



SFDP

HR

Human
Resources

eeo labor merit operations payroll people
development

Human Resources Update

Department of Public Health
Health Commission
October 15, 2019



Key Components



- ❑ Employee Engagement Survey

- ❑ FY18-19 updates:
 - Hiring Updates
 - Recruitment and Retention
 - Living Wage
 - Retention
 - Separations
 - Disciplinary data

 - HR plans to address workforce disparity

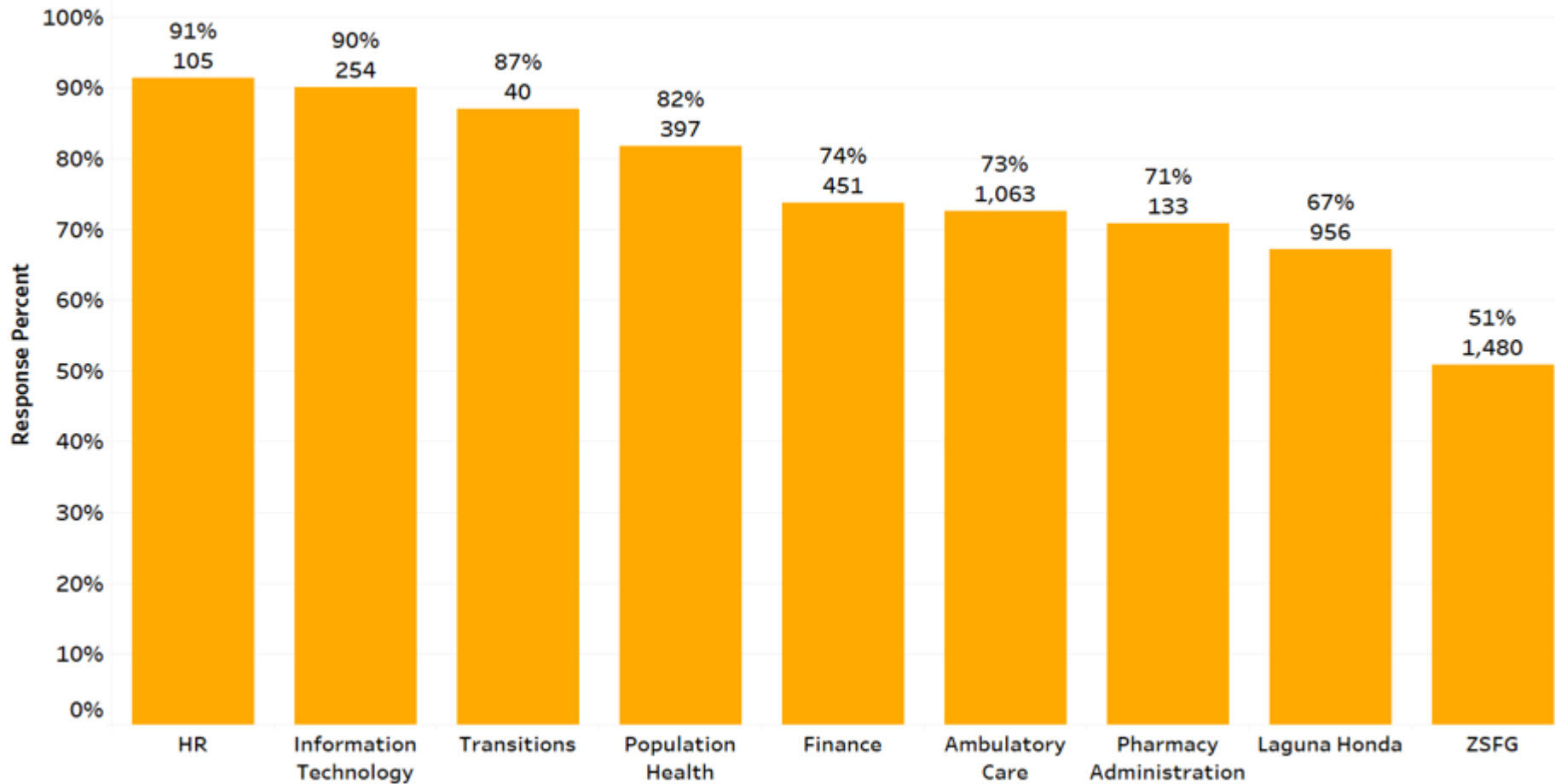
 - HR trainings: feedback & future plans



2019 Employee Engagement Survey



65% Response Rate





Employee Engagement Survey



Our top two strengths:

- ❖ I like the work I do: **4.33/5**
- ❖ I am comfortable referring to patients by whatever pronoun they request, even if it doesn't match their appearance: **4.27/5**

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Our top two areas of improvement:

- ❖ Different levels of this organization communicate effectively with each other: **2.92/5**
- ❖ My work unit is adequately staffed: **2.72/5**

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Addressing Survey Results: A3 Employee Engagement Survey



Employee Engagement Survey



HR NEXT STEPS:

- ❑ 1:1 consultation and user testing with each division's leadership and survey champion
- ❑ Webinar and FAQ document to clarify data access, analysis, improvement planning
- ❑ Letter to DPH employees about survey results and next steps, in consultation with Dr. Colfax and Communications team
- ❑ Develop and roll out a DPH-wide training on Effective Communication: FY 20-21
- ❑ Develop a dashboard for workforce data on vacancies, budgeted positions, hiring, probationary release, and terminations by race by division.

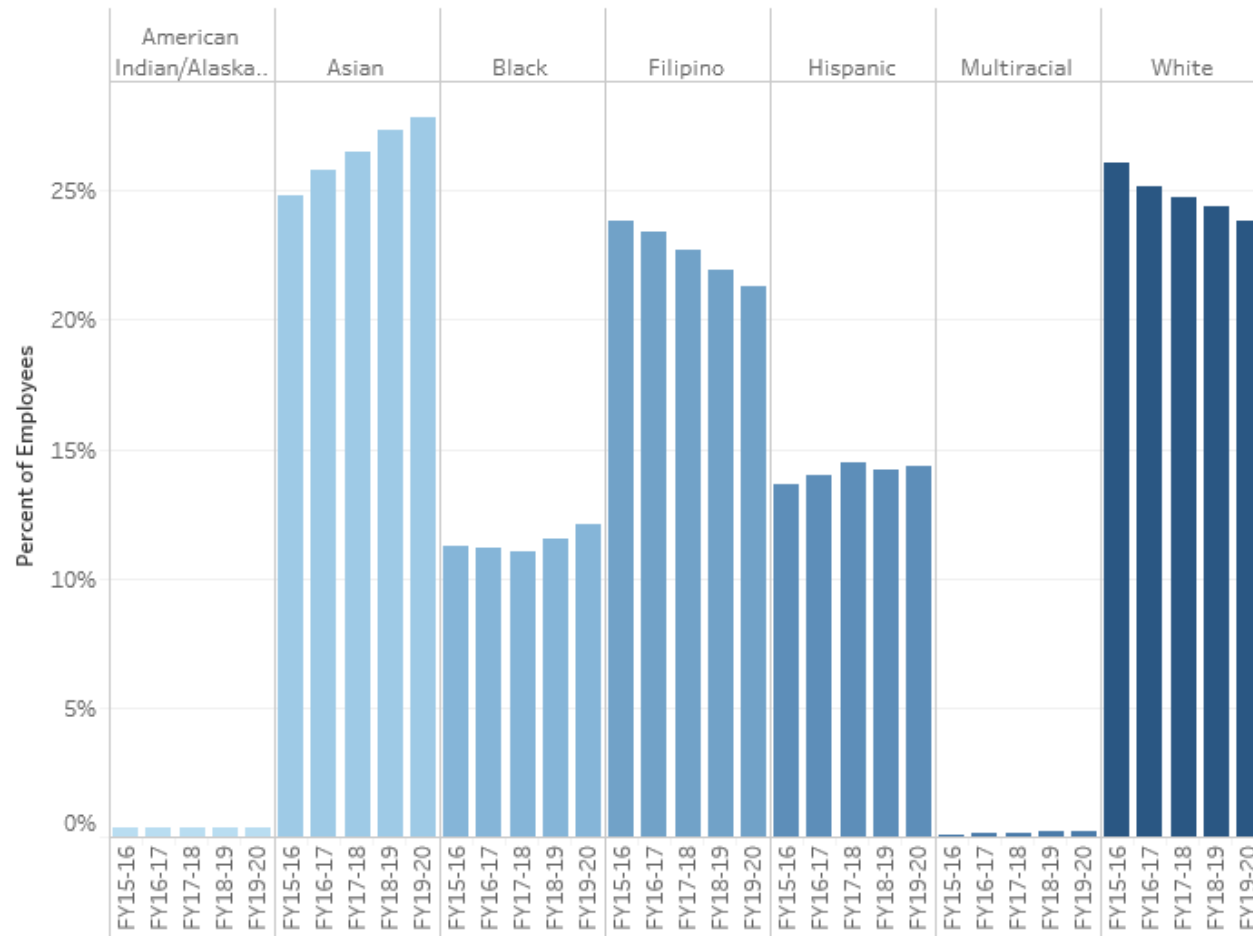
HIRING UPDATES



DPH Workforce Demographic Data FY15-16 – FY19-20



Department(s): Public Health



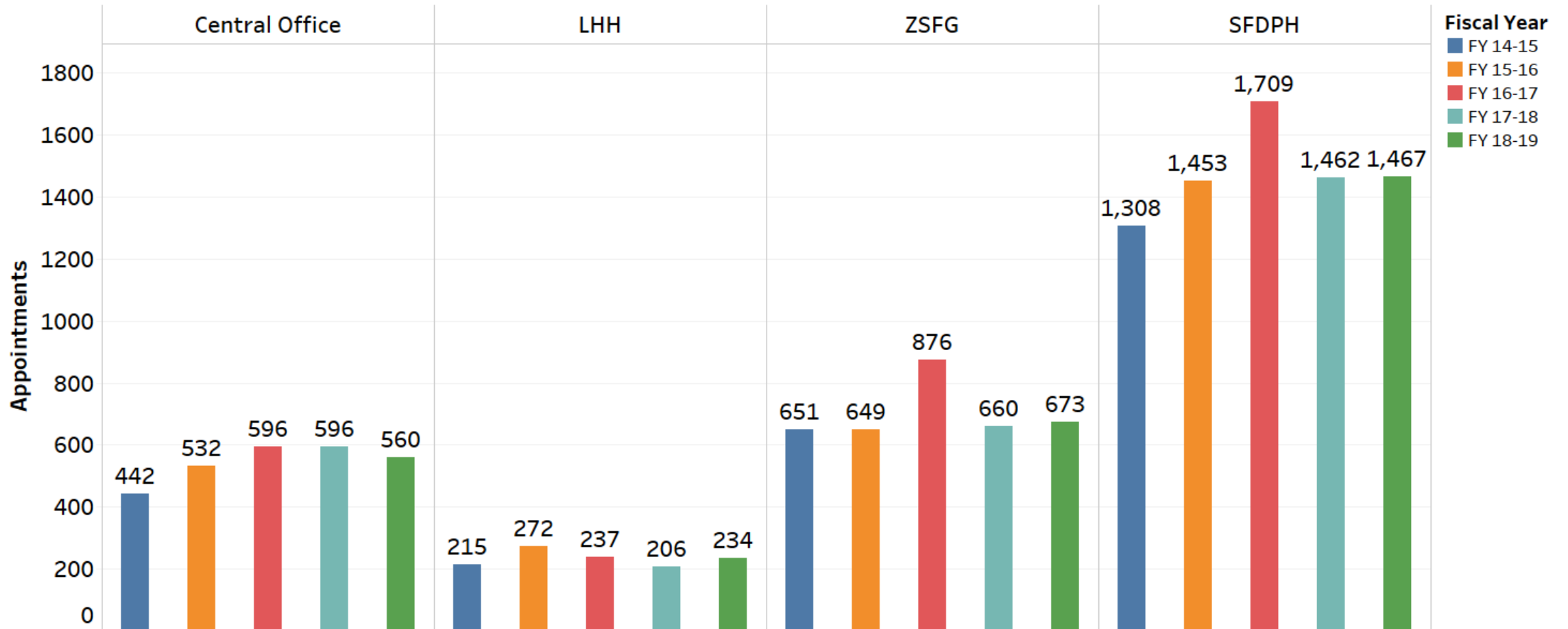
Source: **DHR** Citywide Workforce Demographics
<https://sfdhr.org/race-ethnicity-and-department>



New Hires by FY by Division

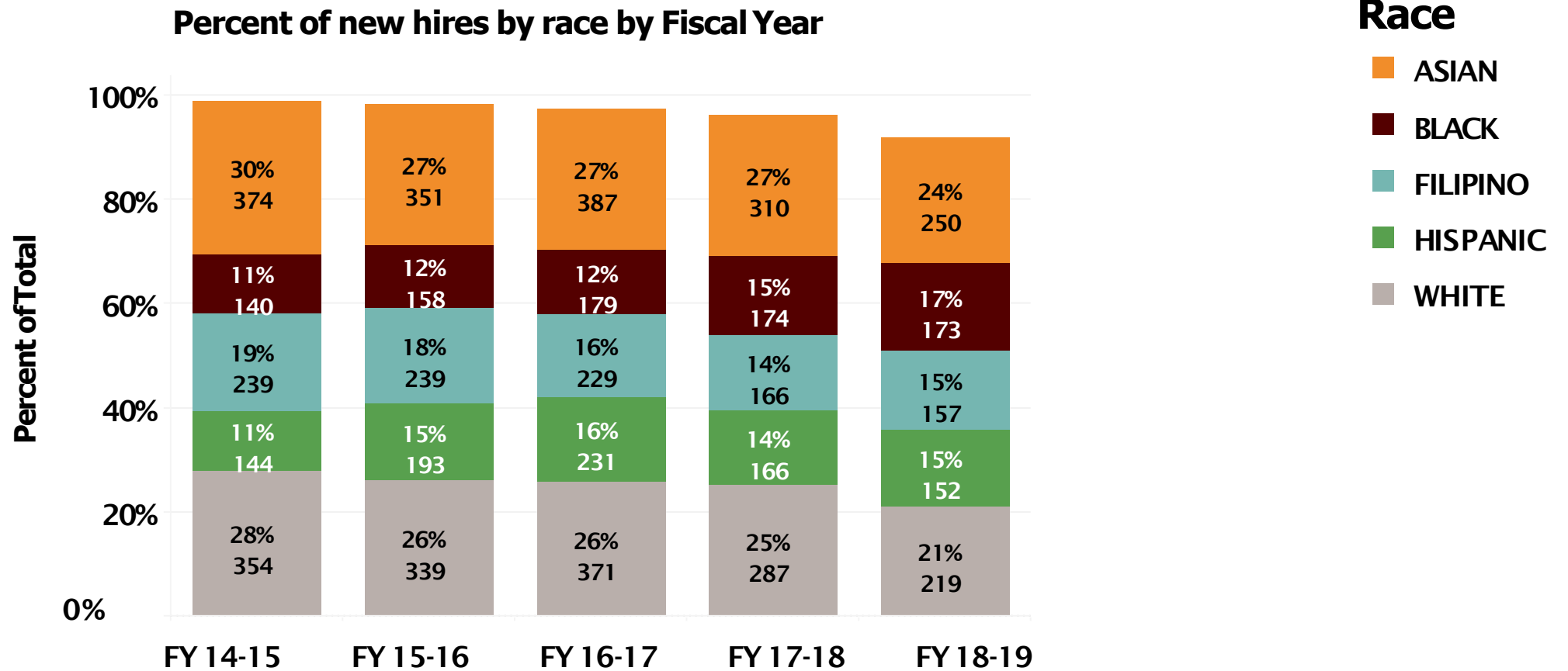


Number of Appointments Hired at SFPD by Fiscal Year





New Hires Demographic Data FY14-15 to FY18-19



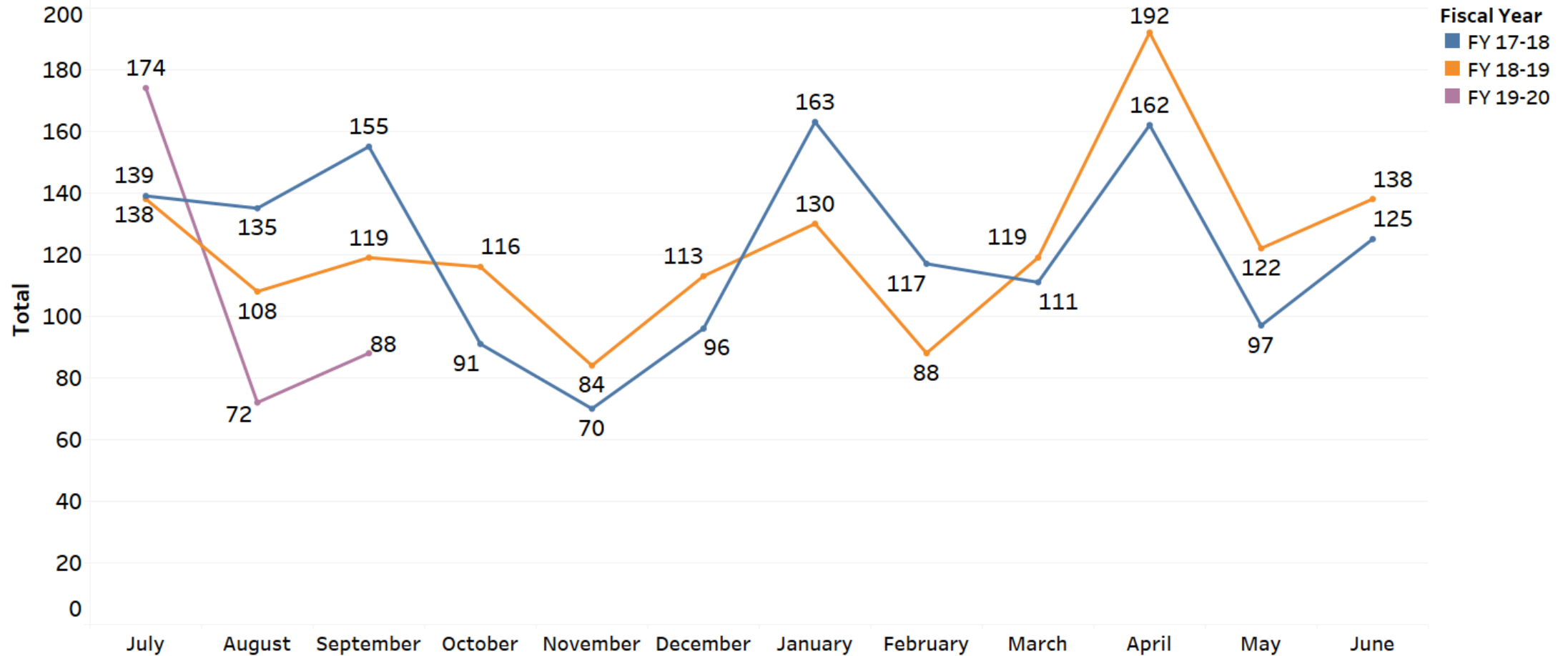
Hiring by Race from FY 14-15 to FY 18-19 based on data pulled from HRiMS accessed on 9-23-19.



New Hires per Month by FY17-18 - current



Number of Appointments per Month by Fiscal Year



Number of appointment hired at SFDPH by month for fiscal years between FY 17-18 and FY 19-20. Data accessed from HRiMS on 9-25-2019.



LEAN to reduce hiring timeline



HR implemented LEAN back in **2014** to streamline the RN hiring process for the new hospital opening at ZSFG. **Outcome:** Targets for hiring to staff the new hospital were met.

In 2019, HR partnered with KPO to implement LEAN to reduce hiring timeline and streamline everyday operations:

- June 2019 VSM
- July 2019 5S
- August 2019 DMS Workshop #1
- Sept 2019 Onboarding Process Kaizen & DMS Workshop #2
- Nov 2019 Status Tracking/ServiceNow Kaizen
- Oct 2019 DMS Workshop #3
- Dec 2019 DMS Workshop #4
- Jan 2020 Selection Process Kaizen
- Feb 2020 DMS Workshop #5

Recruitment and Retention of a Diverse Workforce



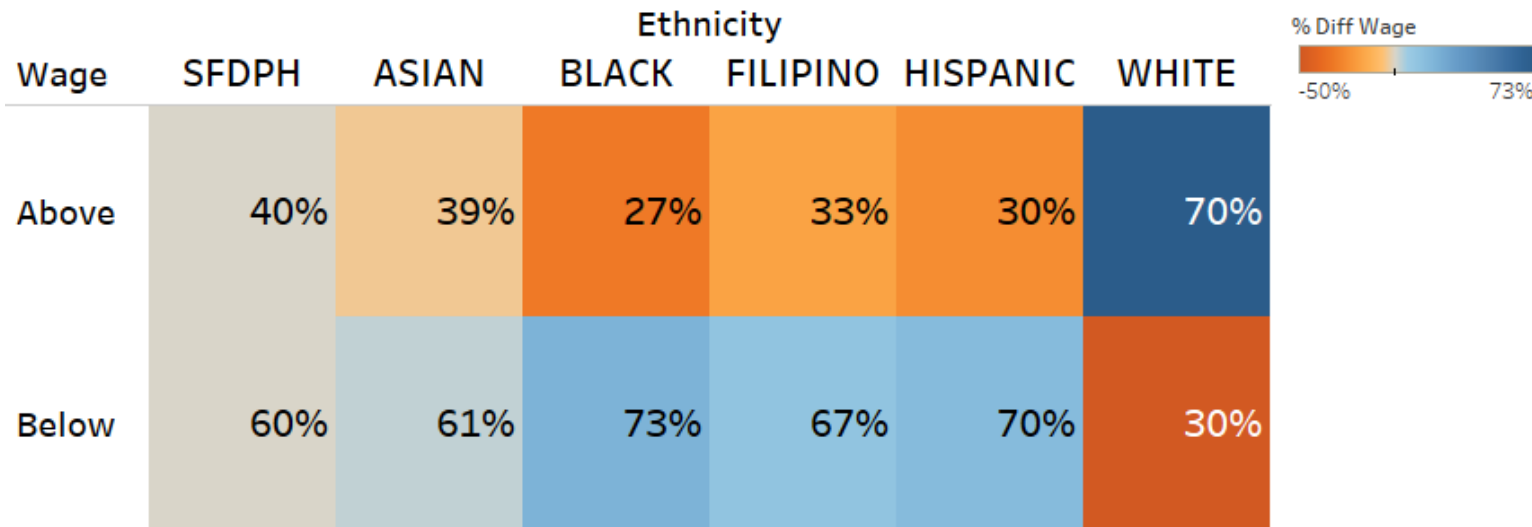
DPH Workforce & Living Wage



Living Wage for a family with two working adults and 2 children as of 12/30/2018: **\$101,085**

Source: Glasmeier 2018

SFDPH Living Wage by Race Compared to SFDPH Baseline as of 9-9-2019



Comparison of percent of SFDPH active and full time workforce versus percent above and below a living wage for family of four (\$101,085 in Dec 2018 based on Glasmeier 2018) by race. Data from HRiMS on 9-9-2019.

Five Lowest Paying Jobs at SFDPH in FY 19-20 (> 50 Active, Full Time Employees)

Jobs	Average Salary	Total Count
2583 - Home Health Aide	51,086	57
2604 - Food Service Worker	58,944	91
2736 - Porter	63,268	314
1406 - Senior Clerk	64,791	123
2303 - Patient Care Assistant	65,367	371

Five lowest paying jobs at SFDPH in FY 19-20 as of 9-19-2019 based on an average of the wages for full time and active employees. Data from HRiMS accessed on 9-9-2019.



Retention: Pay Premiums FY18-19



Demographics of SFPD vs Acting and Supervisory Pay as of 9-24-2019

Ethnicity	SFPD	All Pay Differential	Acting	Supervisor
ASIAN	27%	26%	28%	22%
BLACK	12%	21%	27%	8%
FILIPINO	21%	7%	8%	4%
HISPANIC	14%	13%	18%	2%
WHITE	23%	32%	17%	63%

Comparison of percent of SFPD active employees by race vs different types of pay differential. Data from HRiMS accessed on 9-9-2019 and eMerge accessed on 9-24-2019.



Separations FY18-19




Differences in Percent by Race Relative to Separation Type in FY 18-19

Ethnicity	SFPD Population	Involuntary Dismissal	Probationary Release	Retirement	Voluntary Resignation
ASIAN	27%	20%	13%	24%	16%
WHITE	23%	17%	19%	21%	40%
FILIPINO	21%	22%	6%	35%	14%
HISPANIC	14%	14%	25%	10%	14%
BLACK	12%	23%	38%	11%	12%

Comparison of percent of SFPD population by race vs percent of selected separation types by race in FY 18-19

Disciplinary Data



Race/Ethnicity and Gender as a Percent of All Employees by Department

Rectangular Snip



Dept.	Type	Am. Ind.	Asian	Black	Filipino	Hispanic	Multiracial	White	Female	Male
AIR	Employees	0.60%	39.15%	7.12%	14.04%	13.23%	1.01%	24.85%	37.47%	62.53%
	CA / D	0.00%	23.81%	38.10%	4.76%	4.76%	0.00%	28.57%	19.05%	80.95%
HSA	Employees	0.29%	34.09%	13.94%	11.36%	21.52%	0.78%	18.02%	68.67%	31.33%
	CA / D	0.00%	11.76%	23.53%	26.47%	20.59%	0.00%	17.65%	61.76%	38.24%
DPH	Employees	0.34%	28.29%	12.10%	23.22%	14.54%	0.50%	21.01%	69.53%	30.47%
	CA / D	0.00%	21.21%	24.24%	9.09%	21.21%	0.00%	24.24%	63.64%	36.36%
DPW	Employees	1.12%	29.12%	17.21%	7.23%	16.29%	0.20%	28.82%	25.15%	74.85%
	CA / D	3.03%	3.03%	36.36%	6.06%	33.33%	0.00%	18.18%	12.12%	87.88%
PUC	Employees	0.28%	25.36%	7.63%	8.14%	13.19%	0.17%	45.23%	27.78%	72.22%
	CA / D	0.00%	12.50%	31.25%	6.25%	0.00%	6.25%	43.75%	37.50%	62.50%
Citywide	Employees	0.41%	29.65%	11.43%	13.72%	15.20%	0.59%	29.01%	50.43%	49.57%
	CA / D	0.34%	17.69%	25.17%	7.82%	21.43%	0.68%	26.87%	39.12%	60.88%



Addressing Disparities



To address workforce disparities in advancement opportunities and experience, HR will:

- Strengthen current **Career Advancement Program**
 - offer mentorship services to employees of color
 - offer targeted career coaching to lowest paid classifications
- Develop a mandatory **performance management** training for all DPH managers
 - focus on race equity in hiring, daily management practices, advancement opportunities
 - offer tangible tools for constructive feedback, performance planning and appraisal
- Develop a DPH-wide training on **effective communication**
 - focus on race inequity in the everyday work experience of employees
- Develop **workforce dashboard** to monitor and report out trends in hiring, promotion and separations.

HR Trainings



HR Trainings FY 18-19: Feedback



Training topics	Participants	Feedback Summary
Manager Learning and Dev Series Bi-monthly, Total 4 sessions	280 total	80% Strongly Agree that training was effective
Brown Bags – weekly, various sites <ul style="list-style-type: none">• Performance Appraisals• Effective Communication• Career Advancement• Babies, Bonding and Benefits• Workplace Bullying• and more...	250 total (approx.)	90% Strongly Agree that training was effective
Crucial Conversations Workshop Quarterly, 2 days	55 total	90% Strongly Agree that training was effective
New Employee Orientations Monthly, 2 days	250 total (approx.)	80% Strongly Agree that training was effective
1:1 post-training consultation Via phone, email, in-person	40+	No formal evaluation data



HR Trainings in FY 19-20



- Added New Employee Orientation day 2 on DPH culture on priorities:
 - Race Equity at DPH
 - An Introduction to LEAN
 - TIS – planned
 - SOGI – planned
- Move from supply-based to demand- based training schedule
- Offer year-round training sessions on performance management
- Offer mandatory online HR essentials training to all managers
- Offer customized workshops and team retreats across DPH

Thank you!
