

The Department of Human Resources

# 2023 WORKFORCE REPORT





# 2023 Workforce Report

*An Analysis of the City and County of San Francisco Workforce*

Produced by

The Department of Human Resources in  
collaboration with

The Office of Racial Equity

Authored by

Mawuli Tugbenyoh, Deputy Director, Policy and External Affairs

Aliya Chisti, Senior Policy Analyst

Maggie McHale, Senior Policy Analyst

Adam Young, Senior Policy Analyst

City and County of San Francisco

Carol Isen  
Human Resources Director



Department of Human Resources

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**MEMORANDUM**

**DATE:** August 21, 2023  
**TO:** London N. Breed, Mayor  
Aaron Peskin, President, Board of Supervisors  
**FROM:** Carol Isen  
Human Resources Director  
**SUBJECT:** 2023 Workforce Report

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Pursuant to ordinance no. 188-19, I am pleased to submit the 2023 Workforce Report prepared by the Department of Human Resources to Mayor London N. Breed and the Board of Supervisors.

The City and County of San Francisco (CCSF/City) is San Francisco's second-largest employer, with over 34,000 employees across 60 departments. City employees provide essential services to San Francisco residents, ranging from health care and human services to public safety and legal services to operating an international airport and a wastewater system.

With such a wide range of jobs and worksites, the City must cultivate an inclusive, supportive, and welcoming workplace culture citywide. This necessity is central to the City's mission to advance fair and equitable practices to hire, develop, and retain a diverse and empowered workforce. This workforce reporting requirement provides an opportunity to examine where the City is making progress on our goals and where there is room for growth, innovative thought, and creative solutions to close some of the gaps.

This report includes four sections. Part I, the executive summary provides a high-level overview of the information in the report, including key findings. Part II highlights citywide initiatives that the Department of Human Resources is leading to advance career pathway opportunities, implement better workplace culture practices, address disparities, and more. Part III is the body of the report, including data and key findings regarding the CCSF workforce. Part IV summarizes workforce data across all City departments. Finally, the Appendix provides relevant in-depth information about the CCSF workforce.

I would like to acknowledge the DHR team who worked to collect and analyze the data found in this report and to the Office of Racial Equity for their partnership.

Sincerely,

Carol Isen  
Human Resources Director

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## Part I. Executive Summary and Key Findings

Pursuant to ordinance no. 188-19, the 2023 Annual Workforce Report (AWR) provides an in-depth summary of demographic data of the City and County of San Francisco workforce. The report compares quantitative data from fiscal years (FY) 2017-2018 and 2021-2022. Key data findings are included in this section.

***Finding 1. Race/Ethnicity, Gender, and Age: The overall race/ethnicity and gender makeup of the CCSF workforce has generally remained the same since 2018. The median age of CCSF employees is 47.***

Since 2018, employees of color<sup>1</sup>, on average, represent 70 percent of the total workforce. White and Asian employees represent the largest employee race/ethnic groups, 28 percent, and 29 percent, respectively. Approximately two-fifths of City employees (42 percent) are domiciled in San Francisco, and the remaining CCSF workforce live within the nine neighboring counties.<sup>2</sup> Employees in “prime age” (25-54)<sup>3</sup> reflect 70 percent of the workforce, and 27 percent of employees are over the age of 55. In 2022, 4 percent of the workforce retired at the average age of 61.8 years.

In terms of gender representation,<sup>4</sup> in 2022, men reflected 56 percent of the workforce, and women were 44 percent. In 2022, the ratio of men to women across all race/ethnicity categories was mostly evenly distributed, except for in the White employee population, 60 percent of White employees were men.

***Finding 2. Pay Distribution: The average hourly rate for all CCSF employees in 2022 was 33 percent higher compared to cross-industry occupations in Bay Area counties.***

The average hourly rate for all City employees increased by 22 percent from \$47.23 (\$98,235) in 2018 to \$57.51 (\$119,626) in 2022. CCSF employees have an average hourly rate 33 percent higher than employees in San Francisco, Oakland, and Hayward combined (\$41.63).<sup>5</sup> In 2018 and 2022, White employees had the highest average hourly rate compared to all other race/ethnic groups. The average hourly rate for women in 2022 (\$58.30) increased by 23 percent from 2018 (\$43.42) and was \$1.40 more than the average hourly rate for men (\$56.90).

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<sup>1</sup> All employees excluding individuals who identify as White. American Indian/Alaskan Native, Asian, Black, Filipino, Hispanic, Multiracial

<sup>2</sup> San Mateo, Alameda, Contra Costa, Solano, Marin, Sonoma, Santa Clara, Napa, and Santa Cruz.

<sup>3</sup> “Prime age (25 to 54 years), <https://www.bls.gov/opub/mlr/2013/article/labor-force-projections-to-2022-the-labor-force-participation-rate-continues-to-fall.htm>

<sup>4</sup> Employees that may not identify as male or female (non-binary) are not captured in this data set. It is essential to note the difference between a person's *sex* and a person's *gender*. *Sex* is the biological difference between women and men and is determined at birth. *Gender* is a term that encompasses the roles and responsibilities of women and men created in families, social institutions, and cultures.

<sup>5</sup> BLS (2021) [https://www.bls.gov/regions/west/news-release/occupationalemploymentandwages\\_sanfrancisco.htm](https://www.bls.gov/regions/west/news-release/occupationalemploymentandwages_sanfrancisco.htm)

***Finding 3. Appointment Types: Across all race/ethnicity and gender groups, PCS appointments are the most common appointment type.***

Each City and County of San Francisco employee is assigned a specific appointment type that dictates employment status in the City. The most common appointment types are Permanent Civil Service (PCS), Permanent Exempt (PEX), and Temporary Exempt (TEX). Historically, PCS employees have been and continue to be the largest proportion of employees (78 percent). Race/ethnicity and gender make-up by appointment type has remained mostly constant since 2018. White employees are the largest group in exempt appointments (PEX and TEX), while Asian employees are the largest in PCS appointments. In 2022, White employees reflected the largest share of employees in PEX (42 percent), which is a slight decline from 2018 (46 percent). Asian employees encompassed 30 percent of PCS appointments, a slight increase from 2018 (28 percent). In both 2018 and 2022, men reflected 59 percent of PCS employees and women reflected 41 percent. The gender make-up of PEX and TEX is more evenly split, with women reflecting a slightly larger share of approximately 52 percent in each appointment type in 2018 and 2022.

***Finding 4. Classifications and Average Hourly Rate: No evident difference exists in pay across race/ethnicity and gender within classifications. Occupational clustering explains the variance in average Citywide pay difference across those groups.***

Within the selected top 20 job classifications, there is some indication of occupational clustering of employees by race/ethnicity or gender, where one race/ethnicity or gender group reflects a large share in the job group when compared to their representation in the overall workforce. This includes Transportation Operation Specialists, Registered Nurses, Administrative Analysts, Police Officers, and Firefighters. Nonetheless, pay is relatively evenly distributed across race/ethnicity and gender within classifications. For example, 37 percent of 9163 Transit Operators are Black, and their average hourly rate, \$41.00, is in alignment with the overall average hourly rate of \$40.84 for all Transit Operators. White employees reflect close to 50 percent of all Police Officers and have an average hourly rate of \$69.71, which is aligned to the overall average hourly rate of \$69.92. Women represented roughly 80 percent of Registered Nurses in 2022 and had an average hourly rate of \$88.14, which is also aligned with average hourly rate for the classification, \$87.98.

***Finding 5. Management Diversity: The proportion of women and employees of color in management positions has increased slightly since 2018.***

Management positions represent approximately 3 percent of the workforce. In 2018, 55 percent of management positions were held by White employees and 45 percent by employees of color. The make-up of White employees in management positions declined to 50 percent in 2022. During this period, employees of color in management positions increased by 5 percent. 53 percent of management roles were held by women in 2022, an increase of 3 percent since 2018.

***Finding 6. Promotions: On average 8 percent of CCSF employees are promoted every year. In 2022, Asian employees and men reflected the largest share in total promotions.***

In 2018, White employees were the largest group receiving promotions (32 percent), which shifted in 2022 to Asian employees (32 percent). In 2022, although men reflected 51 percent of employees promoted, the gender make-up was more evenly balanced than in 2018. Women reflected 49 percent of total promotions in 2022 compared to 43 percent in 2018.

***Finding 7. Applicants and New Hires: The City's applicant pool is diverse and is growing significantly. Asian employees and men reflected the largest share of total hires in 2022.***

In 2022, the City received 121,280 applications, a 24 percent increase from 2021. The number of applicants projected by the end of 2022-23 is expected to be equivalent to pre-pandemic levels. While the City has received significantly more applications than in previous years, the demographic composition of the applicant pool is similar to 2018. The proportion of men-to-women applicants was mostly balanced in 2018 and 2022. With the addition of new categories for applicants, 8 percent of applicants selected Multiracial, and 1 percent selected Native Hawaiian or Pacific Islander in 2022.<sup>6</sup> Additionally, in 2022, 3 percent of applicants selected Genderqueer/Gender Fluid/Non-binary. In terms of hiring, Asian employees reflected the largest share in total hires in 2022, (28 percent) followed by White employees (22 percent). The race/ethnicity make-up of 2022 new hires mirrored the race/ethnicity make-up of 2022 applicants. The proportion of men and women hired in 2022 was mostly balanced, 48 percent and 47 percent, respectively.

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<sup>6</sup> In 2019 DHR made changes to the applicant categories to add Native Hawaiian or Pacific Islander and Multiracial (individuals who identify as two or more race or ethnic group) as new categories.

***Finding 8. Corrective Action and Discipline: Less than 2 percent of the total workforce received corrective action/discipline in 2022. Of those employees, Black and Hispanic workers represented the largest share.***<sup>7</sup>

Corrective actions are measures taken by an appointing officer at the department level to respond to employee performance concerns or misconduct, which may consist of performance improvement plans, probationary extensions or releases, written warnings, suspensions, or dismissals. Departments are required to report corrective action/discipline data to DHR per Executive Order 18-02.<sup>8</sup> Issuance of CA/D is rare. Employees with a CA/D represent on average less than 2 percent (345) of the workforce.<sup>9, 10</sup> As a result, identifying trends for CA/D warrants caution given the small sample size. In 2022, Black (26 percent) and Hispanic (21 percent) employees represented a large share of CA/D when compared to their race/ethnic makeup in the CCSF workforce (12 and 15 percent, respectively). White employees were the largest group to receive a CA/D in 2022, 31 percent, but the issuance of CA/D for White employees is not as skewed in comparison to Black and Hispanic employees since White employees reflect 27 percent of the total workforce. Men represented almost 70 percent of all CA/D issued in 2022.

***Finding 9. Equal Employment Opportunity Complaints: Black employees represented close to half of all complaints filed on a basis that included race in 2018 and 2022. White employees were the largest group to file a complaint based on retaliation in 2022. Women represented more than half of all complaints filed that included race or retaliation as a basis in 2018 and 2022.***

Equal Employment Opportunity (EEO) laws prohibit discrimination in the workplace.<sup>11</sup> The City's EEO Division receives and investigates complaints claiming to violate the City's EEO Policy. In 2018, 605 complaints were filed by employees and 506 in 2022. Of the total complaints<sup>12</sup> received by the Department of Human Resources' EEO Division in 2018 and 2022, approximately 23 percent of employees selected race as a basis. Nearly 50 percent of all complaints with race as a basis were filed by Black employees in 2018 and 2022.

Retaliation related complaints filed in 2018 reflected 30 percent of the total complaint count and 14 percent in 2022. In 2022, White employees reflected 26 percent of employees who filed a complaint that included retaliation as a basis. Nearly half of all race and retaliation cases in both 2018 and 2022 were filed by women.

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<sup>7</sup> Employees in the date set include number of active, PCS, non-Peace Officer employees as of 07/1/22. MTA employees are excluded, MTA develops a separate corrective action/discipline report that encompasses those rates.

<sup>8</sup> <https://sfdhr.org/sites/default/files/documents/Resources/Executive-Directive-18-02.pdf>

<sup>9</sup> Total is 19,139

<sup>10</sup> Employees in the date set include number of active, PCS, non-Peace Officer employees as of 07/1/22. MTA employees are excluded, MTA develops a separate corrective action/discipline report that encompasses those rates. Total is 19,139

<sup>11</sup> <https://sfdhr.org/sites/default/files/documents/EEO/Equal-Employment-Opportunity-Policy-English.pdf>

<sup>12</sup>Data excludes external EEO complaints.

## Part II. Key Citywide Workforce Initiatives

The City and County of San Francisco is committed to making all City workplaces more inclusive, equitable, and supportive for employees. The Department of Human Resources (DHR) is leading strategic initiatives to support the City's work toward this goal. Highlights of these initiatives are included in the section below.

In 2021, DHR and Mayor London Breed commissioned an independent and comprehensive review of the City's equal employment opportunity processes, recruitment, hiring, and corrective action and discipline practices. DHR is working to implement the findings and recommendations from the commissioned report. In addition to this work, the City is implementing strategies to enhance workplace climate, increase career advancement opportunities, and improve employee performance management.

### Workplace Culture and Climate

**Respect in the Workplace Policy.** In 2022, the City established a new code of conduct policy, the Equitable, Fair, Respectful Workplace Policy. This Policy includes clear definitions of inappropriate and disrespectful behavior, as well as examples of positive workplace behaviors that foster welcoming and inclusive workplaces. This new Policy is being paired with training for all employees with specific training for HR professionals, managers, and supervisors who are the arbiters of City worksites.

**Equal Employment Opportunity Reforms.** The DHR Equal Employment Opportunity Division has launched a new case management system and since 2020 has reduced the length of time cases remain open by 51 percent. DHR EEO has also implemented a new seamless case intake and triaging system to further improve the EEO complaint process. Additional preventative strategies are being reviewed to address underlying workplace climate issues that may result in an employee filing an EEO complaint.

### Recruitment and Hiring

**Reducing Time to Hire.** The City currently has a vacancy rate<sup>13</sup> of 12.1 percent. DHR is making several administrative and civil service rule changes to expedite the recruitment, assessment, and selection process for City positions. Initiatives include pending revisions to Civil Service rules to expedite hiring. DHR is also launching automated screening of applications and test administration and is focused on expediting the vetting process. The City has also expanded the use of provisional appointments, which allows for a fair and competitive appointment process without the requirement of an exam. Expanding the use of provisional appointments allows the City to quickly fill vacancies during this transition period.

**Improving City Employee Demographic Data.** The City is collecting more robust employee demographic data. DHR worked with Mayor London Breed and Supervisor Rafael Mandelman to repeal chapter 12E of the Administrative Code, allowing DHR to collect voluntary career develop and anonymous sexual orientation and gender identity (SOGI) demographic information from City employees and applicants. In consultation with the City's Office on Transgender Initiatives, DHR now requests applicants and City employees to voluntarily notify the City of their SOGI status. Applicants can also notify the City of their

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<sup>13</sup> The vacancy rate is defined as the total number of budgeted permanent positions.

preferred pronouns. The SOGI information entered by employees and applicants will assist the City in understanding more about its workforce and will only be reported on in aggregate to protect privacy.

**Applicant Tracking System (ATS).** The City launched its new applicant tracking system, which allows the City to better connect with applicants throughout the application process. In addition, DHR is building tools to conduct data analysis at each step in the hiring process. DHR and City departments can utilize the increased data and reporting capabilities to better identify delays in the application process and identify the opportunities to recruit diverse candidates into the application process.

**Diversity Recruitment Team (DRT).** DRT provides targeted outreach to diverse communities and works to identify and remove obstacles in hiring. DRT uses a variety of outreach tools, including social media and targeted outreach to advertise positions to a broader audience of potential applicants. DRT is an active presence in the community and collaborates with non-profit organizations and educational institutions including Historically Black Colleges and Universities (HBCUs) to recruit recent college graduates and other diverse job seekers for City employment opportunities, internships, and fellowship programs.

### Career Advancement

**Career Development Initiative.** The Career Development Initiative is intended to increase career development support for City employees. DHR offers *Growing Your Career* workshops and career pathway programs to assist City staff in understanding how to apply for promotive opportunities and in-demand City jobs that offer advancement opportunities.

**SEIU Work Training Program.** DHR launched the SEIU Work Training Program, which provides up to 8 hours per week of paid release time for SEIU employees accepted into the program. This program allows employees to attend classes at an accredited educational institution for a degree or certificate program that will help the employee meet the minimum qualifications for a job-class they aspire to attain. Since launching the program in 2021, 85 SEIU Misc. members have taken over 10,725 hours of training or coursework. 82 percent of the participants are women, 28 percent are Asian, 23 percent Hispanic, and 17 percent are Black employees.

**Dream Keeper Initiative.** The Dream Keeper Initiative (DKI) is a Citywide effort launched in 2021 to reinvest \$60 million annually into San Francisco's diverse Black communities and led by the Human Rights Commission. DHR supports the recruitment, onboarding, training, and career development of a cohort of employees hired through the initiative to lead a portfolio of associated projects at seven City departments. DHR supports these employees through structured cohort meetings, training, and mentorship.

### Employee Performance Management

**Improvements to Discipline and Corrective Action.** DHR provides training to managers who supervise probationary employees on supportive supervision, equitable management practices, and effective coaching and performance management.

## Part III. State of the City and County of San Francisco Workforce

The City and County of San Francisco (CCSF) is the second largest employer in San Francisco after the University of California and is one of the largest local government, non-educational employers in the State of California.

This report compares demographic data from FY July 1, 2017, through June 30, 2018 (FY 2018), with FY July 1, 2021, through June 30, 2022 (FY 2022), for over 33,000 employees.<sup>14</sup> The City has over 60 departments and agencies with a wide range of responsibilities including operating an airport, water system, public safety systems, hospitals, a transportation system, and more. This work requires a range of skills in City employees from analysts to engineers, healthcare professionals to laborers, law enforcement officers to transit operators, and more. The City Workforce Summary Table provides a high-level snapshot of the CCSF workforce in 2022.

Departmental information can be found in Part IV, which includes employee counts by race/ethnicity and gender for each department. The Appendix includes employee count for the data throughout the report from FY 2018 through FY 2022.

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<sup>14</sup> All data excludes employees from San Francisco Unified School District, City College of San Francisco, SF District Court, and City commissioners.

**City Workforce Summary**

Figure 1: City Workforce Summary Table, 2022

2022		
CCSF Workforce Metrics	Number of Employees	Percent of Workforce
<b>Total Workforce Population</b>	34,473	
<b>Race/Ethnicity<sup>15</sup></b>		
<i>American Indian/Alaskan Native</i>	152	0.4%
<i>Asian<sup>16</sup></i>	10,100	29.3%
<i>Black</i>	5,026	14.6%
<i>Filipino</i>	3,868	11.2%
<i>Hispanic</i>	5,296	15.4%
<i>Multiracial<sup>17</sup></i>	537	1.6%
<i>White</i>	9,494	27.5%
<b>Sex<sup>18</sup></b>		
<i>Men</i>	19,358	56.2%
<i>Women</i>	15,115	43.9%
<b>Median Age</b>	46.9	
<b>Residency (San Francisco)</b>	14,309	41.5%
<b>Appointment Type</b>		
<i>Permanent Civil Service (PCS)</i>	26,795	77.7%
<i>Permanent Exempt (PEX)</i>	2,510	7.3%
<i>Temporary Exempt (TEX)</i>	5,113	14.8%
<b>Average Hourly Rate/Salary<sup>19</sup></b>	\$57.51/hour (\$119,626 annual)	

<sup>15</sup> Race/ethnicity are self-reported by individuals at the time of the application using race and ethnicity standards based on Federal administrative reporting requirements.

<sup>16</sup> Due to Federal race and ethnicity standards, Native Hawaiian or Pacific Islander individuals are not individually tracked and are grouped under Asian.

<sup>17</sup> In 2013, DHR added Multiracial as an option for employees to select for their race/ethnicity. Employees can update their employee records using the employee portal in People and Pay. Prior to 2013, the City did not report on employees who identified as Multiracial; they were instead required to select one of the other racial or ethnic categories.

<sup>18</sup> Employees that may not identify as male or female (non-binary) are not captured in this data set.

<sup>19</sup> Acting Assignment Pay is part of the hourly rate that was provided in the data. Salary range of employees was calculated by the hourly rate multiplied by 40 hours, which was then multiplied by 52 weeks.

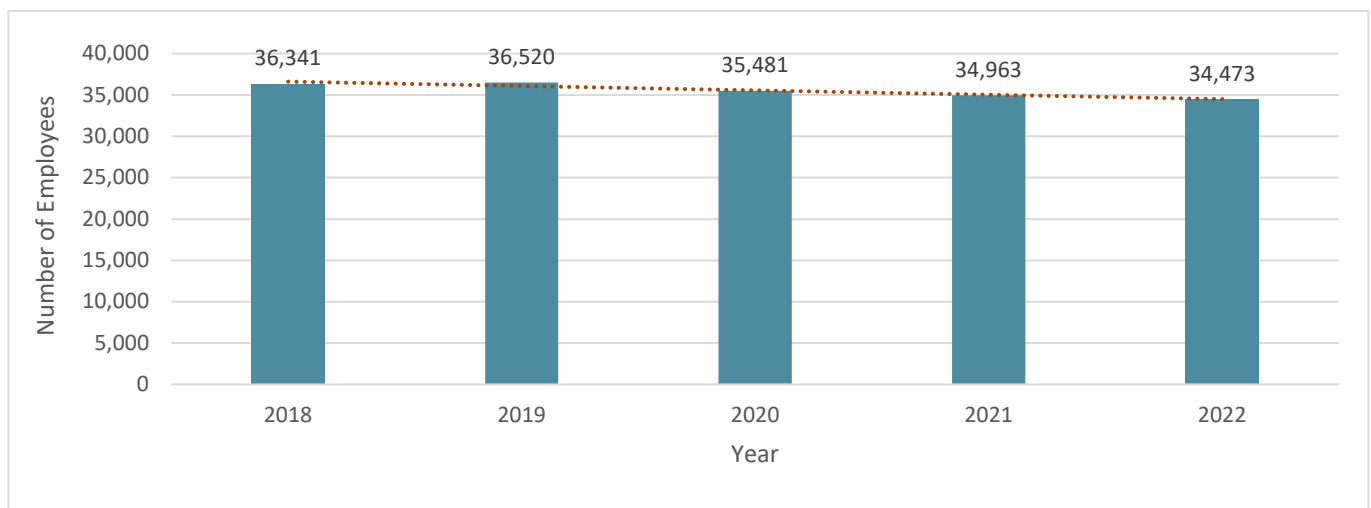
<b>Management</b> <sup>20</sup>	1,049	3%
<b>Applicants</b> <sup>21</sup>	121,280	
<b>Total Hires</b> <sup>22</sup>	8,493	
<b>Promotions</b> <sup>23</sup>	2,575	8%
<b>Retirements</b> Average age at retirement: 61.8 Average years of service: 25	1,212	4%

### City Workforce Over Time

#### Total City Workforce, FY 2018 - FY 2022

The total number of employees in the CCSF workforce has declined by 5 percent since 2018.

Figure 2: Total City Workforce, FY 2018 - FY 2022



<sup>20</sup> 0922-Manager I, 0923-Manager II, 0931-Manager III, 0932-Manager IV, 0933 Manager V, 0941 Manager VI, 0942 Manager VII, 0943 Manager VIII, 095X - Deputy Director, 096X – Dept Head.

<sup>21</sup> Data is presented in calendar year

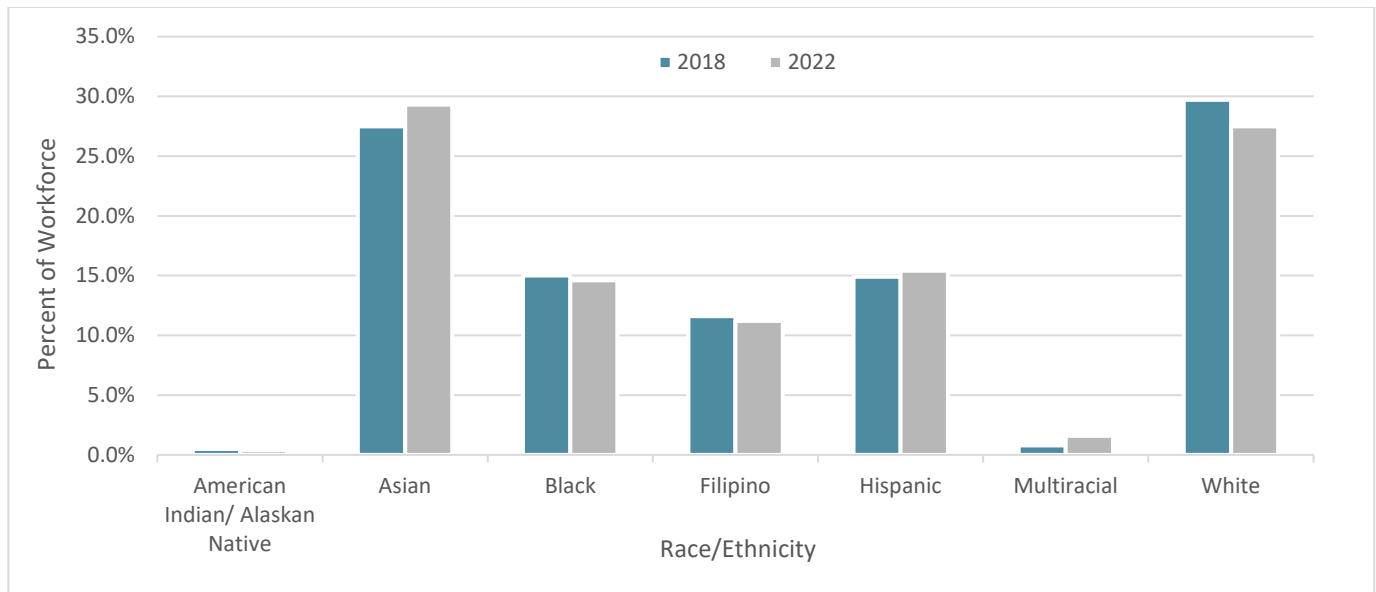
<sup>22</sup> Total hiring data includes new hires, rehires, and transfers, is presented in calendar year (January 2022-December 2022). New hires are employees with no prior service with the City. Transfers include instances where a position is filled by a current CCSF employee. Rehires are instances where a position is filled by a former CCSF employee who was not actively employed by CCSF at the time of hire.

<sup>23</sup> Promotions are defined as movement from one job class to another job class that has a higher salary range than the previous and where the employee accordingly receives a higher pay when they move across the fiscal year.

**City Workforce Overview by Race/Ethnicity, FY 2018 and FY 2022**

Employees of color (all employees except White employees) make up 70 percent of the City’s workforce. Since 2018, Asian and White employees have represented the largest employee groups.

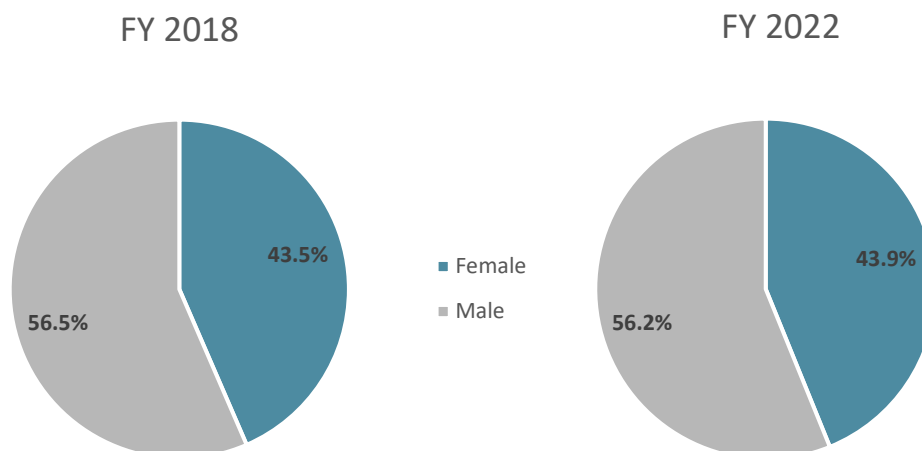
**Figure 3: City Workforce by Race/Ethnicity, FY 2018 and FY 2022**



**City Workforce by Gender, FY 2018 and FY 2022**

The gender composition of the CCSF workforce has remained relatively constant over a five-year span. In 2018 and 2022, men were more than half of the workforce.

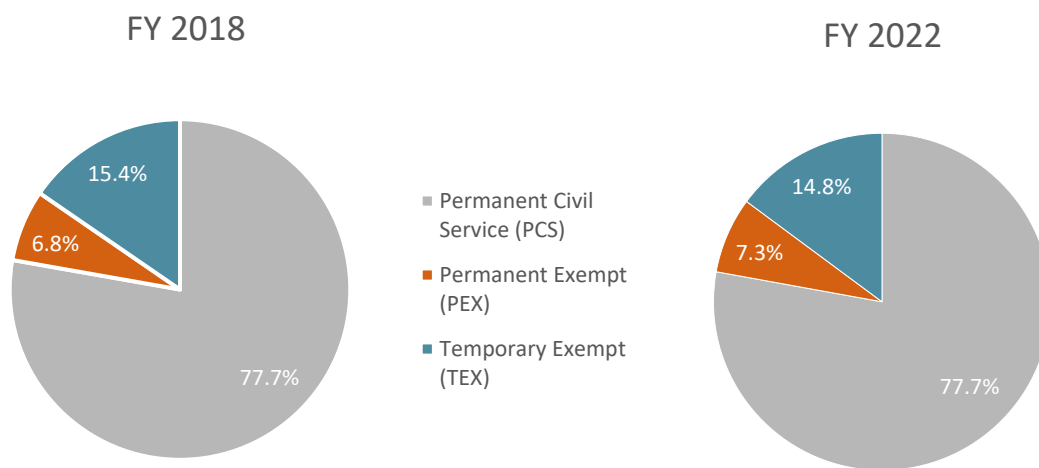
**Figure 4: City Workforce by Gender, FY 2018 and FY 2022**



**City Workforce by Appointment Type, FY 2018 and FY 2022**

The most common appointment types are Permanent Civil Service (PCS), Permanent Exempt (PEX), and Temporary Exempt (TEX). PEX and TEX appointments are limited to a specific period and are considered “at-will.” The merit system ensures that every individual appointed to a PCS position is appointed based on a fair and open process that assesses each candidate’s knowledge, skills, and abilities to do the job. In the City workforce, PCS employees are the largest group, nearly 80 percent of the workforce. The overall make-up of appointment types has remained mostly the same since 2018.

**Figure 5: City Workforce by Appointment Type, FY 2018 and FY 2022**



**City Workforce Average Hourly Rate and Annual Salary, FY18 and FY22**

In 2018 the average hourly rate for all CCSF employees was \$47.23 (\$98,235 annually), which increased by 22 percent in 2022 to \$57.51 (\$119,626 annually). According to the Bureau of Labor and Statistics, workers in the San Francisco-Oakland-Hayward area had an average hourly wage of \$41.63 in 2021. As a result, in 2022, CCSF employees had an overall average hourly rate 32 percent higher than other employees in San Francisco, Oakland, and Hayward areas combined.<sup>24</sup>

**Figure 6: City Workforce Average Hourly Rate and Annual Salary, FY 2018 and FY 2022**

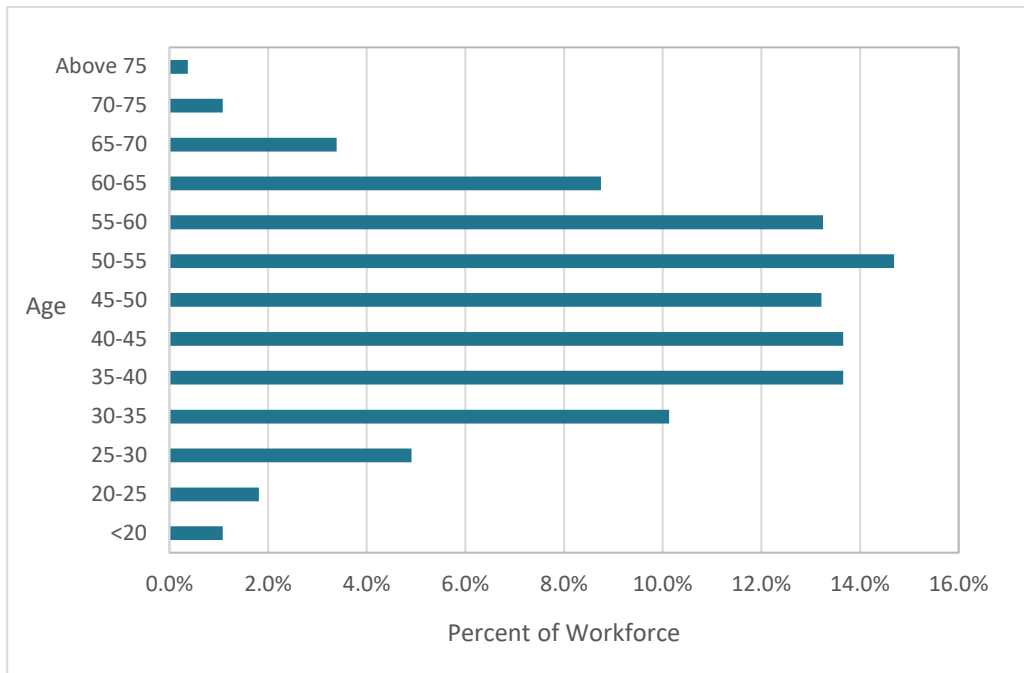
Year	Average Hourly Rate	Average Annual Salary
2018	\$47.23	\$98,235
2022	\$57.51	\$119,626
<b>Change</b>	<b>\$10.28</b>	<b>\$21,391</b>

<sup>24</sup> BLS (2021) [https://www.bls.gov/regions/west/newsrelease/occupationalemploymentandwages\\_sanfrancisco.htm](https://www.bls.gov/regions/west/newsrelease/occupationalemploymentandwages_sanfrancisco.htm)

### City Workforce Age, FY 2022

Seventy percent of the City’s workforce falls into the “prime age” (25-54)<sup>25</sup> working group and nearly one-third of the workforce (27 percent) is over the age of 55. Employees younger than the age of 25 represent approximately 1 percent of the CCSF workforce.

Figure 7: City Workforce Age, FY 2022



<sup>25</sup> “Prime age” (25 to 54 years), <https://www.bls.gov/opub/mlr/2013/article/labor-force-projections-to-2022-the-labor-force-participation-rate-continues-to-fall.html>

**Workforce by Residency, FY 2018 and FY 2022**

In both, 2018 and 2022, the largest proportion of employees lived in San Francisco (42 percent). 55 percent of City employees live in the neighboring nine counties. After San Francisco, San Mateo is the next county with the largest group of employees (19 percent). Alameda and Contra Costa combined account for another 25 percent of employees. Due to the City’s operating footprint in the Central Valley and Sierras and managing the SFPUC’s Hetch Hetchy System, approximately 4 percent of employees live outside of the Bay Area.

Figure 8: Workforce by Residency, FY 2018 and FY 2022; Bay Area County Map

County	2018		2022	
	Total	Percent	Total	Percent
San Francisco	15,326	42.2%	14,309	41.5%
San Mateo	7,465	20.5%	6,663	19.3%
Alameda	4,817	13.3%	4,676	13.6%
Contra Costa	4,139	11.4%	4,238	12.3%
Solano	1,233	3.4%	1,246	3.6%
Marin	916	2.5%	844	2.4%
Sonoma	602	1.7%	535	1.6%
Santa Clara	463	1.3%	421	1.2%
Napa	134	0.4%	117	0.4%
Santa Cruz	59	0.2%	67	0.2%
Other <sup>26</sup>	1,187	3.3%	1,363	4%
<b>Total Employees</b>	<b>36,341</b>		<b>34,473</b>	



<sup>26</sup> Residence outside of the Bay Area

**A Closer Look: Workforce Gender and Race/Ethnicity**

To provide a deeper understanding of the demographics of the CCSF workforce, this part of the report provides a closer look into various metrics that are disaggregated by race/ethnicity or gender.

**Workforce by Race/Ethnicity and Gender, FY 2018 and 2022**

Men make up a slightly larger share than women across each race/ethnicity category, but the proportion of men to women in each race/ethnicity category (with the exception of White employees) was mostly balanced in 2018 and 2022. White men represented over 60 percent of White employees.

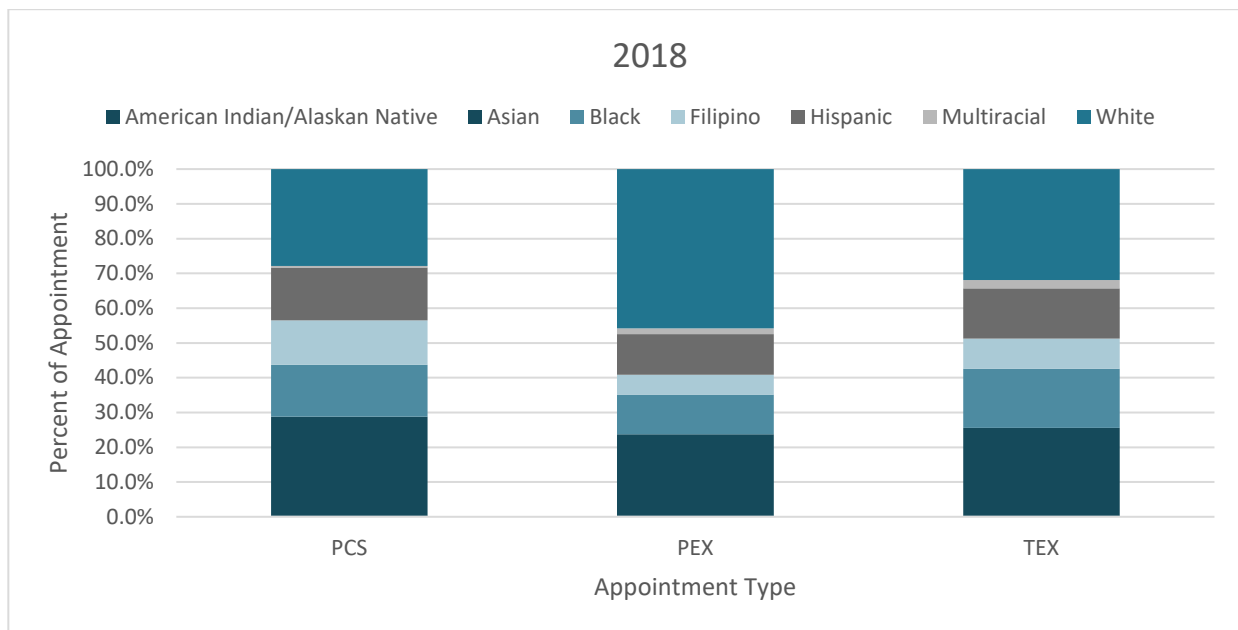
Figure 9: Workforce by Race/Ethnicity and Gender, FY 2018 and 2022

Race/Ethnicity by Gender	2018		2022	
	Number of Employees	Percent of Race/Ethnicity	Number of Employees	Percent of Race/Ethnicity
<b>American Indian/Alaskan Native</b>				
F	51	0.1%	50	0.2%
M	119	0.3%	102	0.3%
<b>Asian</b>				
F	4,675	12.9%	4,792	13.9%
M	5,316	14.6%	5,308	15.4%
<b>Black</b>				
F	2,646	7.3%	2,499	7.3%
M	2,797	7.7%	2,527	7.3%
<b>Filipino</b>				
F	2,037	5.6%	1,801	5.2%
M	2,185	6.0%	2,067	6.0%
<b>Hispanic</b>				
F	2,247	6.2%	2,207	6.4%
M	3,161	8.7%	3,089	9.0%
<b>Multiracial</b>				
F	157	0.4%	261	0.8%
M	148	0.4%	276	0.8%
<b>White</b>				
F	3,994	11.0%	3,505	10.2%
M	6,808	18.8%	5,989	17.4%

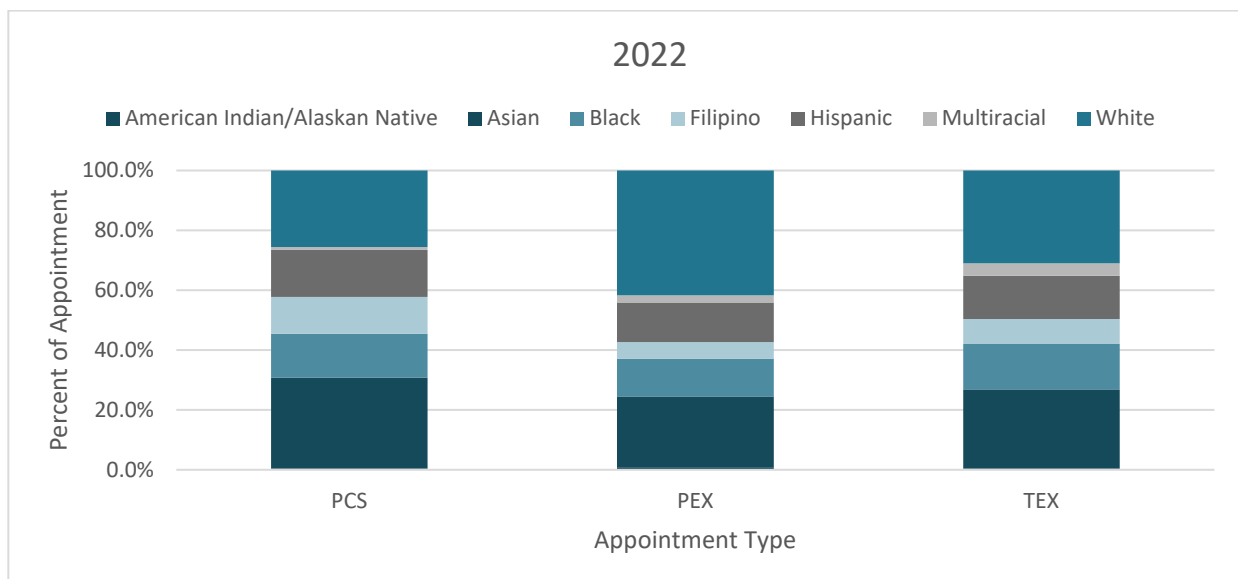
**Workforce by Race/Ethnicity and Appointment Type, FY 2018 and FY 2022**

PCS appointments are the largest share of employment types across all race/ethnicity and gender groups. Race/ethnicity and gender make-up by appointment type has remained mostly constant since 2018. White employees are the largest group in exempt appointments (PEX and TEX), while Asian employees are the largest in PCS appointments. In 2022, White employees reflected the largest share of employees in PEX (42 percent), which is a slight decline from 2018 (46 percent). Asian employees encompassed 30 percent of PCS appointments, a slight increase from 2018 (28 percent).

**Figure 100: Workforce by Race/Ethnicity and Appointment Type, FY 2018**



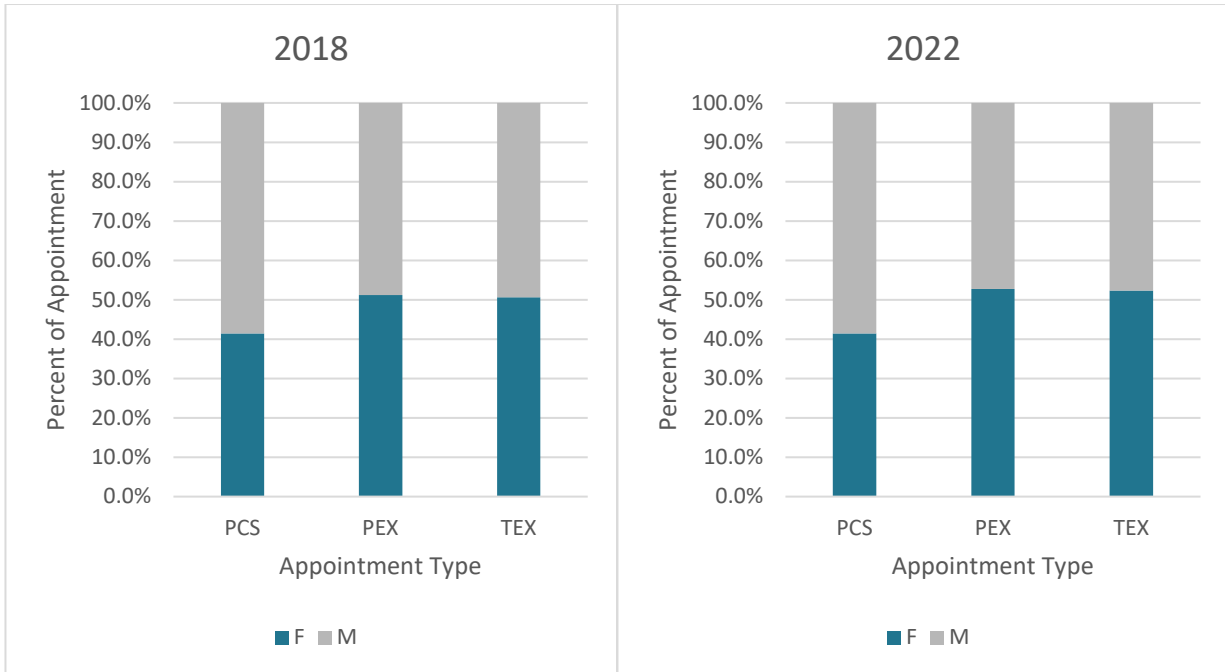
**Figure 111: Workforce by Race/Ethnicity and Appointment Type, FY 2022**



**Workforce by Gender and Appointment Type, FY 2018 and FY 2022**

In both 2018 and 2022, men reflected 59 percent of PCS employees and women reflected 41 percent. The gender make-up of PEX and TEX is more evenly split, with women reflecting a slightly larger share, 52 percent in each appointment type in 2022.

**Figure 12: Workforce by Gender and Appointment Type, FY 2018 and FY 2022**



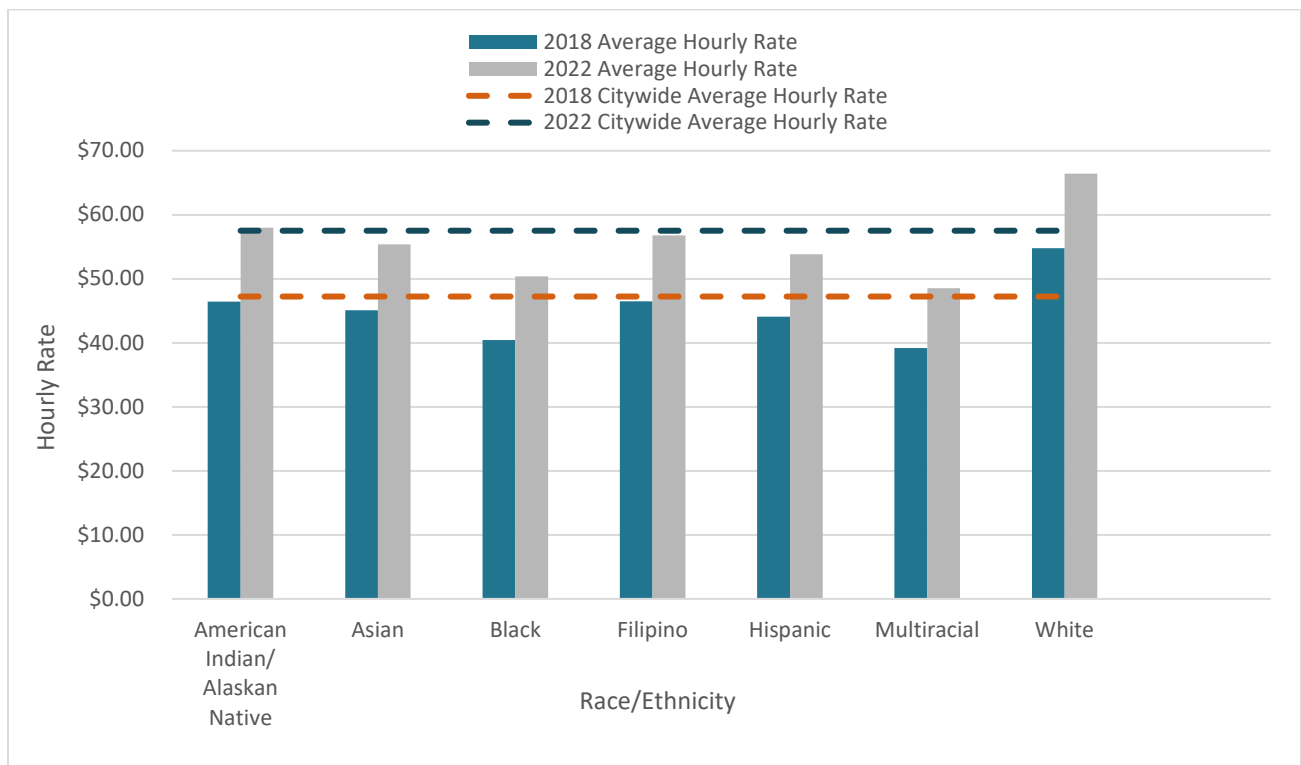
### Employee Pay and Classifications

Employee wages are largely set through collective bargaining and the City Charter mandates consideration of local labor markets and internal equity in determining pay rates. Due to a series of negotiated wage increases in 2019 and 2022, City employees received a 10 percent wage increase across a two-year timespan. The increase is being implemented in stages as 5.25% on July 1, 2022, 2.50% on July 1, 2023, and 2.25% on January 6, 2024.

The average hourly wage for City employees in 2018 was \$47.23 and \$57.51 in 2022. Please see the data table below for disaggregated data by race/ethnicity.

#### Workforce by Race/Ethnicity and Hourly Rate, FY 2018 and FY 2022

Figure 13: Workforce by Race/Ethnicity and Hourly Rate, FY 2018 and FY 2022



**Workforce by Gender and Hourly Rate, FY 2018 and FY 2022**

In 2018, the average hourly rate between men and women was mostly balanced, with both groups earning an average hourly rate of \$47 per hour. In 2022, women had a slightly higher average hourly rate than men. When comparing the average hourly rates between 2018 and 2022, women experienced a 23 percent increase in their average hourly rate from 2018, while men experienced a 21 percent increase, despite reflecting a larger share in the overall employee population.

Figure 14: Workforce by Gender and Hourly Rate, FY 2018 and FY 2022

Gender	2018	2022	Percent Change
Female	\$47.42	\$ 58.30	+23%
Male	\$47.08	\$56.90	+21%
<b>Citywide Average</b>	<b>\$47.23</b>	<b>\$57.51</b>	<b>+22%</b>

**Workforce by Race/Ethnicity and Management, FY 2018 and FY 2022**

The majority of City’s managers are appointed to one of 18 broad classifications and pay levels which encompass managers, deputy directors, and department heads. In 2018, 2.6 percent of employees were managers, which increased slightly to 3 percent in 2022. In 2018, White employees represented 55 percent of management positions, which decreased by 5 percent in 2022. Simultaneously, employees of color in management positions increased by 5 percent.

Figure 15: Workforce by Race/Ethnicity and Management, FY 2018 and FY 2022

Management Employees by Race/Ethnicity	2018		2022	
	Number of Management Employees	Percent of Management Employees	Number of Management Employees	Percent of Management Employees
American Indian/Alaskan Native	2	0.2%	3	0.3%
Asian	179	18.6%	215	20.5%
Black	95	9.9%	127	12.1%
Filipino	63	6.6%	64	6.1%
Hispanic	89	9.3%	109	10.4%
Multiracial	4	0.4%	8	0.8%
White	529	55.1%	523	49.9%
<b>Total Management Employees</b>	<b>961</b>		<b>1,049</b>	

**Management Employees by Gender, FY 2018 and FY 2022**

In 2022, 53 percent of management roles were filled by women, which is 5 percent greater than the total percentage of men in management roles and a 2 percent increase from 2018.

Figure 16: Management Employees by Gender, FY 2018 and FY 2022

Management Employees by Gender	2018		2022	
	Number of Management Employees	Percent of Management Employees	Number of Management Employees	Percent of Management Employees
Female	484	50.4%	552	52.6%
Male	477	49.6%	497	47.4%
<b>Total Management Employees</b>	<b>961</b>		<b>1,049</b>	

**Workforce by Popular Occupations and Race/Ethnicity, Gender FY 2022**

The CCSF workforce offers career opportunities in a broad range of occupations with over 1,100 job classifications. The most populated occupations include health care, infrastructure, finance and accounting, planning, social services, and transportation. Transit operators, nurses, administrative analysts, police officers, firefighters are examples of occupations that have occupational clustering, where one race/ethnicity or gender group reflects a large share in the job group compared to their representation in the overall workforce.

In 2022, Black employees represented 37 percent of 916x Transportation Operation Specialists but made-up 15 percent of the total workforce. Similarly, Hispanic employees represented 24 percent of Transportation Operation Specialists but made-up 11 percent of the total workforce. With a similar total workforce composition as Hispanic employees, Filipino employees represented 27 percent of 232x Nursing Assistants and employees in this job group are mostly women. In 2022, White employees made up 29 percent of the total workforce but represented 48 percent of H00X Fire Rescue Paramedics and 44 percent of Q00X Police Officers, respectively. Fire Rescue Paramedics and Police officers are also predominantly men with close to 90 percent of employees identifying as male. 182x Administrative Analysts are mostly Asian (42 percent), but the gender make-up is more balanced compared to other job groups analyzed.

Figure 17: Workforce by Popular Occupations and Race/Ethnicity, Gender FY 2022

2022									
Occupation	Female	Male	American Indian /Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White
916x Transit Operator	20%	80%	1%	34%	37%	9%	12%	1%	7%
232x Nurse Assistant	80%	20%	0%	21%	7%	27%	11%	2%	32%
Q00x Police Officer	13%	87%	0%	17%	9%	7%	21%	1%	44%
H00x Fire Rescue Paramedic	15%	85%	1%	16%	10%	5%	19%	1%	48%
140x Clerk	58%	42%	0%	31%	12%	15%	15%	3%	24%
182x Administrative Analyst	57%	43%	0%	42%	9%	7%	10%	2%	30%

**Workforce by Job Codes and Race/Ethnicity, Gender, FY 2022**

A deeper dive within job groups with occupational clustering reveals that within classifications, pay is relatively evenly distributed across race/ethnicity and gender.

Figure 18: Workforce by Job Codes and Race/Ethnicity, Gender, FY 2022

2022								
		9163 Transit Operator	2320 Reg. Nurses	H002 Firefighter	Q004 Police Off. III	1402 Junior Clerk	1823 Sen. Admin Analyst	0923 Manager II
<b>Overall</b>	<b>Average Hourly Rate</b>	<b>\$40.84</b>	<b>\$87.98</b>	<b>\$50.15</b>	<b>\$69.92</b>	<b>\$26.20</b>	<b>\$62.36</b>	<b>\$80.52</b>
Amer. Indian/ Alaskan Native	Avg. Hourly Rate	\$41.79	\$88.41	\$57.64	\$69.22	\$27.20		
	% of Job Code	0.6%	0.2%	0.9%	0.2%	0.3%		
Asian	Avg. Hourly Rate	\$40.80	\$86.60	\$50.72	\$70.20	\$26.28	\$62.82	\$81.10
	% of Job Code	34.2%	22.1%	17.4%	18.8%	26.6%	40.7%	24.0%
Black	Avg. Hourly Rate	\$41.00	\$87.08	\$48.63	\$69.79	\$26.16	61.45	\$80.20
	% of Job Code	37.0%	6.6%	12.6%	6.9%	10.2%	11.1%	11.3%

Filipino	Avg. Hourly Rate	\$40.96	\$89.79	\$50.24	\$70.48	\$27.13	\$62.11	\$80.97
	% of Job Code	8.7%	29.8%	4.3%	7.8%	5.7%	5.8%	8.8%
Hispanic	Avg. Hourly Rate	\$40.81	\$86.71	\$48.62	\$70.35	\$26.28	\$62.86	\$80.12
	% of Job Code	12.4%	11.2%	18.9%	16.5%	13.0%	8.8%	11.8%
Multiracial	Avg. Hourly Rate	\$35.35	\$83.14	\$41.03	\$59.85	\$26.12	\$62.02	\$76.12
	% of Job Code	0.6%	1.9%	0.6%	0.6%	3.4%	2.4%	1.5%
White	Avg. Hourly Rate	\$40.34	\$88.18	\$50.96	\$69.71	\$26.01	\$62.02	\$80.45
	% of Job Code	6.6%	28.2%	45.2%	49.2%	40.8%	31.1%	42.6%
Female	Avg. Hourly Rate	\$40.72	\$88.14	\$49.82	\$69.56	\$26.28	\$62.15	\$80.78
	% of Job Code	19.6%	78.9%	12.4%	11.1%	45.3%	59.2%	55.9%
Male	Avg. Hourly Rate	\$40.86	\$87.98	\$50.19	\$69.96	\$26.14	\$62.67	\$80.20
	% of Job Code	80.4%	21.2%	87.6%	88.9%	54.7%	40.8%	44.1%

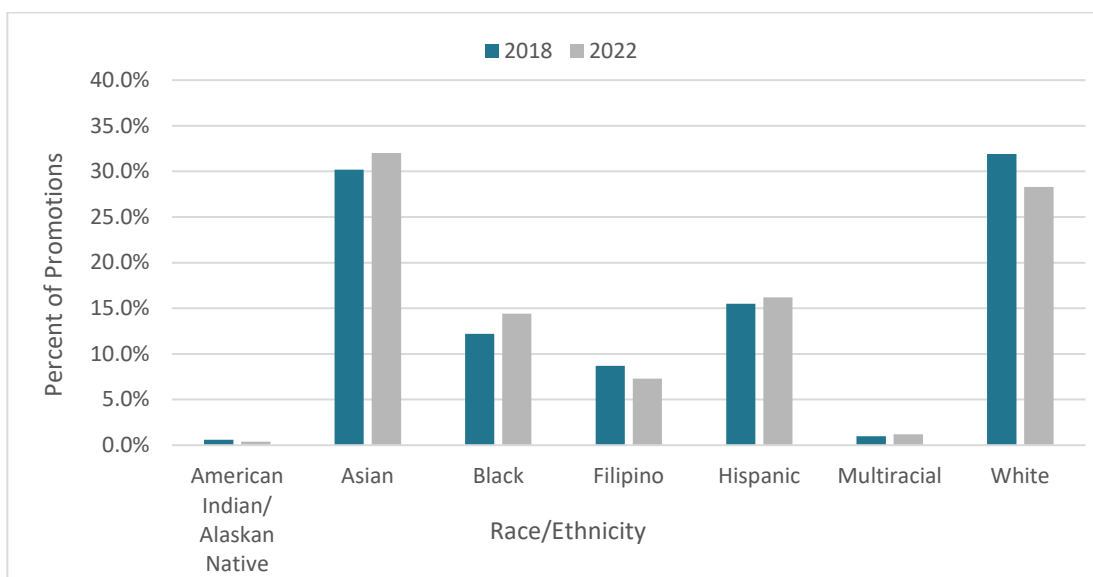
## Promotions

There are multiple avenues for promotion in a job family or to a new classification; though some promotional opportunities require a class-based test (CBT) or a position-based test (PBT). Other promotional opportunities may involve an interview process and an internal department elevation in classification appointments.

### Promotions by Race/Ethnicity, FY 2018 and FY 2022

The City promotes on average 8 percent (2,700) of its workforce annually. Approximately 80 percent of promotions are internal departmental promotions (rather than cross-departmental). In 2018, White employees were the largest group to be promoted (32 percent), which shifted in 2022 to Asian employees who became the largest group to be promoted (32 percent).

Figure 19: Promotions by Race/Ethnicity, FY 2018 and FY 2022



### Promotions by Gender, FY 2018 and FY 2022

In 2018, women represented 42 percent of total promotions, while men represented 57 percent. In 2022, although men still reflected 51 percent of employees promoted, the gender make-up was more evenly balanced than in 2018.

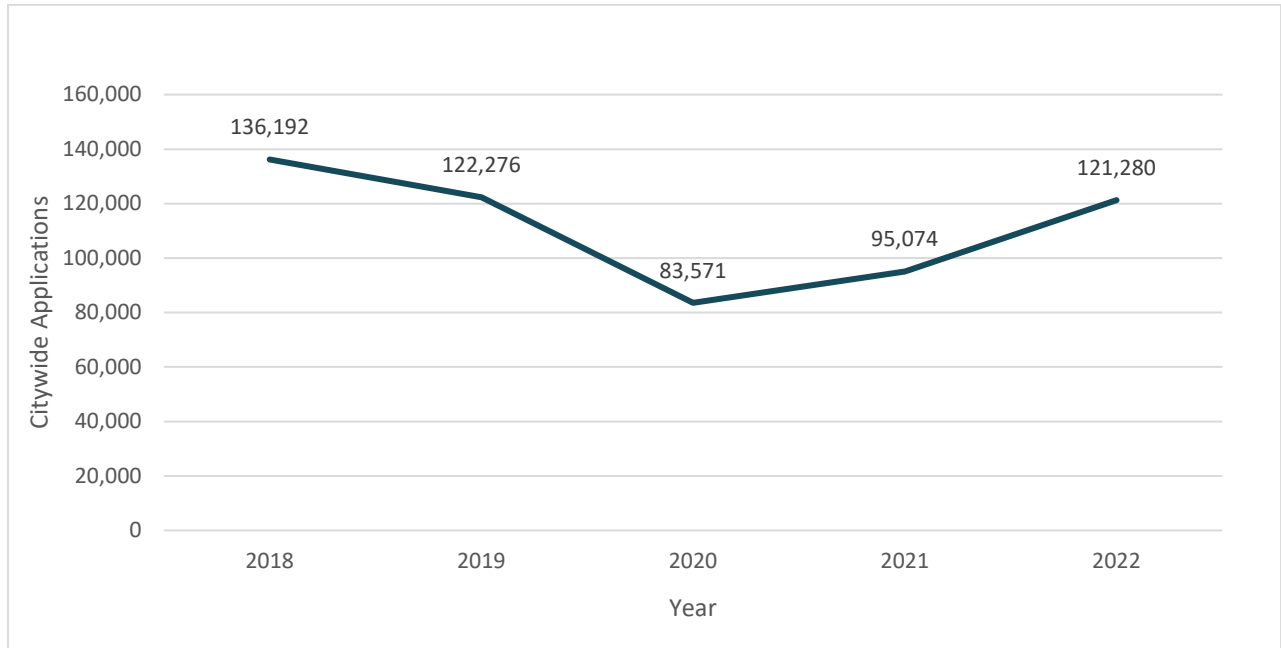
Figure 20: Promotions by Gender, FY 2018 and FY 2022

Gender	2018		2022	
	Number of Employees	Percent of Promotions	Number of Employees	Percent of Promotions
Female	1,116	42.7%	1,263	49%
Male	1,497	57.3%	1,312	51%
<b>Total Promotions</b>	<b>2,613</b>		<b>2,575</b>	

### Applications

During 2020, the first year of the global COVID pandemic, the City saw a significant decline (32 percent) in the total number of applicants for City jobs when compared to 2019. Since 2021, the total number of applicants increased by 24 percent from 95,074 applicants to 121,280 in 2022.

Figure 21: Citywide Applications, CY 2018 – CY 2022



**Applicants by Race/Ethnicity, CY 2018 and CY 2022**

The CCSF applicant pool is largely diverse with over 120,000 applications processed in 2022. Overall, the race/ethnicity<sup>27</sup> breakdown of applicants in 2022 is similar to 2018, with the exception of Multiracial and Native Hawaiian or Pacific Islander applicants.<sup>28</sup> In 2022, Native Hawaiian and or Pacific Islander applicants reflected 8 percent and Multiracial applicants reflected 1.2 percent of total applicants. Asian applicants reflected the largest share in total applicants in 2018 and 2022, 30 percent and 27 percent, respectively.

**Figure 22: Citywide Applicants by Race/Ethnicity, CY 2018 and CY 2022**

Race/Ethnicity	2018		2022	
	Number of Employees	Percent of Promotions	Number of Employees	Percent of Promotions
American Indian/Alaskan Native	780	0.6%	630	0.5%
Asian	40,814	30.0%	32,388	26.7%
Black	25,460	18.7%	19,453	16.0%
Filipino	11,851	8.7%	8,182	6.8%
Hispanic	20,790	15.3%	18,573	15.3%
Undeclared	9,797	7.2%	8,218	6.8%
Multiracial	0	0.0%	9,132	7.5%
White	26,700	19.6%	23,195	19.1%
Native Hawaiian or Pacific Islander	0	0.0%	1,509	1.2%
<b>Total Applications</b>	<b>136,192</b>		<b>121,280</b>	

<sup>27</sup> Race/ethnicity data is self-reported at the time of application and is optional for an applicant to report. Those who do not declare an ethnicity are classified in the charts and tables as undeclared. The total number of applicants may include individuals who have applied for multiple recruitments.

<sup>28</sup> Ethnicity categories were changed in 2019, Native Hawaiian or Pacific Islander and Multiracial were added as new categories.

**Applicants by Gender, CY 2018 and CY 2022**

The proportion of men-to-women applicants is balanced in 2018 and 2022. In 2019, additional categories were added to the application system to better track the sexual orientation and gender diversity of applicants. The proportion of men to women was split evenly in 2018, and in 2022, women represented a slightly smaller share of applicants, 45 percent. 3 percent of applicants selected genderqueer/genderfluid/non-binary in 2022.

**Figure 23: Applicants by Gender, CY 2018 and CY 2022**

Gender	2018		2022	
	Number of Applicants	Percent of Applicants	Number of Applicants	Percent of Applicants
Female	67,977	49.9%	55,083	45.4%
Male	67,275	49.4%	58,179	48.0%
Undeclared	940	0.7%	4,042	3.3%
Genderqueer/Gender Fluid/Non-binary			3,650	3.0%
Not Listed			70	0.1%
Questioning/Unsure			70	0.1%
Trans man			97	0.1%
Trans woman			124	0.1%
<b>Total Applications</b>	<b>136,192</b>		<b>121,315</b>	

**Total Hires**

The table below shows the race/ethnicity composition for total hires in 2022.

**Total Hires by Race/Ethnicity, CY 2022**

Figure 24: Total Hires by Race/Ethnicity, CY 2022

2022		
Race/Ethnicity	Number of Total Hires	Percent of Total Hires
American Indian or Alaska Native	33	0.4%
Filipino	548	7.4%
Asian	2,052	27.5%
Black	1,044	14.0%
Hispanic	1,047	14.0%
Native Hawaiian or Other Pacific Islander	52	0.7%
Prefer not to answer	532	7.1%
Two or More Races	491	6.6%
White	1,655	22.2%
<b>Total</b>	<b>7,454<sup>29</sup></b>	

**Total Hires by Gender, CY 2022**

The table below shows the gender composition for total hires in 2022.

Figure 25: Total Hires by Gender, CY 2022

2022		
Gender	Number of Total Hires	Percent of Total Hires
Female	3,664	47%
Male	3,752	48.2%
Prefer not to answer	375	4.8%
<b>Total</b>	<b>7,791<sup>30</sup></b>	

<sup>29</sup> Data is presented in calendar year (January 2022 - December 2022). Providing race/ethnicity and gender data was not required prior to July 2022. Total race/ethnicity hiring data: 8,493. Excludes 702 blanks.

<sup>30</sup> Data is presented in calendar year (January 2022 - December 2022). Providing race/ethnicity and gender data was not required prior to July 2022. Total gender hiring data: 8,493. Excludes 1,039 blanks.

## Corrective Action and Discipline

Corrective action measures may include disciplinary steps such as written warnings, suspensions, dismissals, or non-disciplinary steps such as counseling, training, performance improvement plans, or probationary extensions, depending on each unique situation. Pursuant to Executive Order 18-02<sup>31</sup>, City departments are required to report this data<sup>32</sup> to the Department of Human Resources (DHR) on an annual basis. The City Charter governs that corrective actions are issued by an employee's manager/appointing officer to respond to employee performance concerns or misconduct. Corrective actions are intended to address the root causes of the conduct to prevent reoccurrence.

Issuance of corrective action/discipline (CA/D) is rare. Employees that receive a corrective action/discipline (CA/D)<sup>33</sup> represent, on average, 1.8 percent (345) of the total workforce.<sup>34</sup> The table on CA/D by department further illustrates the small number of CA/D issued within each of the five most populated departments in the CCSF workforce.

In 2022, Black employees represented 12 percent of the total workforce but reflected 26 percent of CA/D. Similarly, Hispanic employees represented 15 percent of the total workforce but reflected 21 percent of CA/D. White employees were the largest group to receive a CA/D, 31 percent, but CA/D issuance was not as skewed when compared to Black and Hispanic employees, since White employees reflected 27 percent of the workforce. Men are most likely to receive a CA/D, reflecting almost 70 percent of all CA/D issued in 2022. DHR is working towards strategies to correct disparities in the issuance of CA/D such as training and enhanced comprehensive performance management.

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<sup>31</sup> <https://sfdhr.org/sites/default/files/documents/Resources/Executive-Directive-18-02.pdf>

<sup>32</sup> Counseling and training as a corrective action are not tracked.

<sup>33</sup> Corrective Actions are defined as the number of probationary extensions, probationary releases and performance improvement plans among non-Peace Officer employees that occurred 07/1/21 through 06/30/22. Discipline is defined as the number of written warnings, suspensions, and dismissals of permanent employees among non-Peace Officer employees that occurred 07/01/21 to 06/30/22.

<sup>34</sup> Employees in the data set include number of active, PCS, non-Peace Officer employees as of 07/1/22. MTA employees are excluded. MTA develops a separate corrective action/discipline report that encompasses those rates. Total is 19,139

**Race/Ethnicity and Gender Corrective Action/Discipline, FY 2022**

Figure 26: Race/Ethnicity and Gender Corrective Action/Discipline, FY 2022

2022				
	Number of Cases	CA/D as Percent of Cases	Percent of Total Employee Workforce	CA/D as Percent of Workforce
American Indian/Native American	0	0.0%	0.4%	0.0%
Asian	39	11.3%	29.3%	0.2%
Black	93	27.0%	14.6%	0.5%
Filipino	33	9.6%	11.2%	0.2%
Hispanic	68	19.7%	15.4%	0.4%
Multiracial	4	1.2%	1.6%	0.02%
White	108	31.3%	27.5%	0.6%
<b>Total CA/D</b>	<b>345</b>			<b>1.8%</b>
Male	235	68.1%	56.2%	1.2%
Female	110	31.9%	43.9%	0.6%
<b>Total CA/D</b>	<b>345</b>			<b>1.8%</b>
<b>Total Employee Population</b>	<b>19,139</b>			

**Corrective Action/Discipline by Department, FY 2022**

Figure 27: Corrective Action/Discipline by Department, FY 2022

2022				
Department	Number of Corrective Action/Discipline	Percent of Employees in Department	Number of Corrective Action/Discipline	Percent of Employees in Department
San Francisco International Airport	16	1,324	0.1%	1.2%
Human Services Agency	45	1,951	0.2%	2.3%
Department of Public Health	45	6,237	0.2%	0.7%
Department of Public Works	52	920	0.3%	5.7%
Public Utilities Commission	35	1,716	0.2%	2.0%
Other Departments	152	12,148	0.8%	1.3%
<b>Total</b>	<b>345</b>	<b>19,139</b>	<b>1.8%</b>	

### Equal Employment Opportunity

DHR EEO only has jurisdiction to investigate complaints of EEO policy violations. An EEO policy violation involves harmful conduct to an employee’s civil rights or job (issue) due to a protected class (basis).<sup>35</sup> In 2022, DHR EEO launched a new EEO case management system, reduced the overall caseload, decreased the average time cases remain open, and hired additional staff to support case investigations and resolutions.

The total number of EEO complaints received in 2022 (506) was 16 percent less than in 2018 (605). Of the total complaints,<sup>36</sup> those that included race as a basis reflected roughly 23 percent in both 2018 and 2022. Complaints that included retaliation as a basis reflected 30 percent of complaints in 2018 and 14 percent in 2022. Effectively, all race and retaliation cases from 2018 have been closed.

The race/ethnicity breakdown of the individuals that filed a complaint under the basis of race in 2018 and 2022, 56 percent and 48 percent, respectively, were Black employees. Even with the slight decline, Black employees still represent largest share of complaints with race as a basis when compared to other race/ethnic groups.

#### Race Complaints by Complainant Race/Ethnicity, FY 2018 and FY 2022

Figure 28: Race Complaints by Complainant Race/Ethnicity, FY 2018 and FY 2022

Race/Ethnicity	2018		2022	
	Number of Complaints	Percent of Complaints	Number of Complaints	Percent of Complaints
American Indian/Alaskan Native	1	0.7%	1	0.8%
Asian	20	14.3%	18	15.0%
Black	78	55.7%	57	47.5%
Filipino	2	1.4%	6	5.0%
Hispanic	24	17.1%	18	15.0%
Multiracial			1	0.8%
White	13	9.3%	10	8.3%
Not Available	2	1.4%	9	7.5%
<b>Total</b>	<b>140</b>		<b>120</b>	

<sup>35</sup> <https://sfdhr.org/sites/default/files/documents/EEO/Equal-Employment-Opportunity-Policy-English.pdf>

<sup>36</sup> Excludes external complaints

The table below shows the race/ethnicity breakdown of individuals that filed a complaint under the basis of retaliation in 2018 and 2022. White employees reflected the largest share in retaliation complaints in 2022, 26 percent. Asian employees reflected 22 percent of employees that filed a complaint with retaliation as a basis. In 2022, there was a decline in the number of Black employees that filed a complaint related to retaliation from 34 percent in 2018 to 19 percent in 2022.

**Retaliation Complaints by Complainant Race/Ethnicity, FY 2018 and FY 2022**

Figure 29: Retaliation Complaints by Complainant Race/Ethnicity, FY 2018 and FY 2022

Race/Ethnicity	2018		2022	
	Number of Complaints	Percent of Complaints	Number of Complaints	Percent of Complaints
American Indian/Alaskan Native	3	1.6%	1	1.4%
Asian	25	13.7%	16	21.9%
Black	62	34.1%	14	19.2%
Filipino	8	4.4%	3	4.1%
Hispanic	45	24.7%	16	21.9%
Multiracial	1	0.5%		
White	37	20.3%	19	26.0%
Not Available	1	0.5%	4	5.5%
<b>Total</b>	<b>182</b>		<b>73</b>	

In 2018 and 2022, women reflected almost half of all complaints that included race and retaliation as a basis. Specifically, women reflected 50 percent of race-related complaints in 2022, an improvement from 2018 (54 percent). In 2022, women reflected 53 percent of retaliation related complaints, a slight increase from 2018 (52 percent).

**Race Complaints by Complainant Gender, FY 2018 and FY 2022**

Figure 30: Race Complaints by Complainant Gender, FY 2018 and FY 2022

Gender	2018		2022	
	Number of Complaints	Percent of Complaints	Number of Complaints	Percent of Complaints
Female	75	53.6%	60	50.0%
Male	61	43.6%	51	42.5%
Not Available	4	2.9%	9	7.5%
<b>Total</b>	<b>140</b>		<b>120</b>	

**Retaliation Complaints by Complainant Gender, FY 2018 and FY 2022**

Figure 31: Retaliation Complaints by Complainant Gender, FY 2018 and FY 2022

Gender	2018		2022	
	Number of Complaints	Percent of Complaints	Number of Complaints	Percent of Complaints
Female	94	51.6%	39	53.4%
Male	85	46.7%	30	41.1%
Not Available	3	1.6%	4	5.5%
<b>Total</b>	<b>182</b>		<b>73</b>	

Due in part to the realization of this data and the length of time it has historically taken to review, investigate, and close an EEO claim, DHR has prioritized implementing new strategies to improve how EEO complaints are processed and resolved. Most notably, DHR is working to identify root causes as to why the City has a large number of EEO complaints filed by Black employees and women. This primarily involves implementing strategies to improve the work environment and cultivate a positive workplace culture. The City provides Implicit Bias training for all City employees and requires this training for managers and supervisors as well. Other trainings include Harassment Prevention and Bystander training. With these tools and the launch of the new Equitable, Fair and Respectful Workplace Policy and campaign, the City is endeavoring to establish foundational expectations of employees regarding ethical, respectful, welcoming, and inclusive behaviors in the workplace.

## Part IV. Departmental Information

The Department of Human Resources launched a publicly accessible interactive database on workplace demographics by department, classification, race, gender, and appointment status.<sup>37</sup> In 2022, the Department of Human Resources and the Controller's Office also created a new comprehensive dashboard for department Racial Equity Leaders to support reporting on department Racial Equity initiatives. This section includes a breakdown of race/ethnicity along with gender for City departments from FY 17-18 to FY 21-22.<sup>38</sup>

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<sup>37</sup> <https://sfdhr.org/citywide-workforce-demographics>

<sup>38</sup> Data is presented according to employee privacy standards.

**City Workforce by Department and Race/Ethnicity, FY 2018 - FY 2022**

2018										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Academy Of Sciences										<b>11</b>
Adult Probation		24	44	8	39	9	31	92	63	<b>155</b>
Airport Commission	11	634	137	242	246	25	473	660	1,108	<b>1,768</b>
Art Commission	1	10	2	2	4	1	18	32	6	<b>38</b>
Asian Art Museum		14	11	11	12		26	14	60	<b>74</b>
Assessor/Recorder		80	11	25	13	2	45	97	79	<b>176</b>
Board of Appeals										<b>5</b>
Board Of Supervisors	1	24	5	5	8	1	21	44	21	<b>65</b>
Building Inspection	1	109	16	30	21		89	87	179	<b>266</b>
Child Support Services		11	19	11	15		16	51	21	<b>72</b>
Children and Families Commission		6	1		4		3	11	3	<b>14</b>
Children, Youth & Families	1	14	9	10	10	1	12	36	21	<b>57</b>
City Administrator	4	300	118	91	142	7	302	424	540	<b>964</b>
City Attorney	1	49	22	13	35	6	176	187	115	<b>302</b>
City Planning	1	51	14	16	24	2	128	140	96	<b>236</b>
Civil Service Commission										<b>6</b>
Controller		139	12	34	14	5	88	160	132	<b>292</b>
District Attorney		56	39	19	50	10	126	162	138	<b>300</b>

2018										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Economic and Workforce Development	1	28	14	7	22	3	38	64	49	<b>113</b>
Elections		83	33	37	36	2	102	146	147	<b>293</b>
Emergency Management		72	44	34	34		90	177	97	<b>274</b>
Environment		21	8	5	15		46	45	50	<b>95</b>
Ethics Commission		6	3	2	1		8	10	10	<b>20</b>
Fine Arts Museum	3	37	54	27	25		32	44	134	<b>178</b>
Fire Department	16	328	165	99	305	2	915	293	1,537	<b>1,830</b>
Health Service System		17	4	7	3	1	21	36	17	<b>53</b>
Homelessness Services		22	26	6	13		39	70	36	<b>106</b>
Human Resources	2	75	38	35	30	3	101	172	112	<b>284</b>
Human Rights Commission		3	4		4		3	8	6	<b>14</b>
Human Services Agency	6	762	485	277	534	31	458	1,646	907	<b>2,553</b>
Juvenile Probation		59	94	13	50	2	40	97	161	<b>258</b>
Law Library										<b>2</b>
Mayor	1	25	25	11	11	4	45	78	44	<b>122</b>
Municipal Transportation Agency	36	1,904	1,631	568	786	26	884	1,446	4,389	<b>5,835</b>
Police	12	579	299	227	489	7	1,331	680	2,264	<b>2,944</b>
Police Accountability	1	3	8	3	4	2	15	22	14	<b>36</b>
Port	1	51	32	26	27	2	122	82	179	<b>261</b>

2018										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Public Defender	2	35	27	8	33	1	83	101	88	<b>189</b>
Public Health	26	2,080	875	1,669	1,077	43	1,852	5,344	2,278	<b>7,622</b>
Public Library	3	360	77	42	124	8	310	542	382	<b>924</b>
Public Utilities Commission	9	534	193	176	274	11	1,000	682	1,515	<b>2,197</b>
Public Works	10	432	294	108	260	8	397	429	1,080	<b>1,509</b>
Recreation and Park Commission	11	479	326	107	323	73	805	879	1,245	<b>2,124</b>
Rent Arbitration Board		11	3		4	1	15	20	14	<b>34</b>
Retirement System		44	7	12	8		32	55	48	<b>103</b>
Sheriff	4	223	161	136	204	3	275	221	785	<b>1,006</b>
Status of Women										<b>7</b>
Technology	3	87	22	33	30	1	93	67	202	<b>269</b>
Treasurer/Tax Collector	1	88	9	24	33		29	108	76	<b>184</b>
War Memorial		17	17	4	6	1	56	30	71	<b>101</b>

2019										
	Amer. Indian/Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Academy Of Sciences	1	1	4	2	2	1	1		12	<b>12</b>
Adult Probation		23	47	9	41	8	30	95	63	<b>158</b>
Airport Commission	10	676	127	231	254	37	460	712	1,083	<b>1,795</b>
Art Commission	1	8	2	1	5	1	20	32	6	<b>38</b>
Asian Art Museum		9	12	6	12		26	14	51	<b>65</b>
Assessor/Recorder		86	10	27	15	1	41	97	83	<b>180</b>
Board of Appeals										<b>5</b>
Board Of Supervisors		23	3	7	10		20	39	24	<b>63</b>
Building Inspection	1	116	16	27	23		91	92	182	<b>274</b>
Child Support Services		11	18	11	14		16	49	21	<b>70</b>
Children and Families Commission		6	1		3		3	10	3	<b>13</b>
Children, Youth & Families	1	18	11	11	6	1	13	39	22	<b>61</b>
City Administrator	4	307	115	93	141	6	311	427	550	<b>977</b>
City Attorney	1	47	26	12	38	5	168	184	113	<b>297</b>
City Planning	1	54	13	15	22	1	121	134	93	<b>227</b>
Civil Service Commission										<b>6</b>
Controller		142	14	38	16	5	92	173	134	<b>307</b>
District Attorney		53	42	19	55	5	119	161	132	<b>293</b>

2019										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Economic and Workforce Development		26	21	6	26	3	40	67	55	<b>122</b>
Elections		39	6	20	12	3	26	48	58	<b>106</b>
Emergency Management		75	46	35	38	4	93	184	107	<b>291</b>
Environment		20	7	6	17		43	52	41	<b>93</b>
Ethics Commission		7	5	1	2		6	8	13	<b>21</b>
Fine Arts Museum	1	34	57	30	22		35	44	135	<b>179</b>
Fire Department	15	315	166	102	305	2	904	295	1,514	<b>1,809</b>
Health Service System		19	5	7	5	1	21	41	17	<b>58</b>
Homelessness Services		27	27	9	15		35	72	41	<b>113</b>
Human Resources	2	80	37	32	33	3	106	181	112	<b>293</b>
Human Rights Commission		4	8		3		4	12	7	<b>19</b>
Human Services Agency	11	777	447	253	538	28	455	1,642	867	<b>2,509</b>
Juvenile Probation		57	93	12	44	1	35	93	149	<b>242</b>
Law Library										<b>2</b>
Mayor	2	30	27	11	12	6	45	85	48	<b>133</b>
Municipal Transportation Agency	38	1,965	1,688	560	788	32	887	1,489	4,469	<b>5,958</b>
Police	12	593	300	240	510	10	1,318	692	2,291	<b>2,983</b>
Police Accountability	1	3	8	3	4	2	21	27	15	<b>42</b>
Port	2	52	40	26	27	3	129	80	199	<b>279</b>

2019										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Public Defender	3	35	27	8	36	2	83	104	90	<b>194</b>
Public Health	26	2,118	919	1,621	1,091	38	1,811	5,322	2,302	<b>7,624</b>
Public Library	3	357	72	45	140	8	300	538	387	<b>925</b>
Public Utilities Commission	6	560	196	168	308	10	1,007	695	1,560	<b>2,255</b>
Public Works	12	448	311	111	269	9	386	452	1,094	<b>1,546</b>
Recreation and Park Commission	14	485	344	108	341	89	788	899	1,270	<b>2,169</b>
Rent Arbitration Board		12	1		4	2	13	19	13	<b>32</b>
Retirement System		45	4	13	8		34	57	47	<b>104</b>
Sheriff	4	229	164	135	206	5	265	217	791	<b>1,008</b>
Status of Women										<b>6</b>
Technology	3	84	25	34	31	1	91	66	203	<b>269</b>
Treasurer/Tax Collector	1	90	12	23	33		33	116	76	<b>192</b>
War Memorial		18	16	6	7	1	55	29	74	<b>103</b>

2020										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Academy Of Sciences		1	5	1	2		1		10	<b>10</b>
Adult Probation		27	48	8	44	7	30	98	66	<b>164</b>
Airport Commission	10	660	118	224	231	22	426	664	1,027	<b>1,691</b>
Art Commission		9	1	2	6		16	28	6	<b>34</b>
Asian Art Museum		9	15	6	13		24	14	53	<b>67</b>
Assessor/Recorder		85	11	26	12		44	96	82	<b>178</b>
Board of Appeals										<b>5</b>
Board Of Supervisors		28	3	7	9	1	24	39	33	<b>72</b>
Building Inspection	1	110	13	24	20	1	92	87	174	<b>261</b>
Child Support Services		11	18	9	12		16	45	21	<b>66</b>
Children and Families Commission		5	1		3		3	10	2	<b>12</b>
Children, Youth & Families		16	7	13	8	1	13	38	20	<b>58</b>
City Administrator	3	313	111	93	144	7	295	425	541	<b>966</b>
City Attorney	1	49	24	11	34	7	171	185	112	<b>297</b>
City Planning	1	52	11	18	21	1	131	134	101	<b>235</b>
Civil Service Commission										<b>5</b>
Controller		132	11	37	17	4	83	158	126	<b>284</b>
District Attorney		56	45	20	59	7	117	168	136	<b>304</b>

2020										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Economic and Workforce Development		27	24	7	25	3	39	69	56	<b>125</b>
Elections		114	53	45	43	8	142	185	220	<b>405</b>
Emergency Management	1	75	42	39	34	3	98	186	106	<b>292</b>
Environment		21	7	6	11		43	54	34	<b>88</b>
Ethics Commission		7	3	1	2		6	8	11	<b>19</b>
Fine Arts Museum	1	30	52	29	25	1	35	46	127	<b>173</b>
Fire Department	17	303	156	99	295	8	879	286	1,471	<b>1,757</b>
Health Service System		22	5	5	7	1	18	38	20	<b>58</b>
Homelessness Services		28	32	9	15	1	38	80	43	<b>123</b>
Human Resources	2	73	40	42	28	5	91	176	105	<b>281</b>
Human Rights Commission		5	8		4		6	16	7	<b>23</b>
Human Services Agency	9	774	412	236	495	25	421	1,552	820	<b>2,372</b>
Juvenile Probation		45	79	13	34	1	31	80	123	<b>203</b>
Law Library										<b>2</b>
Mayor	2	34	30	8	16	3	46	85	54	<b>139</b>
Municipal Transportation Agency	32	1,997	1,642	565	767	42	841	1,466	4,420	<b>5,886</b>
Police	12	607	303	252	508	11	1,278	711	2,260	<b>2,971</b>
Police Accountability	1	4	10	5	3	2	24	32	17	<b>49</b>
Port	2	53	37	23	25	6	113	79	180	<b>259</b>

2020										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Public Defender	3	37	24	8	41	4	76	104	89	<b>193</b>
Public Health	25	2,060	958	1,583	1,088	64	1,740	5,217	2,301	<b>7,518</b>
Public Library	3	359	68	46	137	11	285	527	382	<b>909</b>
Public Utilities Commission	9	547	183	167	279	9	962	665	1,491	<b>2,156</b>
Public Works	9	414	295	104	246	10	341	410	1,009	<b>1,419</b>
Recreation and Park Commission	10	386	261	95	275	73	617	656	1,061	<b>1,717</b>
Rent Arbitration Board		13	1		6	2	11	19	14	<b>33</b>
Retirement System		42	6	12	7		30	54	43	<b>97</b>
Sheriff	5	220	149	127	202	5	258	205	761	<b>966</b>
Status of Women										<b>7</b>
Technology	3	80	22	35	30	1	82	56	197	<b>253</b>
Treasurer/Tax Collector	1	89	12	21	35		29	113	74	<b>187</b>
War Memorial		16	14	5	7		50	27	65	<b>92</b>

2021										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Academy Of Sciences		1	5	1	2		2		11	11
Adult Probation		25	43	7	42	7	31	91	64	155
Airport Commission	8	622	106	216	211	19	383	603	962	1,565
Art Commission		11	2	3	5		16	28	9	37
Asian Art Museum		10	13	5	12		25	14	51	65
Assessor/Recorder		81	10	24	13		44	90	82	172
Board of Appeals										4
Board Of Supervisors		27	6	7	9	2	21	40	32	72
Building Inspection	1	113	20	22	25	1	92	97	177	274
Child Support Services		10	16	9	13		16	44	20	64
Children and Families Commission		5	1		4		3	11	2	13
Children, Youth & Families		17	7	13	10	1	11	39	20	59
City Administrator	2	307	103	81	135	10	289	409	518	927
City Attorney	2	48	26	11	39	6	162	181	113	294
City Planning	1	55	12	16	20	6	124	138	96	234
Civil Service Commission										5
Controller		127	13	38	16	4	80	153	125	278

2021										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
District Attorney		54	43	18	61	5	108	161	128	<b>289</b>
Economic and Workforce Development		29	23	6	20	3	37	65	53	<b>118</b>
Elections	1	66	28	21	28	4	85	112	121	<b>233</b>
Emergency Management		76	38	39	35	3	112	193	110	<b>303</b>
Environment		20	6	5	12		44	53	34	<b>87</b>
Ethics Commission		8	3	1	2		9	9	14	<b>23</b>
Fine Arts Museum	1	30	47	28	22	1	35	42	122	<b>164</b>
Fire Department	17	294	147	94	289	11	828	280	1,400	<b>1,680</b>
Health Service System		24	5	4	6	1	18	37	21	<b>58</b>
Homelessness Services		31	38	8	21	1	44	99	44	<b>143</b>
Human Resources	2	68	40	40	28	4	96	170	108	<b>278</b>
Human Rights Commission		5	14		4		6	21	8	<b>29</b>
Human Services Agency	6	787	389	232	510	27	405	1,549	807	<b>2,356</b>
Juvenile Probation		48	69	11	33		29	78	112	<b>190</b>
Law Library										<b>2</b>
Mayor	2	37	23	7	19	4	44	81	55	<b>136</b>
Municipal Transportation Agency	32	1,928	1,583	545	743	47	824	1,432	4,270	<b>5,702</b>
Police	12	589	285	245	498	12	1,203	671	2,173	<b>2,844</b>
Police Accountability	1	5	10	5	3	2	20	28	18	<b>46</b>

2021										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Port	2	54	33	19	23	9	92	72	160	<b>232</b>
Public Defender	4	39	26	8	38	4	77	110	86	<b>196</b>
Public Health	28	2,201	1,038	1,591	1,151	76	1,722	5,404	2,403	<b>7,807</b>
Public Library	2	340	69	46	133	9	265	499	365	<b>864</b>
Public Utilities Commission	10	547	184	165	283	15	985	691	1,498	<b>2,189</b>
Public Works	10	421	264	104	242	12	314	393	974	<b>1,367</b>
Recreation and Park Commission	7	407	294	98	282	90	595	696	1,077	<b>1,773</b>
Rent Arbitration Board		11	1		5	2	10	18	11	<b>29</b>
Retirement System		43	9	13	6		30	55	46	<b>101</b>
Sheriff	4	229	140	133	199	5	255	199	766	<b>965</b>
Status of Women										<b>8</b>
Technology	3	90	19	34	28	1	73	56	192	<b>248</b>
Treasurer/Tax Collector	1	83	12	24	34	2	30	110	76	<b>186</b>
War Memorial		17	11	4	8	1	47	26	62	<b>88</b>

2022										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Academy Of Sciences		1	5	1	2		2		11	<b>11</b>
Adult Probation		22	35	5	33	7	25	75	52	<b>127</b>
Airport Commission	7	593	92	203	206	17	334	556	896	<b>1,452</b>
Art Commission	1	10	3	4	5		15	26	12	<b>38</b>
Asian Art Museum		9	13	6	14	1	24	15	52	<b>67</b>
Assessor/Recorder		84	11	23	16		44	90	88	<b>178</b>
Board of Appeals										<b>4</b>
Board Of Supervisors		29	5	5	11	3	24	43	34	<b>77</b>
Building Inspection	1	118	18	22	30	1	89	98	181	<b>279</b>
Child Support Services		10	16	9	12		11	41	17	<b>58</b>
Children, Youth & Families		17	9	11	8	1	13	37	22	<b>59</b>
City Administrator	3	344	88	82	150	16	282	454	511	<b>965</b>
City Attorney	2	50	25	14	42	7	167	191	116	<b>307</b>
City Planning		46	8	14	22	4	118	123	89	<b>212</b>
Civil Service Commission										<b>5</b>
Controller		135	14	33	21	7	70	160	120	<b>280</b>
Department of Early Childhood		8	2	1	7	1	3	16	6	<b>22</b>
District Attorney		57	47	17	61	12	118	172	140	<b>312</b>

2022										
	Amer. Indian/Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Economic and Workforce Development		32	25	5	23	5	38	72	56	<b>128</b>
Elections		131	39	44	51	16	193	208	266	<b>474</b>
Emergency Management		76	32	37	35	4	94	173	105	<b>278</b>
Environment		19	7	3	10	2	37	43	35	<b>78</b>
Ethics Commission		8	3	1	4		9	10	15	<b>25</b>
Fine Arts Museum	1	30	41	29	19	2	31	40	113	<b>153</b>
Fire Department	15	302	176	96	332	17	866	304	1,500	<b>1,804</b>
Health Service System		21	3	3	7		15	31	18	<b>49</b>
Homelessness Services		42	48	7	31	1	58	127	60	<b>187</b>
Human Resources	2	68	33	39	30	10	83	170	95	<b>265</b>
Human Rights Commission		5	17	1	5	1	8	25	12	<b>37</b>
Human Services Agency	5	767	343	214	456	40	377	1,473	729	<b>2,202</b>
Juvenile Probation		46	61	10	38		27	73	109	<b>182</b>
Law Library										<b>2</b>
Mayor	2	37	27	6	22	10	44	92	56	<b>148</b>
Municipal Transportation Agency	30	1,997	1,531	543	752	53	805	1,405	4,306	<b>5,711</b>
Police	10	551	251	224	472	15	1,117	613	2,027	<b>2,640</b>
Police Accountability	1	4	9	4	2	1	21	27	15	<b>42</b>
Port	2	54	28	19	20	9	95	77	150	<b>227</b>

2022										
	Amer. Indian/ Alaskan Native	Asian	Black	Filipino	Hispanic	Multiracial	White	F	M	Total
Public Defender	4	41	26	8	40	4	77	113	87	<b>200</b>
Public Health	27	2,132	963	1,538	1,107	95	1,633	5,177	2,318	<b>7,495</b>
Public Library	2	325	69	44	121	13	261	479	356	<b>835</b>
Public Utilities Commission	9	576	169	152	276	27	949	702	1,456	<b>2,158</b>
Public Works	12	415	257	99	223	13	279	380	918	<b>1,298</b>
Recreation And Park Commission	7	424	287	94	295	107	627	740	1,101	<b>1,841</b>
Rent Arbitration Board		14		1	4	2	13	21	13	<b>34</b>
Retirement System		43	10	11	8		30	55	47	<b>102</b>
Sheriff	5	219	136	122	192	6	218	194	704	<b>898</b>
Status of Women										<b>10</b>
Technology	3	90	17	35	34	2	72	55	198	<b>253</b>
Treasurer/Tax Collector	1	80	13	23	29	2	22	97	73	<b>170</b>
War Memorial		16	11	5	11	2	49	24	70	<b>94</b>

## Appendix A: Workforce Metrics, FY 2018 - FY 2022

### City Workforce by Race/Ethnicity, FY 2018 - FY 2022

Race/Ethnicity	2018	2019	2020	2021	2022
American Indian/Alaskan Native	170	176	163	159	152
Asian	9,991	10,188	10,048	10,043	10,100
Black	5,443	5,541	5,370	5,275	5,026
Filipino	4,222	4,134	4,086	4,002	3,868
Hispanic	5,408	5,537	5,330	5,328	5,296
Multiracial	305	334	358	408	537
White	10,802	10,610	10,126	9,748	9,494
<b>Total Employees</b>	<b>36,341</b>	<b>36,520</b>	<b>35,481</b>	<b>34,963</b>	<b>34,473</b>

### City Workforce by Gender, FY 2018 - FY 2022

Gender	2018	2019	2020	2021	2022
Female	15,807	15,899	15,408	15,365	15,115
Male	20,534	20,621	20,073	19,598	19,358
<b>Total Employees</b>	<b>36,341</b>	<b>36,520</b>	<b>35,481</b>	<b>34,963</b>	<b>34,473</b>

### City Workforce by Appointment Type, FY 2018 - FY 2022

Appointment Type	2018	2019	2020	2021	2022
Permanent Civil Service (PCS)	28,232	28,370	27,946	27,520	26,795
Permanent Exempt (PEX)	2,473	2,473	2,462	2,459	2,510
Temporary Exempt (TEX)	5,577	5,582	4,982	4,870	5,113
<b>Total Employees</b>	<b>36,341</b>	<b>36,520</b>	<b>35,481</b>	<b>34,963</b>	<b>34,473</b>

**City Workforce by Age, FY 2022**

Age Range	Number of Employees
<20	373
20-25	623
25-30	1,692
30-35	3,492
35-40	4,708
40-45	4,705
45-50	4,560
50-55	5,063
55-60	4,564
60-65	3,025
65-70	1,169
70-75	373
Above 75	126
<b>Total</b>	<b>34,473</b>

**City Workforce by Residency, FY 2018 - FY 2022**

County	2018	2019	2020	2021	2022
Alameda	4,817	4,911	4,801	4,723	4,676
Contra Costa	4,139	4,250	4,162	4,291	4,238
Marin	916	916	870	850	844
Napa	134	137	128	129	117
San Francisco	15,326	15,370	14,956	14,428	14,309
San Mateo	7,465	7,357	7,142	6,893	6,663
Santa Clara	463	454	416	432	421
Santa Cruz	59	61	52	54	61
Solano	1,233	1,273	1,258	1,283	1,246
Sonoma	602	586	533	549	535
Other	1,187	1,205	1,163	1,331	1,363

<b>Total Employees</b>	<b>36,341</b>	<b>36,520</b>	<b>35,481</b>	<b>34,963</b>	<b>34,473</b>
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**City Workforce by Management, FY 2018 - FY 2022**

	2018	2019	2020	2021	2022
Management Percent of Total Employees	2.6%	2.7%	2.8%	2.9%	3.0%
<b>Total Management Employees</b>	<b>961</b>	<b>988</b>	<b>991</b>	<b>1,024</b>	<b>1,049</b>

**City Workforce by Race/Ethnicity and Gender, FY 2018 - FY 2022**

Race/Ethnicity	Gender	2018	2019	2020	2021	2022
American Indian/Alaskan Native	F	51	58	50	52	50
	M	119	118	113	107	102
	<b>Total</b>	<b>170</b>	<b>176</b>	<b>163</b>	<b>159</b>	<b>152</b>
Asian	F	4,675	4,793	4,696	4,779	4,792
	M	5,316	5,395	5,352	5,264	5,308
	<b>Total</b>	<b>9,991</b>	<b>10,188</b>	<b>10,048</b>	<b>10,043</b>	<b>10,100</b>
Black	F	2,646	2,698	2,620	2,618	2,499
	M	2,797	2,843	2,750	2,657	2,527
	<b>Total</b>	<b>5,443</b>	<b>5,541</b>	<b>5,370</b>	<b>5,275</b>	<b>5,026</b>
Filipino	F	2,037	1,964	1,929	1,875	1,801
	M	2,185	2,170	2,157	2,127	2,067
	<b>Total</b>	<b>4,222</b>	<b>4,134</b>	<b>4,086</b>	<b>4,002</b>	<b>3,868</b>
Hispanic	F	2,247	2,323	2,212	2,251	2,207
	M	3,161	3,214	3,118	3,077	3,089
	<b>Total</b>	<b>5,408</b>	<b>5,537</b>	<b>5,330</b>	<b>5,328</b>	<b>5,296</b>
Multiracial	F	157	164	177	210	261
	M	148	170	181	198	276
	<b>Total</b>	<b>305</b>	<b>334</b>	<b>358</b>	<b>408</b>	<b>537</b>
White	F	3,994	3,899	3,724	3,580	3,505
	M	6,808	6,711	6,402	6,168	5,989
	<b>Total</b>	<b>10,802</b>	<b>10,610</b>	<b>10,126</b>	<b>9,748</b>	<b>9,494</b>

**Appointment Type by Race/Ethnicity, FY 2018 - FY 2022**

	2018	2019	2020	2021	2022
<b>PCS Total</b>	<b>28,232</b>	<b>28,370</b>	<b>27,946</b>	<b>27,520</b>	<b>26,795</b>
American Indian/Alaskan Native	133	128	121	120	113
Asian	8,008	8,145	8,183	8,168	8,134
Black	4,199	4,272	4,189	4,077	3,924
Filipino	3,599	3,517	3,486	3,430	3,297
Hispanic	4,292	4,345	4,298	4,269	4,220
Multiracial	131	153	179	203	261
White	7,870	7,810	7,490	7,253	6,846
<b>PEX Total</b>	<b>2,473</b>	<b>2,473</b>	<b>2,462</b>	<b>2,459</b>	<b>2,510</b>
American Indian/Alaskan Native	11	14	14	17	17
Asian	576	598	577	598	597
Black	283	310	292	302	318
Filipino	140	136	139	134	140
Hispanic	289	302	304	306	327
Multiracial	41	34	46	46	64
White	1,133	1,079	1,090	1,056	1,047
<b>TEX Total</b>	<b>5,577</b>	<b>5,582</b>	<b>4,982</b>	<b>4,870</b>	<b>5,113</b>
American Indian/Alaskan Native	26	33	27	22	22
Asian	1,399	1,426	1,267	1,247	1,350
Black	952	947	871	879	775
Filipino	479	473	451	426	428
Hispanic	810	868	705	725	740
Multiracial	132	147	133	156	211
White	1,779	1,688	1,528	1,415	1,587

**Appointment Type by Gender, FY 2018 - FY 2022**

	2018	2019	2020	2021	2022
<b>PCS Total</b>	<b>28,232</b>	<b>28,370</b>	<b>27,946</b>	<b>27,520</b>	<b>26,795</b>
Female	11,697	11,716	11,597	11,481	11,096
Male	16,535	16,654	16,349	16,039	15,699
<b>PEX Total</b>	<b>2,473</b>	<b>2,473</b>	<b>2,462</b>	<b>2,459</b>	<b>2,510</b>
Female	1,267	1,278	1,269	1,297	1,323
Male	1,206	1,195	1,193	1,162	1,187
<b>TEX Total</b>	<b>5,577</b>	<b>5,582</b>	<b>4,982</b>	<b>4,870</b>	<b>5,113</b>
Female	2,822	2,868	2,510	2,510	2,676
Male	2,755	2,714	2,472	2,360	2,437

**Average Hourly Rate and Annual Salary by Race/Ethnicity, Gender, FY 2018 - FY 2022**

Race/ Ethnicity	2018		2019		2020		2021		2022	
	Avg. Hourly Rate	Avg. Annual Rate	Avg. Hourly Rate	Avg. Annual Rate	Avg. Hourly Rate	Avg. Annual Rate	Avg. Hourly Rate	Avg. Annual Rate	Avg. Hourly Rate	Avg. Annual Rate
Amer. Indian/Alaskan Native	\$46.42	\$96,562	\$47.32	\$98,422	\$49.61	\$103,194	\$54.21	\$112,753	\$57.99	\$120,624
Asian	\$45.06	\$93,716	\$47.06	\$97,879	\$48.12	\$100,094	\$52.03	\$108,219	\$55.37	\$115,176
Black	\$40.45	\$84,144	\$41.95	\$87,250	\$43.26	\$89,984	\$46.72	\$97,183	\$50.37	\$104,768
Filipino	\$46.46	\$96,638	\$48.42	\$100,721	\$49.32	\$102,586	\$52.83	\$109,877	\$56.79	\$118,130
Hispanic	\$44.08	\$91,692	\$45.86	\$95,389	\$47.42	\$98,643	\$50.54	\$105,126	\$53.84	\$111,997
Multiracial	\$39.17	\$81,472	\$38.92	\$80,951	\$43.76	\$91,012	\$46.82	\$97,384	\$48.55	\$100,982
White	\$54.77	\$113,913	\$57.10	\$118,776	\$58.63	\$121,943	\$62.80	\$130,616	\$66.41	\$138,128
<b>Overall</b>	<b>\$47.23</b>	<b>\$98,235</b>	<b>\$49.10</b>	<b>\$102,129</b>	<b>\$50.38</b>	<b>\$104,791</b>	<b>\$54.04</b>	<b>\$112,411</b>	<b>\$57.51</b>	<b>\$119,626</b>

**Average Hourly Rate and Annual Salary by Gender, FY 2018 - FY 2022**

	2018		2019		2020		2021		2022	
Gender	Avg. Hourly Rate	Avg. Annual Rate	Avg. Hourly Rate	Avg. Annual Rate	Avg. Hourly Rate	Avg. Annual Rate	Avg. Hourly Rate	Avg. Annual Rate	Avg. Hourly Rate	Avg. Annual Rate
Female	\$47.42	\$98,629	\$49.24	\$102,424	\$50.78	\$105,630	\$54.54	\$113,450	\$58.30	\$121,255
Male	\$47.08	\$97,932	\$48.99	\$101,903	\$50.07	\$104,148	\$53.65	\$111,597	\$56.90	\$118,354
<b>Overall</b>	<b>\$47.23</b>	<b>\$98,235</b>	<b>\$49.10</b>	<b>\$102,130</b>	<b>\$50.38</b>	<b>\$104,792</b>	<b>\$54.04</b>	<b>\$112,411</b>	<b>\$57.51</b>	<b>\$119,626</b>

**Management Employees by Race/Ethnicity, Gender, FY 2018 - FY 2022**

Race/Ethnicity	2018	2019	2020	2021	2022
American Indian/Alaskan Native	2	3	2	3	3
Asian	179	182	178	191	215
Black	95	106	114	124	127
Filipino	63	65	66	65	64
Hispanic	89	90	91	90	109
Multiracial	4	4	6	9	8
White	529	538	534	542	523
<b>Total Management Employees</b>	<b>961</b>	<b>988</b>	<b>991</b>	<b>1,024</b>	<b>1,049</b>
Female	484	508	504	533	552
Male	477	480	487	491	497

**Total Promotions, FY 2018 - FY 2022**

	2018	2019	2020	2021	2022
<b>Total Promotions</b>	<b>2,613</b>	<b>2,615</b>	<b>2,056</b>	<b>1,441</b>	<b>2,575</b>

**Total Promotions by Race/Ethnicity, Gender, FY 2018 - FY 2022**

Race/Ethnicity	2018	2019	2020	2021	2022
American Indian/Alaskan Native	15	9	16	4	10
Asian	788	812	651	383	825
Black	318	340	248	199	372
Filipino	228	236	183	112	189
Hispanic	405	397	284	239	418
Multiracial	26	30	22	17	32
White	833	791	652	487	729
<b>Total Promotions</b>	<b>2,613</b>	<b>2,615</b>	<b>2,056</b>	<b>1,441</b>	<b>2,575</b>
Female	1,116	1,223	848	626	1,263
Male	1,497	1,392	1,208	815	1,312

**Workforce by (Selected) Job Groups and Race/Ethnicity, FY 2022**

Job Code	140x		182x		232x		916x		H00x		Q00x	
Race/Ethnicity	# of Emps.	% of Job Code	# of Emps.	% of Job Code	# of Emps.	% of Job Code	# of Emps.	% of Job Code	# of Emps.	% of Job Code	# of Emps.	% of Job Code
Amer. Indian/Alaskan Native	4	0.4%	1	0.1%	5	0.3%	15	1%	12	1%	4	0.3%
Asian	325	31%	388	42%	362	21%	808	34%	219	16%	244	17%
Black	129	12%	83	9%	119	7%	884	37%	132	10%	130	9%
Filipino	154	15%	64	7%	449	27%	204	9%	64	5%	105	7%
Hispanic	153	15%	88	10%	183	11%	295	12%	260	19%	300	21%
Multiracial	32	3%	17	2%	30	2%	14	1%	11	1%	9	1%
White	245	24%	274	30%	542	32%	158	7%	648	48%	634	44%
<b>Total Employees</b>	<b>1,042</b>		<b>915</b>		<b>1,690</b>		<b>2,378</b>		<b>1,346</b>		<b>1,426</b>	

**Applicants by Race/Ethnicity, CY 2018 - CY 2022**

Race/Ethnicity	2018	2019	2020	2021	2022
Amer. Indian/ Alaskan Native	780	645	405	412	630
Asian	40,814	33,520	21,899	24,572	32,388
Black	25,460	22,876	12,715	14,826	19,453
Filipino	11,851	10,167	6,727	7,326	8,182
Hispanic	20,790	17,891	12,796	14,460	18,573
Undeclared	9,797	5,759	4,967	9,021	8,218
Multiracial	0	1,932	4,262	5,527	9,132
White	26,700	24,734	18,957	17,919	23,195
Native Hawaiian or Pacific Islander	0	4,753	843	1,011	1,509
<b>Total Applications</b>	<b>136,192</b>	<b>122,276</b>	<b>83,571</b>	<b>95,074</b>	<b>121,280</b>

**Applicants by Gender, CY 2018 - CY 2022**

Gender	2018	2019	2020	2021	2022
Female	67,977	59,818	40,427	45,242	55,083
Male	67,275	61,805	42,750	43,919	58,179
Undeclared	940	653	394	4,753	4,042
Genderqueer/Gender Fluid/Non-binary		740	1491	1,489	3,650
Not Listed					70
Questioning/Unsure					70
Trans man					97
Trans woman					124
<b>Total Applications</b>	<b>136,192</b>	<b>122,276</b>	<b>83,571</b>	<b>95,074</b>	<b>121,315</b>