



**Meeting Date:** 10/21/22

**To:** Public Works Commission  
Lauren Post, Acting Chair  
Fady Zoubi, Acting Vice-Chair  
Lynne Newhouse Segal  
Paul Woolford

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**Through:** Carla Short, Interim Public Works Director  
Bruce Robertson, Deputy Director for Finance & Administration

**From:** Alexandra E. Bidot, Planning & Performance Manager  
Beth Rubenstein, Deputy Director of Policy & Communications  
Guillermo Perez, Jr, Supervisor II, Street Environmental Services  
Siobhan Kelly, Employee Development Manager

**Subject:** Employee & Organizational Development presentation

**Director's Recommendation:** Information item only. Receive and discuss.

**Executive Summary:** Overview and status of racial equity initiative, training and development, strategic planning and 2022 employee experience survey results.

**Attachments:**

PowerPoint presentation  
Link to Racial Equity Action Plan  
<https://www.sfpublicworks.org/racialequityactionplan>  
2022 Mandatory Training Requirements



Public Works Commission Meeting - October 21, 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  
Alexandra Bidot, Manager – Performance Management





SAN FRANCISCO PUBLIC WORKS

# RACIAL EQUITY INITIATIVE

**Beth Rubenstein** – Deputy Director, Policy & Communications  
**Jumoke Akin-Taylor** – Project Manager, Building Design Construction  
**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



# 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

# Racial Equitable Workplace



Each employee can thrive and reach their potential



Everyone has access to key information

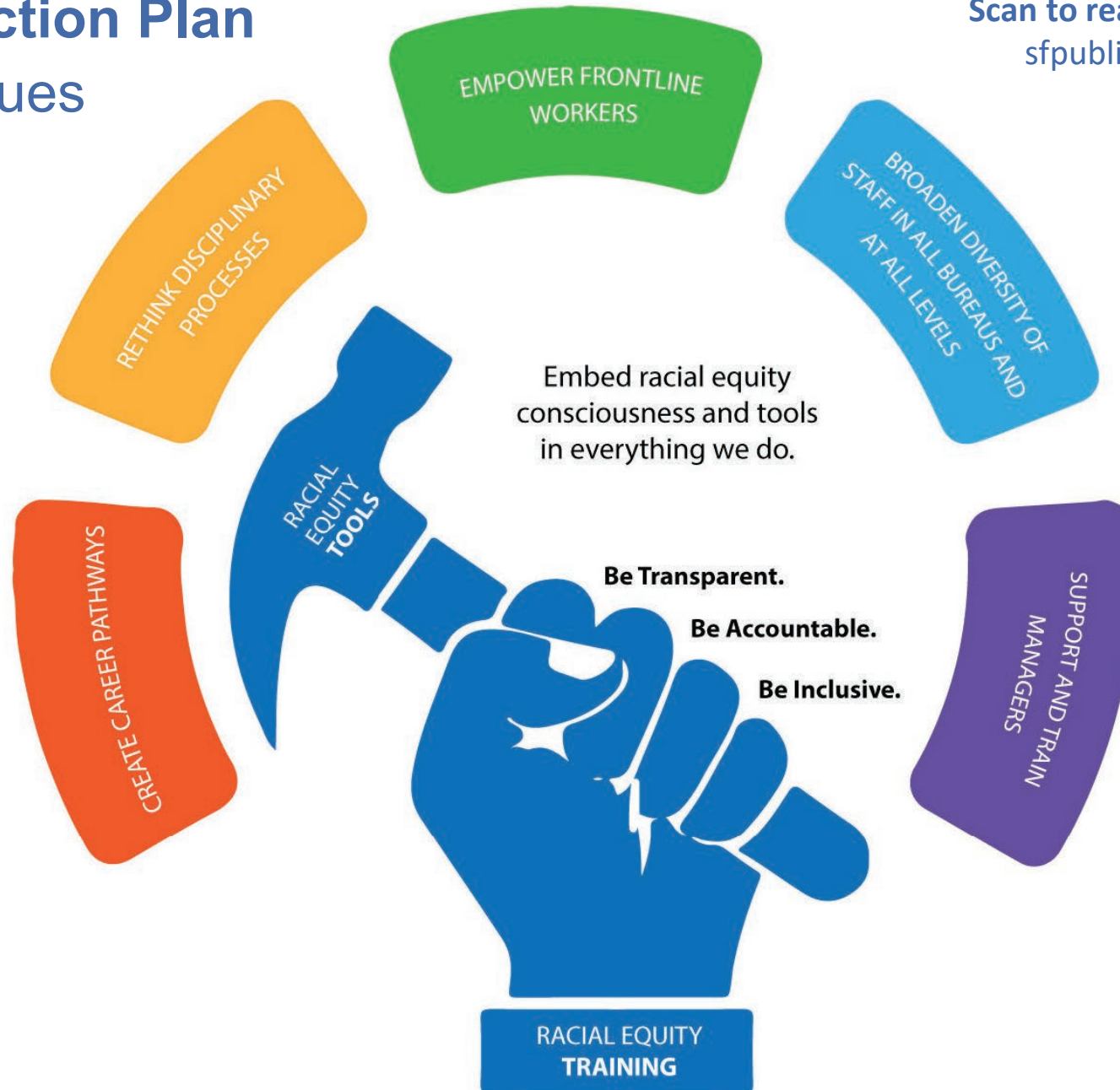


Processes and assignments fairly and consistently implemented

# Racial Equity Action Plan

## Priorities and values

Scan to read our Racial Equity Action Plan at [sfpublicworks.org/racialequityactionplan](https://sfpublicworks.org/racialequityactionplan)







# Inspecting Our Foundation

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



Scan  
To  
Read



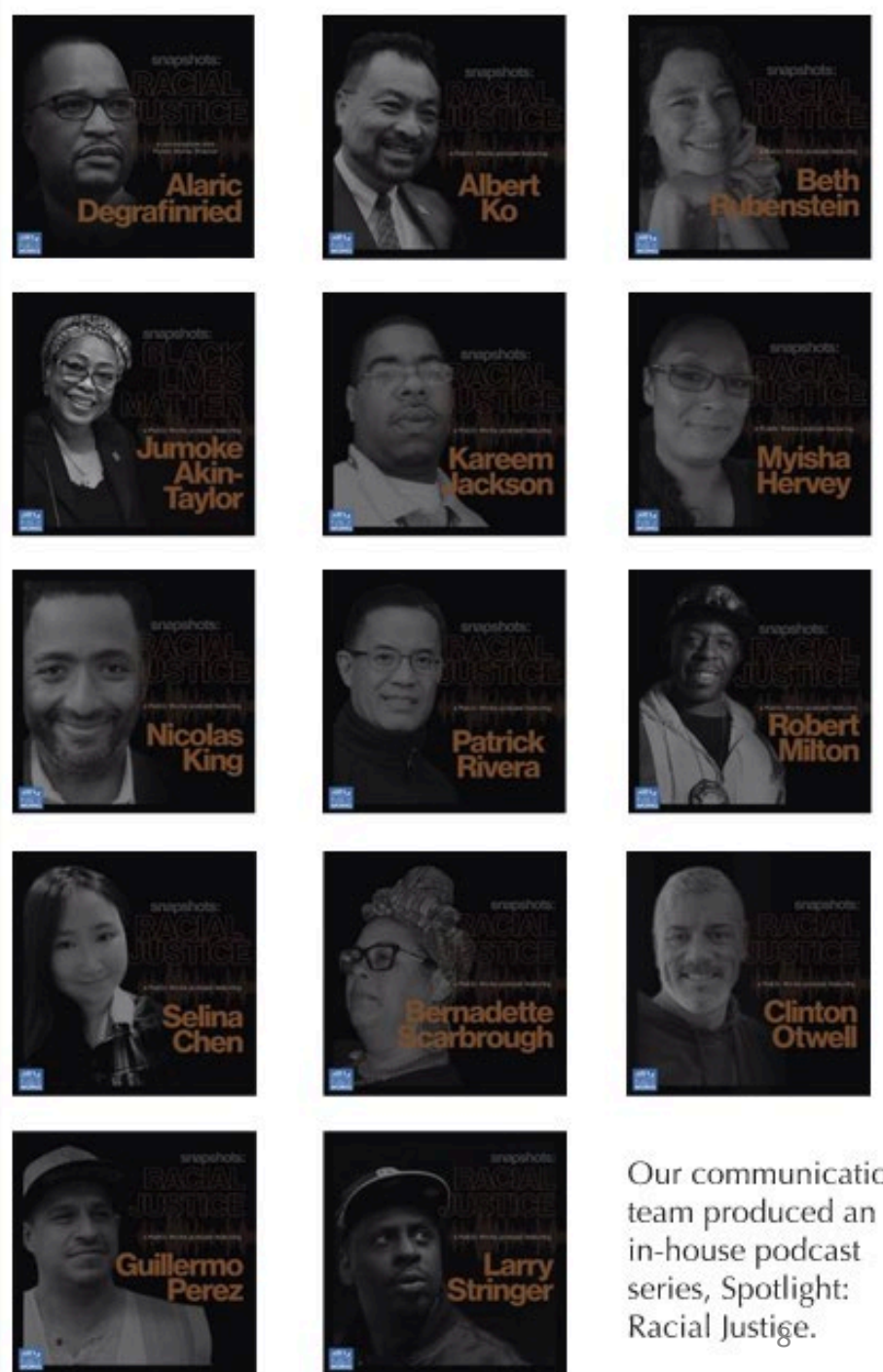
[sfpublishworks.org/inspectingourfoundation](https://sfpublishworks.org/inspectingourfoundation)



Scan  
To  
Listen



[sfpublishworks.org/snapshots-racialjustice](https://sfpublishworks.org/snapshots-racialjustice)



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



# Our Work So Far...

## 2019-2020

Developed 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 One (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

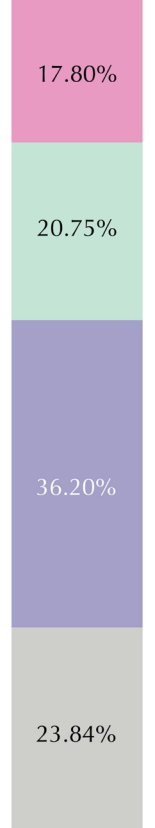


# Racial Diversity

## Staff racial demographics

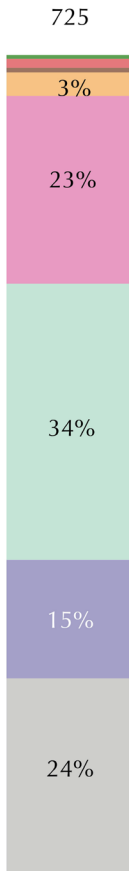
### DEPARTMENT-WIDE

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

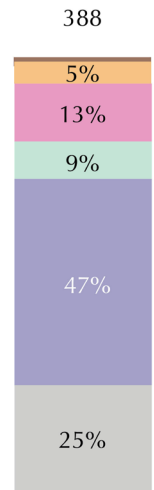


Department-wide

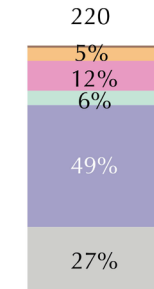
### BY DIVISION



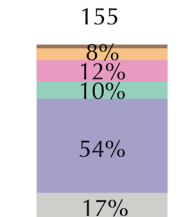
Operations



Infrastructure Design and Construction



Building Design and Construction



Office of Financial Management and Administration

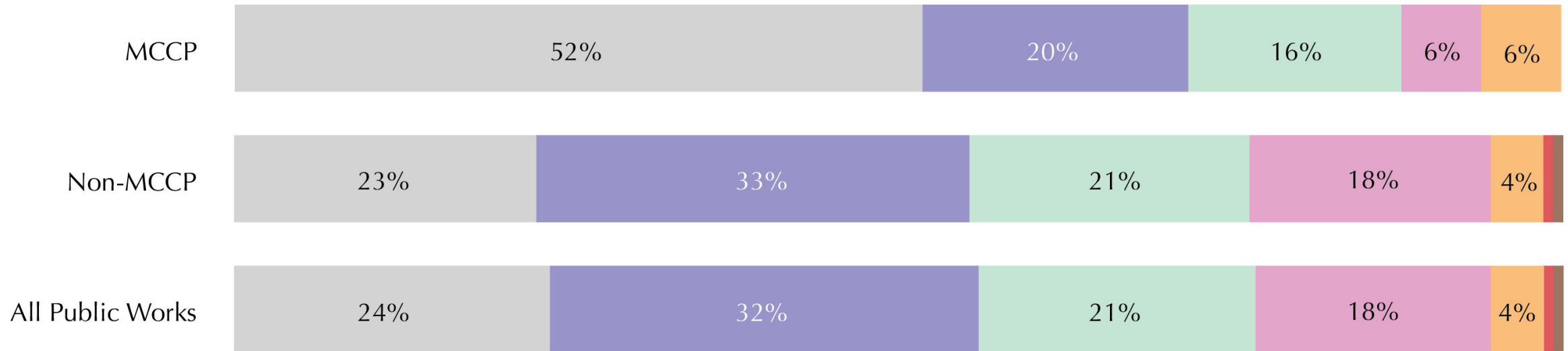
- Native Hawaiian or Pacific Islander
- American Indian/Alaskan Native
- Multiracial
- Filipino
- Hispanic
- Black
- Asian
- White

\*FY 2020-21  
 Asian includes Filipinx.



# Racial Diversity

## Management vs. non-management positions



Fiscal Year 2020-21 as of October 2020. Source: Annual Workforce Data Report

## 2022 – 2023 Racial Equity Initiative Goals

- Hire racial equity staff with subject matter expertise
- Offer more robust racial equity programming
- Broaden racial equity leadership
- 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 Public Works 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 Public Works 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



## Our Goal

**To improve employee engagement  
by providing learning and  
development opportunities  
for Public Works 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 Public Works employees receive 10 hours of learning and professional development per fiscal year.

## 2014:

University established to offer courses specific to Public Works, 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

## 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)

- + **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
<b>SF Learning</b>	Online learning provided by Department of Human Resources
<b>Workforce Development</b>	Online and in-person courses offered by Department of Human Resources
<b>Data Academy</b>	Computer courses offered by Controller's Office
<b>DT Computer Classes</b>	Computer courses offered by Department of Technology
<b>City University</b>	Partnership among Department of Human Resources, City College of San Francisco, San Francisco State Extension and UC Berkely Extension
<b>Institute of Management Studies</b>	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
- 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 California Street, Suite 1000, San Francisco, CA 94111 | (415) 554-6900 | FAX: (415) 554-6944 | TDD: (415) 554-6900 | www.sfpw.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. 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.

**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**

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

May 22nd 9:00 — noon  
 Koret Theater  
 San Francisco North Library  
 Lower Level - Grove Street entrance of 100 Larkin Street

September 26th 9:00 — noon  
 Koret Theater  
 San Francisco West Library  
 Lower Level - Grove Street entrance of 100 Larkin Street

Rahim M. Lora, Mayor  
 Thomas M. Kelly, City Administrator  
 Muhammad Narsi, Director Department of Public Works

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 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 proving outstanding service in partnership with the community. We design, manage, maintain, green, protect and improve the City's public 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**

**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.

**INTEGRITY**  
 We behave with 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

**RESPONSIVENESS**  
 We are responsive to the diverse needs of all communities  
 We pursue new ideas and ways of working  
 We celebrate our accomplishments

For more information please visit: [www.sfpublicworks.org/strategic-plan](http://www.sfpublicworks.org/strategic-plan)  
 Or contact: [strategicplan@sfpw.org](mailto:strategicplan@sfpw.org)

FY 2016 – FY 2019

## San Francisco Public Works 2018-2022 Strategic Plan in Brief

**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

**Organizational Principles**  
 Building a learning organization with a culture of respect, integrity, responsiveness and continuous improvement

**Core Values**

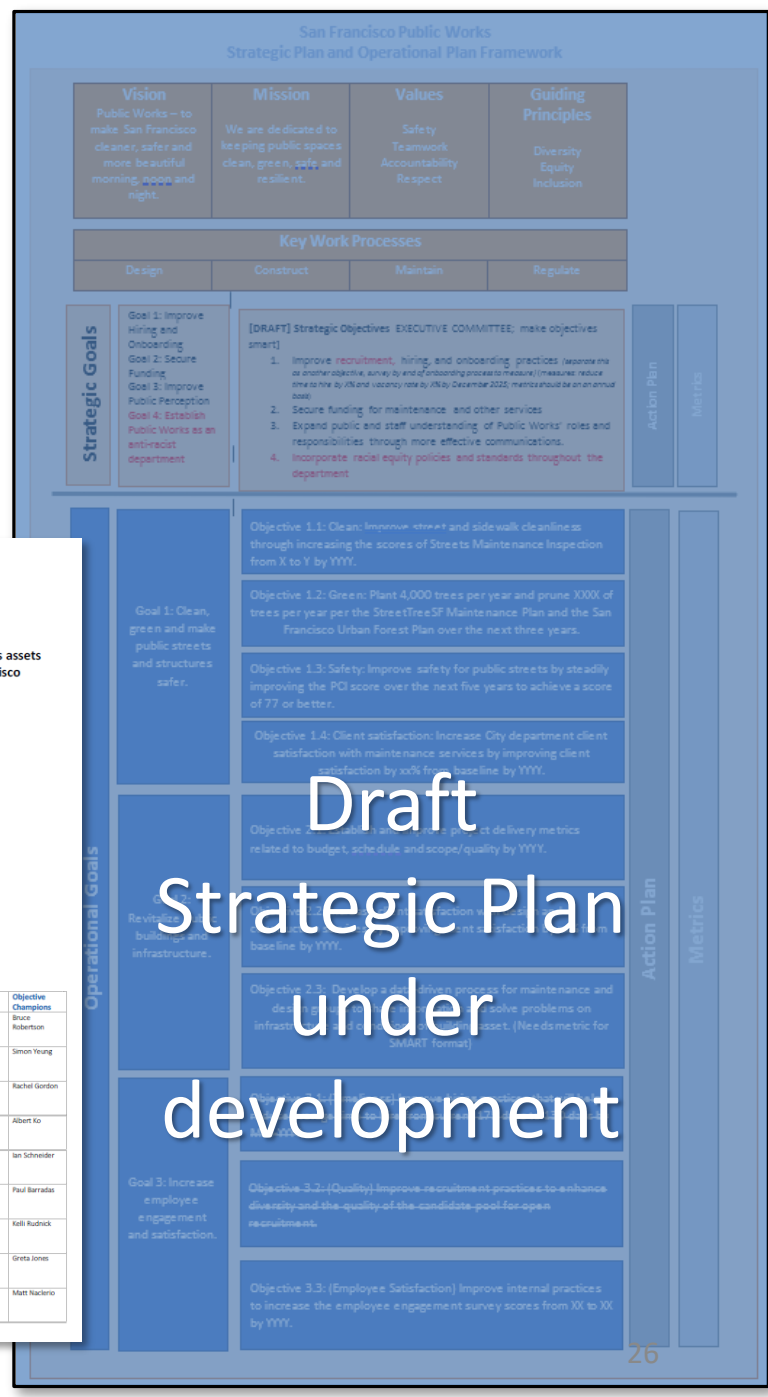
**Respect**  
 We treat each other with respect.  
 We communicate openly and fully.  
 We listen to one another, our clients, and to the community.  
 We value the safety of our workforce and the public.

**Integrity**  
 We behave with 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.

Goals	Objectives	Executive Sponsors	Objective Champions
Goal 1: Be the best place to work	1A - Attract, engage and empower a diverse, creative and motivated workforce	Larry Stringer	Trace Robertson
	1B - Provide professional and personal development opportunities	Edgar Lopez	Simon Young
	1C - Communicate timely, accurate and relevant information	John Thomas	Rachel Gordon
Goal 2: Drive innovation and exceptional service	2A - Embrace continuous improvement and best practices	Edgar Lopez	Albert Ko
	2B - Advance and develop visionary practices	Larry Stringer	Ian Schneider
	2C - Be the service provider of choice	John Thomas	Paul Barradas
Goal 3: Improve and inspire stewardship of public spaces	3A - Build and strengthen partnerships	Larry Stringer	Kelli Rudnick
	3B - Reimagine and activate public spaces	Edgar Lopez	Greta Jones
	3C - Maintain clean and safe public spaces	John Thomas	Matt Nacario

FY 2018 – FY 2022



Draft Strategic Plan under development



# 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

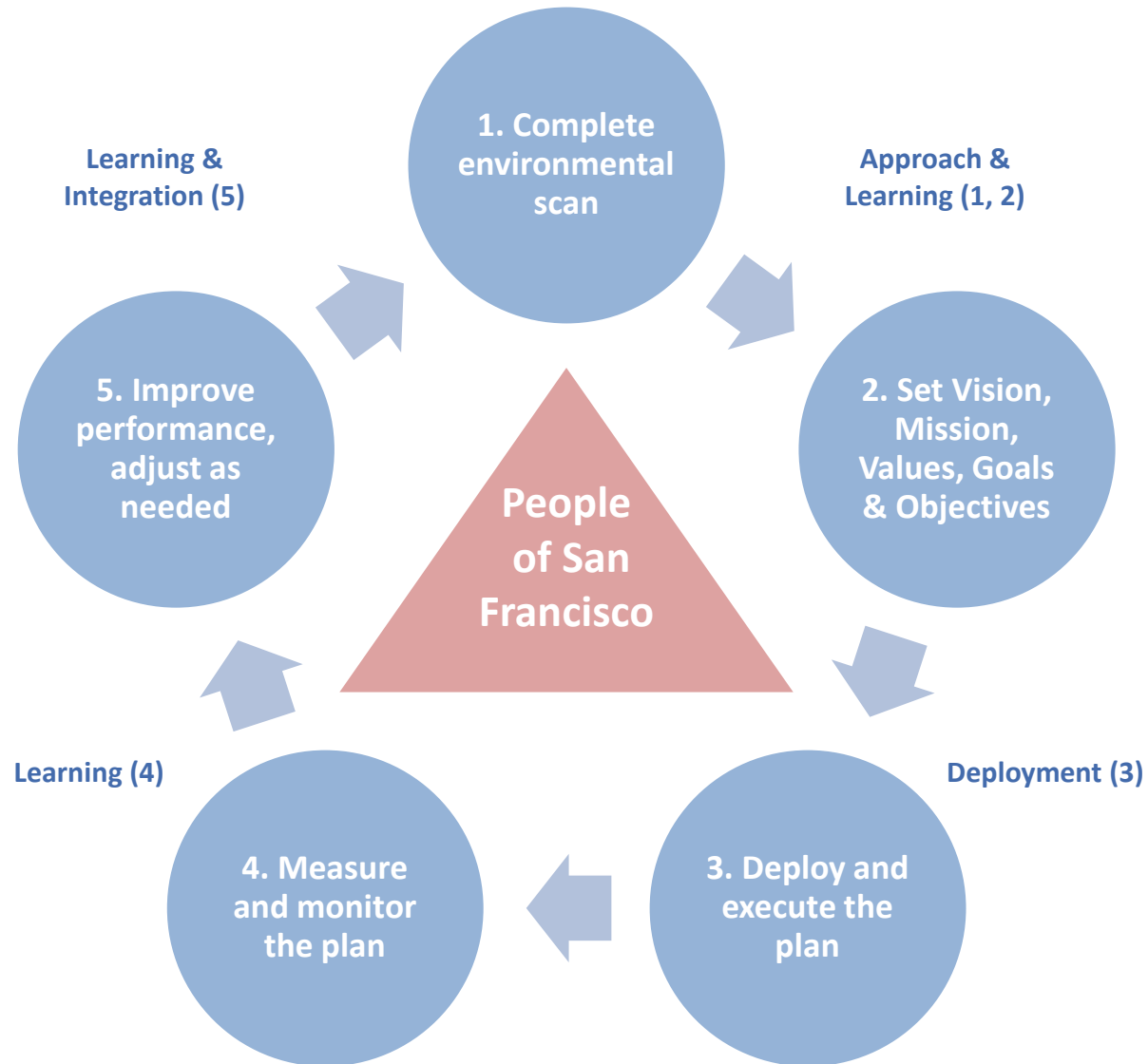
- The department's leadership must champion the Strategic Plan
- Staff throughout the ranks must engage in the development and execution
- Use the Strategic Plan to reduce silos and offer opportunities for learning and growth
- Align the Strategic Plan with the annual employee performance plans, the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



# 2022 Employee Experience Survey

Alexandra Bidot – Manager, Performance Management

# 2022 Employee Experience Survey

## Public Works

81%

2019 Response Rate

87%

2022 Response Rate

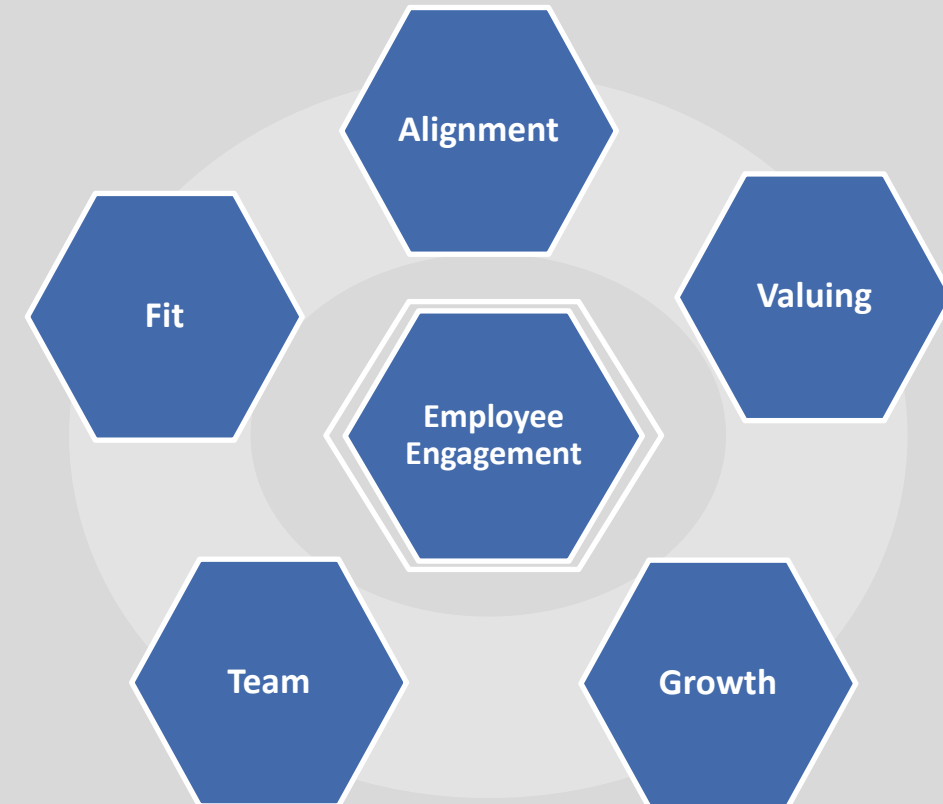
### Purpose

- Offer opportunity for employees to voice their opinions about their 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

81%

2019 Response Rate

87%

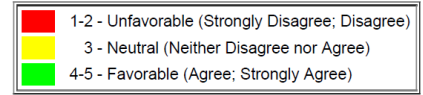
2022 Response Rate







Survey Themes	Description	2019 Favorability	2022 Favorability
<b>Employee Engagement</b>	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 Public Works.	<b>77%</b>	<b>72%</b>
<b>Fit</b>	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.	<b>60%</b>	<b>57%</b>
<b>Team</b>	The extent to which the organization promotes a team-based work style (i.e., departments or groups work well together).	<b>66%</b>	<b>65%</b>
<b>Valuing</b>	The extent to which employees feel valued by the organization.	<b>69%</b>	<b>66%</b>
<b>Growth</b>	The extent to which employees feel supported to advance their career or develop personal skill sets within the organization.	<b>58%</b>	<b>57%</b>
<b>Alignment</b>	The extent to which employees believe in and put effort toward the organization's mission, values and results.	<b>67%</b>	<b>59%</b>



# 2022 Employee Experience Survey

## Top five highest favorable items

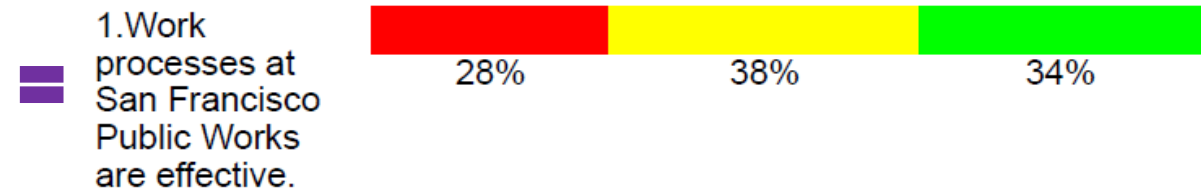
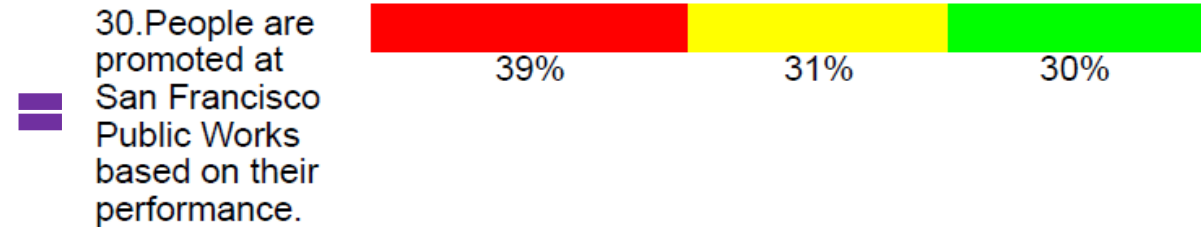
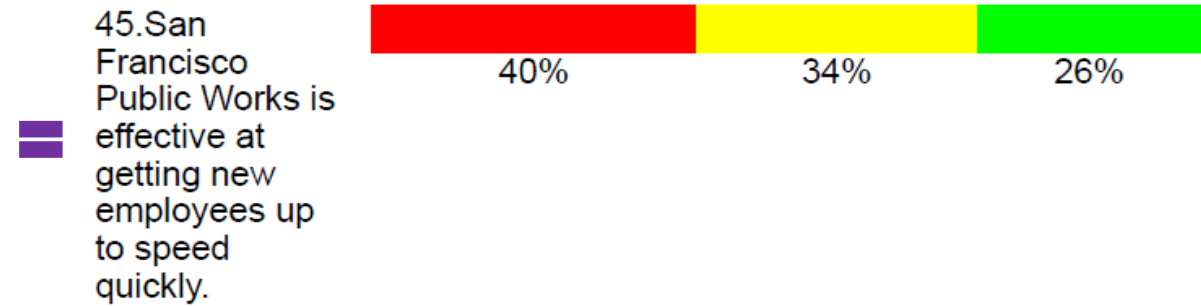
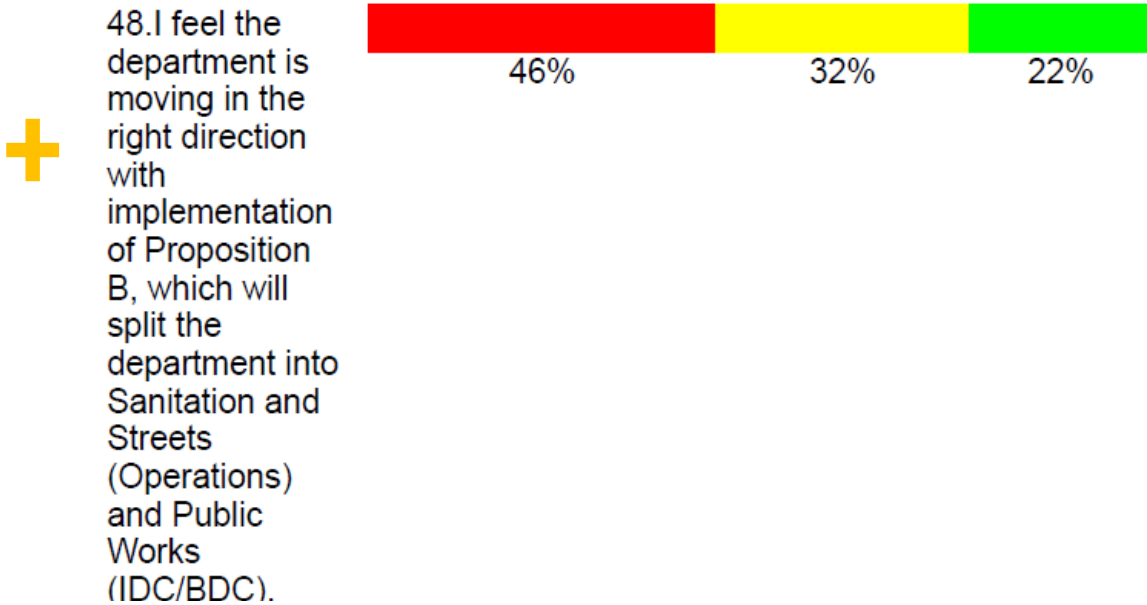
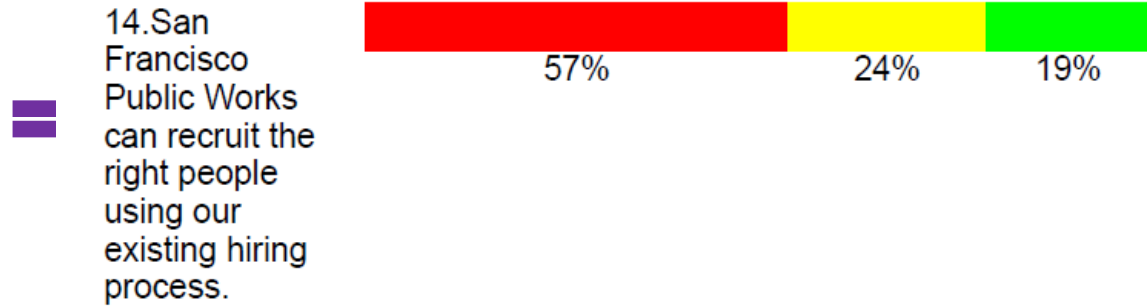
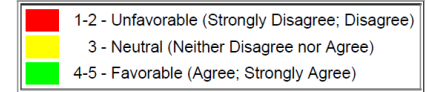


		Favorable - Top 5		Eff/Sat	Imp	Fav % Trend Prior Year	Company Eff/Sat	Company Imp	
	9. My direct supervisor trusts me to do my job.	3%	7%	90%	4.47	4.77	+4	4.45	4.74
	37. I care about the results that San Francisco Public Works achieves.	2%	9%	89%	4.39	4.36	-4	4.35	4.39
	44. My direct supervisor treats me with respect.	4%	7%	89%	4.47	4.70	+1	4.41	4.68
	10. My direct supervisor supports my professional growth and development.	6%	10%	84%	4.31	4.68	+4	4.20	4.63
	52. I have what I need to be safe on the job.	5%	12%	83%	4.24	4.51	-4	4.25	4.57
	26. I understand the most important goals for my work group.	5%	12%	83%	4.15	4.27	0	4.14	4.31



# 2022 Employee Experience Survey

## Bottom 5 Favorable Items





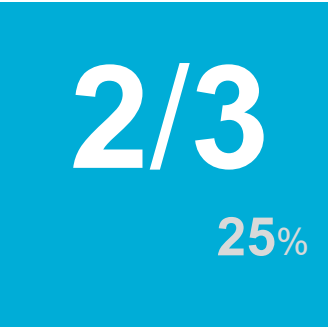
# 2022 Employee Experience Survey

## Telecommuting and alternate work schedules

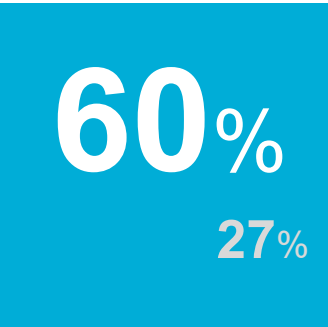
APPROXIMATELY



**survey participants would be interested in telecommuting (working away from their work site) if that option was offered for their position**








**survey participants would be interested in an alternative work schedule**  
would keep current schedule

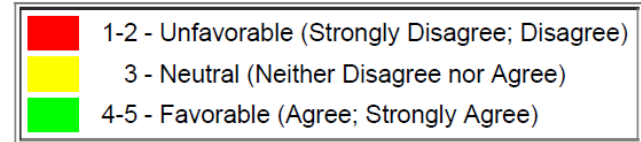


**survey participants feel that they are much more or slightly more productive working from home**  
feel similarly productive working from home

# 2022 Employee Experience Survey

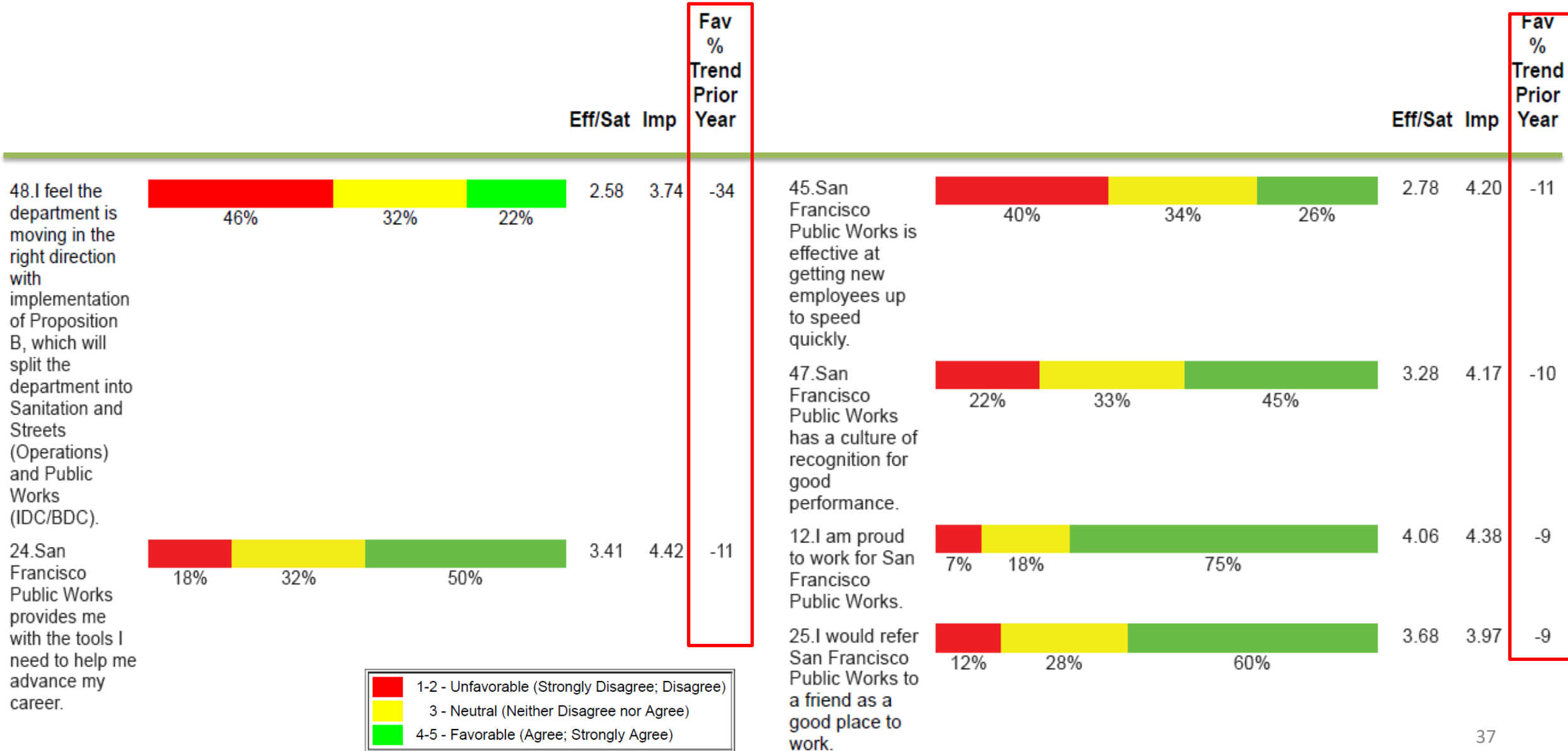
## Positive changes from 2019 Survey

			Eff/Sat	Imp	Fav % Trend Prior Year	Company Eff/Sat	Company Imp
17. My direct supervisor is aware of my career goals.		9% 17% 74%	4.00	4.35	+8	3.88	4.36
16. My direct supervisor keeps me informed about developments that affect me.		7% 12% 81%	4.16	4.62	+8	4.04	4.58
35. Employees at San Francisco Public Works are encouraged to share ideas for improvement.		12% 23% 65%	3.74	4.28	+8	3.60	4.28
3. My direct supervisor gathers my input when making decisions that affect me.		7% 13% 80%	4.17	4.71	+8	4.04	4.63
36. My direct supervisor allows some degree of risk-taking in order to pursue new ideas and ways of working.		10% 24% 66%	3.78	4.16	+6	3.60	4.13



# 2022 Employee Experience Survey

## Decreased results from 2019 Survey



# 2022 Employee Experience Survey

## Strengths and opportunities

### Strengths

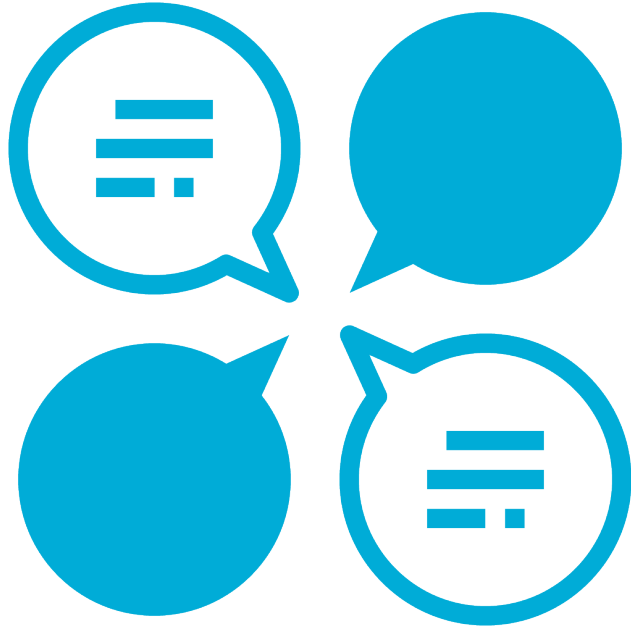
- Pride and purpose in their work
- Value the emphasis on workplace safety
- Feel trusted and respected by their supervisors

### 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, incl. 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**





**Thank you!**