

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

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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 essential duties of a department head is to lead an organization that is responsive and effective in delivering services to the community. The responsibility for promoting systemic racial equity does not rest solely with the accountability of bad actors but with a critical review of the collective system of policies and procedures by departmental leadership. We will begin our work in bold and courageous ways to undo institutional and structural racism.

The process of building our Racial Equity Action Plan, Phase I, has allowed our organization 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 along the way, we determined to create opportunities for everyone to succeed. 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 to have the right people and the right technology in place to adapt to the changing needs of our community. We intend to examine our recruitment practices to ensure that we are attracting the best workforce, developing our current workforce, and creating equitable delivery of parents' programmatic services. Meeting parents where they are so that our community can do business from home requires a responsive and responsible government agency that recognizes not everyone has the same access to technology. Still, all parents have a right to full service.

We recognize that this plan does not provide all the answers, but it does identify significant 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 make 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.

After twelve months of collaboration with staff throughout the Department, I am proud to submit our Racial Equity Action Plan. The plan includes actions to develop a more inclusive, innovative, and engaged workplace, understanding that on-going training and development opportunities for department employees were pivotal for its success. 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, adopting new technologies to meet the needs of a diverse client population, and allocating our resources effectively as possible. It strives to create a learning organization where employees own their growth and development. Management is accountable to encourage collaboration across all Department levels to address the complex issues of racism.

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. The State Legislature sought to address the lack of equity and uniformity in parental treatment by the child support program citing, "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 offices*[i]*."

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. It 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 wedlock*[ii]*."

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 Attorney^[iii]. This action transferred employees and other personnel who perform child support collection and enforcement services, changing the organizational culture from one rooted in the criminal justice system to a social helping system, a just and fair helping system.

Organizational Culture

The SFDCSS is committed to the well-being of children and families. The Department firmly believes that helping professions come to our work to help and not hurt. However, we also understand that we serve a multiracial county where 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 result from 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. That culture fostered policies that fed inequity in the treatment employees within the Department and the parents we serve.

The Family Support Bureau had strong ties to the criminal justice system, which colored the social messages that employees received about the families we serve. Court-ordered bench warrants and arrests were the norms with little to no interaction between the child support program employees and parents' responsibility 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 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 feared the child support program, ignored letters and summons' to appear in court, default, or presumed income court orders established without their participation.

While based on federal minimum wage in many cases, orders were outside of parents' ability to pay, and without parent participation, child support debt mounted quickly. Parents responsible for paying child support, primarily fathers, were criminalized, and there were heavy resistance and fear of personally interacting with parents. Parents received very little consideration, were "blamed" for their indebtedness, and were expected to "pull themselves up by their bootstraps" without considering their circumstances.

Employees of the Family Support Bureau were classified as "permanent exempt" and were "at-will" with little recourse.

Examining policies and procedures through a racial equity lens began FY2000 to uncover the policies, practices, and behaviors that sustain unequal outcomes despite "well-meaning" goals, and a desire to be deliberate and intentionally fair in developing and supporting our workforce and customers. Today, our staff is diverse and reflects the communities we serve. Labor unions represent all employees, and the Department has moved away from bench warrants and parents' incarceration 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 significant 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 procedures built over time can ingrain racism into the Department's culture to levels that are most likely covert.

The work ahead requires our willingness to be transparent, vulnerable, intentional, and deliberate about examining the impact of institutional and structural racism. What is needed - an examination of data that tracks 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, prospective employees, and our clients.

While overt actions of racism are 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 to dismantle racialized outcomes, how our program distributes benefits versus distributing burdens. The Department is accountable, versus individual accountability, of systems according to all our employees' support and delivering services to families.

[\[i\]](#) 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.

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?

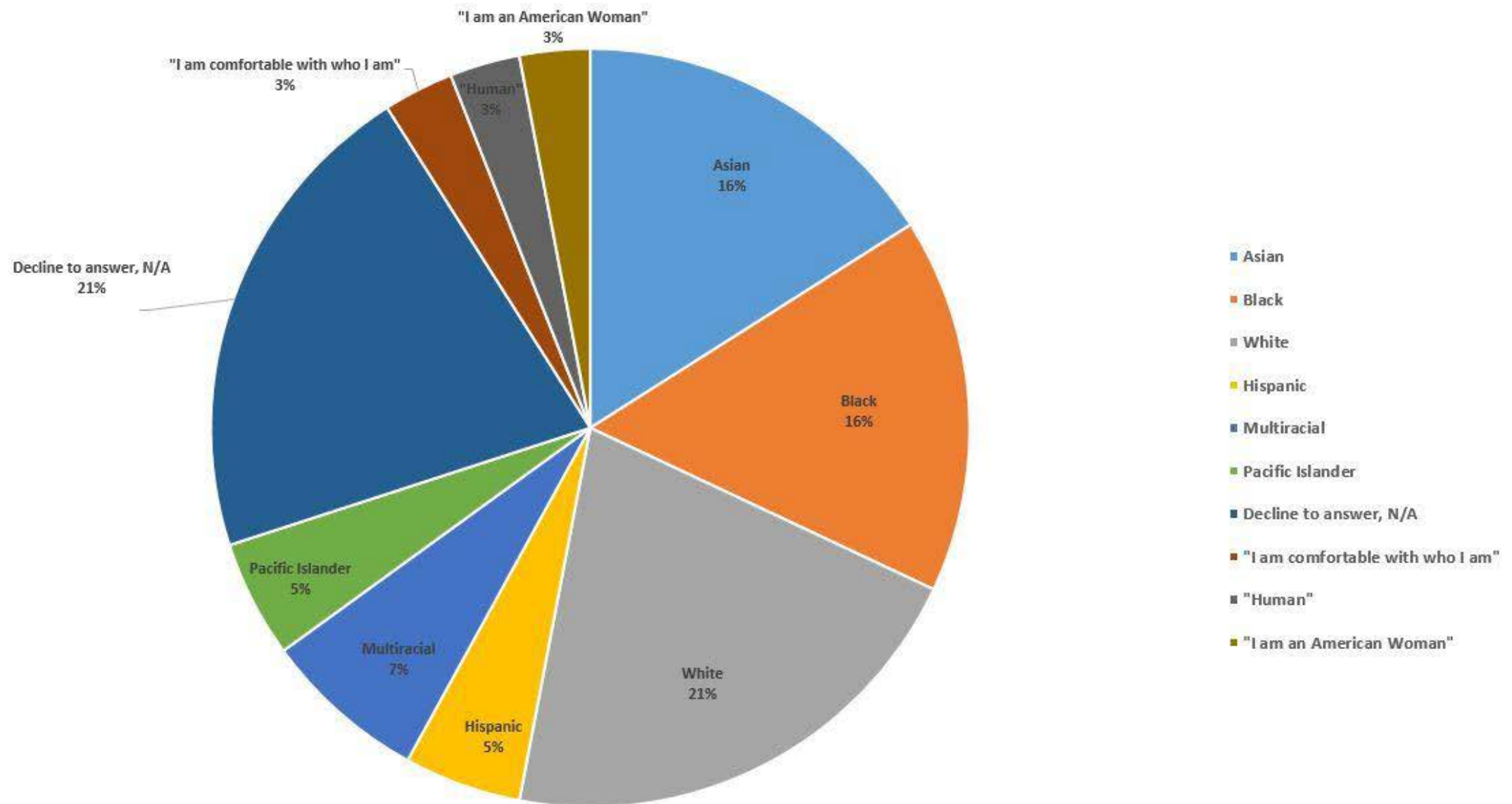
11. What classification are you? (e.g. 8158, 0922, etc.)

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	Department Personnel Officer	Barriers assessment is completed	Begin January 2021. Complete	Analyze recruitment efforts for the past five years using data provided by DHR and internal recruitment data to 1) Identify conditions and	Pending	DPO; Management Team

competitively apply to available positions, and 2) disallows current, competitive employees to apply.	(DPO), Management Team		initial assessment and provide analyses and recommendations by June 2021 to Executive Management.	barriers that prevent potential applicants from competing for available positions, and 2) take steps to enable current, competitive employees to apply.		
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	DPO; Management Team	Survey is administered annually Survey results are included in the department annual review	Administer survey by June 2021; provide results by August 2021	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.	On going	DPO; Management Team
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.	DPO and Racial Equity Leaders and Workgroup	Policy is created, implemented, and reviewed annually to maximize results	Begin January 2021. Implement by December 2021	The staff survey and five 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.	Pending	DPO and Racial Equity Leaders and Workgroup

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
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.	DPO; Outreach	Candidate pool is increasingly more diverse and referred from a variety of sources	Begin January 2021. Complete by December 2021	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.	Pending	DPO; Outreach
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.	DPO; Outreach	Candidate pool is increasingly more diverse and referred from a variety of sources	Begin January 2021. Complete by December 2021	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.	Pending	DPO; Outreach
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.		Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse	Ongoing	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.	Ongoing	DPO, Management team
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial		An increase in applicant pool more diverse life, education, and professional experiences	Begin January 2021; Complete	SF DCSS will support DHR and CCC efforts to review and minimum qualifications for city jobs, remove barriers to attracting diverse candidates	Ongoing	DPO, Management team

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.			December 2020	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.		
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		An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing	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. 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 without the department.	Ongoing	DPO, Management team
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.		An increase in applicant pool with more diverse life, education, and professional experiences	Begin June 2021; Complete December 2021	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. 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.	Pending	DPO, Management team, DHR, labor, supervisors, caseworkers
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		Candidate pool is increasingly more diverse and referred from a variety of sources	n/a	SF DCSS does not employ outside recruiters. Child support work is complex. The department uses internal subject matter experts to build recruitments.	n/a	

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

recruiters who bring an equity lens and culturally-competent skills to their work.

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
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	Management team and DPO	# of paid interns/fellows, increase annually or meets department needs/capacity	Begin January 2021. Complete December 2021	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 benefits. SF DCSS will continue to work with other city departments to support and encourage summer intern opportunities.	Pending	Management team and DPO
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.	Management Team and DPO	# of Opportunities for All placements and mentors	Ongoing	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.	Ongoing	Management team and DPO
1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District’s Career Pathways Program .	DPO	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	Begin with next trainee recruitment	SF DCSS does not operate a “feeder model” to recruit candidates for open positions. 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.	Pending	DPO

1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	DPO Management team	# of opportunities during internship/fellowship	Begin June 2021. Conclude August 2021.	SF DCSS will offer equity and inclusion training to its summer intern(s).	Pending	DPO and Management team
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.	DPO	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	Begin with next recruitment	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 recruitment processes and procedures. SF DCSS will implement beginning with its next recruitment.	Pending	DPO

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.	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.	Ongoing	DPO

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	DPO; Management team	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Ongoing	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.	Ongoing	DPO; Management Team
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Admin., DPO, IT	Tool created and implemented # of applicants increased Increased assistance to job seekers	Begin June 2021. Complete June 2022	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.	In Progress	DPO, IT and Admin teams
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	DPO	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Ongoing	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.	Ongoing	DPO
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.	DPO	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	Ongoing	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.	Ongoing	DPO

1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	DPO, designated trainers	All new hires are processed similarly regardless of position	Ongoing	SF DCSS has developed a formal and standardized training for all staff that includes an 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.	Ongoing	DPO and designated trainers
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	DPO and Racial Equity Leaders	Increase in number of diverse candidate pools Overall faster hiring times	TDB by DHR and CCC	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.	Pending efforts by DHR and CCC	DPO and Racial Equity Team

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.

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 volunteered through the DHR DSW survey with those who were requested/deployed. ³	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 disaggregated data of its DSWs. SF DCSS tracks	Ongoing	DPO

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

deployments and is required to report hours and cost to CA DCSS.

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.	Finance team	Budget analysis completed Strategies developed and published	Ongoing	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. 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.	Ongoing	Finance team
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.	DPO	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	Commenced November 2020 and ongoing	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.	Ongoing	DPO
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	DPO	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	Commenced November 2020 and ongoing	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.	Ongoing	DPO
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	DPO	Caretaking and safe transportation sections included in DSW deployment protocol	November 2020 and ongoing	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.	Ongoing	DPO

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
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	DPO, Racial Equity Leaders	Pay inequities are reduced and aligned annually after salary data is reviewed	Ongoing	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.	Ongoing	DPO, Racial Equity Leaders
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.	DPO, Racial Equity Leaders	Benefits provided are annually improved	Commence January 2020 with completion determined by DHR	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.	Pending	DPO, Racial Equity Leaders
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

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.	Ongoing	DPO, Management team, supervisors
2.3.2. Develop a formal and transparent process for raises and promotions.	DPO, Management team, supervisors	Increase in staff feedback about promotion and raise process	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.	Ongoing	DPO, Management team, supervisors

2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	DPO, Management team, supervisors	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	Ongoing	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.	Ongoing	DPO, Management team, supervisors
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.	DPO, Management team	Reversal of diversity drop-offs in 182x classifications	Ongoing	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.	Ongoing	DPO, Management team
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	DPO, Management team	Identify “dead end” classification and revise	Ongoing	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.	Ongoing	DPO, Management team

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
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	DPO	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	Ongoing	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.	Ongoing	DPO
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.	DPO	Create tracking mechanism Analyze data annually	Ongoing	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. 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.	Ongoing	DPO
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	DPO and Management team	# of trainings completed annually	Ongoing	All managers and supervisors will continue to receive training on bias, implicit bias and equitable	Ongoing	DPO and Management team

and compassionate discipline and separation practices.

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.	DPO and Management team	Human resources trained on alternative dispute resolution	Commence June 2021 and conclude December 2021	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.	Pending	DPO and Management team
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	DPO and Management team	Reduction of racial disparities in disciplinary actions	Ongoing	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 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.	Ongoing	DPO and Management team

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
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.	DPO and hiring managers	% increase in diverse leadership	Begin January 2021. Complete December 2022.	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.	Ongoing	DPO and hiring manager
4.1.2. Commit to ongoing racial equity training and development for leadership.	DPO and Management team	# of training & development completed by leadership per quarter	Ongoing	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.	Ongoing	DPO and Management team
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.	Pending	Management team
4.1.4.	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	Ongoing	DPO and Management team

Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.⁴

“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.

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 # of completed training	Ongoing	The DPO, Management and Supervisors will continue to identify formal online training for all staff within the DHR and CA DCSS provided applications Blackboard and Skillsport with an emphasis on professional development and career	Ongoing	DPO, Management team and supervisors

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.

5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Management team	# of attended, external conferences	Ongoing	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.	Ongoing	Management team
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	DPO, Management team and supervisors	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually	Ongoing	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.	Ongoing	DPO, Management team and supervisors
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.	Management team	# of staff participating in outside events or opportunities	Commence June 2021 and conclude December 2021	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 state grant requirements and fit within the	Pending	Management team

department's annual budget allocation from CA DCSS.

5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	DPO, Management team	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Commence June 2021 and conclude December 2021	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.	Pending	DPO, Management team
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5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	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.	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	Ongoing	DPO and Management team

employee survey to inform the mentorship program.

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
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.	DPO	Process developed % of staff aware of accommodation process # of accommodations made increased	Ongoing	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.	Ongoing	DPO
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	DPO and Management team	Accommodations discussed and recorded during bi-annual performance evaluation process	Ongoing	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.	Ongoing	DPO and Management team
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Management team	Improvement in overall staff mental health, increase in staff feedback	Ongoing	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.	Ongoing	Management team

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.	DPO and Management team	Assessment performed annually \$ set aside for accommodations Increase in staff awareness of accommodations	Ongoing	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.	Ongoing	Management team
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5.3.5. Respect religious and cultural practices of employees	DPO and Management team	Improvement in overall staff mental health	Ongoing	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.	Ongoing	DPO and Management team
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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 an organizational culture of inclusion and belonging.	DPO and Management Team	Department mission, policies, and procedures are updated and available	Begin January 2021 and conclude December 2021	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 needs of its employees. SF DCSS will review for	Pending	DPO and Management team

update and relevance to the evolving needs of staff and the changing dynamic of the child support program locally, statewide and nationally.

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.	DPO and Management team	Regular, scheduled meetings with RE Team to implement RE Action Plan	Ongoing	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.	Ongoing	DPO and Management team
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Management Team and DPO	RE Action Plan is published on department website	Ongoing	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.	Ongoing	Management team and DPO
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.	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.	Ongoing	DPO and Management team
6.1.6.	DPO and Management team	# of training, conference, or discussion regarding diversity,	Ongoing	The DPO and Management team will continue to provide staff with racial equity and implicit bias	Ongoing	DPO and Management team

Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.		equity, and inclusion completed by staff per quarter		training through DHR and the State DCSS training platforms: Blackboard and Skillsport.		
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	DPO and Management team	Annual survey with disaggregated data and feedback	Ongoing	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.	Ongoing	DPO and Management team
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	All staff	Increase in staff engagement	Commence June 2021 and conclude December 2021	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.	Pending	DPO and Management team

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Management team, IT, Supervisors	Increase in staff feedback, participation, and response to communications	Ongoing	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.	Ongoing	Management team, IT and Supervisors

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.	DPO and Management team	Ongoing staff participation and feedback	Ongoing	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.	Ongoing	DPO and Management team
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Management team, IT	Ongoing staff participation and feedback	Ongoing	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.	Ongoing	Management team and IT

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.	Ongoing	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

<p>6.3.3.</p> <p>Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.</p> <p>e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.</p>	DPO and Management team	<p>A plan for digital improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>	Ongoing	<p>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.</p>	Ongoing	DPO and Management team
<p>6.3.4.</p> <p>Invest in translation services.</p>	DPO and Management team	# Increase in translated materials	Completed	<p>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.</p>	Completed	DPO and Management team
<p>6.3.5.</p> <p>Encourage individual forms of inclusive identity expression.</p> <p>e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>	DPO and Management team	Increase in staff using inclusive identity expression, second nature	Ongoing	<p>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.</p>	Ongoing	DPO and Management team
<p>6.3.6.</p> <p>Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.</p>	DPO and IT	Accommodations information infused throughout department touchpoints (e.g., website, event announcements)	Ongoing	<p>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.</p>	Ongoing	DPO and IT

Provide closed-captioning by default

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

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.	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 footprint in the communities it serves. SF DCSS will continue to provide services to targeted	Ongoing	Management team and Outreach

communities to ensure child support services reach those families in greatest need in a meaningful way that meets their needs.

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

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
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.	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts Bylaws, rules of order or other procedures successfully amended	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. 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 diverse board/commission members % of board/commission retention Implementation of inclusive protocols		SF DCSS does not report to a board or commission.		

7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	# of completed training per quarter Increased participation rate	SF DCSS does not report to a board or commission.
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	Increased board/commission retention Member experience satisfaction survey	SF DCSS does not report to a board or commission.

Appendix A: SF DCSS Vulnerable Populations Engagement Assessment

Department of Child Support Services

Completed by:
Carol Beckett, Assistant Director
Caroline.beckett@sfgov.org

Date Updated:
12/16/2020

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
African American	African Americans comprises fifty-nine percent of the Department’s customers. The Department has a history of actively engaging with its African American customers in person at its main office, at court, at its satellite office located at the	59%	\$7,910,543.50	African American parents like all parents love and care about the well-being of their children. African American customers want culturally sensitive caseworkers who understand and are responsive to the unique needs of the community. Parents want a responsive child support program that actively listens and responds timely to their needs. Parents want child support orders that reflect their actual financial	The Department receives administrative direction from the California Department of Child Support Services and the Federal Office of Child Support Enforcement. The Department is funded by state and federal subvention and receives no county general fund dollars. The Department monitors its performance on a monthly basis using four key federal performance measures: establishment of paternity, establishment of support orders, current support collections and collections on

	<p>Human Services Agency and at community events such as Sunday Streets, Mo’Magic and B’Magic events and the annual Junteenth Festival. The Department also partners with the Sheriff’s Department and Adult Probation to provide justice involved customers with child support services to modify or establish orders. During COVID-19, the Department is following the Director of Public Health’s and the Governor’s orders to prevent the spread of COVID-19 in San Francisco. The Department is an essential services department and its employees are all essential service workers. The Department continues to dispose its early intervention model</p>			<p>circumstances. Parents want their child support payments to go to the parent receiving support and their children. Parents want knowledgeable, patient caseworkers capable of explaining the intricacies of the child support program in layperson’s terms. Parents want a child support program that addresses their individual circumstances, providing solutions to automated enforcement actions and ready access to available resources, such as employment services, court relief and free legal services. Parents want a child support program that treats them fair and equitably regardless of their situation or circumstance.</p>	<p>arrears. Statewide the Department is consistently in the top ten in collections on current support and collections on arrears. The Department distributes over twenty-five million dollars to San Francisco families each year. Surveys are distributed to customers on an ongoing basis and are used to assess and improve the Department’s processes and procedures. Customer complaints are monitored and tracked on a monthly basis to understand customer concerns and improve customer service through training and process improvement. A complaint resolution process through the State Department of Child Support Services allows customers to address their concerns about the handling of their child support case to an impartial ombudsperson with an avenue for resolution through a state hearing process before an administrative law judge.</p>
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	known as the Enhanced Parental Involvement Collaborative (EPIC) to engage parents in the early stages of child support order establishment to establish right-sized child support orders both parents can accept and guarantee much needed child support payments from the parent ordered to pay support to the family. The Department continues its work with the Human Services Agency and the Department of Public Health in the Families Rising Initiative offering same day, free of charge establishment of voluntary parenting time orders with child support orders. For orders in enforcement, the Department proactively releases driver's licenses and professional licenses				
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	<p>to those parents who are paying their child support but were submitted by the automated system for suspension due to a missed monthly payment. The Department is monitoring cases for follow-up where customers have requested a modification of their child support order due to a change of circumstance but have failed to return their paperwork to keep the order modification process in play. For parents who owe child support arrears, the Department actively promotes the State Department of Child Support Services Compromise of Arrears Program (COAP) to provide debt relief in addition to offering innovative arrears</p>				
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	<p>stipulations to a subset of qualifying parents. The Department continues to provide phone access to caseworkers Monday through Friday between the hours of 8:00 a.m. and 4:00 p.m. and twenty-four hours a day via the State Department of Child Support Services interactive voice response system (IVR). Customers may also self-serve twenty-four hours a day via Customer Connect and may also reach the Department via secure email. Effective April 2020, in collaboration with the Unified Family Court, the Department provides telephonic court appearances allowing customers to resolve their child support cases safely and timely to meet their rapidly changing financial situations. The</p>				
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	<p>Department is currently collaborating with the local court to implement virtual court hearings via the Bluejeans platform in fiscal year 2021. The Department is piloting Docusign with the State Department of Child Support Services and the Unified Family Court, to enable customers to quickly, safely and efficiently modify their child support orders without having to “attend” court. In the near future, the Department plans to offer virtual interviews to its customers regardless of their location via Zoom, Microsoft Teams or other platform. The Department continues to partner with the Treasurer Tax Collector’s Financial Justice Project to seek creative debt relief solutions for</p>				
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	customers who owe child support debt to the government due to receipt of public benefits to improve family relationships and provide financial coaching for stability and future success. The Department Head is committed to social justice, serving as an active board member on the Sentencing Commission and the Reentry Council and also attends the Family Violence Council meetings.				
Latinx	The Latinx community comprises twenty-three of the Department's customers. The Department's staff reflects the community it serves with 26% African American, 20% Latinx, 23% white, 16% Asian and 15% Filipinx representation. Thirty-one percent of	23%	\$3,083,771.20	Latinx parents like all parents love and care for the well- being of their children. Latinx customers want culturally sensitive caseworkers who can communicate with them in their native language. Parents want a responsive child support program that actively listens and responds timely to their needs. Parents want child support orders that reflect their actual financial circumstances. Parents want their child support payments to go to the parent	The Department receives administrative direction from the California Department of Child Support Services and the Federal Office of Child Support Enforcement. The Department is funded by state and federal subvention and receives no county general fund dollars. The Department monitors its performance on a monthly basis using four key federal performance measures: establishment of paternity, establishment of support orders, current support collections and collections on arrears. Statewide the Department is

	<p>caseworkers are bilingual Spanish, Chinese and Tagalog speakers. All state and local written materials are provided in English, Spanish and Chinese. The State Department of Child Support Services provides a language line with more than three hundred and thirty-three languages supported. Google Translate provides translation in twenty languages on the Department’s website. The Department has a history of actively engaging with its Latinx customers in person at its main office, at court, at its satellite office located at the Human Services Agency and at community events such as Sunday Streets and the annual Carnival celebration in the Mission District. The</p>			<p>receiving support and their children. Parents want knowledgeable, patient caseworkers capable of explaining the intricacies of the child support program in layperson’s terms. Parents want a child support program that addresses their individual circumstances, providing solutions to automated enforcement actions and ready access to available resources, such as employment services, court relief and free legal services. Parents want a child support program that treats them fair and equitably regardless of their situation or circumstance.</p>	<p>consistently in the top ten in collections on current support and collections on arrears. The Department distributes over twenty-five million dollars to San Francisco families each year. Surveys are distributed to customers on an ongoing basis and are used to assess and improve the Department’s processes and procedures. Customer complaints are monitored and tracked on a monthly basis to understand customer concern and improve customer service through training and process improvement. A complaint resolution process through the State Department of Child Support Services allows customers to address their concerns about the handling of their child support case to an impartial ombudsperson with an avenue to resolution through a state hearing process before an administrative law judge.</p>
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	<p>Department also partners with the Sheriff's Department and Adult Probation to provide justice involved customers with child support services to modify or establish orders. During COVID-19, the Department is following the Director of Public Health's and the Governor's orders to prevent the spread of COVID-19 in San Francisco. The Department is an essential services department and its employees are all essential service workers. The Department continues to dispose its early intervention model known as the Enhanced Parental Involvement Collaborative (EPIC) to engage parents in the early stages of child support order</p>				
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	<p>establishment to establish right-sized child support orders both parents can accept and guarantee much needed child support payments from the parent ordered to pay support to the family. The Department continues its work with the Human Services Agency and the Department of Public Health on the Families Rising Initiative offering same day, free of charge establishment of voluntary parenting time orders with child support orders. For orders in enforcement, the Department proactively releases driver's licenses and professional licenses to those parents who are paying their child support but were submitted by the automated system for suspension due to a missed monthly</p>				
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	<p>payment. The Department is monitoring cases for follow-up where customers have requested a modification of their child support order due to a change in circumstance but have failed to return their paperwork to keep the order modification process in play. For parents who owe child support arrears, the Department actively promotes the State Department of Child Support Services Compromise of Arrears Program (COAP) to provide debt relief in addition to offering innovative arrears stipulations to a subset of qualifying parents. The Department continues to provide phone access to caseworkers Monday through Friday between</p>				
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	<p>the hours of 8:00 a.m. and 4:00 p.m. and twenty-four hours a day via the State Department of Child Support Services interactive voice response system (IVR). Customers may also self-serve twenty-four hours a day via Customer Connect and may also reach the Department via secure email. Effective April 2020, in collaboration with the Unified Family Court, the Department provides telephonic court appearances allowing customers to resolve their child support cases safely and timely to meet their rapidly changing financial situations. The Department is currently collaborating with the local court to implement virtual court hearings via the Bluejeans platform in fiscal year 2021. The</p>				
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	<p>Department is piloting Docusign with the State Department of Child Support Services and the Unified Family Court, to enable customers to quickly, safely and efficiently modify their child support orders without having to “attend” court. In the near future, the Department plans to offer virtual interviews to its customers regardless of their location via Zoom, Microsoft Teams or other platform. The Department continues to partner with the Treasurer Tax Collector’s Financial Justice Project to seek creative debt relief solutions for customers who owe child support debt to the government due to receipt of public benefits to improve family relationships and provide</p>				
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	<p>financial coaching for stability and future success. The Department Head is committed to social justice, serving as an active board member on the Sentencing Commission and the Reentry Council and also attends the Family Violence Council meetings.</p>				
Chinese	<p>The Chinese community comprises thirteen percent of the Department's customers. The Department's staff reflects the community it serves with 26% African American, 20% Latinx, 23% white, 16% Asian and 15% Filipinx representation. Thirty-one percent of caseworker are bilingual Spanish, Chinese and Tagalog speakers. All state and local written materials are provided in English, Spanish and</p>	13%	\$1,743,001.10	<p>Chinese parents like all parents love and care about the well- being of their children. Chinese customers want culturally sensitive caseworkers who can communicate with them in their native language. Parents want a responsive child support program that actively listens and responds timely to their needs. Parents want child support orders that reflect their actual financial circumstances. Parents want their child support payments to go to the parent receiving support and their children. Parents want knowledgeable, patient caseworkers capable of explaining the intricacies of the child support program in layperson's terms. Parents want a child support program that addresses</p>	<p>The Department receives administrative direction from the California Department of Child Support Services and the Federal Office of Child Support Enforcement. The Department is funded by state and federal subvention and receives no county general fund dollars. The Department monitors its performance on a monthly basis using four key federal performance measures: establishment of paternity, establishment of support orders, current support collections and collections on arrears. Statewide the Department is consistently in the top ten in collections on current support and collections on arrears. The Department distributes over twenty-five million dollars to San Francisco families each year. Surveys are distributed to customers on an ongoing basis and are used to assess and</p>

	<p>Chinese. The State Department of Child Support Services provides a language line with more than three hundred and thirty-three languages supported. Google Translate provides translation in twenty languages on the Department's website. The Department has a history of actively engaging with its Chinese customers in person at its main office, at court, at its satellite office located at the Human Services Agency and at community events such as Sunday Streets and the annual Lunar New Year Parade in Chinatown. The Department also partners with the Sheriff's Department and Adult Probation to provide justice involved customers with child</p>			<p>their individual circumstances, providing solutions to automated enforcement actions and ready access to available resources, such as employment services, court relief and free legal services. Parents want a child support program that treats them fair and equitably regardless of their situation or circumstance.</p>	<p>improve the Department's processes and procedures. Customer complaints are monitored and tracked on a monthly basis to understand customer concerns and improve customer service through training and procedural change. A complaint resolution process through the State Department of Child Support Services allows customers to address their concerns about the handling of their child support case to an impartial ombudsperson with an avenue to resolution through a state hearing process before an administrative law judge.</p>
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	<p>support services to modify or establish orders. During COVID-19, the Department is following the Director of Public Health's and the Governor's orders to prevent the spread of COVID-19 in San Francisco. The Department is an essential services department and its employees are all essential service workers. The Department continues to dispose its early intervention model known as the Enhanced Parental Involvement Collaborative (EPIC) to engage parents in the early stages of child support order establishment to establish right-sized child support orders both parents can accept and guarantee much needed child support payments</p>				
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	<p>from the parent ordered to pay support to the family. The Department continues its work with the Human Services Agency and the Department of Public Health on the Families Rising Initiative offering same day, free of charge establishment of voluntary parenting time orders with child support orders. For orders in enforcement, the Department proactively releases driver's licenses and professional licenses to those parents who are paying their child support but were submitted by the automated system for suspension due to a missed monthly payment. The Department is monitoring cases for follow-up where customers have requested a modification</p>				
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	<p>of their child support order due to a change in circumstance but have failed to return their paperwork to keep the order modification process in play. For parents who owe child support arrears, the Department actively promotes the State Department of Child Support Services Compromise of Arrears Program (COAP) to provide debt relief in addition to offering innovative arrears stipulations to a subset of qualifying parents. The Department continues to provide phone access to caseworkers Monday through Friday between the hours of 8:00 a.m. and 4:00 p.m. and twenty-four hours a day via the State Department of Child Support Services interactive voice</p>				
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	<p>response system (IVR). Customers may also self-serve twenty-four hours a day via Customer Connect and may also reach the Department via secure email. Effective April 2020, in collaboration with the Unified Family Court, the Department provides telephonic court appearances allowing customers to resolve their child support cases safely and timely to meet their rapidly changing financial situations. The Department is currently collaborating with the local court to implement virtual court hearings via the Bluejeans platform in fiscal year 2021. The Department is piloting Docusign with the State Department of Child Support Services and the Unified Family Court, to enable customers to</p>				
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	<p>quickly, safely and efficiently modify their child support orders without having to “attend” court. In the near future, the Department plans to offer virtual interviews to its customers regardless of their location via Zoom, Microsoft Teams or other platform. The Department continues to partner with the Treasurer Tax Collector’s Financial Justice Project to seek creative debt relief solutions for customers who owe child support debt to the government due to receipt of public benefits to improve family relationships and provide financial coaching for stability and future success. The Department Head is committed to social justice, serving as an active board member</p>				
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	on the Sentencing Commission and the Reentry Council and also attends the Family Violence Council meetings.				
Filipinx	The Filipinx community comprises five percent of the Department's customers. The Department's staff reflects the community it serves with 26% African American, 20% Latinx, 23% white, 16% Asian and 15% Filipinx representation. Thirty-one percent of caseworkers are bilingual Spanish, Chinese and Tagalog speakers. All state and local written materials are provided in English, Spanish and Chinese. The State Department of Child Support Services provides a language line with more than three hundred and thirty-three	5%	\$670,385.05	Filipinx parents like all parents love and care about the well- being of their children. Filipinx customers want culturally sensitive caseworkers who can communicate with them in their native language. Parents want a responsive child support program that actively listens and responds timely to their needs. Parents want child support orders that reflect their actual financial circumstances. Parents want their child support payments to go to the parent receiving support and their children. Parents want knowledgeable, patient caseworkers capable of explaining the intricacies of the child support program in layperson's terms. Parents want a child support program that addresses their individual circumstances, providing solutions to automated enforcement actions and ready access to available resources, such as employment services, court relief and free legal services. Parents want a child	The Department receives administrative direction from the California Department of Child Support Services and the Federal Office of Child Support Enforcement. The Department is funded by state and federal subvention and receives no county general fund dollars. The Department monitors its performance on a monthly basis using four key federal performance measures: establishment of paternity, establishment of support orders, current support collections and collections on arrears. Statewide the Department is consistently in the top ten for collections on current support and collections on arrears. The Department distributes over twenty-five million dollars to San Francisco families each year. Surveys are distributed to customers on an ongoing basis and are used to assess and improve the Department's processes and procedures. Customer complaints are monitored and tracked on a monthly basis to understand customer concern and improve customer service through training and procedure change. A complaint resolution process through the State

	<p>languages supported. Google Translate provides translation in twenty languages on the Department’s website. The Department has a history of actively engaging with its Filipinx customers in person at its main office, at court, at its satellite office located at the Human Services Agency and at community events such as Sunday Streets and the annual Pistahan Parade and Festival. The Department also partners with the Sheriff’s Department and Adult Probation to provide justice involved customers with child support services to modify or establish orders. During COVID-19, the Department is following the Director of Public Health’s and the Governor’s orders to</p>			<p>support program that treats them fair and equitably regardless of their situation or circumstance.</p>	<p>Department of Child Support Services allows customers to address their concerns about the handling of their child support case to an impartial ombudsperson with an avenue to resolution through a state hearing process before an administrative law judge.</p>
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	<p>prevent the spread of COVID-19 in San Francisco. The Department is an essential services department and its employees are all essential service workers. The Department continues to dispose its early intervention model known as the Enhanced Parental Involvement Collaborative (EPIC) to engage parents in the early stages of child support order establishment to establish right-sized child support orders both parents can accept and guarantee much needed child support payments from the parent ordered to pay support to the family. The Department continues its work with the Human Services Agency and the Department of Public</p>				
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	<p>Health on the Families Rising Initiative offering same day, free of charge establishment of voluntary parenting time orders with child support orders. For orders in enforcement, the Department proactively releases driver's licenses and professional licenses to those parents who are paying their child support but were submitted by the automated system for suspension due to a missed monthly payment. The Department is monitoring cases for follow-up where customers have requested a modification of their child support order due to a change in circumstance but have failed to return their paperwork to keep the order modification process in play. For</p>				
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	parents who owe child support arrears, the Department actively promotes the State Department of Child Support Services Compromise of Arrears Program (COAP) to provide debt relief in addition to offering innovative arrears stipulations to a subset of qualifying parents. The Department continues to provide phone access to caseworkers Monday through Friday between the hours of 8:00 a.m. and 4:00 p.m. and twenty-four hours a day via the State Department of Child Support Services interactive voice response system (IVR). Customers may also self-serve twenty-four hours a day via Customer Connect and may also reach the Department via secure email. Effective				
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	<p>April 2020, in collaboration with the Unified Family Court, the Department provides telephonic court appearances allowing customers to resolve their child support cases safely and timely to meet their rapidly changing financial situations. The Department is currently collaborating with the local court to implement virtual court hearings via the Bluejeans platform in fiscal year 2021. The Department is piloting Docusign with the State Department of Child Support Services and the Unified Family Court, to enable customers to quickly, safely and efficiently modify their child support orders without having to “attend” court. In the near future, the Department plans to</p>				
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	<p>offer virtual interviews to its customers regardless of their location via Zoom, Microsoft Teams or other platform. The Department continues to partner with the Treasurer Tax Collector’s Financial Justice Project to seek creative debt relief solutions for customers who owe child support debt to the government due to receipt of public benefits to improve family relationships and provide financial coaching for stability and future success. The Department Head is committed to social justice, serving as an active board member on the Sentencing Commission and the Reentry Council and also attends the Family Violence Council meetings.</p>				
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Domestic Violence Survivors	Domestic violence survivors comprise a subset of all the Department's identified vulnerable populations. Within the 13% identified from the entire caseload the representation of families of color is as follows: African American: 28%, Latinx: 47%, Chinese: 5%, Filipino: 5%. The child support program developed the Family Violence Indicator (FVI) for case managers to flag cases of domestic violence where the enforcement of child support obligations may be dangerous. The Department experienced unprecedented growth in the number of clients who are exposed to family violence: in 2009, the Department served 391 clients exposed to family violence; in July of	13%	1,743,001.10	Parents who are survivors of domestic violence want to receive their child support in a safe and confidential manner. These parents need a child support program that is sensitive to their trauma, respects their concerns surrounding confidentiality and serves as a safe, impartial agency between themselves and the other parent. The Department is committed to the ongoing education of its employees to recognize the signs of domestic violence as victims of violence may not always freely share their experiences due to shame or fear of retaliation.	The Department receives administrative direction from the California Department of Child Support Services and the Federal Office of Child Support Enforcement. The Department is funded by state and federal subvention and receives no county general fund dollars. The Department monitors its performance on a monthly basis using four key federal performance measures: establishment of paternity, establishment of support orders, current support collections and collections on arrears. Statewide the Department is consistently in the top ten for collections on current support and collections on arrears. The Department distributes over twenty-five million dollars to San Francisco families each year. Three million of these dollars goes directly to parents who are survivors of domestic violence. The Department Head participates in the Family Violence Council Meetings and works closely with Family Violence Consortium leadership on issues important to the survivor community. Surveys are distributed to customers on an ongoing basis and are used to assess and improve the Department's processes and procedures. Customer complaints are monitored and tracked on a monthly basis to understand customer concern and improve customer service through training and procedure change. A complaint resolution process through the State
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	<p>2011, there were 1,901 open cases flagged for family violence. In response, the Department has trained caseworkers and attorneys to communicate effectively with survivors and perpetrators of domestic violence, and to work with parents paying support to secure child support for the parent receiving support safely. The case management response for cases assigned to the domestic violence prevention initiative focused on providing the parent paying support with increased levels of outreach, education, and a structured case management model that promoted a commitment to child support payments and reduced the likelihood of violence.</p>				<p>Department of Child Support Services allows customers to address their concerns about the handling of their child support case to an impartial ombudsperson with an avenue to resolution through a state hearing process before an administrative law judge.</p>
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	<p>Parents paying support were educated on their rights and responsibilities with the child support program understanding that intimidation, threats of retaliation would not be tolerated and would require the Department to refer the matter to the District Attorney, or Adult Probation for revocation of probation. Parents were briefed prior to any action that the Department would take on the case reducing surprise and concern that feed frustration.</p> <p>For those who were struggling and required employment assistance, referrals were made to collaborating community-based organizations.</p>				

Appendix B: SF DCSS Workforce Demographic Data

SF DCSS staff is diverse and reflects the diversity of the families it serves. The current workforce demographics for DCSS are as follows:

Asian: 16%
Black: 26%
Filipinx: 15%
Latinx: 20%
White: 23%

SF DCSS is committed to recruiting and retaining a diverse, highly qualified and culturally competent workforce to provide essential child support services while approaching case management in a holistic manner that addresses the needs of the entire family. SF DCSS seeks to recruit employees who share its commitment to provide equitable, family-centric and trauma informed services to parents and guardians regardless of their circumstance. SF DCSS new hire demographic data for 2017 to present is as follows:

Asian	6
Black	8
Latinx	2
White	5

From the eight total listed above, six (6) African Americans, two (2) Latinx , one (1) Asian and one (1) White were hired into journey level caseworker positions.

SF DCSS is diverse in its leadership ranks and through its Strategic Plan, Racial Equity Action Plan and mentorship program, seeks to recognize, encourage and grow future diverse leaders from within the department. SF DCSS current leadership demographic data is as follows:

African American: 33%
Latinx: 33%
White: 33%

SF DCSS is diverse in its front line supervisor and lead ranks, but realizes there is more work to be done in at these levels to align the percentages on a linear plane. SF DCSS current supervisor and lead demographic data is as follows:

African American: 11%
Latinx: 22%
White: 17%
Filipinx: 11%
Asian: 39%

Parents Paying Support (PPS) are primarily Black and Latinx men and comprise more than 90% of this demographic. SF DCSS will seek to further diversify its workforce by recruiting Black and Latinx men into its caseworker and supervisor ranks. DCSS current male workforce demographic data is as follows:

Current Male Employees by Race				
White	Black	Hispanic	Asian	Filipino
5	3	3	5	4

