



Sanitation & Streets Commission Meeting – September 22, 2022

Employee and Organizational Development

Beth Rubenstein, Deputy Director – Policy & Communications
Guillermo Perez, Jr., Supervisor II – Street Environmental Services
Siobhan Kelly, Manager – University of Public Works and Sanitation & Streets
Alexandra Bidot, Manager – Performance Management





RACIAL EQUITY INITIATIVE

Beth Rubenstein – Deputy Director, Policy & Communications
Guillermo Perez, Jr. – Supervisor II, Street Environmental Services

Foundational Definitions

Race:

Race is a social construct that has guided our legal, social and cultural spaces. Race is a powerful social category forged historically through oppression, slavery and conquest.

Equity vs. Equality:

Equity is based on the understanding that each of us has different advantages and disadvantages and thus have different needs to attain access and opportunity.

Equality is based on the misconception that we all have the same needs and therefore the same solution will work for everyone.

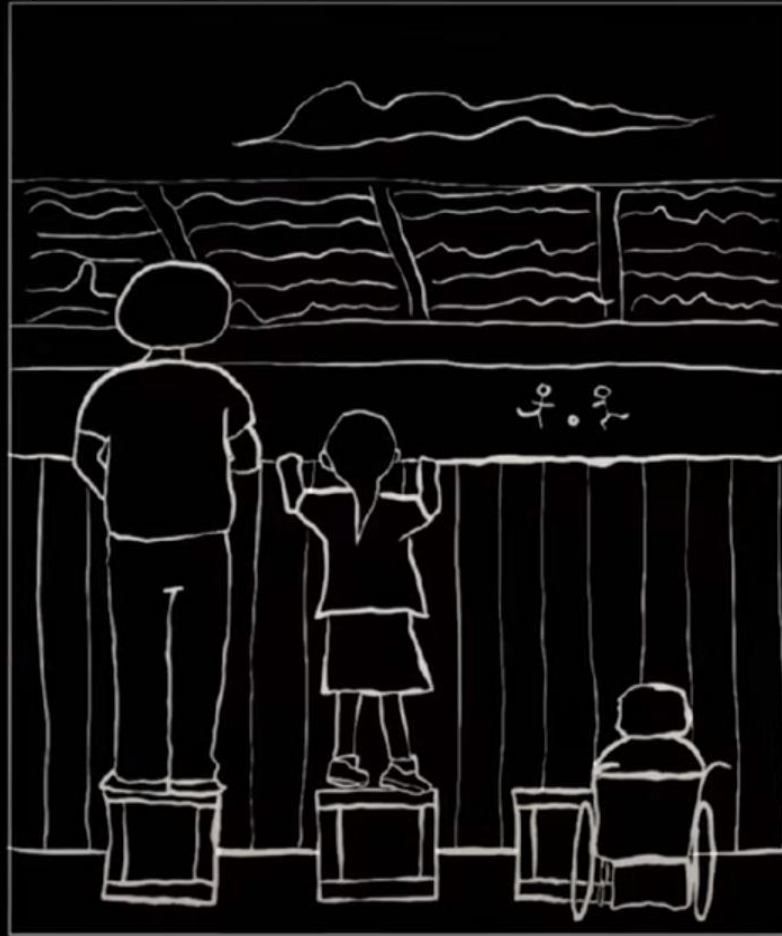
Racist Policies:

A policy, procedure, guideline and process that produces or sustains racial inequity among racial groups.

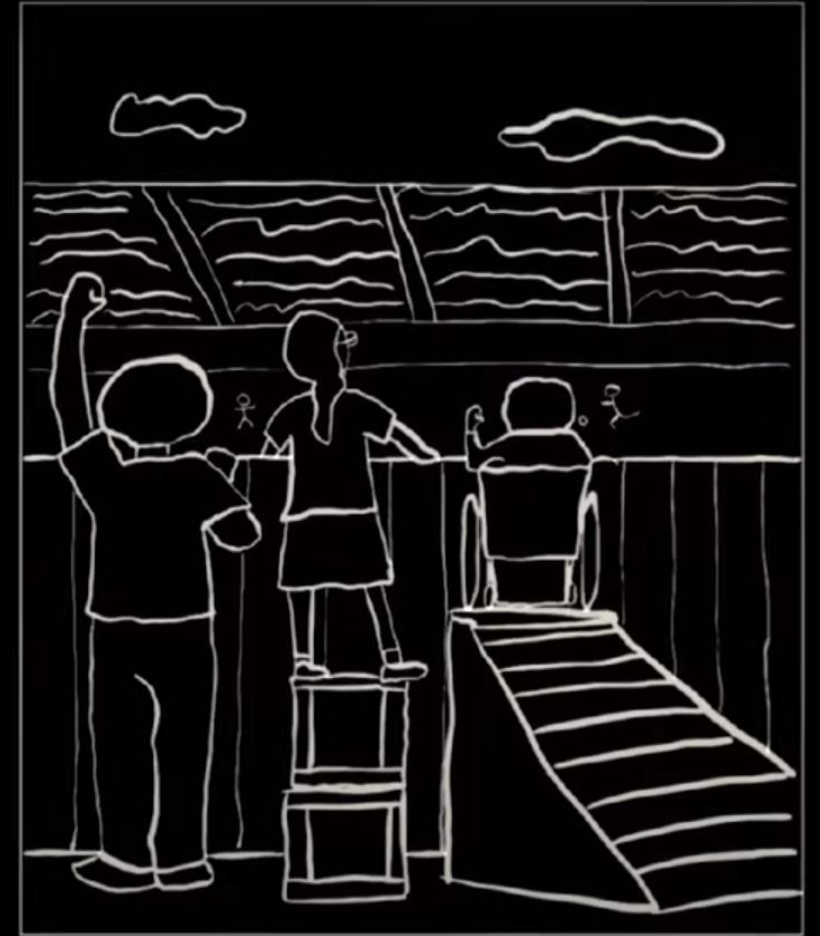
Racial Equity:

Full access to opportunities, power and resources, whereby all people may thrive and prosper regardless of their racial identity.

Equity Vs Equality



EQUALITY



EQUITY

<https://www.youtube.com/watch?v=X0N22PMdF1U>



Racial Equity Initiative

The Racial Equity Initiative seeks to **build our understanding** of historical and structural racism and the impacts it has on our organization and the communities we serve.

With a greater understanding, we **seek to respond** to these systems of oppression, both internally and externally, to **erase racial disparities** in the workplace and how we provide services to the public.



GRASSROOTS ORGANIZING

plus



EXECUTIVE LEADERSHIP

equals



ORGANIZATIONAL CHANGE

Racially Equitable Workplace



Each employee can thrive and reach their potential



Everyone has access to key information

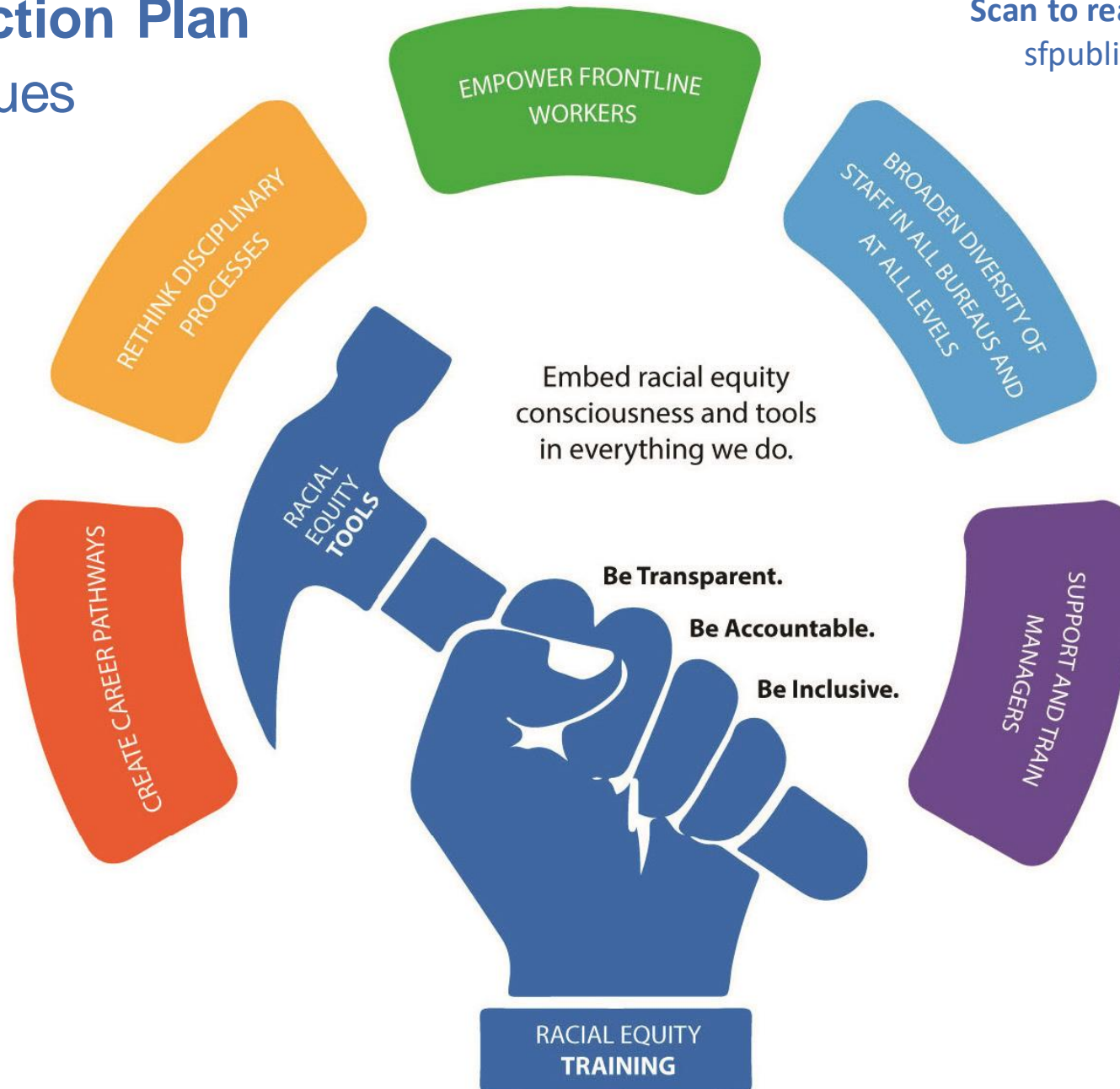


Processes and assignments are fairly and consistently implemented

Racial Equity Action Plan

Priorities and values

Scan to read our Racial Equity Action Plan at sfpublicworks.org/racialequityactionplan





Inspecting Our Foundation

A Reexamination of Public Works' History Through a Racial Equity Lens



Scan
To
Read



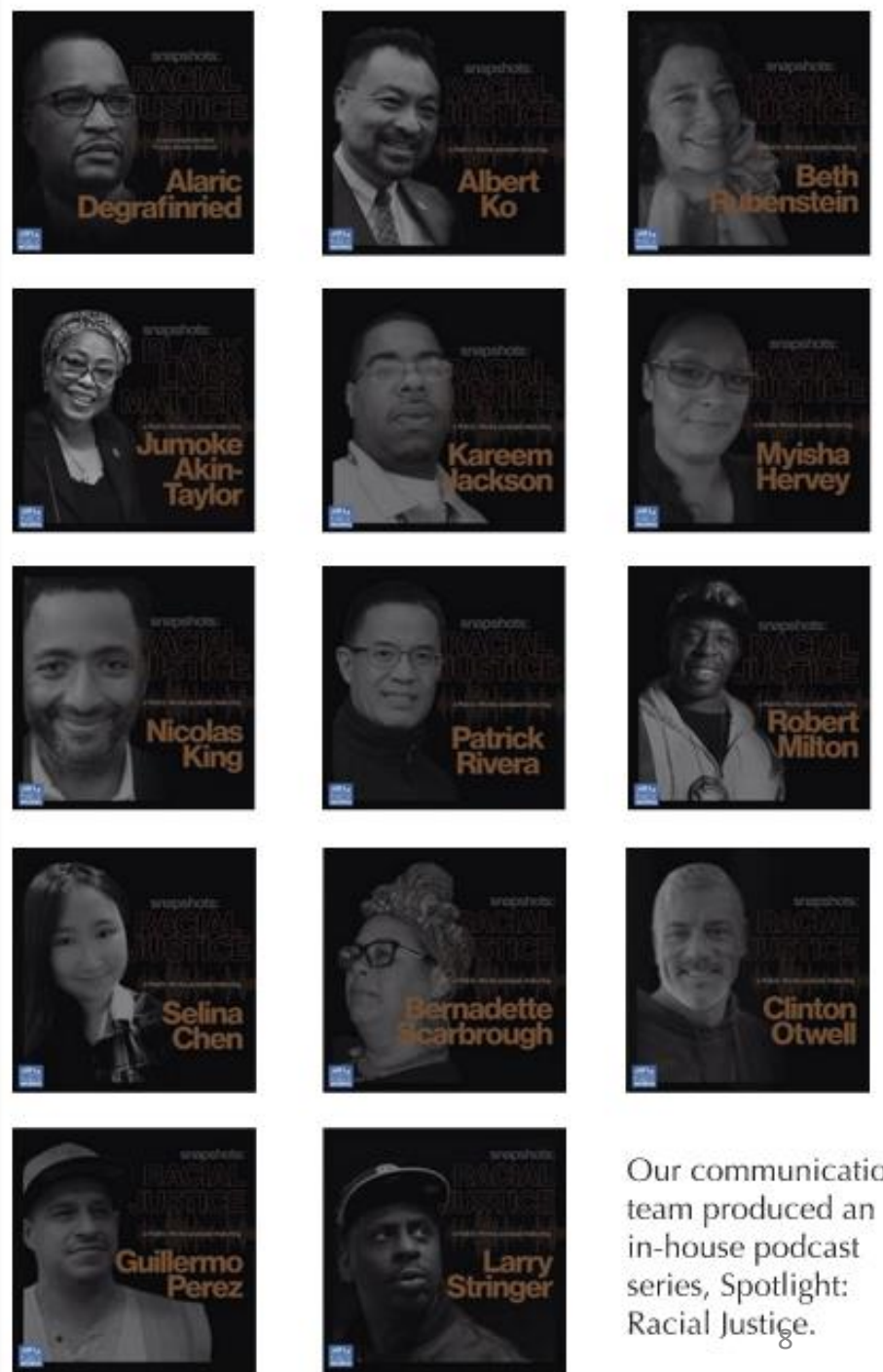
sfpublicworks.org/inspectingourfoundation



Scan
To
Listen



sfpublicworks.org/snapshots-racialjustice



Our communications team produced an in-house podcast series, *Spotlight: Racial Justice*.

Our Work So Far...

2019-2020

Developed Racial Equity Working Group

Normalizing the conversation about race and racism

Connected with citywide racial equity leaders and the Office of Racial Equity

Developed partnership with executive team

2020-2021

Collaboratively researched and wrote Public Works Racial Equity Action Plan, Phase 1 (submitted 1/2021)

Prioritized action items through engaging staff at all levels of our department

2021-2022

Introduced personal racial equity goal on performance plan

Submitted FY21-22 Racial Equity Progress Report (5/2022)

Organized: Expanded leadership to approximately 60 staff

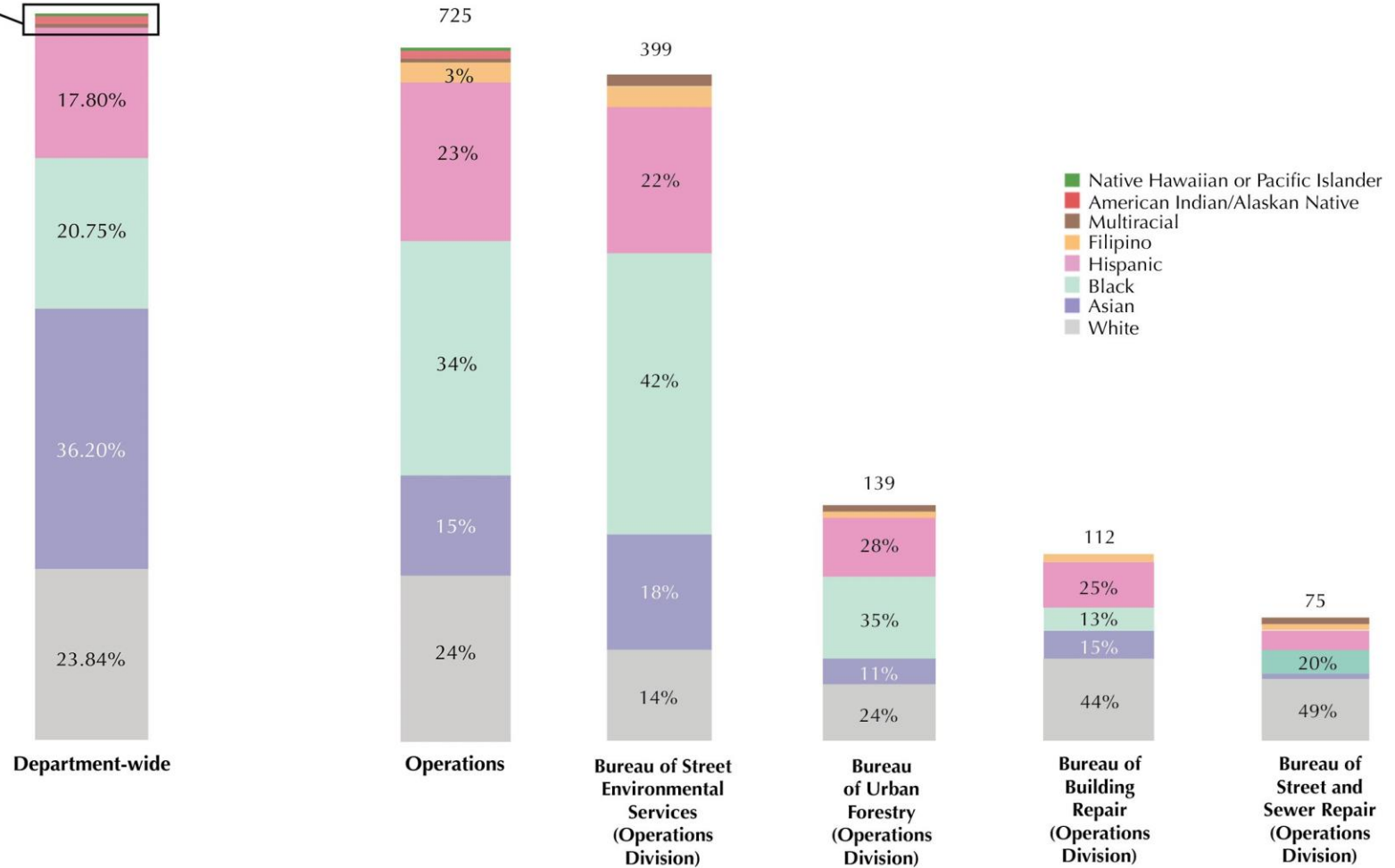
Robust peer-led programming



Racial Diversity

Staff racial demographics

Native Hawaiian or Pacific Islander - 0.13%
 American Indian/Alaskan Native - 0.67%
 Multiracial - 0.609%



SANITATION & STREETS

SAN FRANCISCO Employee and organizational development: Racial Equity Initiative

2022 – 2023 Racial Equity Initiative Goals

- Hire racial equity staff with subject matter expertise
- Build an Operations Racial Equity Steering Committee
- Offer more robust racial equity programming
- Focus on human resources-related racial equity action items
- Set benchmarks for success
- Research and develop Phase 2 of Racial Equity Action Plan

Best Practices for Commissions and Racial Equity

Decision-making for racial equity

GOALS:



Ensure that commissioners represent the diverse communities that Sanitation & Streets serves



Ensure that commissioners are up to date with racial equity knowledge, trainings and tools



Support commissioners in evaluating policies, projects and budgets regarding the Sanitation & Streets workplace and services through a racial equity lens



Ensure commission meetings are accessible to and welcoming of diverse communities

Action Items from the Racial Equity Action Plan:

Recommended by the Prop. B Oversight and Accountability Committee

- Monitor quarterly the department's racial equity work with the Racial Equity Action Plan as a guide
- Collect commission demographic data and include in the department annual report
- Expand ability for commission members to hear from diverse voices
- Open meetings with a land acknowledgement of the Ramaytush Ohlone
- Onboarding and annual racial equity training





UNIVERSITY

Siobhan Kelly

Manager, University of Public Works and Sanitation & Streets

Our Goal

**To improve employee engagement
by providing learning and
development opportunities
for Sanitation & Streets
employees.**

What We Do



Assist in identifying learning and professional development courses



Track all training courses



Track employee training hours



Manage employee performance planning cycle



Coordinate trainings with other City agencies



Coordinate trainings with consultants



Assist with union reimbursements for trainings and conferences

Why Do We Have The University?

2012

Department mandated that all employees receive 10 hours of learning and professional development per fiscal year.

2014

The University established to offer courses specific to the department, as well as courses offered by the training and development unit under the City Administrator.

Examples of past courses:

Understanding project management contracts

Writing performance plans and appraisals

Writing effective emails

Understanding an audit

Hazardous materials identification

Conducting employee check-ins

New employee orientation

Peer coaching

Goal setting

Personal safety

De-escalation

Presentation skills and public speaking

Managing ambiguity

Problem solving

Mandated Training Courses for New Employees

Onboarding Training

New Employee Orientation at Public Works

New Employee Safety Orientation

SF Government New Employee On-boarding

Title VI Training

ClickSafety Defensive Driving Training

Cybersecurity Training for Staff / IT Staff / PIOs

Harassment Prevention Training for Non-supervisors

Introduction to Implicit Bias

Whistleblower Program Training

Bystander Training

Public Works Ethics Training

COVID-19 Basic Health and Safety Training

Disaster Service Worker (DSW) Training

Emergency Response Training

FEMA Independent Study (IS) 700 - Introduction to NIMS

FEMA IS 100 - Introduction to Incident Command System

As Needed

Telecommuting for Employees

Office Ergonomic Awareness

Core Ethics & Sunshine Ordinance Training

Fairness in Hiring Interviews for Panel Members

Cybersecurity Training (job specific)

Mandated Training Courses for New Supervisors and Managers

Onboarding Training

New Employee Orientation at Public Works

New Employee Safety Orientation

SF Government New Employee On-boarding

Title VI Training

ClickSafety Defensive Driving Training

Cybersecurity Training for Supervisors

Harassment Prevention Training for Supervisors

Introduction to Implicit Bias

Whistleblower Program Training for Supervisors

Bystander Training

Public Works Ethics Training

COVID-19 Basic Health and Safety Training

Disaster Service Worker (DSW) Training

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As Needed

Telecommuting for Employees

Office Ergonomic Awareness

Core Ethics & Sunshine Ordinance Training

Fairness in Hiring Interviews for Panel Members

Cybersecurity Training (job specific)

- + **Supervisor Essentials at Public Works**
- + ***Supervisor Academy (24 Hour)**
- + **Manager/Supervisor Safety Training**
- + **Performance Plans and Appraisals**

Frequency of Mandated Training Courses for All Active Employees

All Employees	Frequency
Title VI Training	Annually
Cybersecurity Training for Staff / IT Staff / PIOs	Annually
Cybersecurity Training for Manager/Supervisor & IT Manager/Supervisor	Annually
Whistleblower Program Training	Annually
Whistleblower Protections Supervisor Duties	Annually
Bystander Training	Bi-Annually
Introduction to Implicit Bias	Bi-Annually
Transgender 101: Strengthen Your Commitment to Inclusion	Annually
Harassment Prevention Training for Non-supervisors	Bi-Annually
Harassment Prevention Training for Managers, Supervisors, Leads	Bi-Annually
As Needed	
Core Ethics & Sunshine Ordinance Training	Bi-Annually
Fairness in Hiring Interviews for Panel Members	Annually
Cybersecurity Training (job specific)	Annually

Learning and Development Resources

Source	Description
SF Learning	Online learning provided by Department of Human Resources
Workforce Development	Online and in-person courses offered by Department of Human Resources
Data Academy	Computer courses offered by Controller's Office
DT Computer Classes	Computer courses offered by Department of Technology
City University	Partnership among Department of Human Resources, City College of San Francisco, San Francisco State Extension and UC Berkely Extension
Institute of Management Studies	Partnership between the City and Institute of Management Studies offering leadership development courses

What's Next?

- Welcoming two new team members
- Conducting a needs assessment with our division managers
- Launching “Situational Leadership” courses
- Rolling out “Engagement Through Communication” courses
- Planning a new supervisorial skills program



STRATEGIC PLANNING

Alexandra Bidot – Manager, Performance Management

Strategic Plan: What and Why?



**Department
roadmap**



**Communications
tool**



**Reflects
priorities and values**



**Informs
resource allocations**



**Leverages strengths
and addresses challenges**



**Focuses on our
customers and workforce**



**Advances
organizational
development**

A Living Document



City and County of San Francisco
Department of Public Works
Strategic Plan in Brief
 2009-2012

VISION
 A world class public works organization that contributes to making San Francisco a beautiful, livable, vibrant, and sustainable city.

MISSION
 DPW enhances the quality of life in San Francisco by providing outstanding public service. We design, build, operate, maintain, green, and improve the city's infrastructure, public rights-of-way, and facilities with skill, pride, and responsiveness, in partnership with the San Francisco community.

GOALS

GOAL 1: Ensure Safe, Clean, and Green Infrastructure and Public Rights-of-Way

GOAL 2: Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities

GOAL 3: Deliver World Class Public Service

Department of Public Works | 100 Carlton B. Goodlett Place, City Hall, Room 34
 (415) 554-6920 | FAX: (415) 554-6944 | TDD: (415) 554-6930 | www.sfdpw.org

FY 2009 – FY 2012

Department of Public Works 2013-15 Strategic Plan

Our Vision
 DPW a world class public works organization contributing to making San Francisco a beautiful, livable, vibrant, and sustainable city.

Our Mission
 Enhancing the quality of life in San Francisco by providing outstanding public service, design, build, operate, maintain, green and improve the city's infrastructure rights-of-way, and facilities with skill, pride, and responsiveness in partnership with the San Francisco community.

Goal 1: Ensure Safe, Clean, and Green Infrastructure and Public Rights-of-Way

Goal 2: Create and Maintain Beautiful, Highly Functional, and Sustainable Facilities

Goal 3: Deliver World Class Public Service

Goal 4: Expand the San Francisco Economy, Lead in the Creation of Jobs for Our Residents

You are INVITED
 to: DPW's Quarterly Strategic Plan Progress Report
 Come learn about the progress and challenges on:

New Dates!

May 22nd 9:00 – noon
 Korel Theater, San Francisco Main Library, Lower Level - Grove Street entrance of 100 Larkin Street

September 26th 9:00 – noon
 Korel Theater, San Francisco Main Library, Lower Level - Grove Street entrance of 100 Larkin Street

FY 2013 – FY 2015

FY 2013 – FY 2015

San Francisco Public Works 2015-2019 Strategic Plan

VISION
 A world-class public works organization that contributes to making San Francisco a sustainable, beautiful, vibrant, safe and livable city.

MISSION
 We enhance the quality of life in San Francisco as stewards of the public's physical assets by providing outstanding service in partnership with the community. We design, manage, maintain, green, protect and improve the City's spaces with skill, pride, innovation and responsiveness.

GOALS

GOAL 1: ENSURE SAFE, CLEAN, SUSTAINABLE AND INVITING PUBLIC SPACES

GOAL 2: BE THE SERVICE PROVIDER OF CHOICE FOR DESIGN, CONSTRUCTION, MAINTENANCE AND MANAGEMENT

GOAL 3: FOSTER A CULTURE OF OPPORTUNITY, CONTINUOUS IMPROVEMENT AND EXCELLENCE TO DELIVER WORLD-CLASS PUBLIC SERVICE

OBJECTIVES

1A - Enable the safe use of public spaces
 1B - Enhance the cleanliness and livability of the City
 1C - Green and improve the City's public spaces and rights-of-way

2A - Create beautiful, highly functional and sustainable public spaces to ensure long-term sustainability to exceed our client expectations
 2B - Maintain and improve public spaces to ensure long-term sustainability to exceed our client expectations
 2C - Improve our core business by effectively engaging with our client City departments to better serve their needs
 2D - Increase work opportunities for San Francisco residents

3A - Retain, develop and recruit a capable, motivated workforce
 3B - Embrace organizational efficiency and innovation
 3C - Communicate effectively

Core Values

RESPECT
 We treat each other with respect. We communicate openly and fully. We listen to one another, to our clients, and to the community. We value the safety of our workforce and the public. We practice safety every day.

INTEGRITY
 We work together as one team. We are accountable to ourselves, to each other and to the public. We are all responsible for our successes and failures. We practice safety every day.

RESPONSIVENESS
 We are responsive to the diverse needs of all communities. We pursue new ideas and ways of working. We celebrate our accomplishments. We incorporate safety as key to quality customer service.

Core Values

RESPONSE
 We treat each other with respect. We communicate openly and fully. We listen to one another, to our clients, and to the community. We value the safety of our workforce and the public. We practice safety every day.

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For more information please visit: www.sfpublicworks.org/strategic
 Or contact: strategicplans@sfpw.org

FY 2016 – FY 2019

San Francisco Public Works
 Strategic Plan and Operational Plan Framework

Vision Public Works – to make San Francisco cleaner, safer and more beautiful morning, noon and night.	Mission We are dedicated to keeping public spaces clean, green, safe and resilient.	Values Safety Teamwork Accountability Respect	Guiding Principles Diversity Equity Inclusion
Key Work Processes			
Design	Construct	Maintain	Regulate
Strategic Goals	Goal 1: Improve Hiring and Onboarding Goal 2: Secure Funding Goal 3: Improve Public Perception Goal 4: Establish Public Works as an anti-racist department	[DRAFT] Strategic Objectives EXECUTIVE COMMITTEE, make objectives smart! 1. Improve recruitment, hiring and onboarding practices (measure the as another objective, survey by end of onboarding process to measure) (measure: reduce time to hire by 10% and vacancy rate by 10% by December 2022; metrics should be an annual goal) 2. Secure funding for maintenance and other services 3. Expand public and staff understanding of Public Works' roles and responsibilities through more effective communications. 4. Incorporate racial equity policies and standards throughout the department	Action Plan Metrics
Operational Goals	Goal 1: Clean, green and make public streets and structures safer. Goal 2: Revitalize public built infrastructure	Objective 1.1: Clean, improve street and sidewalk cleanliness through increasing the scores of Streets Maintenance Inspection from X to Y by YYYY. Objective 1.2: Green: Plant 4,000 trees per year and prune 100K of trees per year per the StreetTreeSF Maintenance Plan and the San Francisco Urban Forest Plan over the next three years. Objective 1.3: Safety: Improve safety for public streets by steadily improving the PCI score over the next five years to achieve a score of 77 or better. Objective 1.4: Client satisfaction: Increase City department client satisfaction with maintenance services by improving client satisfaction by xx% from baseline by YYYY. Objective 2: Establish and improve project delivery metrics related to budget and quality by YYYY.	Action Plan Metrics
Strategic Goals	Goal 1: Improve Hiring and Onboarding Goal 2: Secure Funding Goal 3: Improve Public Perception Goal 4: Establish Public Works as an anti-racist department	Objective 2.1: Increase client satisfaction with design and construction services by improving client satisfaction by xx% from baseline by YYYY. Objective 2.2: Increase client satisfaction with design and construction services by improving client satisfaction by xx% from baseline by YYYY. Objective 2.3: Develop data-driven process for maintenance and design groups to share information and solve problems on infrastructure and conditions of building assets. (Needs metric for SMT forums) Objective 3: (Efficiency) Improve hiring practices that will help reduce average time-to-hire from current 123 days to 120 days by MM-YYYY. Goal 3: Increase employee engagement and satisfaction.	Action Plan Metrics
Strategic Goals	Goal 1: Improve Hiring and Onboarding Goal 2: Secure Funding Goal 3: Improve Public Perception Goal 4: Establish Public Works as an anti-racist department	Objective 3.1: (Diversity) Improve internal practices to increase the employee engagement survey scores from XX to XX by YYYY.	Action Plan Metrics

Draft Strategic Plan under development

FY 2018 – FY 2022



Employee and organizational development: Strategic Plan

2018-2022 Strategic Plan

Vision

**A forward-thinking organization
that honors the public trust**

Mission

**We care for and build the City's assets
for the people of San Francisco**

Values

Respect, Integrity and Responsiveness

Goals:

- Be the best place to work
- Provide exceptional service
- Improve and inspire
stewardship of public spaces

Lessons Learned

Best Practices

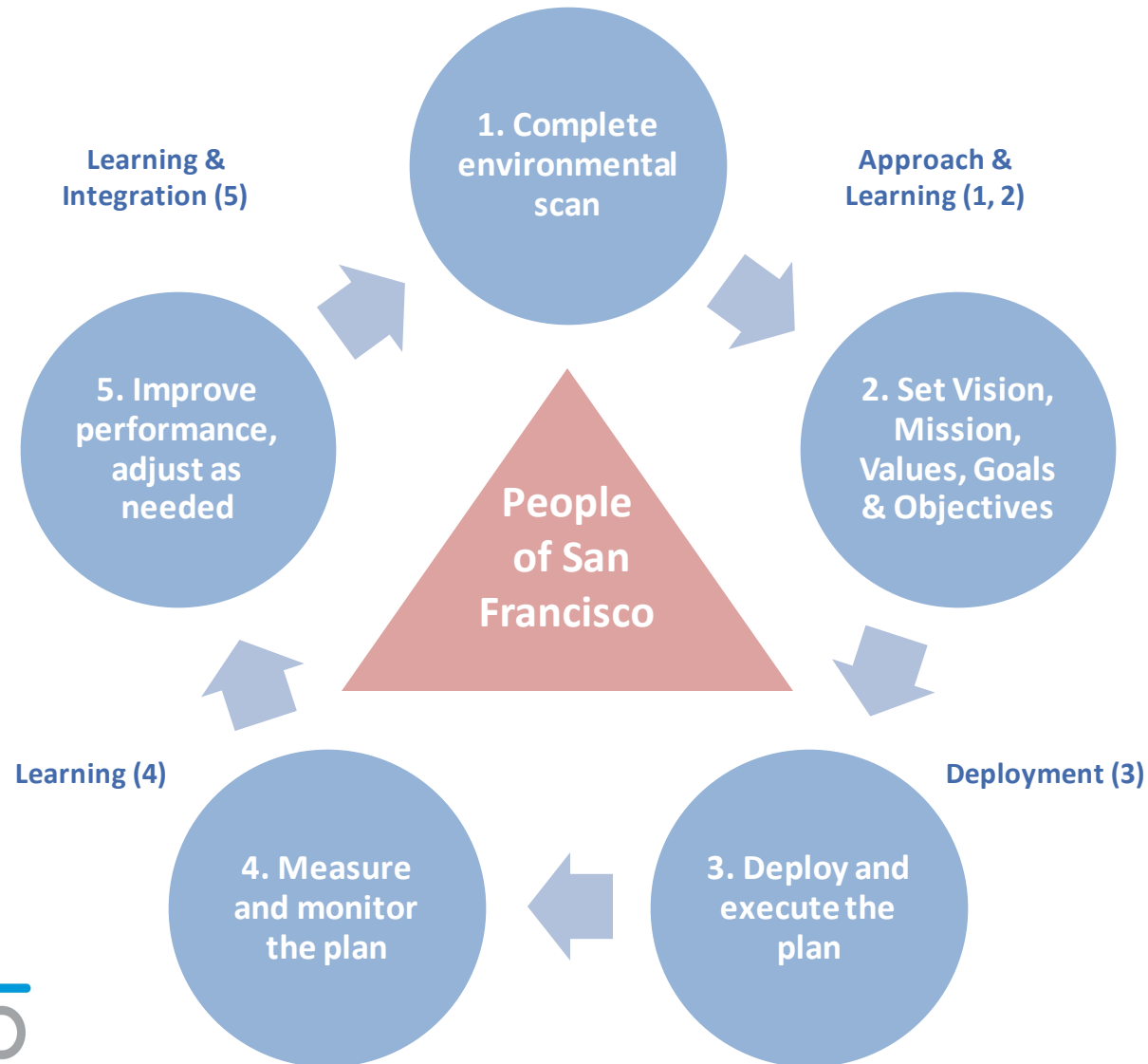
- The department's leadership must champion the Strategic Plan
- Staff throughout the ranks must engage in the development and execution
- Use the Strategic Plan to reduce silos and offer opportunities for learning and growth
- Align the Strategic Plan with the annual employee performance plans, the employee engagement survey, the Racial Equity Initiative and other employee development and engagement initiatives

Opportunities for improvement

- Too many priorities
- Not always using the correct metric to measure success

The Process

Draft Strategic Planning Process



What's Next?

- Improve key elements of the strategic planning process and the use of measurements.
 - ✓ The Baldrige Excellence Framework, best practices from different industries and lessons from our own experience and from some sister agencies are informing improvements to the process.
- Share and discuss employee engagement survey results with staff to build trust and integrate with other employee development initiatives.



SANITATION
& STREETS

SAN FRANCISCO Employee and organizational development: Strategic Plan



2022 Employee Experience Survey

Alexandra Bidot – Manager, Performance Management

2022 Employee Experience Survey

Sanitation & Streets

80%

2019 Response Rate

67%

2022 Response Rate

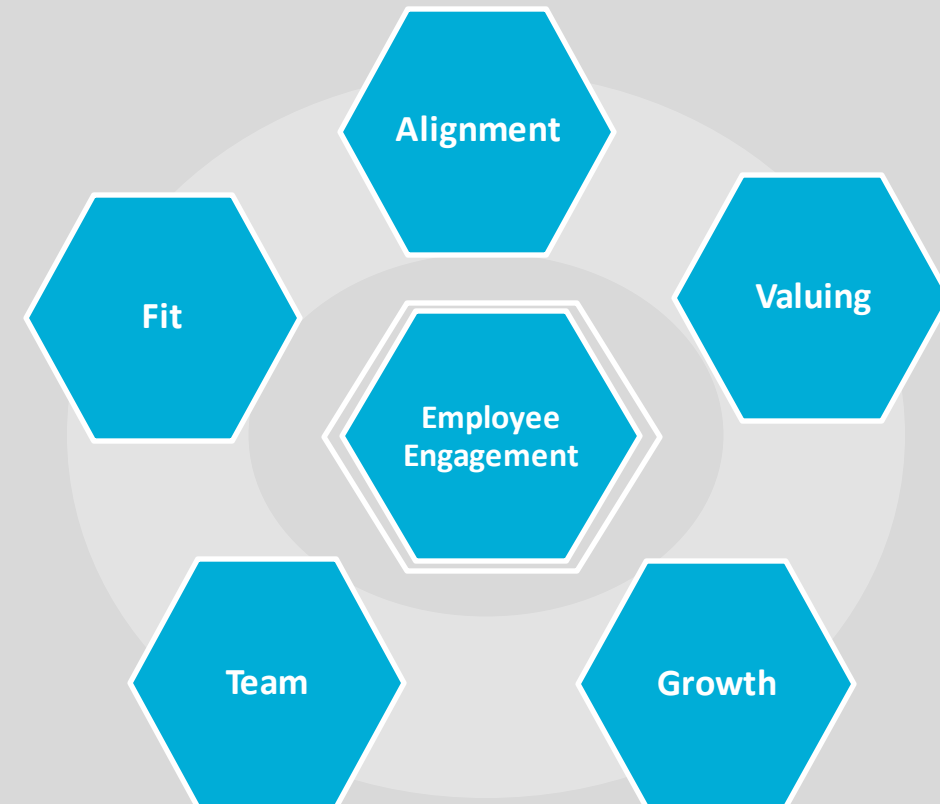
Purpose

- ❑ Offer opportunities for employees to voice their opinions about the workplace and for the department to understand ways to improve employee engagement and workplace satisfaction
- ❑ Inform strategic planning, Racial Equity Initiative and other department efforts

Implementation

- ❑ Administered from March 28 to April 18, 2022
- ❑ More than 70 items or questions around six themes

Survey Themes



Employee Experience Survey

2019 vs. 2022

80%

2019 Response Rate

67%

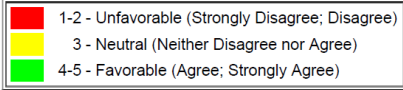
2022 Response Rate

Survey Themes	Description	2019 Favorability	2022 Favorability
Employee Engagement	The extent to which employees feel passionate about their jobs, are committed to the organization, put discretionary effort into their work and are willing to refer others to SAS.	80%	79%
Fit	The extent to which employees feel that they are in the right job and have the necessary skills, knowledge and abilities to adequately perform in their role.	64%	63%
Team	The extent to which the organization promotes a team-based work style (i.e., departments or groups work well together).	56%	57%
Valuing	The extent to which employees feel valued by the organization.	61%	62%
Growth	The extent to which employees feel supported to advance their career or develop personal skill sets within the organization.	54%	56%
Alignment	The extent to which employees believe in and put effort toward the organization's mission, values and results.	64%	62%

2022 Employee Experience Survey

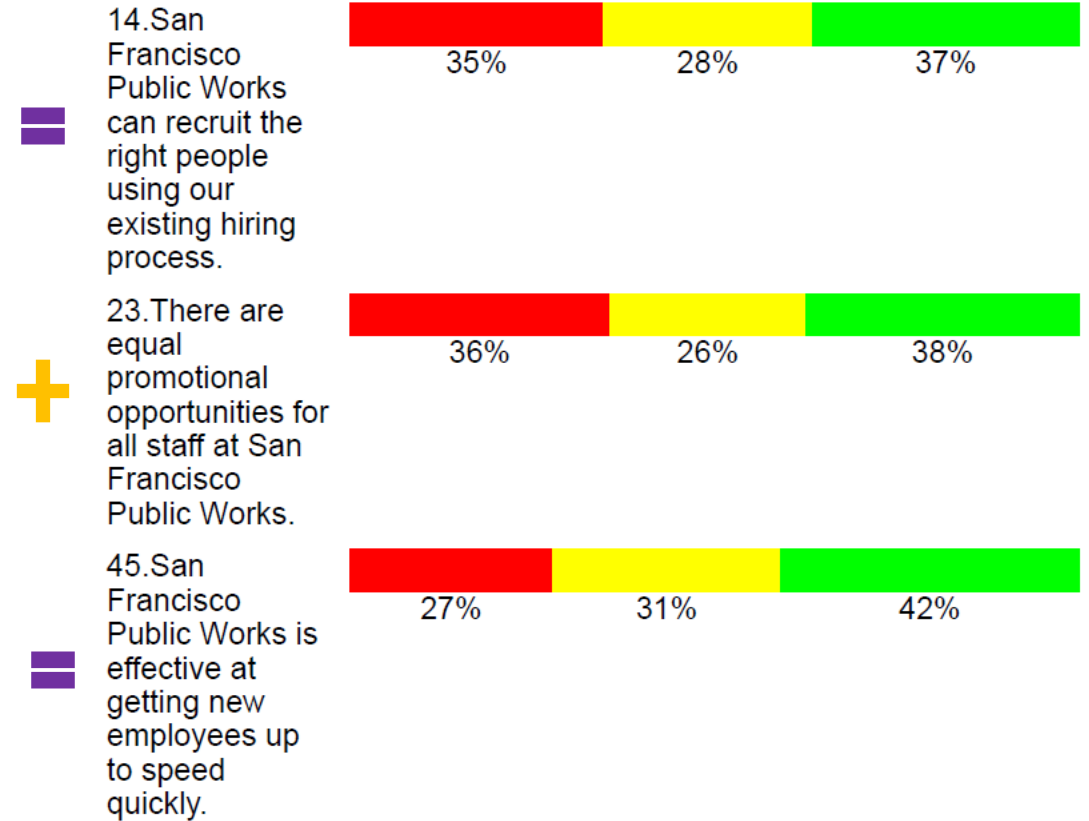
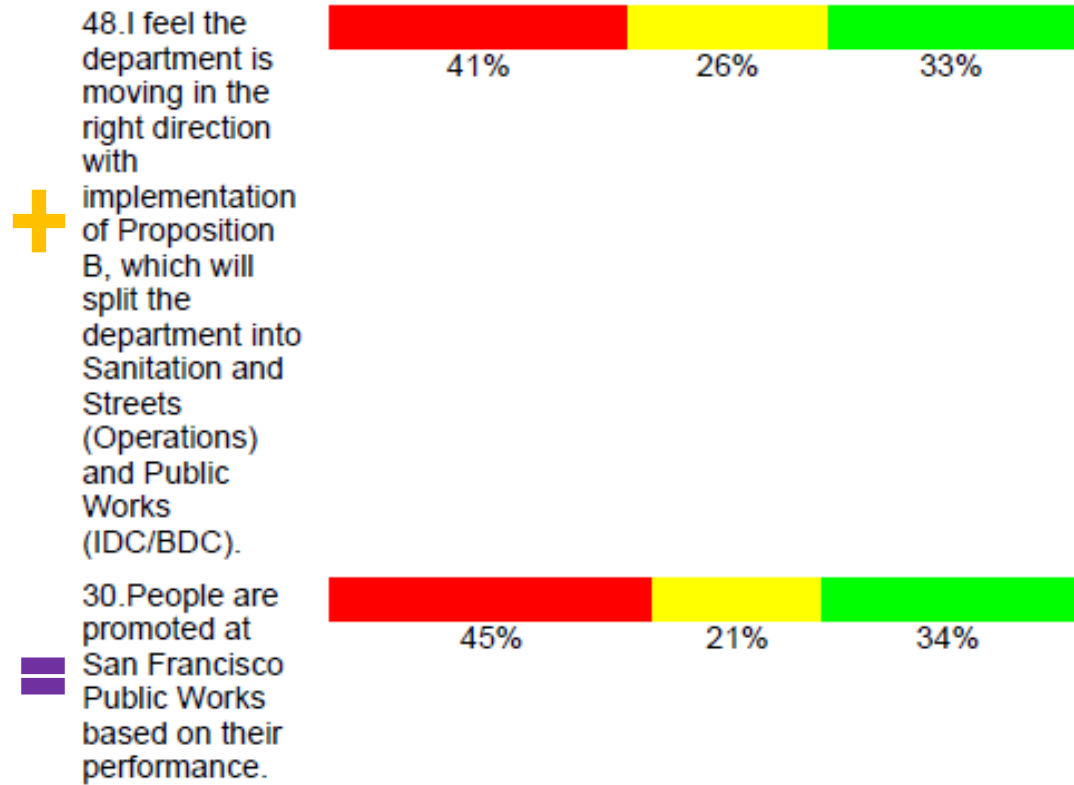
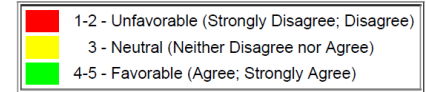
Top five highest favorable items

		Favorable - Top 5		Eff/Sat	Imp	Fav % Trend Prior Year	Company Eff/Sat	Company Imp	
■	9. My direct supervisor trusts me to do my job.	4%	9%	87%	4.43	4.69	-1	4.45	4.74
	18. I feel driven to do what it takes to help San Francisco Public Works succeed.	4%	10%	86%	4.40	4.50	+2	4.22	4.40
+	44. My direct supervisor treats me with respect.	6%	9%	85%	4.32	4.66	+10	4.41	4.68
	52. I have what I need to be safe on the job.	6%	10%	84%	4.27	4.67	+4	4.25	4.57
■	37. I care about the results that San Francisco Public Works achieves.	4%	12%	84%	4.31	4.44	-3	4.35	4.39



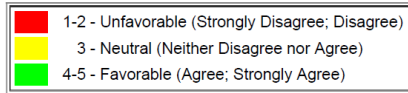
2022 Employee Experience Survey

Bottom five favorable items



2022 Employee Experience Survey

Positive changes from 2019 Survey



			Eff/Sat	Imp	Fav % Trend Prior Year	Company Eff/Sat	Company Imp
50. My direct supervisor recognizes my achievements in a manner that I personally value.		13% 17% 70%	3.90	4.40	+11	3.92	4.37
36. My direct supervisor allows some degree of risk-taking in order to pursue new ideas and ways of working.		23% 27% 50%	3.35	4.07	+10	3.60	4.13
44. My direct supervisor treats me with respect.		6% 9% 85%	4.32	4.66	+10	4.41	4.68
46. My direct supervisor helps our team learn from mistakes.		12% 22% 66%	3.84	4.37	+10	3.89	4.36

2022 Employee Experience Survey

Positive changes from 2019 Survey (cont.)

22. Employees at San Francisco Public Works treat each other with respect.



Eff/Sat Imp

3.56 4.52

Fav % Trend Prior Year

+7

Company Eff/Sat

3.85

Company Imp

4.57

35. Employees at San Francisco Public Works are encouraged to share ideas for improvement.



3.41 4.28

+7

3.60

4.28

43. San Francisco Public Works prioritizes work effectively.



3.47 4.32

+7

3.28

4.25

42. My direct supervisor provides me with regular feedback to help me improve my performance.

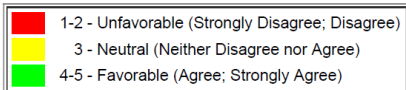


3.87 4.35

+7

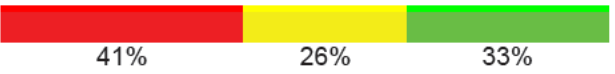




3.91

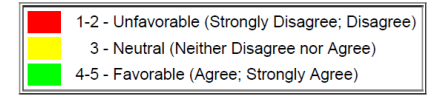
4.34



2022 Employee Experience Survey

Decreased results from 2019 Survey

		Eff/Sat	Imp	Fav % Trend Prior Year	Company Eff/Sat	Company Imp
48. I feel the department is moving in the right direction with implementation of Proposition B, which will split the department into Sanitation and Streets (Operations) and Public Works (IDC/BDC).		2.78	4.04	-22	2.67	3.86
4. San Francisco Public Works has a culture where I can learn new skills and grow.		3.40	4.43	-10	3.53	4.49
24. San Francisco Public Works provides me with the tools I need to help me advance my career.		3.36	4.41	-9	3.39	4.41
33. I enjoy most of the work that I do.		4.21	4.53	-8	4.03	4.52
34. I have someone who cares about me that I can talk to at work.		3.54	4.06	-7	3.75	4.21



2022 Employee Experience Survey

Strengths and opportunities

Strengths

- Pride and purpose in their work
- Value the emphasis on workplace safety
- Feel trusted and respected by their supervisors

Opportunities

- Prioritize improvements on hiring and opportunities for promotion to reduce loss of top talent
- More open, frequent and transparent communication, particularly about Prop. B split
- Better utilize resources and processes available in the private sector to boost work efficiency, including consideration of remote work opportunities, when feasible
- Strengthen methods to get new employees up to speed quickly

2022 Employee Experience Survey

What's next?



**Distribution and discussion of results
with divisions and bureaus**



**Brainstorm action
planning and prioritization**



SANITATION
& STREETS
SAN FRANCISCO

Thank you!