

Women's Agenda Department Action Plan

Department of Human Resources (HRD)

FY 2026–27 through FY 2028–29



Women's Agenda Vision

The Department of Human Resources (HRD) will partner with the Department on the Status of Women (DOSW) to advance equitable representation, leadership, and economic opportunity for all employees across the City and County of San Francisco workforce, including women and gender-diverse employees. Through workforce data analysis, inclusive recruitment and advancement strategies, employee resources, and coordinated policy development, HRD will help ensure that City employment practices support equitable access to opportunity, family-supportive workplaces, and meaningful participation in public service. Data used in connection with this plan remains subject to all applicable federal, state, and local law and regulations. Nothing in this plan authorizes the use of such data in any individual employment decisions.

Women's Agenda | Pillar Alignment

Pillar	Department Alignment
Health	Not Applicable
Safety	Not Applicable
Economic Mobility & Security	Priority Area
Civic Leadership & Community Engagement	Priority Area

FY 2026–27 | Planning & Alignment

Overall

Report on gender representation in the city's workforce and two-to-three key indicators for further trend analysis.

Health

Not Applicable – This pillar is incorporated in other priority areas of the plan.

Safety

Not Applicable – This pillar is incorporated in other priority areas of the plan.

Economic Mobility & Security

- Provide DOSW with a citywide baseline of workforce demographics by gender across departments, job classifications, and leadership levels.
- Provide available citywide data by gender for last three (3) fiscal years for new hires, promotions, and retention.
- Identify classifications and occupational areas where women and gender-diverse employees may be underrepresented compared labor market.

- Explore opportunities to strengthen employee awareness of parental, family, and medical leave rights and eligibility requirements.
- Provide workforce and policy expertise regarding proposed legislation that affects City employees, leave access, accommodations, recruitment, and employment conditions.

Civic Leadership & Community Engagement

- Analyze citywide gender representation in supervisory, management, and executive, leadership positions.
- Support DOSW in identifying areas to strengthen mentorship, leadership development, succession planning, and advancement pathways.
- Coordinate with DOSW on two or three workforce indicators to track over the next two years for inclusion in the Annual Women's Agenda Report.

FY 2027–28 | Implementation

Health

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

Safety

Not Applicable – This pillar was not identified as a departmental priority area in the Women's Agenda Questionnaire.

Economic Mobility & Security

- Support analyses of workforce trends with two to three key indicators, such as new hires and promotions.
- Support City departments with workforce outreach and marketing strategies in occupational areas where women and gender-diverse individuals are underrepresented compared to the labor market or have lower rates of success in obtaining positions.
- Expand employee education regarding parental, family, and medical leave resources.

Civic Leadership & Community Engagement

- Share available workforce data with DOSW for Women's Agenda reporting, subject to privacy, legal, and operational requirements.
- Establish regular coordination between HRD and DOSW regarding employee-related policy and legislative proposals.

FY 2028–29 | Sustainability & Continuous Improvement

Health

Not Applicable – This pillar is incorporated in other priority areas of the plan.

Safety

Not Applicable – This pillar is incorporated in other priority areas of the plan.

Economic Mobility & Security

- Analyze trends in recruitment, hiring, promotion, retention, and leadership demographics.
- Strengthen employment outreach based on identified disparities and occupational needs.

Civic Leadership & Community Engagement

- Identify future workforce strategies, including expanding outreach efforts to all employees, including women and gender-diverse individuals, based on data, departmental feedback, and emerging employment trends.

Women's Agenda | Gender Representation

To advance equitable representation across City government and establish a consistent baseline for measuring progress, DOSW requests that DHR provide workforce gender demographic data. This information will support implementation of the Women's Agenda, inform the Annual Women's Agenda Report, and help identify opportunities to improve gender equity across City departments. DOSW asks HRD to support citywide reporting on:

- Workforce composition by gender across departments and occupational categories.
- Hiring, examinations, promotions, and retention data by gender.
- Representation by gender in management and executive leadership positions.
- Participation in leadership development, mentorship, and succession planning by gender.
- Citywide and department-specific strategies implemented to improve gender equity and representation.

Annual Performance Measures

- Completion of a citywide workforce gender demographic baseline.
- Annual workforce composition by gender across classifications levels.
- Annual applicant, examination, hiring, promotion, and retention outcomes by gender, where available.
- Annual progress toward departmental Women's Agenda implementation goals.

Summary of Key Deliverables

FY 2026–27

- Establish a citywide workforce gender demographic baseline.
- Identify two to three key indicators for further analysis.
- Explore expanding employee education regarding parental and family leave benefits and processes.
- Establish annual Women's Agenda performance measures.

FY 2027–28

- Analyze recruitment, hiring, promotion, retention, and leadership trends by gender.
- Support City departments' workforce and outreach strategies addressing identified representation gaps.
- Expand employee resources and information related to leave and workplace benefits.
- Support DOSW's annual reporting with available workforce data.

- Continue to report on trends.
- Strengthen policies and practices supporting equitable City employment.
- Develop recommendations for future Women’s Agenda workforce priorities.

City Department Contact Information		
Role	Contact	Information
Department Head	Carol Isen	Carol.Isen@sfgov.org
Women’s Agenda Champion	Kate Howard, Deputy Director	Kate.Howard@sfgov.org
Women’s Agenda Champion	Gigi Whitley, Policy Director	Gigi.Whitley@sfgov.org

Department Certification

I certify that this report accurately reflects the department's implementation of its Women's Agenda Action Plan during the reporting period.

Department Head

Name: Carol Isen

Signature:  Date: October 8, 2026

Women’s Agenda Champion

Name: Kate Howard

Signature:  Date: October 9, 2026