



SFERS

San Francisco Employees' Retirement System

SAN FRANCISCO EMPLOYEES' RETIREMENT SYSTEM (SFERS) RACIAL EQUITY ACTION PLAN

December 2020



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SFERS

San Francisco Employees' Retirement System

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SFERS RE Working Group

TBA

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DEPARTMENT BACKGROUND

Number of Employees: 99

Annual Budget: \$91,511.302 for FY 2020-2021

The Retirement System

Initially established by approval of City voters on November 2, 1920 and the California State Legislature on January 12, 1921, the San Francisco Employees' Retirement System ("Retirement System" or "SFERS") is deeply rooted in the history and culture of the City and County of San Francisco and is committed to serving the retirement needs of its members. Originally established as a fund to assist families and orphans of firefighters and police, today the Retirement System serves more than 74,000 active, vested and retired employees of the City and County of San Francisco and their survivors.

Under the direction of the Executive Director, the System's management team administers two employee benefit programs for eligible City and County employees:

- City and County of San Francisco Employees' Retirement System pension plan, a defined benefit plan.
- San Francisco Deferred Compensation Plan, an IRC §457(b) deferred compensation plan.

Specific San Francisco City Charter sections and/or Administrative Code provisions mandate each of these benefit plans.

Our Mission

The San Francisco City and County Employees' Retirement System is dedicated to securing, protecting and prudently investing the pension trust assets, administering mandated benefit programs, and providing promised benefits to the active and retired members of the City and County of San Francisco.

The Pension Plan

The SFERS Pension Plan is a tax-qualified defined benefit plan that provides for the following benefits upon separation: service and disability retirement, refund or vesting allowance, and pre- and post-retirement death benefits to beneficiaries. Defined benefit plans are funded through employee and employer contributions and investment earnings.

SFERS has a reciprocity agreement with CalPERS, California county retirement systems covered by the 1937 Act Retirement Law, and certain other local, independent retirement systems that have a reciprocity contract with CalPERS (listed on the CalPERS website).

As of November 30, 2020, the SFERS Trust was valued at \$29.7 billion. For FY2019-2020, SFERS annual benefit payments totaled \$1.55 billion paid to over 30,100 retirees and their beneficiaries.

The San Francisco 457(b) Deferred Compensation Plan

The San Francisco Deferred Compensation Plan (SFDCP), a voluntary IRC §457(b) plan, was adopted by the City in 1976, and allows eligible City employees to elect to voluntarily defer receipt and taxation of a portion of their regular earnings until after they retire or separate from service. The SFDCP also offers a Roth after-tax contribution option. These options offer eligible employees an opportunity to supplement pension income during retirement.

As of November 30, 2020, the SFDCP Trust was valued at \$3.97 billion with over 31,800 plan participants.

Our Members

SFERS members include eligible employees of the City and County of San Francisco, the San Francisco Unified School District, the San Francisco Community College District, and the San Francisco Trial Courts. Uniformed employees working for the City's Police and Fire Departments are covered by the SFERS Safety Plans. Eligible civilian (non- Safety) employees of the City are covered by the SFERS Miscellaneous Plan.

Sheriff, Undersheriff, and deputized personnel of the Sheriff's Department hired after January 7, 2012 are covered by the SFERS Sheriff's Plan. Probation Officers, District Attorney Investigators and Juvenile Court Counselors hired after January 7, 2012 are covered by the SFERS Miscellaneous Safety Plan.

SFERS administered benefits for approximately 34,500 active members, 10,500 inactive members, and over 30,000 retired members and beneficiaries.

SFERS Administration

The Executive Director leads a team of senior managers who oversee each of the functional areas in the department. The leadership team manages the day-to-day activities of the System including:

- Member services, communication and benefits administration
- Retirement Board administration, including preparation of meeting materials, minutes and public notice requirements for Board and committee meetings
- Responding to Public Records Requests in accordance with the City's Sunshine Act, State of California Public Records Act, and Federal Freedom of Information Act

- Accounting and financial reporting
- Actuarial services
- Investment activities
- Recruitment and personnel management
- Records management and systems administration

The Retirement Board

The Retirement System and its members benefit greatly from the leadership of an experienced and knowledgeable Retirement Board. Within the scope of its fiduciary duties, the Board establishes and follows policies governing the administration, management, and operation of the City's retirement plans; manages the investment of the Retirement System's assets; approves disability benefit determinations; and approves actuarial assumptions used to fund long-term benefit promises of the SFERS Pension Plan.

The Retirement Board generally meets once each month to review and to approve important elements of Retirement System business. The Retirement Board is composed of seven members: three members elected by the active and retired members of SFERS; three members appointed by the Mayor in accordance with §12.100, the San Francisco City Charter; and one member of the Board of Supervisors appointed by the President of the Board of Supervisors.

Financial Reporting

The accounting policies followed in preparing the SFERS financial statements by the City's auditors Marcias, Gini & O'Connell, LLP, conform to standards prescribed by the Governmental Accounting Standards Board (GASB). The audited Statements of Fiduciary Net Position and Statements of Changes in Fiduciary Net Position provide a general overview of the City and County of San Francisco Employees' Retirement System's finances for the fiscal year ended June 30, 2019.

Financial highlights and analysis can be found in the SFERS Discussion and Analysis preceding the financial statements. This transmittal letter, when taken into consideration with the Financial Section of this report, provides an enhanced picture of the activities of the organization.

Readers who have questions regarding the financial information provided in this report are encouraged to visit the SFERS website at www.mysfers.org to view the full set of audited Financial Statements and Required Supplemental Information as prepared by the City's independent auditors, Macias Gini & O'Connell, LLP.

Actuarial Services and Funding

The Retirement Board contracts with a consulting actuarial firm to produce and report to the Retirement Board and Retirement System staff, actuarial information related to the benefit structure and funding status of the Retirement System. The Retirement Board's current consulting actuarial firm is Cheiron, Inc. The Retirement Board also employs an Actuarial Services Coordinator to coordinate the work of the consulting actuary, participate in the presentation of actuarial reports to the Retirement Board, and provide other in-house actuarial services.

The consulting actuarial firm conducts annual actuarial valuations of the Retirement System's assets and liabilities in order to assess its funded status and to determine the appropriate level of employer contributions to the Fund. Each year, the Retirement Board looks to the consulting actuary and staff Actuarial Services Coordinator to recommend appropriate actuarial assumptions to provide the required funding for the promised benefits. The recommendations are based on results from economic experience analyses conducted each year, as well as demographic experience analyses conducted approximately every five years. The actuarial assumptions are included in the Actuarial Section of this report.

Sponsoring employers of the Retirement System are required to contribute 100% of the actuarially determined contribution approved by the Retirement Board. A 10-year chart of employer contributions may be found in the Required Supplementary Information found in the Financial Section.

The consulting actuarial firm also calculates the total pension liability and net pension liability as required by GASB Statement No. 67. At the June 30, 2020 fiscal year-end measurement date, the fiduciary net position as a percentage of total pension liability is 83.1% based on total pension liability of \$32.0 billion and fiduciary net position of \$26.6 billion. The net pension liability at June 30, 2020 is \$5.4 billion. Details may be found in Note 10 of the Notes to the Basic Financial Statements and also in the Required Supplementary Information.

Investment Services

The Retirement System's investment objective is to maximize long-term rates of return on investments within prudent guidelines.

The professional Investment Staff, supported by a group of professional consulting firms hired by the Retirement Board, analyzes, develops and recommends asset allocation mixes, constructs investment portfolios, recommends external managers for hire, and monitors the activities and evaluates the performance of external investment managers. For Fiscal Year 2020, amid the COVID-19 human health crisis and the deepest decline in economic activity and rise in unemployment since the Great Depression, the investment portfolio of the San Francisco Employees Retirement System posted a positive return of 2.41%.

1. HIRING AND RECRUITMENT

DEPARTMENT GOAL

Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the Retirement System’s Racial Equity Action Plan. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the Retirement System organization. Invest in a diverse and equitable talent pool by building upon the department’s existing internship/fellowship program, expanding to include pre-apprenticeship and apprenticeship programs. Commit to reinforce the department’s standardized, transparent, and participatory recruiting and onboarding.

In 2019, the Retirement Board approved a five-year Strategic Plan that provides for leadership development and succession planning within the department. The primary objective is to ensure SFERS has and maintains a qualified, flexible and sustainable workforce to meet current and future business needs, SFERS has also committed to developing and implementing a department-level leadership development program that will provide employees with on-the-job training and work experience to assist them in promoting within the department. As SFERS undertakes these strategic initiatives, it will actively imbed our racial equity initiatives to create a more diverse workforce through the organization.

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	PRIORITY/ STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	Tier 1 – staff time	Barriers assessment is completed	1-2 years	Conduct barriers assessment Review minimum qualifications for Retirement-specific job descriptions Assess career goals of employees Review and expand department’s succession planning activities	Tier 1	RE Working Group HR Partners
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would	Tier 1 - staff time	Survey is administered annually	Annually	Conduct annual staff Racial Equity survey	Tier 1 – In place	RE Leader

inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.

Survey results are included in the department annual review

Conduct annual review and assessment of staff demographics

<p>1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.</p>	<p>Tier 2 – staff time</p>	<p>Policy is created, implemented, and reviewed annually to maximize results</p>	<p>2-3 years</p>	<p>Review results of staff racial equity survey</p> <p>Plan and develop department-specific hiring and recruitment policy</p> <p>Conduct review of proposed policy by Racial Equity Leaders and any related working group, if any</p>	<p>Tier 2 – Survey completed</p>	<p>HR Partners SFERS Leadership Team Partner</p>
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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	PRIORITY/STATUS	LEAD
<p>1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.</p>	<p>Tier 1 – staff time</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>1 – 2 years</p>	<p>Assess barriers to access department employment opportunities</p> <p>Partner with educational institutions/recruiters/professional organizations</p> <p>Track outcomes of expansion of outreach efforts</p>	<p>Tier 1</p>	<p>RE Working Group</p>
<p>1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.</p>	<p>Tier 1 – staff time</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>On-going</p>	<p>Partner with educational institutions/recruiters/professional organizations</p> <p>Expand use of CALAPRS education and recruiting network</p>	<p>Tier 1 On going</p>	<p>RE Working Group SFERS Leadership Team Partner</p>

Assess and expand current investment intern/fellowship program

Expand department's intern/fellowship program to administration, retirement services and communication divisions

<p>1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.</p>	<p>Tier 2 – staff time</p>	<p>Job descriptions display consistent and inclusive language</p> <p>Candidate pool is increasingly more diverse</p>	<p>2 - 3 years</p>	<p>Review and simplify job descriptions removing bias language, if any</p> <p>Explore alternative ways for applying outside the City's current application process</p>	<p>Tier 2 On going</p>	<p>RE Working Group HR Partners</p>
<p>1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.</p>	<p>Tier 2 – staff time</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>2-3 years</p>	<p>Evaluate appropriateness of replacing education requirements with work experience for job MQs</p> <p>Develop and implement in-house training program</p> <p>Develop Mentorship Program or Job Shadow program</p>	<p>Tier 2</p>	<p>RE Working Group HR Partners</p>
<p>1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.</p>	<p>Tier 2 – staff time</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>2-3 years</p>	<p>Identify job classifications, if any, that do not require writing skills</p> <p>Review supplemental questions</p> <p>Develop and implement in-house training program which includes development of business writing skills where necessary as part of job duties</p>	<p>Tier 2</p>	<p>RE Working Group HR Partners</p>

1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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.	Tier 1 - Increase temporary salary budget	# of paid interns/fellows, increase annually or meets department needs/capacity	1 – 2 years	Toigo – investment fellowship program through Robert Toigo Foundation in place since 2010 Evaluate the feasibility of additional internship programs through BIPOC professional networks	Tier 1	RE Working Group HR Partners
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s <u>Opportunities for All</u> program.	Tier 1 – Increase in budget for Mayor’s Opportunities for All program	# of Opportunities for All placements and mentors	1 – 2 years	Increase department participation in the program while meeting appropriate department business needs – implementation will be impacted by Department COVID-19 Re-Opening Plan	Tier 1	RE Working Group
1.3.3. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc.	Tier 3 – staff time	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	3 – 4 years	Attend targeted job fairs at local community colleges, trade schools and training programs that provide appropriate training or work experience to meet department business needs Evaluate HSA (Human Service Agency’s Jobs Now Program (Public Service Trainee) program and similar trainee programs to determine if they provide appropriate work experience to meet department business needs – implementation will be impacted by Department COVID-19 Re-Opening Plan	Tier 3	HR Partners
1.3.5.	Tier 1 – staff time	Tracking system implemented	1 - 2 years	Create Tracking System	Tier 1	HR Partners

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.

Internship/fellowship program updated before next cycle

Evaluate outreach effort by race/ethnicity to address any fallout due to bias

RE Working Group

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.	Tier 1 – staff time	Standardized interview process with a set of inclusive interview questions	On-going	Utilize industry-standard questions Enforce continued use of standardized/holistic interview process	Tier 1 - In place	HR Partners RE Working Group
1.4.2. Ensure a diverse hiring panel for each interview.	Tier 1 – staff time	Demographic composition of panels Increase in diverse interview panels	On-going	Ensure diverse panel Use of different management levels	Tier 1 - In place	HR Partners RE Working Group
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	Tier 1 – staff time	Interview panels will be increasingly more equitable	On-going	Provide implicit bias and equity training Reinforce Panel Orientation – understanding their role as an evaluator RE expectations communicated Successful completion of training	Tier 1 - In place	HR Partners RE Working Group

<p>1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers</p>	<p>Tier 1 – staff time</p>	<p>Tool created and implemented</p> <p># of applicants increased</p> <p>Increased assistance to job seekers</p>	<p>On-going</p>	<p>Continued use of Citywide applicant tracking system provided by DHR</p> <p>Utilize query, reports, and application progress data to provide assistance to applicants who are having trouble navigating the Citywide application process</p>	<p>Tier 1 - In place</p>	<p>HR Partners</p>
<p>1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.</p>	<p>Tier 1 – staff time</p>	<p>Increase in internal full-time staff, interns and fellows applying for job openings</p>	<p>On-going</p>	<p>Internal communication of all department recruitments through <i>SFERS Connected</i> – department newsletter distributed monthly by Communications</p> <p>All department job openings are posted on SFERS website</p>	<p>Tier 1 - On going</p>	<p>HR Partners</p>
<p>1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.</p>	<p>Tier 1 – staff time</p>	<p>Hiring, interviewing, and onboarding processes standardized</p> <p>Lag times/wait times</p>	<p>On-going</p>	<p>Evaluate time lags and long wait times in hiring and onboarding activities – identify controlled and non-controlled delay factors</p> <p>Standardize hiring, interviewing and on-boarding processes</p>	<p>Tier 1 - On-going</p>	<p>HR Partners</p>
<p>1.4.7. Formalize and standardize the onboarding process for full-time staff, interns, and fellows.</p>	<p>Tier 1 – staff time</p>	<p>All new hires are processed similarly regardless of position</p>	<p>On-going</p>	<p>All hires, including interns and fellows are onboarded centrally the NEO – DHR</p> <p>Each new hire, including interns and fellows, is onboarded individually at the department level and provided with standardized department information</p>	<p>Tier 1 - In Place</p>	<p>HR Partners</p>
<p>1.4.8.</p>	<p>Tier 1 – staff time</p>	<p>Increase in number of diverse candidate pools</p>	<p>On-going</p>	<p>Continue to request Rule of the List or Rule of Ten certification for all recruitments</p>	<p>Tier 1 - In Place</p>	<p>HR Partners</p>

Continue to request expansion of the default Certification Rule of Three Scores.

Overall faster hiring times

2. RETENTION AND PROMOTION

DEPARTMENT GOAL

Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs and furloughs. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women. Create paths to promotion that are transparent and work to advance equity.

The department’s strategic focus is to attract and retain a talented and dedicated workforce to sustain the department in its mission and to support its employees holistically to ensure that they are affirmed and appreciated, in and out of the office. As provided in the 2019-2024 SFERS Strategic Plan, the department is continuing to work on the following strategic initiatives: planning and implementing succession planning; planning and implementing a professional development program; planning and implementing pre-analyst, analyst, supervisor and manager academies available to all employees to prepare for future promotional opportunities; planning and implementing leadership forums to support on-going learning and networking for leaders. The department will enhance its workforce development activities to foster an inclusive and racially equitable environment.

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.	Tier 1 – staff time	DSW workers tracking process implemented Comparative demographic data analyzed	On-going	DSW worker tracking spreadsheet implemented Department essential vs. non-essential function analysis completed	Tier 1 - In place	HR Partners
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future	Tier 1 – staff time	Budget analysis completed	On-going	Conduct internal budget analysis with racial equity lens and DSW data	Tier 1	HR Partners SFERS Leadership Team Partner

staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.

Strategies developed and published

Develop budget strategies to prevent inequities in planned layoffs and furloughs

2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	Tier 1 – staff time	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	Immediate	Notification of additional benefits available for deployed employees through monthly department newsletter – <i>SFERS Connected</i> Mail notification of additional benefits available for deployed employees to employees who have no access to email/internet	Tier 1	HR Partners
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.	Tier 1 – staff time	Caretaking and safe transportation sections included in DSW deployment protocol	Immediate	Track and assess access to means of transportation for department non-essential workers Track caretaking and childcare responsibilities for department non-essential workers	Tier 1	HR Partners

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.	Tier 3 – staff time	Pay inequities are reduced and aligned annually after salary data is reviewed	3 – 4 years	Conduct annual internal compensation reviews against industry standards Continue participation in CALAPRS salary surveys for benefits administration and investment positions Notify Mayor’s Office and DHR of salary disparities	Tier 3	HR Partners

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.	Tier 3 – staff time	Benefits provided are annually improved	3 – 4 years	Department ensures equitable administration of benefits provided by the City and/or through MOUs	Tier 3	
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	Tier 3 – staff time	PTO requests are granted equitably for religious and cultural holidays	On-going	Department ensures equitable administration of PTO to observe all religious and cultural holidays Annual review of PTO usage to ensure equitable administration to allow employees to observe all religious and cultural holidays	Tier 3	

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 salary adjustments and promotional opportunities. Make this information available to staff.	Tier 2 – staff time	Increase in knowledge about salary adjustments and promotional opportunities	2 – 3 years	Standards and processes for salary adjustments are determined by DHR, the City and MOUs with labor organizations Provide next level up classification information in annual performance evaluations Include available and upcoming department position openings <i>SFERS Connected</i> monthly newsletter	Tier 2	RE Working Group HR Partners
2.3.3.	Immediate	Acting/interim staff process included in internal policies and processes	On-going	Department has implemented a standardized process for acting assignment pay and interim appointment situations	In place	HR Partners

Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.

Increased awareness of process for acting/interim staff

Train managers/supervisors on the process

<p>2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.</p>	<p>Tier 2</p>	<p>Reversal of diversity drop-offs in Department-wide classifications</p>	<p>2 - 3 years</p>	<p>Analyze and assess department positions and associated demographic information to identify any classifications that have “drop offs” in employee diversity and any underlying causes</p> <p>Expand in-house training opportunities to address the “drop off” of diversity in identified positions Evaluate any barriers to diversity that are in MQs for identified positions</p>	<p>Tier 2</p>	<p>RE Working Group HR Partners</p>
<p>2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</p>	<p>Tier 1</p>	<p>Identify “dead end” classification and revise</p>	<p>1 – 2 years</p>	<p>Analyze and assess department positions to identify positions that “dead end” employees</p> <p>Create career path from “dead end” positions by creating new classifications to extend upward career growth or modification of MQs in upward positions while meeting department business needs</p> <p>Expand in-house training opportunities to provide employees in “dead end” positions additional skills or experience to prepare them for promotional opportunities within the department.</p>	<p>Tier 1</p>	<p>RE Working Group HR Partners</p>

3. DISCIPLINE AND SEPARATION

DEPARTMENT GOAL

Create a clear, equitable and accountable protocol for disciplinary actions. Reinforce managerial practices that surround employee evaluation, monitoring, warning, suspensions and terminations to ensure that they are applied equally. Ensure that performance expectations are reasonable, clear and supplemented with opportunities for upskilling. Provide implicit bias training for department supervisors.

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.	Tier 1 – staff time	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	1 – 2 years	Department utilizes Citywide PeopleSoft tracking system Annually review disciplinary actions against disaggregated demographic data to identify any biases against employees of color	Tier 1	HR Partners
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.	Tier 1 – staff time	Create tracking mechanism Analyze data annually	1 – 2 years	Department utilizes Citywide PeopleSoft tracking system Annually review separation actions against disaggregated demographic data to identify any biases against employees of color	Tier 1	HR Partners
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Tier 1 – staff time Training budget increase	# of trainings completed annually	1 – 2 years	All supervisors required to complete supervisor training coursework and implicit bias training through DHR	Tier 1	HR Partners RE Working Group

<p>3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.</p>	<p>Tier 1 – staff time</p>	<p>HR Staff trained on alternative dispute resolution</p>	<p>1 – 2 years</p>	<p>Develop and implement a department training program for supervisors which includes scenario-based peer discussion, assistance in handling difficult conversations with staff, how to compose written warnings and suspension notices</p> <p>Develop a Supervisor reference guide on discipline and separation</p> <p>Review current DHR dispute resolution policies</p> <p>Utilize Citywide Peer Medication Program</p> <p>Develop and implement a department-specific preliminary “scaled back” dispute resolution protocol</p> <p>Provide supervisory staff with training on how to address performance issues without initiating the City’s formal disciplinary processes</p>	<p>Tier 1</p>	<p>HR Partners RE Working Group</p>
<p>3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>	<p>Tier 2 – staff time</p>	<p>Reduction of racial disparities in disciplinary actions</p>	<p>2 - 3 years</p>	<p>Provide employees with City Employee Handbook and department employment policies</p> <p>Develop a Supervisor reference guide on discipline and separation</p>	<p>Tier 2</p>	<p>HR Partners</p>

4. DIVERSE AND EQUITABLE LEADERSHIP

DEPARTMENT GOAL

Commit to developing a diverse and equitable department leadership team that will foster a culture of inclusion and belonging. Commit to a department working environment that makes leadership development a priority and to fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. Invest in leadership development and succession planning with the goal of increasing BIPOC representation in leadership roles in the department. With many key employees now at or near retirement age, planning for a generational transfer of institutional knowledge and leadership is a department priority. The department’s continued success in meeting its mission depends on the department’s ability to attract, develop and retain the next generation of prepared, confident and engaged leaders.

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.	Tier 1 – staff time	% increase in diverse leadership	1 – 2 years	Develop and implement a department hiring and recruitment policy Review and assess use of bias language in hiring and recruitment forms and publications	Tier 1	RE Working Group HR Partners
4.1.2. Commit to ongoing racial equity training and development for leadership.	Tier 1 – staff time Increase in department training budget	# of training & development completed by leadership per quarter	1 – 2 years	Ensure all employees in department leadership positions have completed required racial equity and recommended leadership training courses Conduct group leadership development seminars for department leadership team	Tier 1	RE Working Group HR Partners

4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Tier 1 – staff time	Senior leadership demographic included in the department annual report	Immediate	Collect and report department senior leadership team demographics in SFERS Annual Report	Tier 1	HR Partners Communications Division
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ¹	Tier 1	% of staff is aware of the process	1 – 2 years	<p>Reinstate anonymous “suggestion box” in staff lunchroom once department staff return to the office</p> <p>Develop an anonymous electronic (email) process for submitting anonymous input to department senior leadership</p> <p>Publish availability of methods to provide anonymous input to department leadership team to all department staff via SFERS Connected monthly department newsletter</p>	Tier 1	RE Working Group IT Division Communications Division

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

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

DEPARTMENT GOAL

Offer professional and skill development opportunities that center individual goals first, then organizational needs. Encourage collaboration between staff and supervisors that are consistent and thoughtful. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

Develop robust in-house training programs to provide opportunities for all employees to develop skills that will enhance their professional development and mobility. Support professional development opportunities outside the department that provide staff members training that aligns with individual goals. Develop a mentorship program that supports staff members in their growth to qualify for and be hired into department leadership positions.

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.	Tier 2 – staff time Increase in FTE for in-house training and increase in training and education budget	# of available professional development opportunity # of completed training	2 – 3 years	Develop in-house mandatory training programs that enhance hard and soft skills necessary for next level promotions in all department divisions Identify and assess outside resources for professional development and make the training opportunities known and available to all staff by posting in common areas and in the monthly department digital newsletter Supervisors/managers will continue to encourage and recommend training on an individual basis	Tier 2	RE Working Group SFERS Leadership Team Partner

<p>5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.</p>	<p>Tier 1 – staff time</p>	<p># of attended, external conferences</p>	<p>Immediate</p>	<p>Pre-approval process in place for conference attendance and formal training Distribute department expense reimbursement policies and procedures to department staff</p>	<p>Tier 1 – in place</p>	<p>SFERS Leadership Team Partner</p>
<p>5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.</p>	<p>Tier 2 – Increase in training budget</p>	<p># of staff enrolling and completing extended learning \$ dedicated to extended learning annually</p>	<p>1 – 2 years</p>	<p>Identify resources for continued and extended learning opportunities Provide information on training and mentorship opportunities to staff</p>	<p>Tier 2</p>	<p>RE Working Group HR Partners</p>
<p>5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department’s missions and goals. Provide financial support for paid opportunities.</p>	<p>Tier 2 – Increase in training budget</p>	<p># of staff participating in outside events or opportunities</p>	<p>1 – 2 years</p>	<p>Identify external opportunities for professional development related to the department’s mission and needs Provide information on external professional development opportunities to staff along with tuition reimbursement offering, if any Implement “Rise up position – Spot-lite”</p>	<p>Tier 2</p>	<p>RE Working Group HR Partners</p>
<p>5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.</p>	<p>Tier 2 – staff time</p>	<p>Adopt a tracking system, analyze annually # of staff of color utilizing professional development</p>	<p>1 – 2 years</p>	<p>Create tracking system Discuss availability and interest in professional development during annual performance evaluations Assess access to professional development opportunities on an annual basis</p>	<p>Tier 2</p>	<p>HR Partners Department Supervisors</p>

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.	Tier 2 – staff time	Bi-annual performance evaluation program to all staff	1 – 2 years	Revise annual performance evaluation form used for all department staff to include discussion of advancement opportunities and skill development or mentorship opportunities	Tier 2	HR Partners Department Supervisors
5.2.2. Create a mentorship program between senior and junior level staff.	Tier 2 – staff time	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	1 -2 years	Develop and implement a formal mentorship program for all department divisions Notify department staff of mentorship programs, including opportunities, how to apply, and expected outcomes Reinforce with senior staff that successful mentoring is part of their performance expectations Annually assess success of mentorship program and appropriateness of pairing of staff – adjust program according to assessment	Tier 2	RE Working Group SFERS Leadership Team Partner HR Partners

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.	Tier 1 – staff time	Process developed % of staff aware of accommodation process	Immediate	Formalize and communicate department’s current accommodation request process	Tier 1 – In place	HR Partners

		# of accommodations made increased				
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Tier 1 – staff time	Accommodations discussed and recorded during bi-annual performance evaluation process	1 – 2 years	Revise annual performance evaluation form used for all department staff to include discussion of staff accommodation requests	Tier 1	HR Partners
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Tier 1	Improvement in overall staff mental health, increase in staff feedback	Immediate – On-hold due to office closure	Department office space is designed with break rooms for staff on each floor and a centralized lunchroom on the middle floor	Tier 1	

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

DEPARTMENT GOAL

Foster an intentional organizational culture that is committed to inclusion and belonging. Develop internal communication processes and procedures that promote equity. Improve both physical and digital spaces to meet or exceed accessibility standards. Expand the internal culture of belonging by fostering relationships with the external communities the department serves. Strive to identify gaps in department policies and procedures that create a culture of othering. Foster intentional relationships with underrepresented employees, specifically women, trans employees, indigenous employees, employees of color and employees living with disabilities.

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.	Tier 2 – staff time	Department mission, policies, and procedures are updated and available	2 – 3 years	<p>Review and amend department mission statement, policies and procedures where appropriate to highlight the department’s commitment to an inclusive environment</p> <p>Draft a Purpose Statement highlighting how the department will create an organizational culture of inclusion and belonging and distribute to department employees and post on the SFERS website</p> <p>Review and assess employee services activities to ensure they enforce inclusive behavior in member outreach</p>	Tier 2	RE Working Group SFERS Leadership Team Partner
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the	Tier 1 – staff time	Regular, scheduled meetings with RE Team to implement RE Action Plan plan	Immediate	Members of the RE Working Group represent an inclusive cross-section of the organization	Tier 1 – In place	

department accountable for reaching its RE Action Plan goals.

Provide notice to all department employees of the formation of the RE working Group and its membership

Schedule regular Working Group meetings with pre-specified agendas and review materials at least twice each month

6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Tier 1 – staff time	RE Action Plan is published on department website	Immediate	Approval of final draft on 12/31/2020	Tier 1 - In Place	RE Leader SFERS Leadership Team Partner HR Partners
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Tier 1 – staff time	Ongoing reporting	0 – 12 months	Provide regular updates to Retirement Board at regularly scheduled meetings Include summary of RE Working Group activities in <i>SFERS Connected</i> – the department’s monthly newsletter	Tier 1	SFERS Leadership Team Partner Communications Division
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Existing resources		Immediate	Once staff returns to the office after COVID-19 shelter in place order, remind staff of office spaces available for affinity group gatherings	Tier 1	HR Partners SFERS Leadership Team Partner
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Tier 2 – staff time Additional budget for training and education	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	2 – 3 years	Identify trainings and conferences focused on issues related to racial equity Ensure all employees in department have notice of and access to appropriate training and conferences that promote a wider understanding of racial equity Track department staff participation in training and conferences	Tier 2	RE Working Group SFERS Leadership Team Partner

Conduct or arrange special in-house training sessions for department staff

<p>6.1.7. Conduct an annual staff survey that assesses the department’s commitment to an organizational culture of inclusion and belonging.</p>	<p>Tier 1 – staff time</p>	<p>Annual survey with disaggregated data and feedback</p>	<p>Immediate</p>	<p>Create and distribute an anonymous, annual pulse survey to evaluate staff’s assessment of department progress under RE Action Plan</p>	<p>Tier 1 - In place</p>	<p>RE Leader RE Working Group</p>
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6.2. Develop internal communication processes and procedures that promote equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.</p>	<p>Tier 1 – staff time</p>	<p>Increase in staff feedback, participation, and response to communications</p>	<p>Immediate</p>	<p>Update department mailing list for each new hire and separation</p>	<p>Tier 1 - In place</p>	<p>HR Partners</p>
<p>6.2.2. Create, maintain, and make available a space, physical and/or digital, for staff to share information.</p>	<p>Tier 1</p>	<p>Ongoing staff participation and feedback</p>	<p>Immediate</p>	<p>Once staff returns to the office, there is available physical space for all sizes of employee groups to share information</p> <p>The department distributes a monthly digital newsletter</p> <p>Make employees aware that spaces to share information are available and encourage its use</p>	<p>Tier 1 - In place</p>	

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Tier 1 – staff time	Protocol distributed internally and with any outward-facing interactions	Immediate	Accessibility protocol in place and published for all public meetings Distribute accessibility protocol for office space among staff	Tier 1 - In-place	RE Working Group Commission Secretary
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.	Tier 1	A plan for physical space improvement \$ funding secured Successful implementation	Immediate	Prior to occupancy, office space was renovated/configured to meet all City accessibility standards Closed caption option for all televised Board meeting and educational videos on SFERS website Physical office space complies with City standards regarding lactation rooms, scent-free cleaning products, etc.	Tier 1 - In place	
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.	Tier 1 – staff time	A plan for digital improvement \$ funding secured Successful implementation	0 – 1 year	Public computer kiosks available in lobby of SFERS Office for digital access to SFERS and SFDCP websites, information, forms, etc. ASL and foreign language translation accommodations available for in-person member counseling sessions upon request TTY department contact telephone number available	Tier 1 - On-hold – office closed to the public as a result of COVID-19 shelter in place	
6.3.4. Invest in translation services.	Tier 1	# Increase in translated materials	Immediate	Currently have department employees certified to counsel member in Mandarin/Cantonese, Spanish	Tier 1 - In place	

Department uses City-approved translation service provider for other languages, upon request

<p>6.3.5. Encourage individual forms of inclusive identity expression.</p> <p>e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>	<p>Tier 1 – staff time</p>	<p>Increase in staff using inclusive identity expression, second nature</p>	<p>0 – 6 months</p>	<p>Department has no formal dress code</p> <p>Educate staff to increase understanding and support of individual staff identity preferences and honoring gender pronouns</p> <p>Encourage gender neutral language in department communications (letters, forms, website) and presentations</p>	<p>Tier 1</p>
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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
<p>6.4.1. Find opportunities to invest into and support the communities the department serves.</p>	<p>Tier 1 - Staff Volunteer</p>	<p>Successful events/programs that support the communities the department serves</p>		<p>Annual department-wide participation in Adopt a Family program</p> <p>Department routinely earns recognition for department- wide participation in City’s Combined Charities Campaign</p>	<p>Tier 1 - In place</p>	

7. BOARDS AND COMMISSIONS

DEPARTMENT GOAL

The Retirement System and its members benefit greatly from the leadership of an experienced and knowledgeable Retirement Board. Within the scope of its fiduciary duties, the Board establishes and follows policies governing the administration, management, and operation of the City’s retirement plans; manages the investment of the Retirement System’s assets; approves disability benefit determinations; and approves actuarial assumptions used to fund long-term benefit promises of the SFERS Pension Plan.

The Retirement Board generally meets once each month to review and to approve important elements of Retirement System business. The Retirement Board is composed of seven members: three members elected by the active and retired members of SFERS; three members appointed by the Mayor in accordance with §12.100, the San Francisco City Charter; and one member of the Board of Supervisors appointed by the President of the Board of Supervisors. Qualifications for elected and appointed members of the Retirement Board are established in §12.100 of the San Francisco City Charter and people and employees of color, otherwise qualified, elected or appointed, can serve on the Retirement Board.

7.1. Retirement Board Activities

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Collect current board and/or commission demographic data and include in the department annual report.	Tier 1 – staff time	Annually collect board/commission demographic data Include data in annual report	1 – 2 years	Collect Board demographic data from DHR Include Board diversity information in <i>SFERS Annual Report</i>	Tier 1	Commission Secretary
7.1.2. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.	Tier 1 – staff time	Implementation of inclusive protocols	Immediate	Regular and standardized protocol for Retirement Board meeting accommodation requests Requests for wheelchair accessible seating, large print agendas, American Sign Language interpreters, sound amplification and auxiliary	In place	Executive Director Commission Secretary

aids or services are available by request at Board meetings conducted at the SFERS offices

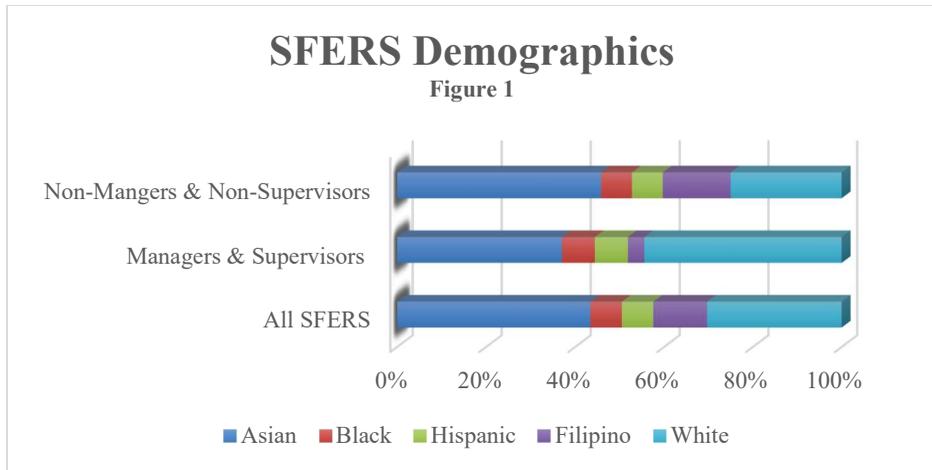
APPENDIX

CURRENT WORKFORCE DEMOGRAPHIC DATA

Note: The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. *As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis.* The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. *In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.*

SFERS Demographic Data

Report issued by the City's Department of Human Resources released 11/2020, provided disaggregated SFERS workforce demographics by race and classification status. In Fiscal Year 2019-2020, the San Francisco Employees' Retirement System (SFERS) is staffed with 99 employees.



The figure 1 - Above represents SFERS staff with 99 employees.

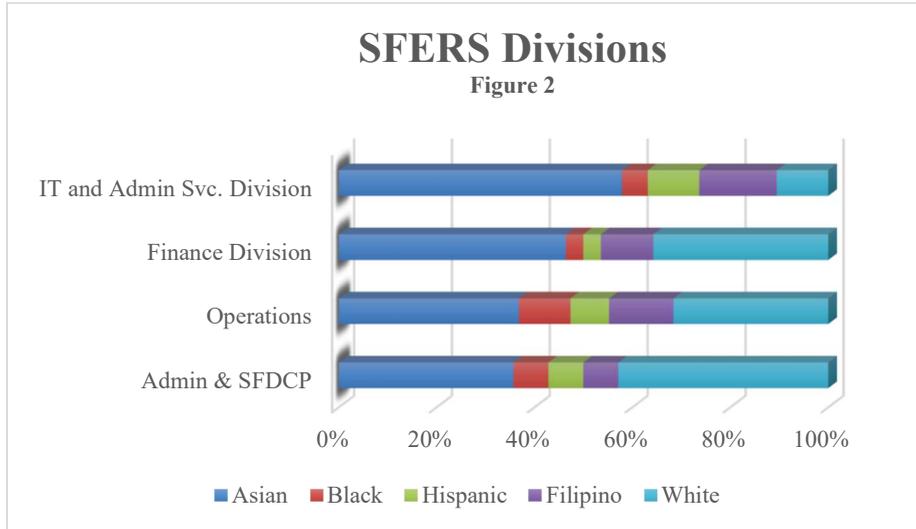


Figure 2 - Above represent the main divisions of SFERS

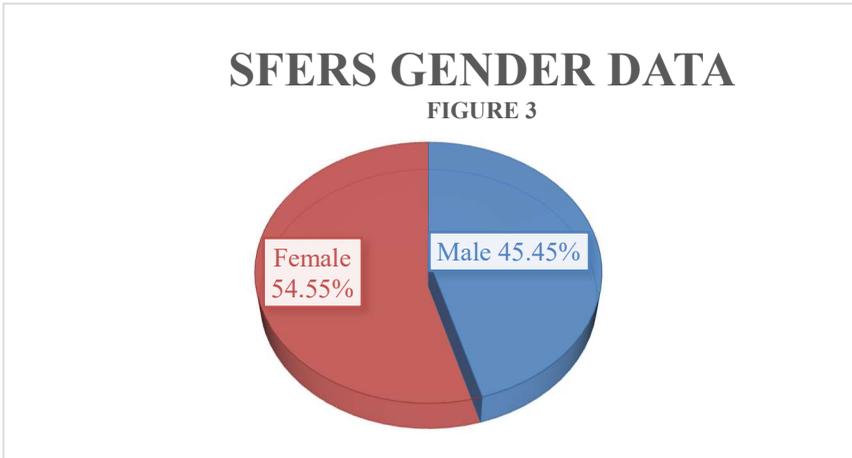


Figure 3 – Gender Data – FY 2019-2020

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

SFERS EMPLOYEE SURVEY

SFERS sought feedback from all its employees to learn how much they knew about the City’s Racial Equity Plan and their opinions about the department’s inclusivity and opportunities for advancement regardless of race or ethnicity. To ensure confidentiality and comfort in participation, the survey was anonymous. 72% of SFERS staff provided their valuable feedback.

The survey asked 10 questions, asking the respondents whether they Strongly Agree, Agree, Somewhat agree, Somewhat disagree or disagree. The survey asked two additional questions to provide some context around the responses. We asked the respondents to share their race or ethnicity and self-identification. A summary follows.

City’s Racial Equity Action Plan

66% of the respondents were aware of the City’s Racial Equity Action Plan. 86% stated they understood the initiative’s purpose.

Department Racial Inclusion

Almost 90% of respondents feel safe within the department and have built positive relationships with staff members who identify differently than they do. The numbers differ when the survey asked how comfortable staff members felt about discussing race and ethnicity at work. 66% of staff reported they felt comfortable talking about these issues, but 20% stated they were not comfortable discussing these issues at the office.

Institutional Racism

79% of the respondents have not observed racial tensions between employees within the department. 81% of respondents stated they believed that workplace expectations and disciplinary standards did not vary on the basis of race or ethnicity.

Opportunity Climate

83% of the respondents feel opportunities for training and professional development are accessible regardless of race or ethnicity and 79% feel opportunities for promotion are accessible regardless of race or ethnicity.

What the Numbers Say/Moving Forward

Overall, SFERS staff feels safe and included in the office. Most staff have positive work relationships with people who identify differently than they do. Most feel that expectations and opportunities for training and development are available equally regardless of race or ethnicity. There is a slight drop off in staff members who believe that promotional opportunities are equally accessible to all. The working group will delve deeper into this area and SFERS' leadership will take active measures to address and alleviate barriers.

SFERS' working group will also focus on better understanding the basis for the responses around observations of institutional racism in the office, particularly in light of the other survey responses. SFERS will not tolerate racism within the office and is committed to a culture of inclusivity for all. The working group will also offer suggestions to remove any barriers that make employees uncomfortable about discussing issues about race or ethnicity at the office.

SFERS is committed to creating and maintaining a work environment that is fair and inclusive to all; where all employees are valued for their unique skills, experiences, and perspectives; and everyone has the opportunity to grow within the department and the City. We strive to be an example of a workplace that is diverse, inclusive, and fair.

This Racial Equity Action Plan is just a beginning. It is a living document. As the Working Group gains more knowledge, works to complete the items in the Plan, and evaluates our successes and areas where additional work is needed, we anticipate that SFERS' Racial Equity Action Plan will be refined over time.