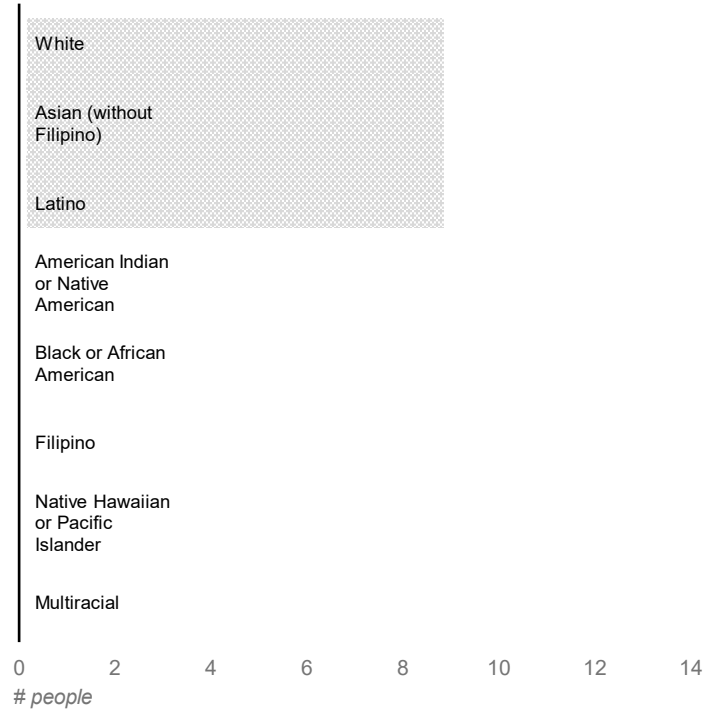


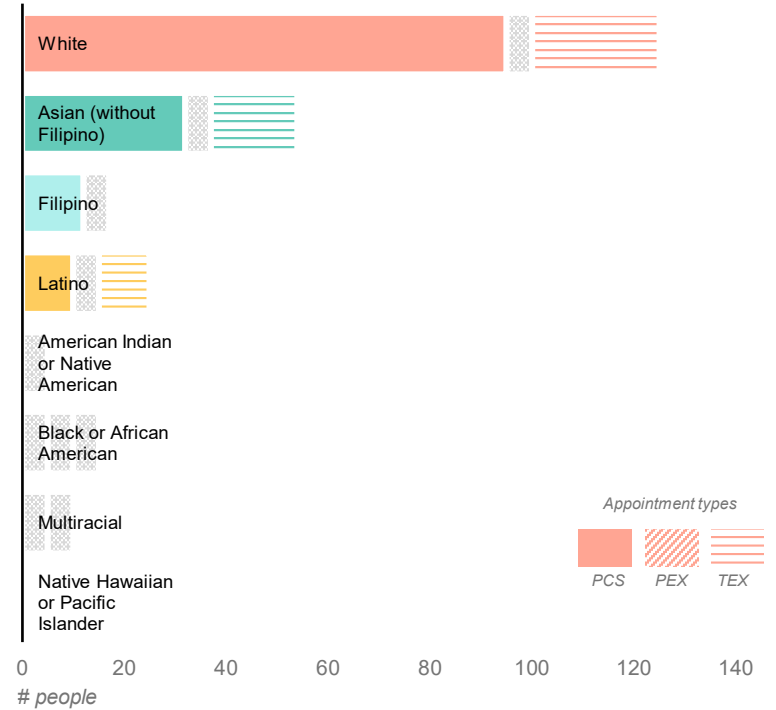
2022 Annual Report to Office of Racial Equity

ORE provided data

CPC: Senior management demographics (MCCP)

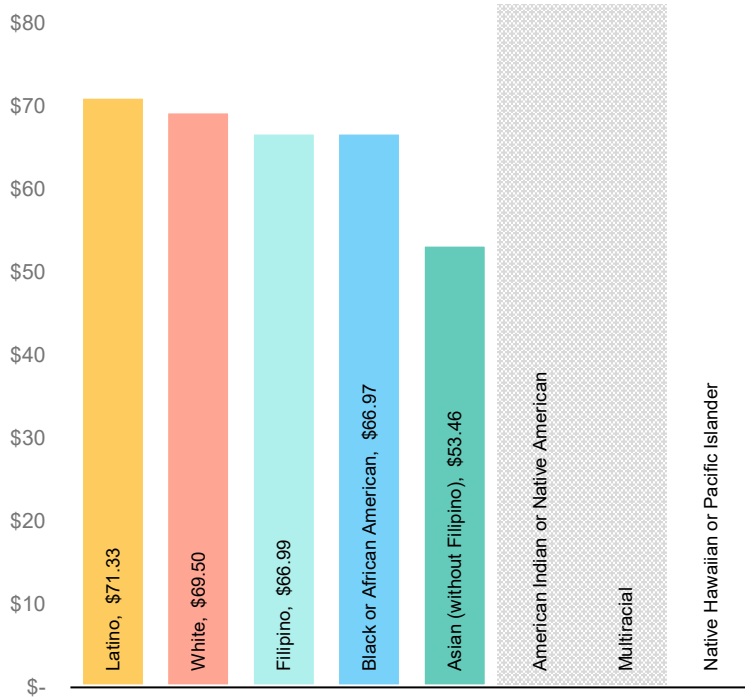


CPC: Overall department demographics



ORE provided data

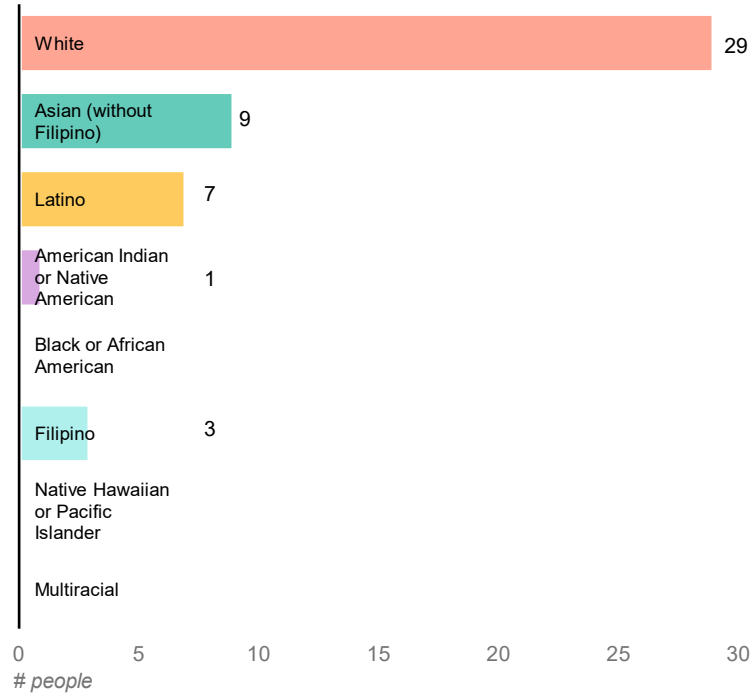
CPC: Average hourly pay for all employees



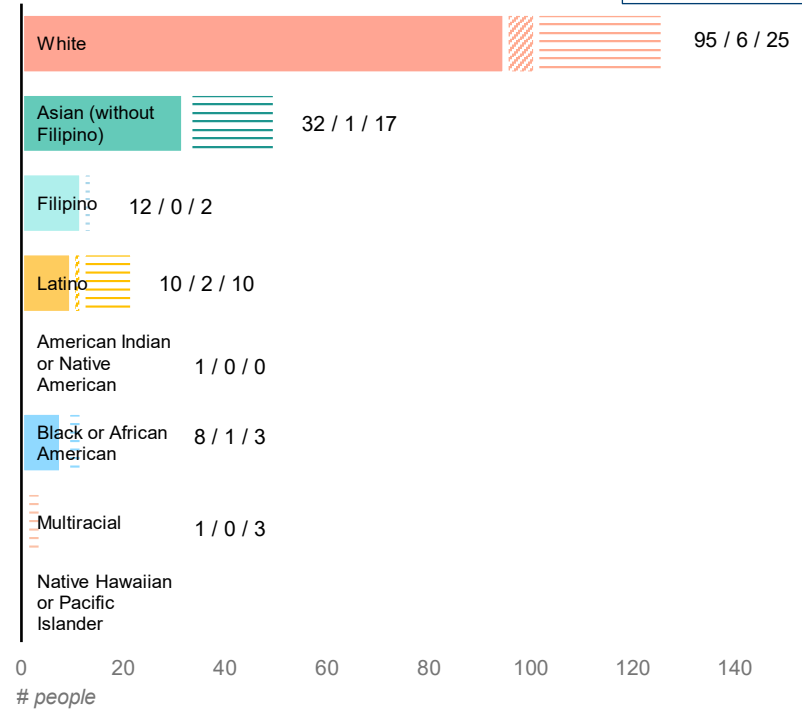
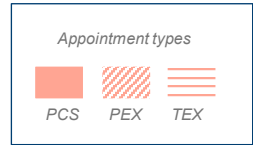
CPC: Number of terminations, promotions, new hires



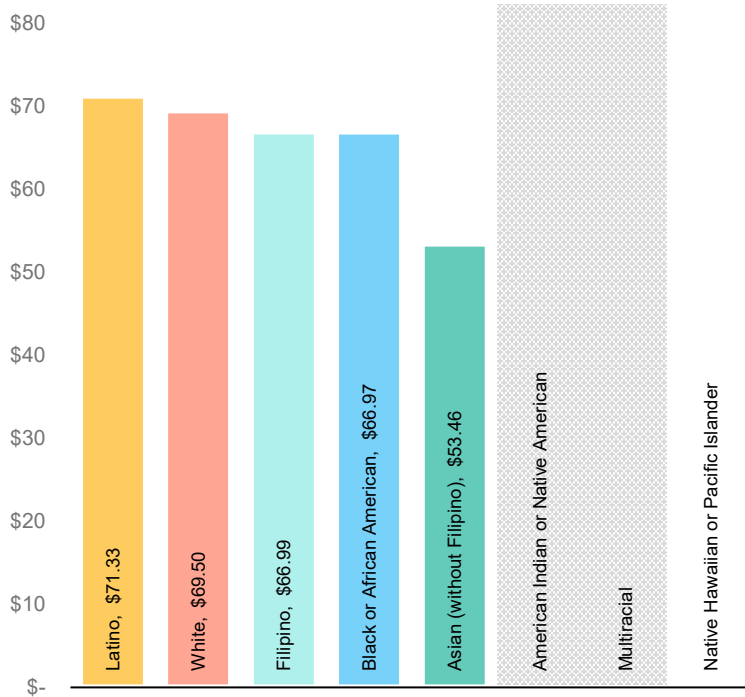
CPC: Management demographics (Job classifications 0931, 0941, 0953, 0964, 0923, 0931,1043, 1244, 1825, 1827, 5283, 5293, 5299, 5502, 9251, 9252)



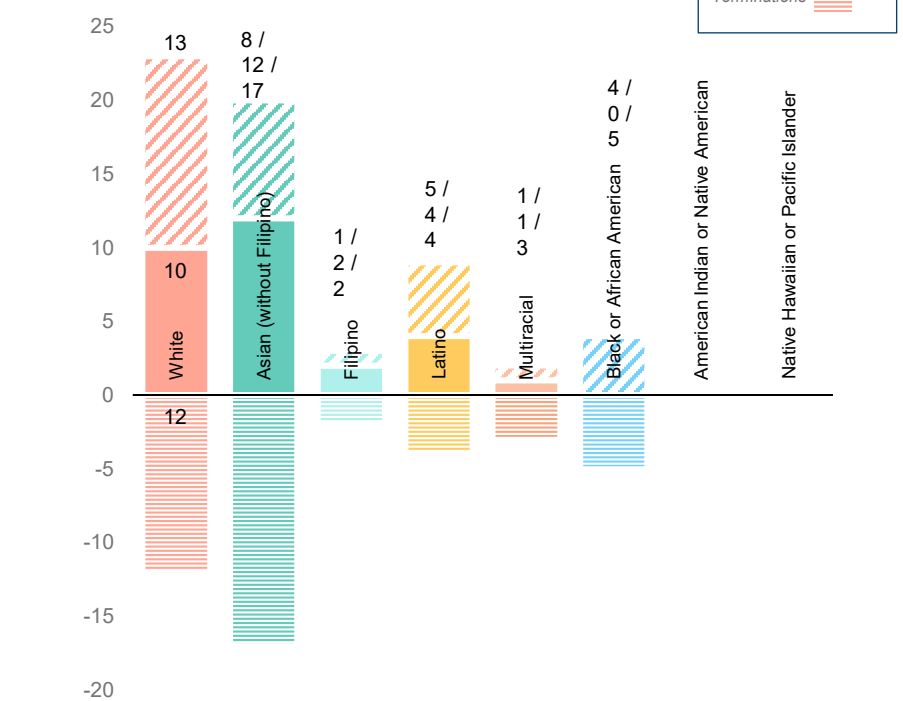
CPC: Overall department demographics



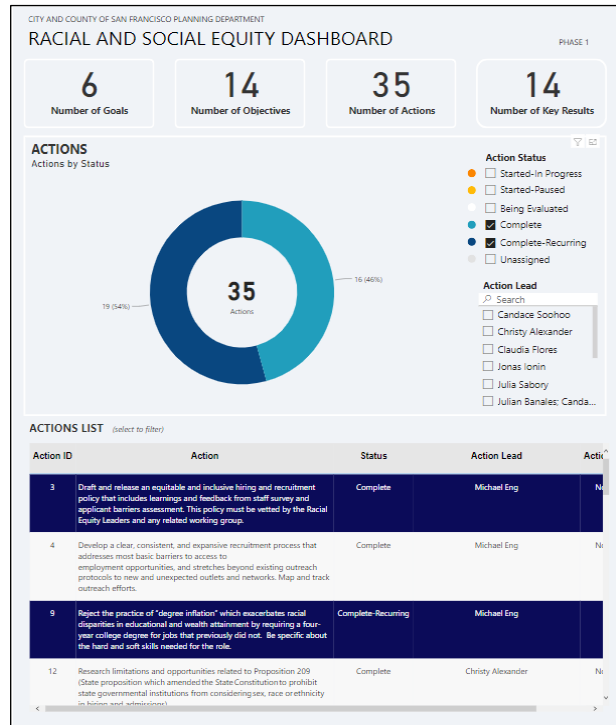
CPC: Average hourly pay for all employees



CPC: Number of terminations, promotions, new hires



Planning Department – RSE Plan Action Tracking

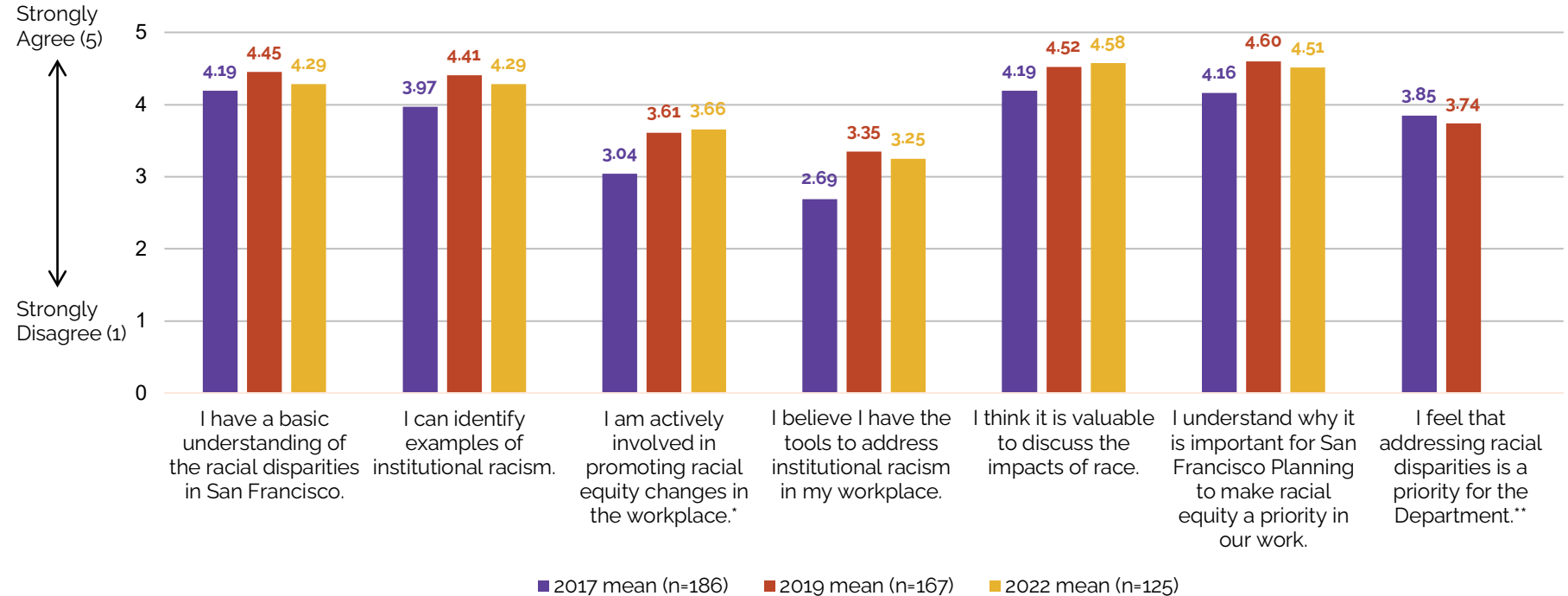


The Department launched an internal data dashboard in January 2023 as part of our tracking and accountability for the Phase 1 plan.

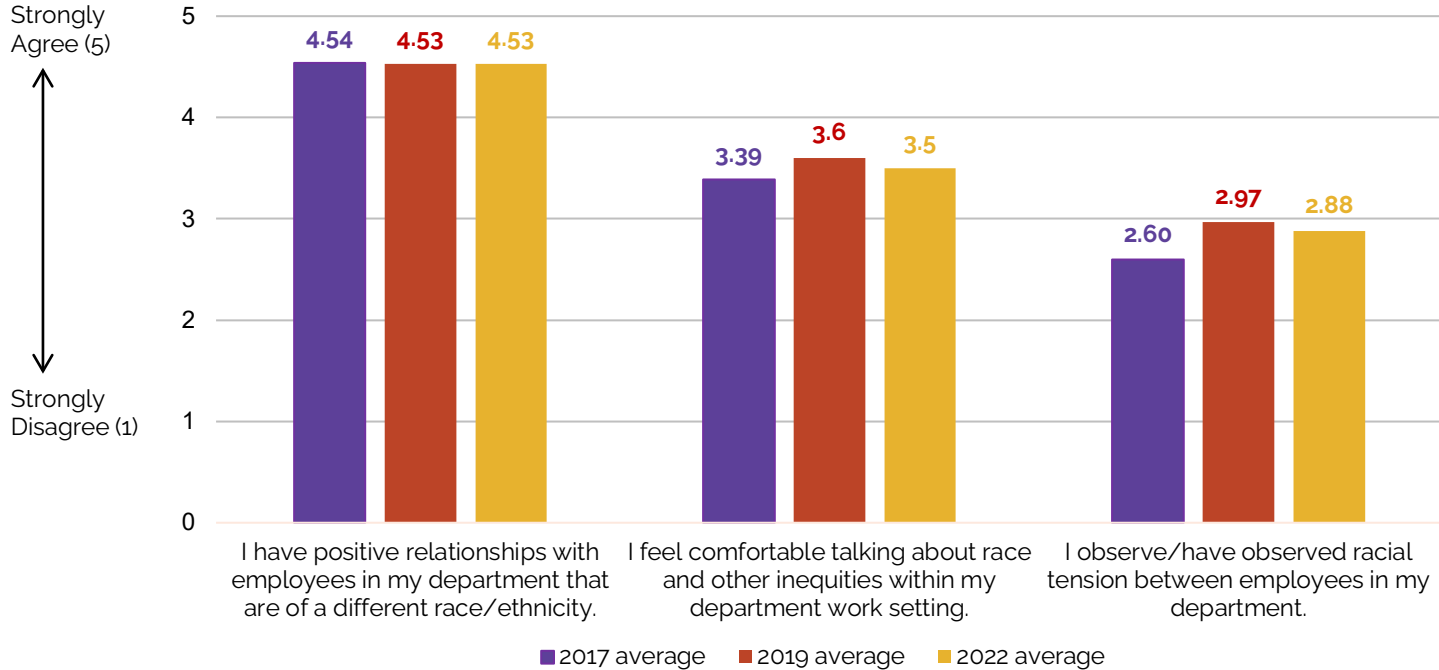
As of January 2023, Planning has completed 35 of the 115 actions, with 70 underway.

Each Action Lead can update their action's status and any notes on implementation outcomes, successes and challenges.

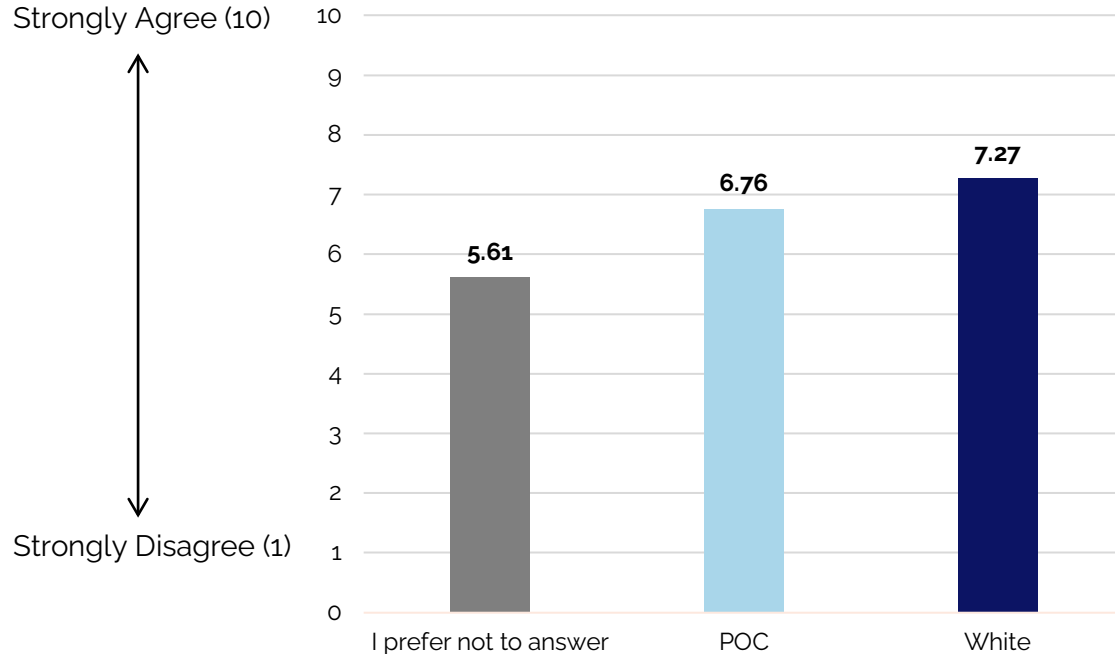
Staff Culture Survey - Thoughts and Understanding of Equity



Staff Culture Survey - Workplace Experiences

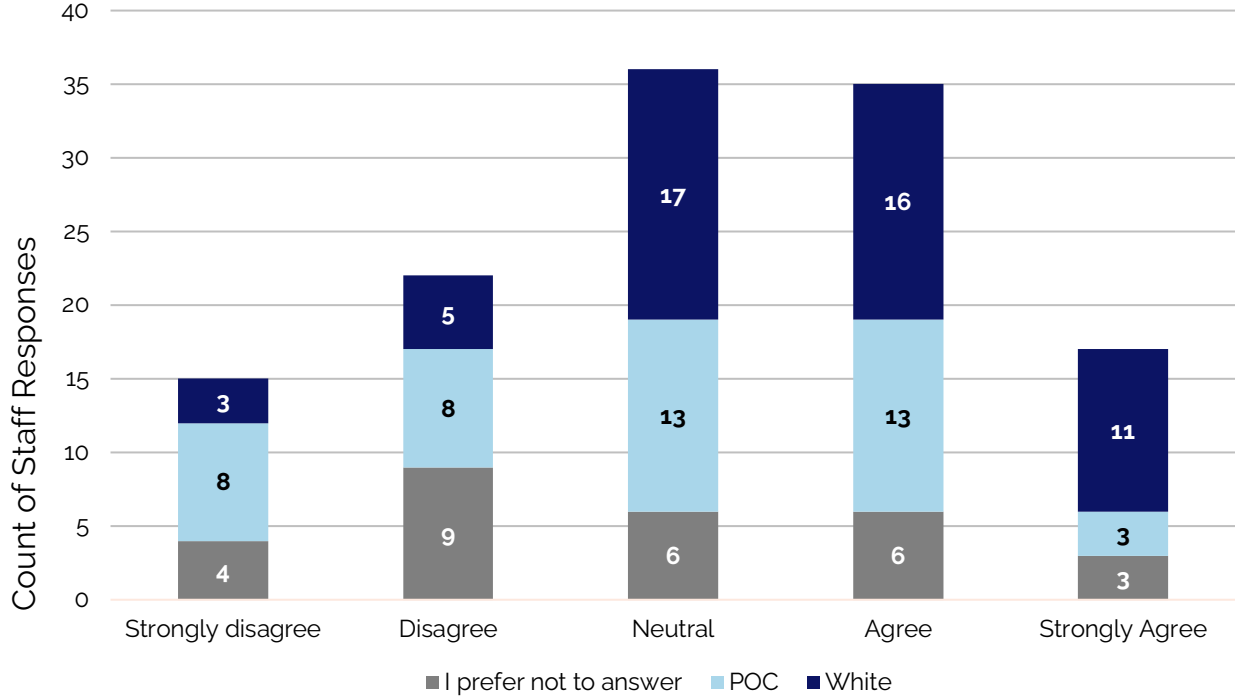


Staff Culture Survey – Job Satisfaction (2022)



On a scale of 1-10 (1 being not satisfied and 10 being satisfied), the average staff satisfaction with working for the organization was **6.7**.

Staff Culture Survey – Perception of Fairness in Promotive Opportunities Regardless of Race, Ethnicity, Gender, or Sexual Orientation (2022)



52% of White staff agreed or strongly agreed opportunities for promotion were equitably accessible;

Only 36% who identifies as staff of color agreed or strongly agreed.

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

- Development and Adoption *Equitable and Inclusive Hiring and Recruitment practices* – for full time staff and intern positions.
 - Why: Objectives 1.2 and 1.3 of the Phase 1 Plan were top 3 priorities for staff across the department from 2021 all-staff poll.
 - What: An Internal Working Group of 12 staff researched best practices and developed the Guidelines, which focus on increasing transparency for applicants, panelists, and hiring managers. Intern hiring criteria favored local knowledge of equity communities.
 - Outcome: Guidelines were formally adopted in July 2022 and are being implemented now. Success will be measured on an on-going basis, against our indicators regarding a more diverse work force and intern cohort.
 - Follow up: Tracking systems (including a hiring manager checklist) will be put in place to support implementation and accountability.

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

- Development and Adoption of the *Promotions, Retentions, and Professional Development Standards and Guidelines*
 - Why: Objective 2.3 of the Phase 1 Plan was a top 3 priority for staff across the department based on 2021 all-staff survey.
 - What: The same Internal Working Group as the hiring guidelines developed this standards and guidelines document to ensure staff feel supported to grow and advance with adequate resources and mentorship; and to give managers clear guidance on equitable promotion practices.
 - Outcome: Adopted in August 2022, guidelines will serve as a roadmap for both staff and managers to more equitable support professional development. Success will be measured through our data dashboard.
 - Follow up: In 2023, we'll start a mentorship program and track which staff take advantage of professional development opportunities through a tracking system.

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

- Staff survey data collection, tracking, and department-wide training to address culture of belonging and racial equity competencies
 - Why and What: Per action 6.1.7, the department conducted our third staff survey in Spring 2022 to assess department's commitment to an organizational culture of inclusion and belonging. Results were reported out in October 2022.
 - Outcome: We built and released, in January 2023, a data dashboard to capture progress on the Action Plan and transparently report survey results to staff. The internal Dashboard includes actions statuses, staff survey data, and key metrics data reporting.
 - Follow up: We will refine dashboard to prepare it for public launch, similar to SFMTA's RE Action Plan Tracking Dashboard.

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

- Budget Equity Tool, year 3: Examining what resources are allocated to equity
 - What: The Department developed a budget equity tool in 2020, refined it in 2021. This year in addition to applying the budget tool, the department hosted a series of workshops to brainstorm ways staff could further center the work program on equity and get staff input on the budget process. This involved staff from all levels.
 - Why: The Planning and Historic Preservation Commissions' 2020 Equity resolutions called on the department to center its work program and resource allocation on racial equity. In order to analyze and record what resources center equity, we continue to refine the Tool.
 - Outcomes: Every year, we report to the Commissions what percent and what work programs center equity and how we are building on the baseline.
 - Follow up: final refinements to the tool, additional ideas from the workshops influencing next budget season, as well as ideas that will be part of the final Phase 2 Plan.

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

- Revise minimum qualifications to allow for Planner-series and other relevant classifications applicants without an advanced degree and with equivalency for work experience to qualify.
 - Why: A 2021 all-staff poll revealed Objective 1.2 as a top 3 priority for staff across the department. The above practice is specifically mentioned in Action 1.2.3. This is the last of the top 3 priorities to be implemented.
 - Steps: Starting this spring, Deputy Director-level staff will work with HR Manager to participate in citywide, ongoing conversations with DHR and ORE regarding citywide, civil service, union-related items through Workforce Equity working group or task force. Staff will provide some analysis and research best practices.
 - Support needed: Connecting with the Workforce Equity working group or citywide conversations to coordinate this effort across agencies since the planner series is shared.
 - Success would look like: updated Minimum Qualifications on next round of Planner-series list development and job postings.

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

- *Separations + Discipline actions and data*
 - Why: This is a natural follow up to the implementation of our *Equitable and Inclusive Hiring and Recruitment practices and Promotions, Retentions, and Professional Development Standards and Guidelines*. If we are recruiting a diverse workforce, we have to ensure a good and equitable employment and evaluation experience.
 - Steps: Starting this spring, collect, analyze, and internally report separations, terminations, and discipline data disaggregated by race/ethnicity, gender, age, or tenure. Preliminary separations data has been analyzed. Research best practices on this topic.
 - Support needed: Partner with ORE and DHR, or task force, to get data or suggested analyses/disaggregation of data to do in order to see the full picture.
 - Success would look like: establish and report on baseline years data, trends analysis, set targets and begin researching solutions.

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

- *Tools for Commissions (RSE Assessment tools, sunshine, translations)*
 - Why: A major area of influence for both internal and external work is in our Commissions, which make decisions about land use on a weekly basis. Commissions is also one place where we interact with and hear from the public most frequently. Commissions is Goal 7 of the Plan.
 - Steps: Our Commission has already passed a resolution to center racial equity in planning work, and they read the Ramaytush Ohlone land acknowledgement each week. The commission requires more tools for supporting translation, sunshine requests and Commissioners employing a racial and social equity assessment or analysis in their decision making. Commissioners were also offered a training on equitable decision-making through DHR, in collaboration with Public Works
 - Support needed: Connecting Commission Secretaries across the City to discuss current issues and potential solutions.
 - Success would look like: a tool used by all City Commissions consistently to support equitable decision-making with clear metrics to track.

Resources

- [SF Planning - Phase 1 Plan \(Dec 2020\)](#)
- [SF Planning – Phase 1 Plan - 2021 ORE Evaluation](#)
- [SF Planning - Phase 1 Plan 2021 Progress Report \(May 2022\)](#)



Staffing plan template

[Click here to access the Planning Department's Staffing Plan](#)
