



SFMTA

Race, Equity and Inclusion Report

Human Resources Update

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Kimberly W. Ackerman, Human Resources Director

SFMTA Board of Directors

April 6, 2021

Office of Race, Equity, & Inclusion (OREI) Updates

- Building infrastructure for OREI
 - Josephine Ayankoya, SFMTA's REI Officer, started on February 8
 - Creating staff roles for OREI
 - Building OREI webpage on SFMTA website, which will house the RE AP
- Developing cross-agency partnerships to support OREI and formalize the roles of staff across the agency in advancing racial equity

Racial Equity Action Plan (RE AP) Updates

RE AP Phase One (Internal Equity Focus)

- OREI will deliver quarterly reports to the SFMTA Board, and ongoing reports to the Human Rights Commission's Office of Racial Equity (HRC ORE)
- Developed [RE AP Dashboard](#) to track progress of actions
- Implemented the first iteration of quarterly status reports for RE AP Action Leads
- Forthcoming feedback and recommendations from the HRC ORE
 - ORE evaluating 50+ Racial Equity Action Plans. SFMTA will get feedback on our RE AP, and is expected to respond to the advice
 - ORE will release a Citywide Workforce Roadmap with a list of recommendations to operationalize racial equity in the workforce; SFMTA will then report on how we have adopted recommendations

RE AP Updates

RE AP Phase Two (External Equity Focus)

- Dates have yet to be set for creation of RE AP Phase 2
- Will be an opportunity to align community engagement, project planning, and transit equity strategies across all modalities of service delivery
- As OREI staff are onboarded, we look forward to crafting an engagement plan that
 - Builds on lessons learned from RE AP Phase 1 planning
 - Expands the classifications, job types/ locations, and communities represented in the planned process (based on who was not involved in RE AP Phase 1 planning)

RE AP Dashboard

Launching as an internal webpage. Will be duplicated on public OREI webpage

SFMTA **Racial Equity Action Plan Tracking Dashboard**
Phase I – Internal Programs & Policies

Welcome to the SFMTA Racial Equity Action Plan (RE AP) Phase I tracking dashboard!

This dashboard contains the latest information on our RE AP commitments, with quarterly status updates for each action. This dashboard represents one layer of accountability for the RE AP, and is a tool for ongoing monitoring of the agency's progress on advancing racial equity.

To explore the dashboard, select one of the seven Focus Area tiles on the right. You can use the filters at the top of each page to find specific actions. Please contact Performance@SFMTA.com if you have feedback on dashboard design, and Chiamaka Ogwuegbu (Chiamaka.Ogwuegbu@SFMTA.com) if you have feedback or reflections on the RE AP.

Focus Area 1: Hiring and Recruitment
Focus Area 2: Retention and Promotions
Focus Area 3: Discipline and Separation
Focus Area 4: Diverse and Equitable Leadership
Focus Area 5: Mobility and Professional Development
Focus Area 6: Organizational Culture of Inclusion and Belonging
Focus Area 7: Boards and Commissions

Overview
Hiring and Recruitment
Retention and Promotions
Discipline and Separation
Diverse and Equitable Leadership
Mobility and Professional Development
Culture of Inclusion and Belonging
Boards and Commissions

RE AP Updates

Update Minimum Qualification (1.3.1)

- Recommendations for management roles in general created and will be discussed with REI Officer and affinity groups
- Lower-level management positions reviewed; found the varying direct reports impacts how the Minimum Qualifications are written

Review diversity data from different stages of the SFMTA Permanent Civil Service (PCS) recruitment (1.3.5)

- Form for HR Analyst to document each stage of PCS process nearly complete
- Staff assigned to gather and analyze historic data; training needed before data collection can commence

RE AP Updates

Use budget data and projections, workforce data, and intentional decision-making processes to minimize harm to Black, Indigenous, People Of Color and frontline employees from cost control decisions like layoffs and contract reductions. (2.1.1)

- Federal stimulus stabilized the budget such that layoffs are unlikely through FY 22-23
- Cost Control Group expanded to include staff in fiscal decision-making

Establish a new Agencywide Corrective Action Policy. (3.1.1)

- Policy drafted and in progress

Establish a Disciplinary Action Tracking Process that enables the review of disciplinary action to ensure proper and consistent use of corrective action policies. (3.3.1)

- Automated form for manager to document discipline being created by IT
- Compiling Transit rules and manager guidelines on discipline

RE AP Updates

Provide quarterly progress reports on meeting recommendations published in the Dolores Blanding Report until all recommendations are implemented, addressed, or rejected in HR communications to staff. (6.4.2)

- Blanding dashboard created and being updated quarterly

Finalize and implement a tool and process for reporting, tracking, investigating and resolving internal complaints that do not fall within the scope of EEO but raise real toxic workplace and environment issues. (6.4.3)

- Project will commence once Ombudsperson is hired (projected by June 2021)

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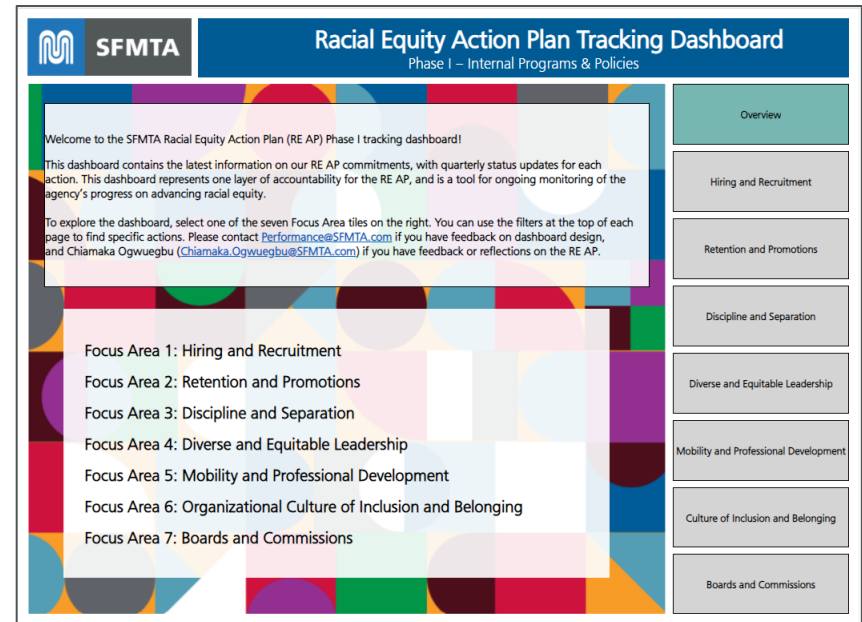
Agencywide Listening Sessions

- Needs and assets assessment conducted by the REI Officer to understand the challenges and resources needed to address racism, racial disparities, and inequity within the agency
- Builds on past and ongoing input from staff (i.e. Blanding Report, affinity group feedback, direct feedback to division directors, etc)
- Listening sessions started in February 2021
 - Initial input from affinity groups, workplace committees, staff with equity roles, managers, and directors
 - Will expand opportunities for input by hosting a series of all-staff listening sessions in all SFMTA divisions



Human Resources (HR) Metrics: How We Measure Success

- HR Data Metrics and Reporting
 - 2020 Developed an HR Data Policy
 - Report on 20 key metrics relating to Hiring, Promotions, Discipline and Compensation, etc.
- Racial Equity Action Plan (RE AP) HR objectives
 - Hiring, Promotions, Discipline, Professional Development & Organizational Culture
 - Report on those quarterly



Focus Area 1: Hiring & Recruitment

- Eliminate regional & governmental bias verbiage
- Require interview questions on advancing equity
- Diversity outreach methods (June 2021)
- Thorough review of minimum qualifications (July 2023)
- Reporting pathway for observed hiring panelist bias (January 2022)
- Agency internship procedure



Focus Area 2: Retentions & Promotions

- Develop a process for acting assignments (April 2021)
- Monitoring salary increases to identify pay inequities



Focus Area 3: Discipline & Separation

- Establish a corrective action policy (January 2022)
- Develop a mechanism for tracking Discipline and approvals to ensure proper data is being collected (January 2022)
- Develop data dashboards
- Update Transit Operator Rulebook (January 2023)

Focus Area 5: Mobility & Professional Development

- Track training opportunities
- Ensure mental health services are available for frontline staff

Focus Area 6: Organizational Culture of Inclusion & Belonging

- Blanding dashboard
- Track discipline (June 2021)
- Recruitment for Ombuds position (June 2021)
- Skelley Training (May 2021)

HR Staffing, Training, and Responsibilities		
Recommendations	Status	Target Completion Date
Clear demarcation of the responsibilities of division's HR liaison. Training of divisional HR representatives	Completed	Apr 2020
Create transparency around exempt appointments or limit use	In Progress	Jun 2021
Establish office hours with Employee and Labor Relations and Human Resources Analysts at divisions	In Progress	Oct 2021
Increase staffing levels of the Employee & Labor Relations team	In Progress	Sep 2021
Provide additional Skelley documentation training	Not Started	May 2021
Training for HR Analysts (including EEO investigations, employee misconduct and whistleblower complaints)	In Progress	May 2021

Human Resources Visibility		
Recommendations	Status	Target Completion Date
Create Periodic newsletter	Completed	Apr 2020
Demonstrate responsiveness to information requests, answering phone calls or respond to email messages. Increase visibility. Remind MTA employees of the services	Completed	Apr 2020

Trainings to Support Workplace Culture		
Recommendations	Status	Target Completion Date
Hosting brown bag training sessions on various employment related topics	In Progress	Apr 2021
MTA Supervisors and managers to complete the 24+ training (referred to as 24/7 in report)	In Progress	Jun 2021
Online training module for MTA employees on unacceptable conduct	In Progress	Apr 2021
Training for MTA Senior Managers on identifying and responding immediately to inappropriate conduct	In Progress	Apr 2021

Employee Workplace Culture

- Bi-Annual (2021) Employee Survey
 - Second year develop Agency-wide action plans
 - Survey results end of 2021
- Town Hall Meetings/ Conference Calls
- Quarterly Employee Affinity Groups listening meetings
- Participation in Department of Human Resources Peer Mediation pilot
- Budget Team office hours for employee input
- Ombudsperson – working with Human Resources (HR), Equal Employment Opportunity (EEO) and the Race, Equity and Inclusion (REI)
- HR Director has an open-door policy