

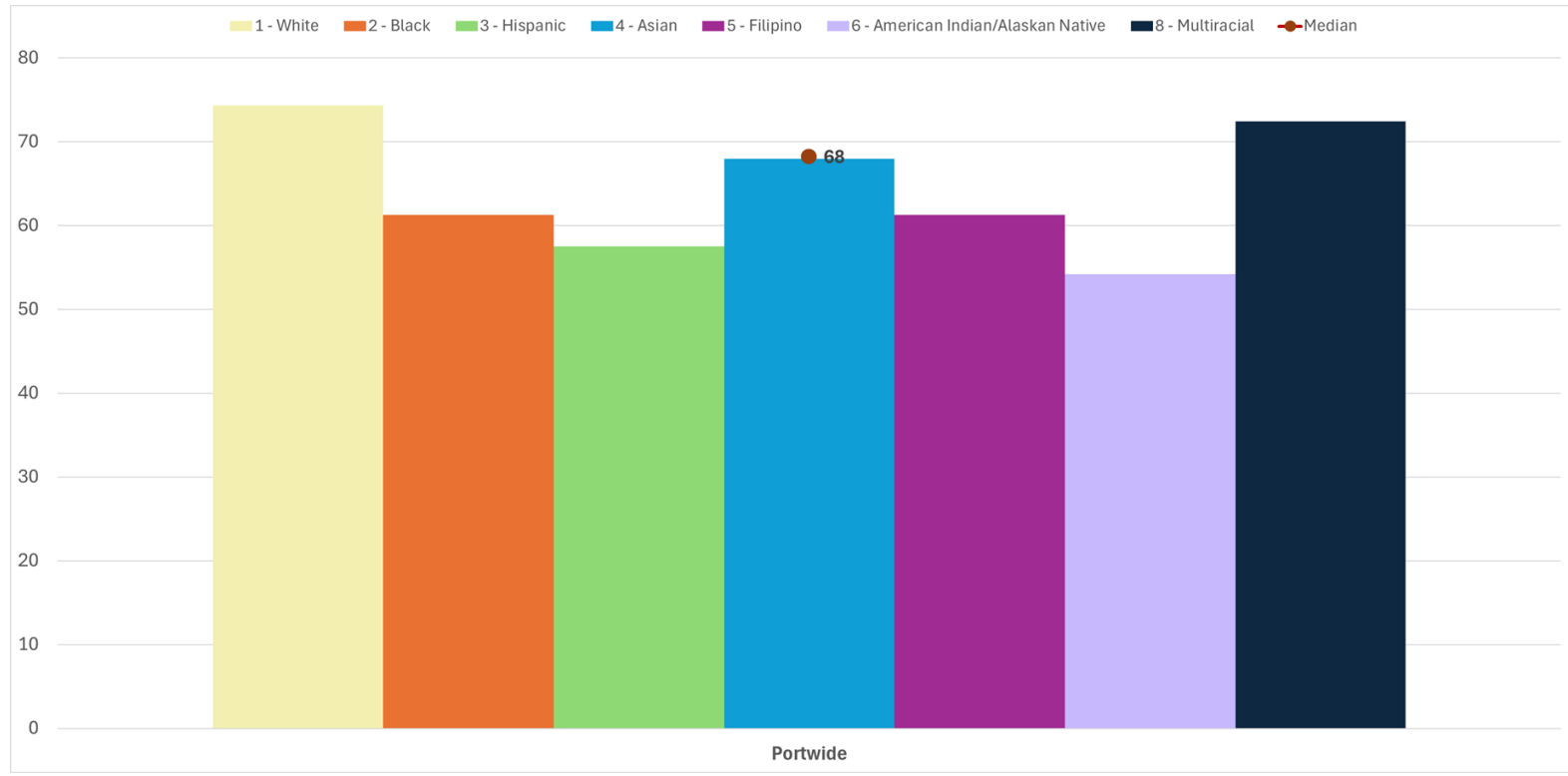
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# [Port of San Francisco]

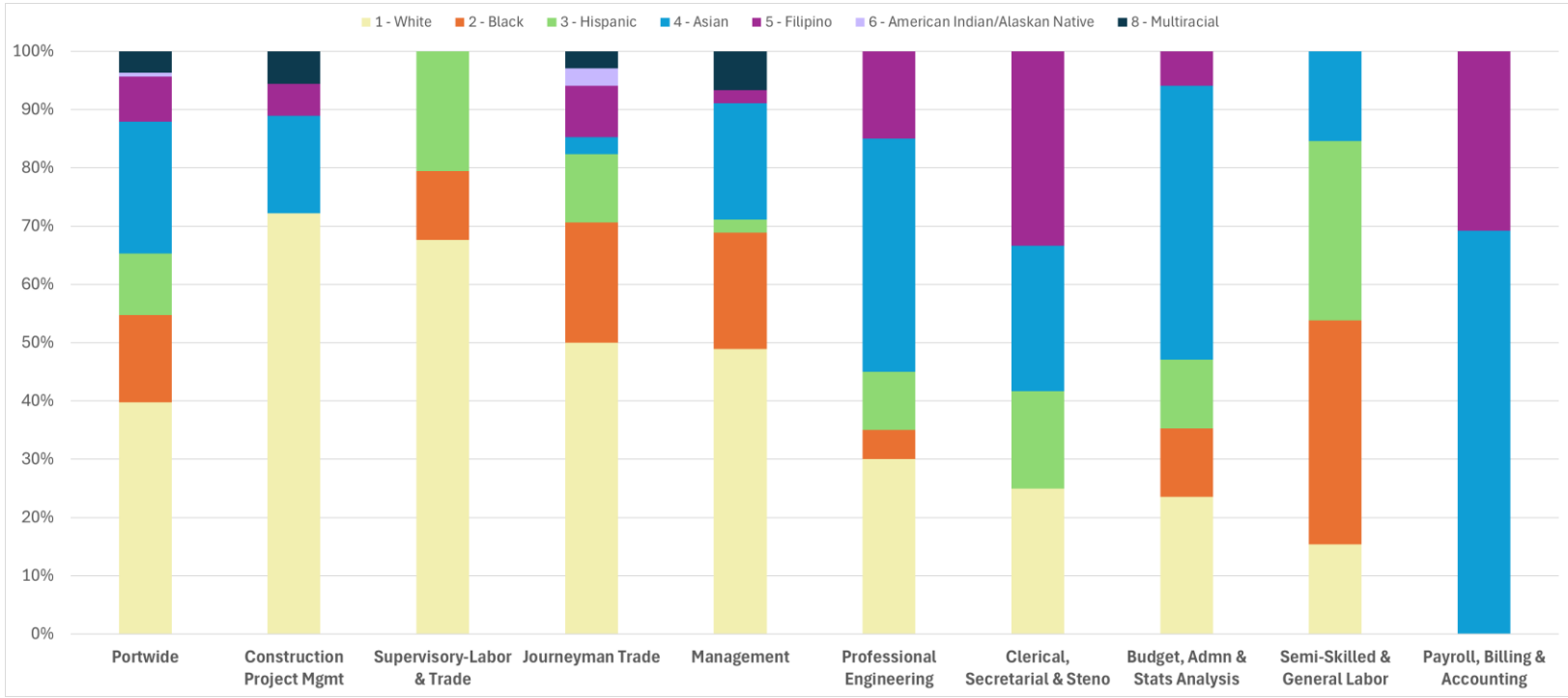
# Data

*NOTE: DHR and ORE to provide this slide for all departments.*

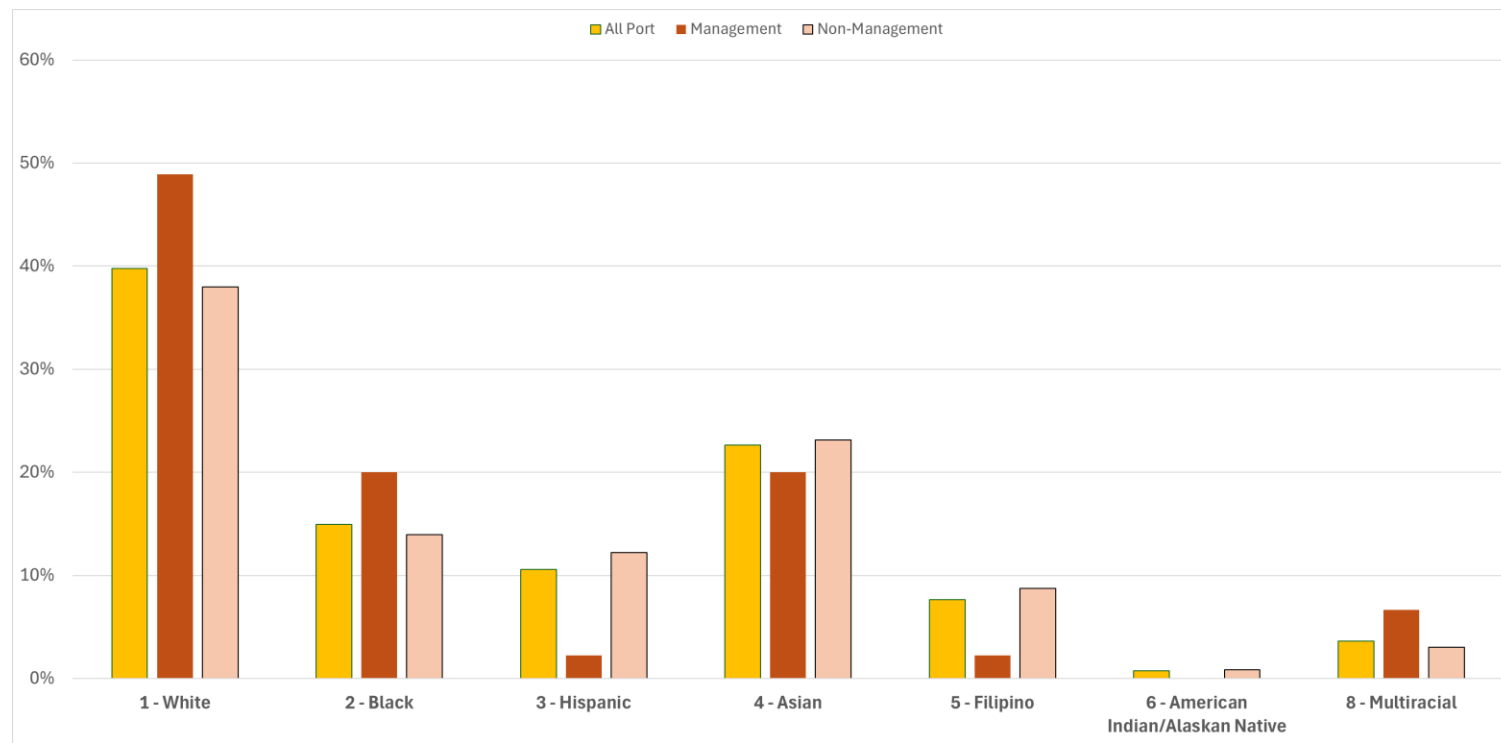
## [Additional department data – Median hourly wage]



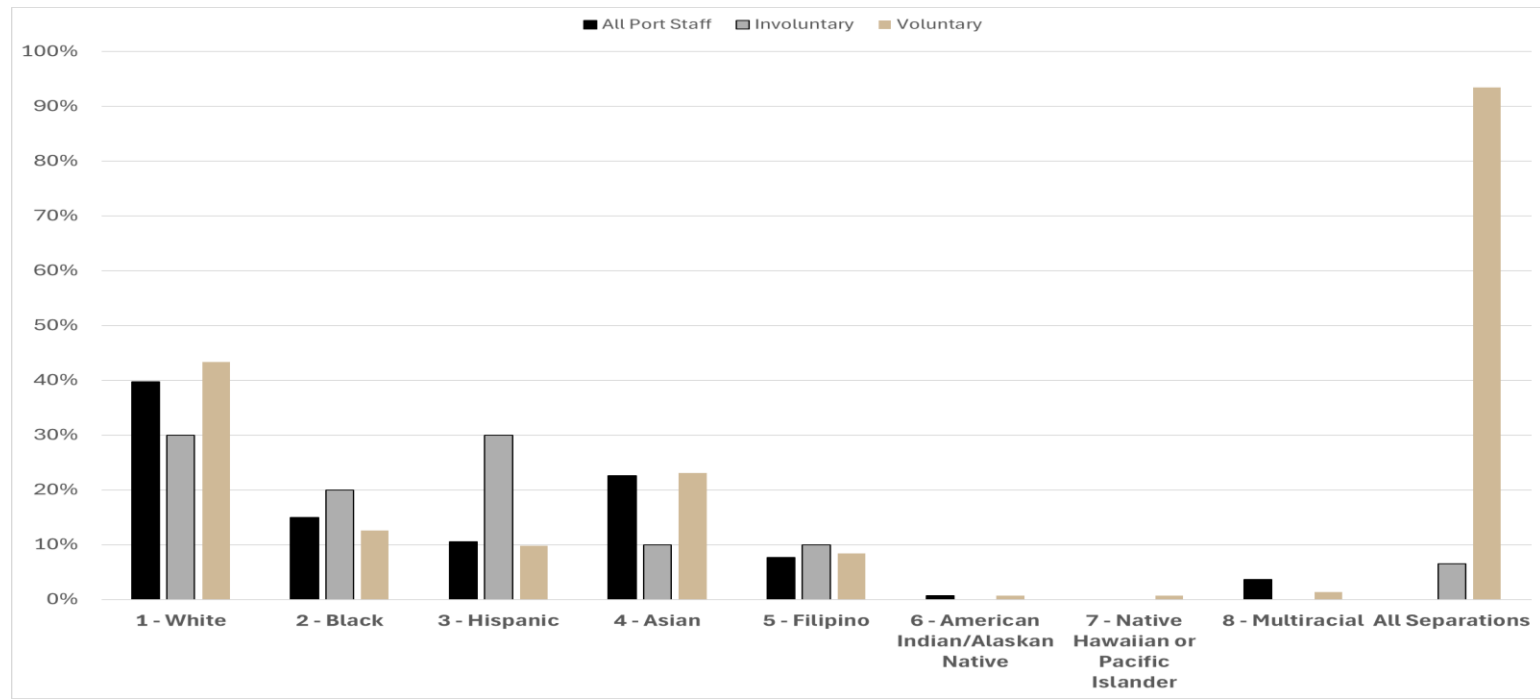
# [Additional department data – Classification type]



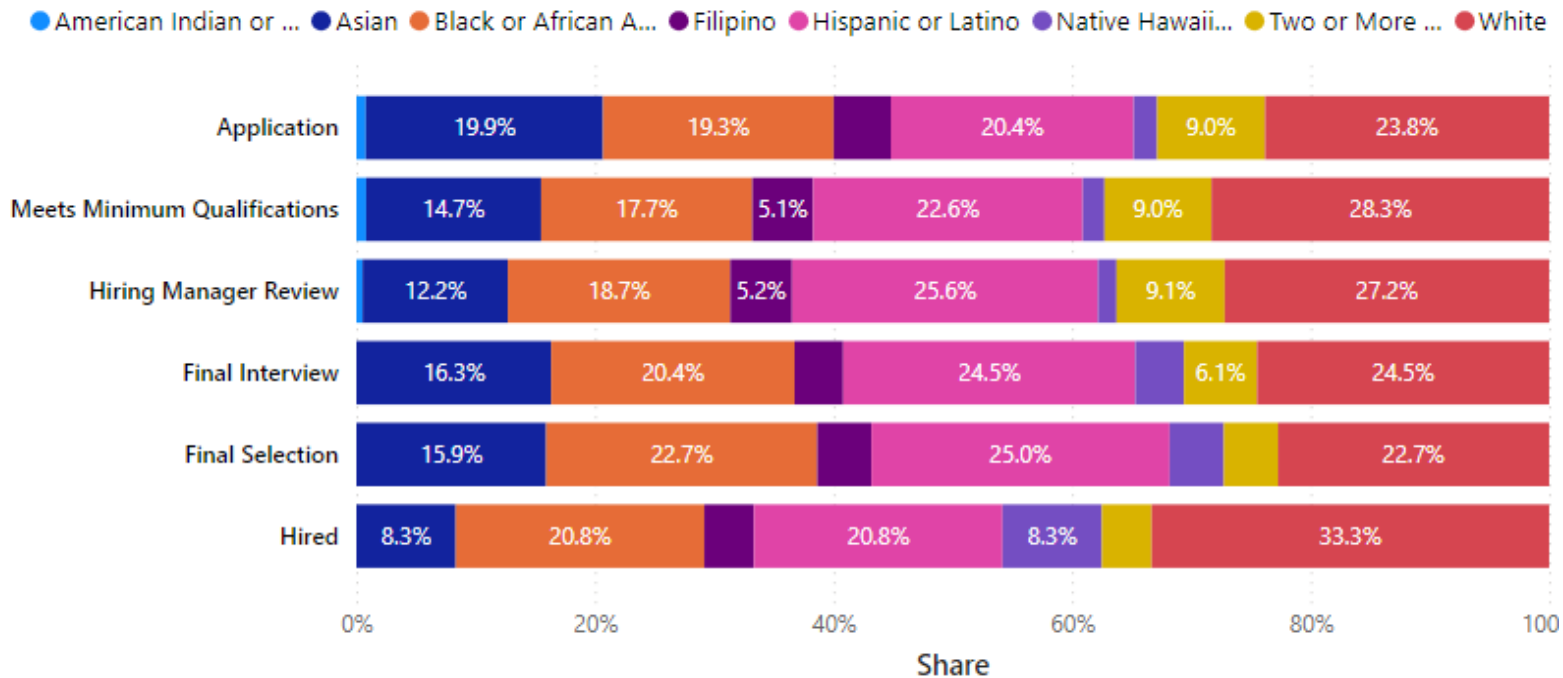
## [Additional department data – Management positions]



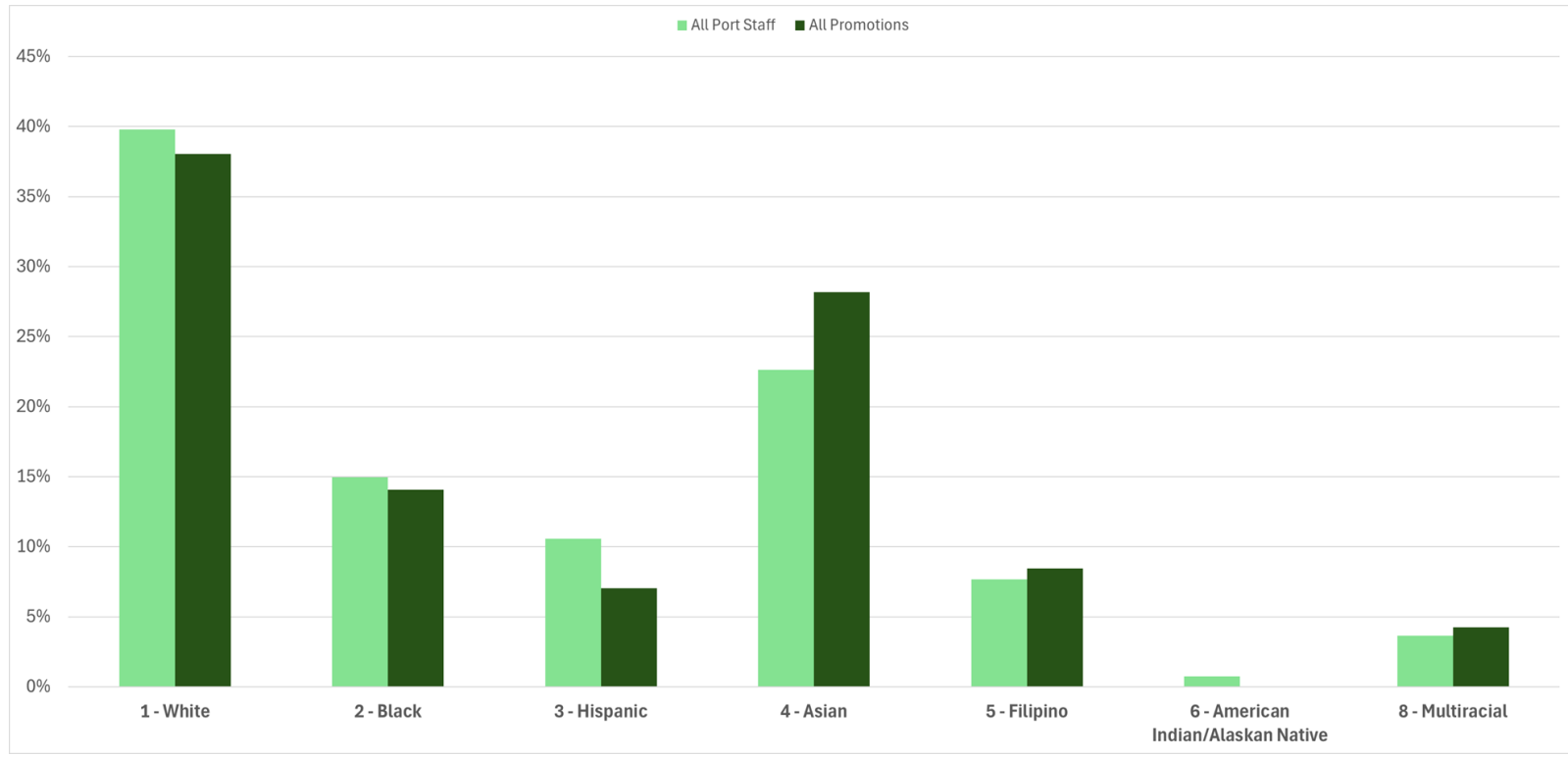
## [Additional department data – Voluntary and involuntary separations]



## [Additional department data – Job applications (Exempt & Provisional)]



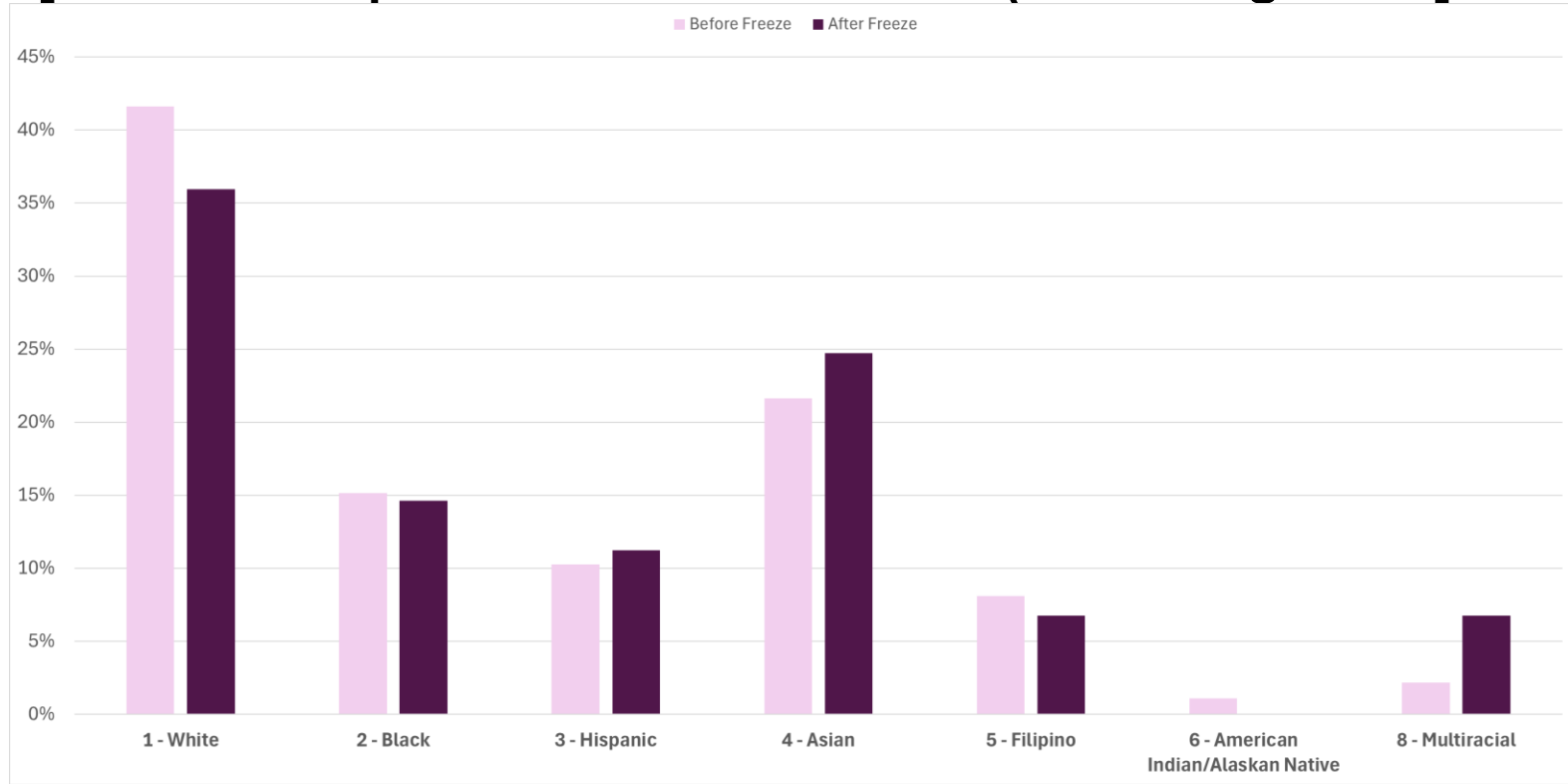
## [Additional department data – Promotions]



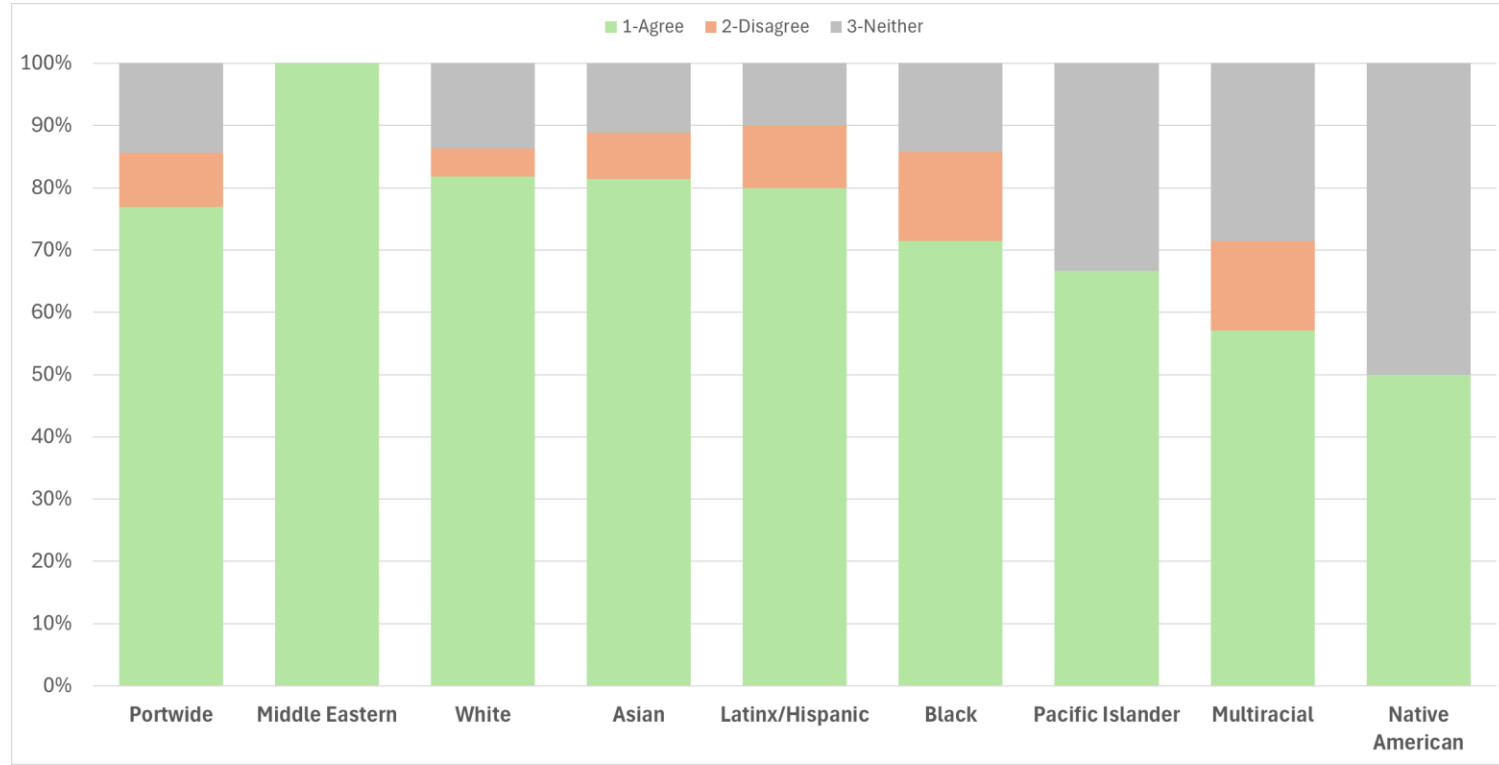


\*December 15, 2022 for comparison

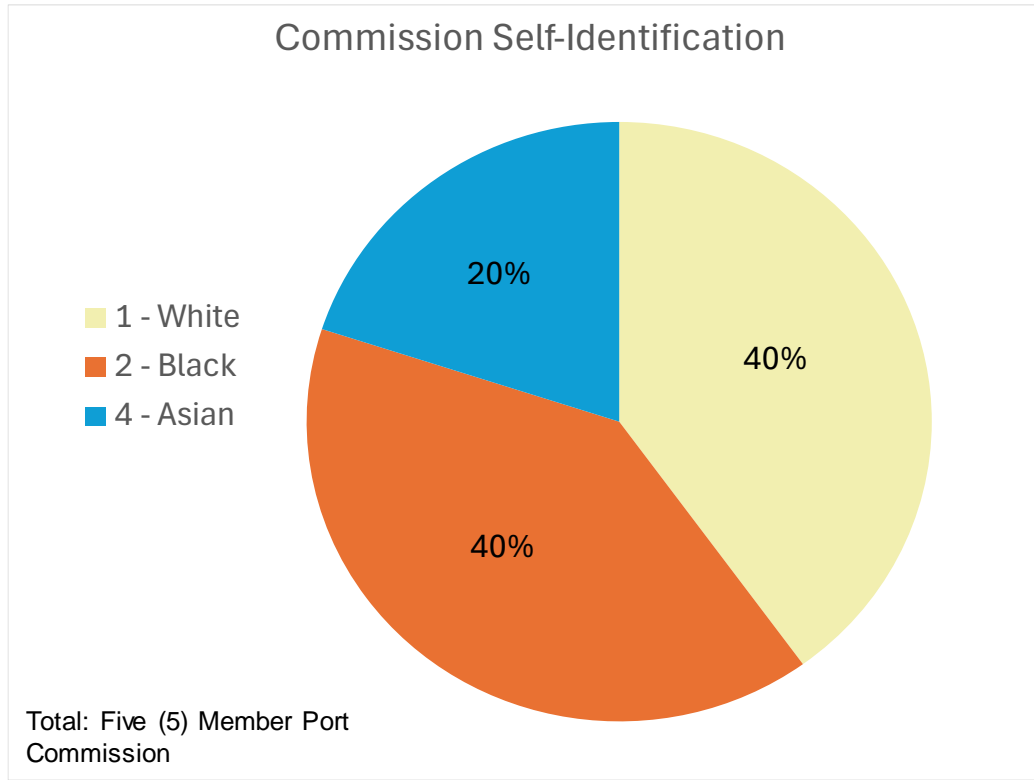
## [Additional department data – New hires (after hiring freeze)]



## [Additional department data – Feelings of Belonging]



## [Additional department data – Commission members]



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## FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

### [Hiring & Recruitment]

- **Expanded partnerships with local, BIPOC serving organizations to attract a broad range of talent from diverse backgrounds** and experiences. Increased exposure to Port business lines for youth through enhanced internship opportunities.
- Port staff **prioritized its commitment to create a diverse and equitable organization** in FY 23-24 through career pathways and expanding recruitment based on the historical BIPOC underrepresentation in careers such as engineering, maritime, maintenance (skilled trades) and planning.
- The Port, intentionally sought to **cultivate partnerships** with local public schools, community colleges and universities, BIPOC serving CBOs, identity-based student and professional organizations. As a result, the Port's applicant pool is **more racially diverse**, and BIPOC youth interns are expanding their awareness and interest in careers within the maritime industry.
- Port employees learned - to be effective, one must **be intentional, and conduct early, and consistent outreach** as partnerships require nurturing to strengthen over time to become fruitful.
- Port staff will continue to **foster collaboration with new and existing partnerships** to **expand outreach efforts** through tabling at more job fairs to attract a diverse pool of candidates and other effective outreach methods; Port staff will determine how best to ~~track their efforts and be accountable to the outcomes and adjust, as needed.~~

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## FY23-24: What is a racial equity practice that your dept/division has learned or implemented in the last year?

### [Retention & Promotion]

- **Created pathways to promotion** for certain classifications that stagnate employee career growth and **increased transparency to advance equity** through the creation of a Career Development Analyst which serves as a conduit of information focused on **supporting staff chart their career paths** and connect to professional development resources.
- The Port **prioritized uplifting the voices of its employees** to address inequities within specific job categories to remove barriers by the creation of positions that serve as a **career ladder for promotional opportunities**.
- Port staff examined business operations to identify position vacancies and advocated for the addition or replacement of new positions within the departmental budget that provides a 'rung' on the **career ladder into supervisory and management job opportunities**. Additionally, the Career Development Analyst met with Port employees, to learn of their career goals and provided staff with a path to attain their professional goals while **demystifying the process for promotion** and inform of civil service rules. As a result, there has been a boost to morale, retention has been strengthened and organizational efficiency has improved.
- Port staff learned that **listening and addressing the needs of its employees**, reaps great benefit for the work environment and result in employees feeling seen and heard.
- **Port staff will deepen its efforts** to identify and improve job classifications lacking promotional opportunities and advocate for changes that will **support employee upward mobility**.

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## FY24-25: What is a racial equity practice that is a **priority for your dept/division to learn or implement this upcoming year?**

### [Hiring & Recruitment]

- **Hispanic/Latinx employees are underrepresented** at the Port, compared to the nine-county Bay Area workforce.
- The Port will shift efforts to prioritize recruitment and put emphasis to **focus on outreach, relationship building**, attending job fairs, and **building the infrastructure to track recruitment efforts**. Port staff has begun to **engage external partners** with connections to historically marginalized groups. In addition, staff will continue to interrogate and simplify minimum qualifications **ensuring a diverse hiring panel** is utilized and interview panelists are trained on conducting interviews, with a special **focus on implicit bias and equity**.
- Port's Human Resources team will lead this effort, with advisement from the Human Resources Director, Chief Fiscal Officer and Executive Director.
- Port staff look forward to continuing their **strategic partnership with DHR, CSC**, and other city departments in this collective endeavor.
- The Port desires to **mitigate areas of bias** that often prevent historically marginalized candidates from joining and staying in the talent pool, and as an outcome **attract a more racially diverse applicant pool**. Staff want to see these efforts reflected positively in the data, tracking the Port's enhanced efforts.

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## FY24-25: What is a racial equity practice that is a **priority** for your dept/division to learn or implement this upcoming year?

### [Retention & Promotion]

- **BIPOC underrepresentation** in managerial positions and **racial wage gap**.
- The Port will sharpen its focus to **conduct annual salary reviews against industry standards to ensure parity** and examine additional key classifications with current “drop-offs” in employee diversity (i.e. BIPOC representation lessens, the higher up in a job family or classification series), and **use hiring and promotion as tools**, to address disparities. Additionally, Port staff will **develop a transparent process for “acting/interim” assignments** to ensure they are assigned fairly and equitably.
- Port’s Human Resources team will lead this effort, with consultation from the Diversity, Equity, & Opportunity Manager, and advisement from the Human Resources Director, Chief Fiscal Officer and Executive Director.
- Port staff look forward to continuing **their strategic partnership with DHR, CSC, and ORE** for effective practices and tools to reach parity in wages and managerial classifications
- The Port desires to narrow the wage gap and increase the BIPOC representation in managerial positions in one year. Further, the Port is committed to continuing its efforts until parity is reached among its workforce.

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## FY24-25: What is a racial equity practice that is a **priority for your dept/division to learn or implement this upcoming year?**

### [Organizational Culture of Inclusion & Belonging]

- Cultivating a sense of belonging is fundamental to the Port's DEI program, and essential to **eliminating workplace discrimination and bias.**
- Port staff will work to **enhance in-person employee engagements** aimed at **promoting inclusivity and celebrating diversity.** The Port will engage consultants to provide training and coaching to **support the promotion of psychological safety** in the workplace to **foster a more open and welcoming environment.** The Port will also leverage existing efforts, building upon its successful series of cultural programming for staff featuring a variety of speakers from diverse backgrounds to **raise the awareness and appreciation of cultural practices, and experiences.**
- This effort will be led by the Port's Diversity, Equity & Opportunity Manager in collaboration with Human Resources, External Affairs and Port Equity Champions; Senior Leadership will provide advisement.
- Port staff look forward to receiving guidance and support from ORE for best practices, effective tools and practical application of methods to **cultivate a work culture that is welcoming and inclusive.**
- The Port desires to see the data reflect an increase in the number of employees who report they feel a sense of belonging, in one year.



## Resources

- [[Port of San Francisco Racial Equity Action Plan](#)]

