AND 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.¹ 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.

¹ Aysa Gray, *The Bias of ‘Professionalism’ Standards*, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

DEPARTMENT GOAL

SF DCSS strives to create an organizational culture where all employees have a voice, are listened to and feel safe discussing challenges or offering recommendations for improvement. The Department understands the importance of adhering to the City’s *Harassment Free Workplace Policy* and the requirement to provide its employees, customers and contractors with a safe and welcoming workplace. In fiscal year 2018, all employees completed DHR’s on-line Harassment Free Workplace training and attended Implicit Bias training delivered by DHR. The Department is committed to creating a safe, inclusive, and equitable workplace for all its employees, customers and contractors and will continue these efforts in fiscal year 2021 and beyond to embed the concepts of inclusion and belonging into its culture.

6.1. Foster an intentional organizational culture that is committed to inclusion and belonging.

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	DPO and Management Team	Department mission, policies, and procedures are updated and available	Begin January 2021 and conclude	The DPO and Management team will begin to review the department’s value statement in conjunction with its performance improvement plan to ensure alignment with the diversity and	In progress	DPO and Management team

an organizational culture of inclusion and belonging.

December 2022

needs of its employees. SF DCSS will review for update and relevance to the evolving needs of staff and the changing dynamic of the child support program locally, statewide and nationally. **Update: SF DCSS is revisiting its Vision Statement to emphasize parents' contribution to their children's lives. SF DCSS encourages employees to add their gender pronouns to their email signatures. In 2022, SF DCSS will create a Racial Equity section on its internal SharePoint site where employees may find resources and learning.**

<p>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.</p>	<p>DPO and Management team</p>	<p>Regular, scheduled meetings with RE Team to implement RE Action Plan</p>	<p>Ongoing</p>	<p>SF DCSS has been an active participant in the Government Alliance on Race and Equity (GARE). SF DCSS will expand its Racial Equity Team to include its Racial Equity Leaders and offer membership to all interested staff. The Team will monitor the progress of the Racial Equity Action Plan and assist with the implementation of plan actions. Update: SF DCSS has a core racial equity team. Staff are encouraged to join. SF DCSS will offer listening sessions in 2022 to encourage more employees to join the racial equity team and engage in completing racial equity work in the department.</p>	<p>Ongoing</p>	<p>DPO and Management team</p>
<p>6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.</p>	<p>Management Team and DPO</p>	<p>RE Action Plan is published on department website</p>	<p>Ongoing</p>	<p>The Management team and Racial Equity Leaders are currently drafting the SF DCSS Racial Equity Action Plan. Upon completion and approval, the plan will be shared with all staff, posted on the SF DCSS Internet and Intranet sites and updated regularly. Update: SF DCSS will strive to update its Racial Equity Action Plan on a more regular basis.</p>	<p>Ongoing</p>	<p>Management team and DPO</p>

6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	DPO and Management team	Ongoing reporting	Ongoing	The DPO and Management team will continue to provide regular updates on its Racial Equity Action Plan at its monthly Operations meeting and via email to all staff. Feedback will be encouraged, considered and incorporated into the plan. Update: SF DCSS provides updates on its Racial Equity Action Plan at its monthly Operations Meetings. Training and resources are shared at the meeting. A land acknowledgement is shared at the start of each Operations meeting.	Ongoing	DPO and Management team
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	DPO and Management team	Support and #of spaces provided	Ongoing	SF DCSS offers implicit bias and gender inclusion training to staff. SF DCSS regularly surveys staff for feedback and recommendations. The DPO and Management team will offer training opportunities, listening sessions, workgroups and other avenues to achieve its commitment to inclusion and equity. Update: SF DCSS provided ongoing learning opportunities to staff, acknowledges events, dates and months of cultural significance on its SharePoint site and has incorporated a land acknowledgement into its monthly Operations meeting.	Ongoing	DPO and Management team
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	DPO and Management team	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	Ongoing	The DPO and Management team will continue to provide staff with racial equity and implicit bias training through DHR and the State DCSS training platforms: Blackboard and Skillspoint. Update: 2021, SF DCSS provided the following mandatory training to all staff: harassment prevention, implicit bias, bystander, cultural competency and a documentary on racial covenants was shared at its monthly supervisor and manager attended Operations Meeting. Leadership participated in National Child Support Enforcement Association and California Child Support Directors Association diversity, equity and inclusion	Ongoing	DPO and Management team

training. Caseworkers were offered the opportunity to participate virtually in the annual Child Support Directors Training and Conference. SF DCSS attorneys and executive management attended the annual Child Support Directors Attorney Legal College.

<p>6.1.7. Conduct an annual staff survey that assesses the department’s commitment to an organizational culture of inclusion and belonging.</p>	<p>DPO and Management team</p>	<p>Annual survey with disaggregated data and feedback</p>	<p>Ongoing</p>	<p>The DPO and Management team will draft an employee survey using lessons learned from the first SF DCSS employee survey, incorporating details from surveys shared by other city departments and reference the DHR citywide employee survey. Update: SF DCSS is currently drafting a second all staff survey to capture staff opinions on the department’s progress on advancing racial equity in the workplace.</p>	<p>Ongoing</p>	<p>DPO and Management team</p>
<p>6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.</p>	<p>All staff</p>	<p>Increase in staff engagement</p>	<p>Commence June 2021 and conclude December 2022</p>	<p>SF DCSS will survey all staff to gather their input on existing artwork and décor. SF DCSS will seek recommendations to promote racial and social diversity in its office artwork and decor. Based on staff feedback, SF DCSS will seek ideas and recommendations from students at the local Academy of Art Institute. Update: In 2022, SF DCSS will seek out employee artists and offer them the opportunity to display their original art work or reproductions throughout the office.</p>	<p>In Progress</p>	<p>DPO and Management team</p>

6.2. Develop internal communication processes and procedures that promote equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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<p>6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.</p>	<p>Management team, IT, Supervisors</p>	<p>Increase in staff feedback, participation, and response to communications</p>	<p>Ongoing</p>	<p>SF DCSS currently has a process in place to update its internal mailing list. SF DCSS regularly updates its internal mailing list regularly based on staff changes. The mailing list is posted on the SF DCSS internal website. SF DCSS teams will review its internal process for update and deliver recommendations to the Director and Assistant Director. Update: In 2021, SF DCSS began to make greater use of its internal SharePoint site to share communications with employees, such as calendars and availability. SF DCSS also uses Microsoft Teams to chat with colleagues, share documents and communicate availability and status.</p>	<p>Ongoing</p>	<p>Management team, IT and Supervisors</p>
<p>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.</p>	<p>DPO and Management team</p>	<p>Ongoing staff participation and feedback</p>	<p>Ongoing</p>	<p>SF DCSS will continue to offer guest speaker opportunities at its monthly Operations meeting. SF DCSS will diversify its reach to engage guest speakers from diverse backgrounds to promote equity and inclusion. Staff will be engaged to offer guest speaker recommendations. Update: SF DCSS will engage guest speakers for its monthly Operations meeting in 2022.</p>	<p>Pending</p>	<p>DPO and Management team</p>
<p>6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.</p>	<p>Management team, IT</p>	<p>Ongoing staff participation and feedback</p>	<p>Ongoing</p>	<p>SF DCSS has a digital space on its intranet site for staff to share and receive information on equity and inclusion. The SF DCSS Racial Equity Plan will be posted on its intranet and internet sites. Update: In 2021, SF DCSS began to make greater use of its internal SharePoint site to share communications with employees, such as calendars and availability. SF DCSS also uses Microsoft Teams to chat with colleagues, share documents and communicate availability and status.</p>	<p>Ongoing</p>	<p>Management team and IT</p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Management team	Protocol distributed internally and with any outward-facing interactions	Ongoing	SF DCSS will ensure all staff are trained on the Microsoft Teams application and use it daily for meetings, training, “sign-in for the day” and calls. SF DCSS’ main office recently underwent a renovation and meets current ADA accessibility requirements. Update: in 2021, all staff were trained on Microsoft Teams for virtual meetings and interviews, team communication via the chat feature and sharing availability and status. Caseworker are trained to use Jabber so they may receive and take phone calls through their laptop or desktop computer while working remotely.	Completed	DPO and Management team
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.	Management team	A plan for physical space improvement \$ funding secured Successful implementation	Completed	SF DCSS’ main office recently underwent a renovation and meets current ADA accessibility requirements.	Completed	Management team
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.	DPO and Management team	A plan for digital improvement \$ funding secured Successful implementation	Ongoing	SF DCSS currently has accommodations in place for people with physical disabilities and those with vision or hearing impairments. SF DCSS will evaluate and if necessary, improve its digital functions and communications to meet or exceed accessibility standards for staff and visitors with disabilities. Update: SF DCSS will review its	Ongoing	DPO and Management team

e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.

current functions and communications to ensure compliance with accessibility standards for staff and visitors with disabilities in 2022.

6.3.4. Invest in translation services.	DPO and Management team	# Increase in translated materials	Completed	SF DCSS currently employs city certified interpreters in the Spanish, Chinese and Tagalog languages to ensure customer language access needs are met when seeking child support services. SF DCSS also makes use of the State DCSS language line that provides interpreter services in more than 300 languages. SF DCSS ensures all of its local and state brochures, pamphlets and flyers are translated into Spanish and Chinese. The SF DCSS website is enabled with Google translate.	Completed	DPO and Management team
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	DPO and Management team	Increase in staff using inclusive identity expression, second nature	Ongoing	SF DCSS provided gender understanding and inclusion training to all staff. SF DCSS models and encourages staff to identify their gender pronouns. SF DCSS has remodeled its bathrooms to include all gender inclusive options. SF DCSS encourages staff to include their gender pronoun preference in their work email signature. SF DCSS has a casual dress policy. Update: SF DCSS has a casual dress policy. Employees may identify their gender pronouns, but are not required to do so. All staff completed harassment prevention training in 2021.	Ongoing	DPO and Management team
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.	DPO and IT	Accommodations information infused throughout department touchpoints (e.g., website, event announcements) Provide closed-captioning by default	Ongoing	SF DCSS currently has forms and information available to all staff regarding the reasonable accommodation process. The DPO will annually provide virtual refresher workshops to all staff on the reasonable accommodation process. Update: SF DCSS has information on the reasonable accommodation process on its SharePoint site.	Ongoing	DPO and IT

Increased digital equity (e.g., access) for all employees

The DPO will present on the reasonable accommodation process to all staff in 2022.

6.4. Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	Management team, Outreach	Community will have an impact on all department projects	Ongoing	As part of its Performance Management Plan for federal fiscal year 2020-2021, SF DCSS will use Microsoft Teams to collaborate with other community-based organizations, citywide departments and agencies to participate in town hall meetings in the community to listen and gather the community’s concerns and needs related to the local child support program. SF DCSS will inform State DCSS of the results from the town hall meetings and seek to incorporate community feedback into its local practices and procedures with the hope of advancing the program to meet the needs of families and influence statewide child support practices. Update: SF DCSS hosted a virtual community event with special guest, the Family Law Facilitator/Access Center in 2021. The Director and management participated in monthly community roundtable events hosted by HRC.	Ongoing	Management team, Outreach
6.4.2. Find opportunities to invest into and support the communities the department serves.	Management team, Outreach	Department presentations and resources provided to the community	Commence December 2021 and conclude December 2022	SF DCSS has always had a presence in the community: delivering presentations, tabling at community events and festivals and offering workshops about the child support program. SF DCSS will use the feedback acquired from its virtual listening sessions to further inform its	Ongoing	Management team and Outreach

footprint in the communities it serves. SF DCSS will continue to provide services to targeted communities to ensure child support services reach those families in greatest need in a meaningful way that meets their needs. **Update: SF DCSS hosted a virtual community event with special guest, the Family Law Facilitator/Access Center in 2021. The Director and management participated in monthly community roundtable events hosted by HRC.**

7. BOARDS AND 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. Bi-

laws 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 Boards and Commissions must be assessed through a racial equity lens.

DEPARTMENT GOAL

What is the department’s overall goal on Boards and Commissions?

SF DCSS does not report to a board or commission. Child support is a federal program under the Administration of Children and Families, Office of Child Support Enforcement (OCSE), overseen by the California Department of Child Support Services and administered at the local level by SF DCSS.

7.1. Ensure a diverse and equitable board and commission members that match the community being served.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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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.	Bylaws, rules of order or other procedures successfully amended	SF DCSS does not report to a board or commission.
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	<p>Annually collect board/commission demographic data</p> <p>Include data in annual report</p> <p>Use data to guide recruitment efforts</p> <p>Bylaws, rules of order or other procedures successfully amended</p>	SF DCSS does not report to a board or commission.
7.1.3. Have board/commission adopt a resolution around racial equity.	Resolution adopted	SF DCSS does not report to a board or commission.
7.1.4. Racial equity-related items are regularly agendized.	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	SF DCSS does not report to a board or commission.

7.2. Safeguard members so they naturally feel welcomed and valued, not tokenized.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1.		# of diverse board/commission members		SF DCSS does not report to a board or commission.		

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.

% of board/commission retention

Implementation of inclusive protocols

7.2.2.
Commit to ongoing racial equity training being mindful of ongoing and current issues.

of completed training per quarter

SF DCSS does not report to a board or commission.

Increased participation rate

7.2.3.
Develop a mentorship program between newer and more experienced board/commission members.

Increased board/commission retention

SF DCSS does not report to a board or commission.

Member experience satisfaction survey

ⁱ 2020 California Family Code, Division 17, Support Services [17000-17804], Chapter 1, Department of Child Support Services, Section 17303, Article 1, 1999, Ch. 478. Sec 1. Effective January 1, 2000.

ⁱⁱ 2020 California Family Code, Division 17, Support Services [17000-17804], Chapter 1, Department of Child Support Services, Section 17304, Article 3, 1999, Ch. 478. Sec 1. Effective October 12, 2001.

ⁱⁱⁱ San Francisco Board of Supervisor’s Ordinance Number 156-00, File Number 000858, Chapter 89-Department of Child Support Services, Sections 89.1 through 89.3, dated June 6, 2000.