Human Resources Update: FY2017-18

Department of Public Health
Health Commission
May 21, 2019
Key Components

- Equity at HR:
  - Current status
  - Future plan

- FY17-18 HR updates:
  - Merit and Recruitment
  - Operations
  - People Development
  - EEO Programs (EEO & ADA)
  - Labor Relations
  - Payroll

- Key Initiatives in FY18-19
**Equity at HR: A Framework**

**HR is here**
- Leadership commitment
- Foundational equity trainings for all HR staff
- Learn from equity partners across CCSF
- People Development Team to lead internal and external HR equity initiatives
- Equity trainings & tools for HR staff

**Normalize**
- A shared analysis and definitions
- Urgency / prioritize

**Operationalize**
- Use racial equity tool
- Data to develop strategies and drive results
- Benefit-Burden assessment of HR policies & procedures
- Revise/ strengthen HR functions from equity lens

**Organize**
- Internal infrastructure
- Partnerships

Source: Best Practices to Advance Racial Equity. Government Alliance on Race and Equity & Center for Social Inclusion
Small steps toward an equitable HR

Workforce Recruitment & Hiring:

- Two recruiters that focus on diversifying pathways

- Fair and Equal Hiring Memo and Practices
  - Implicit Bias video
  - Diverse interview panels

- Rule of the List
Small steps toward an equitable HR

Workforce Development:

- HR Career Coach
- HR trainings on career advancement and test prep
- HR Management Coaching and Buddy Program for new managers
- HR partnership with Mayor’s *Opportunities for All* internship program
HR trainings on equity, inclusion and diversity

✓ Trained and consulted 500+ managers and staff through various trainings

2019 HR Brown Bag Series:
- Advancing Diversity, Inclusion and Equity at DPH (for managers)
- Bullying in the Workplace: Identify, Address, Report
- Effective Communication for Teams
- Managing your Power (for managers)

2019 Bi-Monthly Learning & Development Sessions for Managers:
- Ethical Standards and Employee Conduct
- Advancing Equity, Inclusion and Diversity at DPH
HR People Development Team will lead equity initiatives within HR

Key Internal Functions:

- **Collaborate** with DPH Office of Equity and CCSF/GARE initiatives to streamline and standardize HR equity initiatives

- **Organize** mandatory equity trainings for all HR staff

- **Analyze** HR policies, procedures, communications from an equity lens

- **Integrate** equity tools and practices in all HR functions
HR Equity Plan for FY19-20

HR People Development Team will lead HR equity initiatives across DPH

Key External Functions:

- **Institute** a centralized exit interview process for all DPH divisions

- **Create** an Alternative Dispute Resolution function for DPH workforce

- **Develop** and Disseminate Diversity and Inclusion Assessment Reports

- **Grow** and standardize internship opportunities across DPH

- **Facilitate** ongoing HR trainings with a focus on equity and inclusion
HR Updates for FY17-18
FY17-18: Of the 20,776 applications received, 11,284 applicants referred to hiring managers
DPH NEW HIRES BY DIVISION: FY14-15 TO FY17-18

<table>
<thead>
<tr>
<th></th>
<th>FY 14-15</th>
<th>FY 15-16</th>
<th>FY 16-17</th>
<th>FY 17-18</th>
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<tbody>
<tr>
<td>CENTRAL</td>
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<td>202</td>
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<td>ZSFG</td>
<td>638</td>
<td>621</td>
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<tr>
<td>TOTAL</td>
<td>1313</td>
<td>1458</td>
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HR Operations

DPH RETIREMENTS: FY14-15 TO FY18-19

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<tr>
<th>Fiscal Year</th>
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<tbody>
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<tr>
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<td>177</td>
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<tr>
<td>FY 17-18</td>
<td>179</td>
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<tr>
<td>FY 18-19 Projection</td>
<td>193</td>
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DPH Workforce Demographic Data
FY14-15 to FY18-19

Total DPH workforce = 7388

Source: DHR Citywide Workforce Demographics
DPH New Hires Demographic Data FY14-15 to FY18-19

Percent of New Hires by Race by Fiscal Year

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>WHITE</th>
<th>HISPANIC</th>
<th>FILIPINO</th>
<th>ASIAN</th>
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<tr>
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<td>28</td>
<td>11</td>
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<td>FY 18-19</td>
<td>21</td>
<td>15</td>
<td>15</td>
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</tbody>
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Does not include 3rd quarter data for May and June 2019
HR People Development Team

From July 1, 2017 to June 30, 2018:

Key trainings co-created and co-facilitated by HR staff:
- Race Ethnicity and Language (REaL)
- Sexual Orientation and Gender Identity (SOGI)
- Cultural Humility (HR)
- Performance Planning and Appraisal (HR)

- Crucial Conversations (certified trainers, facilitation)
- Racial Humility (550 staff. Coordination. Report. Call to action and toolkit)
FY17-18: **69 EEO** complaints received

**NUMBER OF EEO COMPLAINTS RECEIVED IN FY15-16 – FY17-18**

- **FY15-16**: 128
- **FY16-17**: 90
- **FY17-18**: 69
FY17-18: 293 ADA requests received

NUMBER OF ADA REQUESTS RECEIVED IN FY15-16 - FY17-18

- FY15-16: 309
- FY16-17: 291
- FY17-18: 293

ALL COUNTS/RECORDS SHOULD BE CONSIDERED AN ESTIMATE, WHICH MAY CONTAIN ERRORS AND ARE SUBJECT TO REVISIONS.
From Jan 1, 2019 and April 26, 2019: **325**: open labor cases

Ongoing labor case data collection and analysis:

- Compliant with Mayor’s Executive Directive (9.18.18)
- DPH HR will report all labor data to DHR in July 2019

<table>
<thead>
<tr>
<th>Select Labor Relations Open Cases: 1/1/2019 - 4/26/19</th>
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<tbody>
<tr>
<td>Arbitration</td>
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<tr>
<td>Abuse/Harassment/Retaliation</td>
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<td>Discipline</td>
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<td>Grievance</td>
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<tr>
<td>Inappropriate Conduct</td>
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<tr>
<td>Investigation</td>
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<tr>
<td>Meet and Confer</td>
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<tr>
<td>Probation - Extension</td>
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<tr>
<td>Release</td>
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<td>Separation</td>
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<td>Separation - Medical</td>
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<td>Whistleblower</td>
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HR Payroll

From July 1, 2017 to June 30, 2018:

➢ **$796 million**: Gross Pay

➢ **$29 million**: Average total salaries per pay period
Key HR Initiatives in FY18-19

- Employee Engagement Survey
- Comprehensive HR training program for managers and staff
- Management Coaching for new managers
- Partnership with Mayor’s Opportunities for All Initiative
- Equity trainings for HR staff starting July 2019
65%: 2019 Employee Engagement Survey Response Rate

<table>
<thead>
<tr>
<th>Survey Year</th>
<th>Invited</th>
<th>Responses</th>
<th>Response Rate</th>
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<tbody>
<tr>
<td>2015</td>
<td>8,022</td>
<td>3,220</td>
<td>40.10%</td>
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<tr>
<td>2019</td>
<td>7,618</td>
<td>4,956</td>
<td>65.10%</td>
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Thank you!