SAN FRANCISCO HUMAN RIGHTS COMMISSION

RACIAL EQUITY ACTION PLAN PHASE 1

Version 1

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs.
— ORE Legislative Mandate, [Ordinance No. 188-19](#)

Human Rights Commission

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material

INDICATORS: quantifiable measure of an action's success; how much, how well, or is anyone better off?
TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year
STATUS: the action's current status, updated regularly [ongoing | in-progress | completed | not started]
LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections
1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

DEPARTMENT BACKGROUND

The sections below provide context for your department's RE Action Plan, including history and the San Franciscans you serve.

Number of Employees: 22 FTE
Annual Budget: $7.7M FY 2019-2020

Established in 1964, the San Francisco Human Rights Commission (HRC) is a charter commission of the City and County of San Francisco. The HRC was born out of the modern day civil rights movement manifested through demonstrations against hotels, supermarkets, drive-in restaurants and automobile showrooms that discriminated against Black residents. This racial, economic and equality campaign began because San Francisco's Black/African American populations were denied access to jobs in major industries including in the city and county, major retail chains, and the automotive industry. Additionally, Black renters in San Francisco were protesting against prominent Real Estate firms for their prejudicial treatment and racially discriminatory rental practices, which has had disparate impacts that can still be seen today.

By August 1964, local companies had agreed to sign over 220 hiring agreements that met the demand of larger call to action to provide equal opportunities for all San Franciscans. This was a major victory for people of color in San Francisco. To continue championing these efforts, Mayor Mary Shelley established the San Francisco Human Rights Commission as a Government oversight body to support the ongoing advancement of racial, economic and housing justice for all San Franciscans.

As social movements evolved in our society, the San Francisco Human Rights Commission was called to establish the City's first LGBTQI+ specific governing body. Founded in 1975, the Lesbian, Gay, Bisexual, Transgender Advisory committe was established to advocate for full freedom, justice and equity for all members of the LGBTQI+ community. The LGBTQI+ Advisory committee is responsible for advising the Human Rights Commission (HRC) on issues pertaining to discriminations against the LGBTQI+ community, advocating for the civil rights of individuals living with HIV/AIDS, and educating on a range of impactful issues affecting the most vulnerable.

Notable achievements from the LGBTQI+ Advisory committee was the creation of the LGBTQI+ senior bill of rights, codifying legal protection for housing rights for people living with HIV, and establishing the City's first LGBTQI+ youth task force. Additionally, the San Francisco Human Rights Commission has pioneered racial equitable gender justice initiatives centering the unique needs of marginalized LGB, transgender and gender nonconfomring communities. In 2014, the San Francisco Human Rights Commission released the city's first LGBTQI+ specific violence prevention report, which included some of the cities first data on needs of Transgender

and gender noncomforming communities of color. This report was key in securing government funding for San Francisco's LGBTQ community which included four million dollars for organizations working LGBTQI+ communities of color in San Francisco. This legacy of racial, economic and gender justice continues today.

For over 50 years, the HRC has grown in response to San Francisco's mandate to address the causes of and problems resulting from prejudice, intolerance, bigotry and discrimination. The HRC works to increase equity, eradicate discrimination, and to protect human rights for all people.

The HRC has three core functions:

- **Advocate and Legislate**: HRC advocates for human and civil rights, e.g., via inclusive and equitable policies.
- **Education and Engage**: HRC educates and engages communities in San Francisco in their awareness and affirmation of their human rights, via direct services and technical assistance to agencies and groups.
- **Investigate and Mediate**: HRC investigates and mediates discrimination complaints and resolves disputes & issues involving individual or systemic illegal discrimination.

The Department has several divisions to complete these functions including Community Engagement, Civil Rights, LGBTQ Initiatives and a Legislative Affairs Division. The HRC also offers training, resources, and workshops, such as Engineering for Equity, Help Against Hate, Social Justice Curriculum, and Racial Equity in the Arts.

As a result of recent legislative mandates, HRC houses two specialized offices: the Office of Racial Equity (ORE) in 2019 and the Office of Sexual Harassment and Assault Response and Prevention (SHARP) in 2018.

In addition to Director Davis's commitment to deep community-based work, especially with youth of color, the HRC's scope of work has grown significantly in the last 3 years for other reasons. The HRC has also been tapped to lead several large important initiatives related to youth: Opportunities for All, Everybody Reads, MBSK Alliance, Student Relations Council, Juvenile Justice Reform, and Close Juvenile Hall Working Group.

In response to COVID-19, the HRC launched the Community Roundtable, which brings together over 30 community organizations and also City partners to identify opportunities for partnership and greater response for communities deeply impacted by the pandemic. The HRC continues to hold numerous community conversations, which are open to the public, including, most recently, the SF Police Department fund reallocation process.

Reflecting its commitment to racial justice work, the HRC has also passed important resolutions this year including:
- Recognizing anti-Black racism as a human rights and public health crisis with particularly impacts on the civil rights, health and wellbeing of Black individuals, Black families and the Black community;

- Reaffirming founding purpose of HRC in light of recent acts of racial terror; and
- Adopting a Ramaytush Ohlone land acknowledgment resolution for its Commission meetings.

The HRC has 11 Commissioners and 4 advisory committees:
- SHARP Advisory Committee
- Equity Advisory Committee (EAC)
- LGBT Advisory Council (LGBTAC)
- Equal Pay Advisory Board

CURRENT WORKFORCE DEMOGRAPHIC DATA

The Human Rights Commission has 22 employees; 16 (73%) are people of color. Additionally, 16 of the 22 staff members at HRC are female (73%). The HRC prides itself on the diversity of its staff. Almost all managerial and director staff positions are occupied by women and women of color.

Sixty-eight percent of HRC positions are temporary positions. This is largely because when the HRC is tasked to lead initiatives on short notice, it needs to staff up very quickly. While this allows HRC to bring talent on board for the project timelines, it is not a sustainable or equitable result as temporary employees do not have the unique benefits of civil service. As a general goal, and under Director Davis' leadership, we are consistently actively seeking out how we can transition staff who are currently holding temporary positions into permanent positions to ensure that they have the peace of mind of job security and formal paths for promotion. Of the 22 staff members: 7 are permanent civil servants, and 15 are exempt (8 are permanent exempt and 7 temporary exempt).

The HRC's team is small but mighty. While our team is comprised of only 22 members, and we have continuously stepped up to San Francisco's needs over the last few years under Director Sheryl Davis' leadership, the agency seeks to grow and continue to offer the public the resources and justice that they need and deserve.

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

As described above, the HRC's work and responsibilities have expanded significantly in recent years. In early 2020, the HRC engaged in a strategic planning process to develop a sustainability strategy for the Department. From this planning process, which included staff, HRC Commissioners and key external stakeholders, several department needs emerged. These strategic processes helped frame the SF HRC's focus for our Racial Equity Action Plan. These priorities include:

- Building a flexible staffing model to adapt to the expanding responsibilities of the agency
- Through adaptive leadership, creating more opportunities for staff ownership
- Providing continued opportunities for professional development

In Spring 2021, HRC will collect more specific employee input on workforce racial equity issues and will update its Racial Equity Action Plan to reflect findings and subsequent actions.

Conclusion

The SF Human Rights Commission will continue to meet its mandate of fighting systemic racism, providing resources and technical assistance for our community, and advocating for civil and human rights - a healthy and thriving workforce is key to achieving this goal.

Given the nature of the work ahead, our first priorities for 2021 include:
- Migrating Temporary-Exempt status employees into more stable positions;
- Reviewing classifications, such as the 299x series, to insure opportunities for growth;
- Creating more opportunities for staff ownership and leadership

1. HIRING AND RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for a more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively seek these individuals out. This includes assessing the most basic barriers to access that influence the City's applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

DEPARTMENT GOAL
What is the department's overall goal on Hiring and Recruitment?

The HRC is a small department with numerous and an expanding scope of projects and limited opportunities to bring in new staff. The HRC needs to expand its budget to hire and recruit additional staff. Our current recruitment and hiring process has led to one of the most diverse staff make ups in any City department. We aim to continue to reflect our diversity, equity, and opportunity values as we expand our hiring and recruitment process. All of which will be done through a racially equitable lens to ensure that our values are not compromised.

The HRC aims to provide job security and growth for staff members. We strive for the HRC to be a department that is not only diverse and celebrated, but that fosters an atmosphere that promotes both personal and professional growth. We currently have multiple staff members in temporarily funded positions. Without permanent funding we are unable to provide job security for our current staff, nor hire the additional staff needed for the work. The HRC has classifications that have no opportunity for growth, for example, the 299x series at HRC, where employees have no promotion path. A department goal for 2021 is to review current classifications to ensure that those who are in these positions have opportunity for growth.

Understanding the importance of equitable access and the burden that unpaid work places on POC in particular, HRC will continue to have paid internships and fellowships. These internships and fellowships also provide mentorship opportunities where students can join our department and learn more about the HRC's work and job opportunities in the department or related areas of interest. We hope to expand these opportunities as our department's work expands. More importantly, and as the holder of Opportunities for All, we hope to continue to offer these positions in a paid capacity.

1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department's RE Action Plan.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing)	Barriers assessment is completed. Barriers in hiring and recruitment process are reduced or eliminated Organization understanding on equitable hiring is understood and implemented	Q2 2021	Gather additional information from staff using upcoming survey and informal discussions. Analyze and present to Director and managers to identify steps to address any issues. Known issues include: • Clarify Dept current outreach best practices for diversity and inclusion • Continue intentional outreach to historically oppressed populations. • Review and evaluate classifications, job requirements and minimum qualifications that create barriers, especially for BIPOC populations • Host internal staff training and discussion on hiring best practices and solicit new ideas • Work with DHR to review and update application system	Ongoing	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and	HRC HR Budget and Ops staff time (existing)	Survey is administered annually	Q2 2021	Implement annual staff survey to inform budget preparations and staffing.	To be Implemented	HRC Leadership

recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.[1]	HRC Racial Equity Working Group (existing)	Survey results are included in the department annual review		Update hiring and recruitment guidelines which include information based on data collected relating to race/ethnicity, gender, and other dimensions to support the work.		HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing)	Policy is created, implemented, and reviewed annually to maximize results	Q2 2021	Work with peer Departments and Racial Equity leaders to learn about innovations and best practices. Finalize a recruitment policy inclusive of agency needs that is also reflective of current gaps.	To be Implemented	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)

1.2.   Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTIONS	RESOURCES	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD

[1] Department management will need to review all responses to see whether any of them qualify as EEO complaints.

	COMMITTED					
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing)	Candidate pool is increasingly more diverse and referred from a variety of sources	Q2 2021	• Collaborate with DHR to create a more inclusive citywide outreach strategy, which includes: community colleges, CBO networks, and additional online platforms • Continue to share job/internship opportunities internally with staff, who are actively encouraged to share widely with their networks. • Continue HRC's Intentional outreach to underserved communities • Create and foster relationships with other community stakeholders to engage more BIPOC populations	ongoing	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)
1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing) HRC Roundtable and other advisory council feedback	Candidate pool is increasingly more diverse and referred from a variety of sources HRC workforce maintains diversity in candidate and staff	Q2 2021	• Ensure that there is support at every step of the application process including having culturally competent representation physically present at job fairs when possible	Ongoing	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)

1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.	HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing)	Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse and bring different skill sets	Q2-Q3 2021	• Review current classifications within our agency to ensure they are reflective the agency's needs • Review open and future job descriptions to ensure that the minimum qualifications are reflective of the actual position's duties	Ongoing	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing)	An increase in applicant pool with more diverse life, education, and professional experiences	Q2 2021	• Include in job description minimum qualifications skills that add value and practical experience • Encourage creation of pathways through paid apprenticeships that would allow those who do not meet minimum qualifications to participate and be competitive in the job application process • Ensure apprenticeship programs are implemented at *every* level, not just entry level positions • Determine with DHR any space for range of life experience as appropriate substitutions	To be Implemented	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)

1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.[2]	HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing)	An increase in applicant pool with more diverse life, education, and professional experiences	Q2-Q3 2021	• Encourage supplemental questions in applications to ensure that other important factors are able to be used to help inform an applicant's actual qualifications • Value lived and community experience • Thought processes and critical thinking • Keep database of successful supplemental questions used	Ongoing	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing)	An increase in applicant pool with more diverse life, education, and professional experiences	Q2-Q3 2021	• Place more emphasis on candidates' lived and work experiences as opposed to only formal education • Explicitly state for each recruitment opportunity the hard and soft skills desired that may not be reflective in minimum qualifications for that classification	Ongoing	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing)	Candidate pool is increasingly more diverse and referred from a variety of sources	Q2-Q3 2021	• When necessary, contract outside recruiters that represent and are engaged with BIPOC communities and populations, that use a racial equity lens to guide their work	Not started	HRC HR Budget and Ops staff time (existing)

[2] From https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx.

1.3.   Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC OFA Team HRC Racial Equity Working Group (existing)	# of paid interns/fellows, increase annually or meets department needs/capacity	Q2-Q3 2021	• Include internships into the annual budget to become annualized • Continue to ensure that interns and fellows are provided with a fair wage and living wage • Create pathways to permanent opportunities upon completion of the internship and fellowship • Continue to expand HRC's OFA program to other agencies, CBOs and	Ongoing	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC OFA Team HRC Racial Equity Working Group (existing)	# of Opportunities for All placements and mentors OFA expands to new industries and sectors More OFA participants secure roles in City Departments post-program	Q2-Q3 2021	• Continue to ensure that interns have summer employment opportunities with and through the HRC's OFA program • Collect and analyze OFA exit interviews and participant surveys for continuous improvement	Ongoing	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC OFA Team HRC Hiring Managers

1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District's Career Pathways Program.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group (existing)	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	Q2-Q3 2021	• Contract outside recruiters that represent and are engaged with BIPOC communities and populations, and who use a racial equity lens to guide their work • Collaborate with DHR to on development of citywide inclusive outreach strategy, including: high schools, community colleges, and local programs, community-based orgs, trade schools • Continue intentional outreach in underserved communities	Ongoing	HRC HR Budget and Ops staff time (existing)
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC OFA Team (existing) HRC Racial Equity Working Group (existing)	# of opportunities during internship/fellowship	Q2-Q3 2021	• Continue to provide opportunities to encourage and enhance growth in areas relating to diversity, equity, and inclusion through trainings and mentorship • Get post-program feedback from existing interns and fellows to inform future learning opportunities	Ongoing	HRC HR Budget and Ops staff time (existing) HRC OFA Team HRC Hiring Managers
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC OFA Team	Tracking system implemented Applicant feedback questionnaire created and launched	Q2-Q3 2021	• Create and build a database to track the application process and resulting hires by race/ethnicity • Follow up with applicants to collect feedback via quick questionnaire in order to improve the process	Ongoing	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers

	HRC Racial Equity Working Group (existing)	# of changes made to improve process/learnings/experiences Internship/fellowship program updated before next cycle		• Fellows/interns debrief with the coordinator, in addition to their direct manager to provide more channels for department learning and improvement.		HRC Racial Equity Working Group (existing)

1.4.   Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC OFA Team (existing) HRC Racial Equity Working Group (existing)	Standardized interview process with a set of inclusive interview questions	Q2-Q3 2021	• Continue to ask questions that highlight and include an applicant's individual lived experience and that are reflective of the pool of diverse applicants • Formalize this process through written guidelines in HRC protocol and procedures • Share out and train all hiring managers within HRC	Ongoing	
1.4.2. Ensure a diverse hiring panel for each interview.	HRC HR Budget and Ops staff time (existing)	Demographic composition of panels	Q2-Q3 2021	• Continue to insure that HRC's hiring panels are reflective of the community at large and align with the needs of the role	To be Implemented	HRC HR Budget and Ops staff

	HRC Hiring Managers HRC Racial Equity Working Group (existing)	Increase in diverse interview panels		• Reach out to community partners to request if they have suggestions for the hiring panel to ensure that the panel is reviewing each applicant through a racial equity lens		time (existing) HRC Hiring Managers
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had More diverse candidates and staff	Q2-Q3 2021	• Ask current staff for input on individual staff member needs and views around implicit bias and equity, include in upcoming survey • Create and implement an annual training on implicit bias and equity for all staff, as pilot for ORE training offering • Expand "Fairness in Hiring" online training to include new staff interacting with candidates formally or informally	To be Implemented	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)	Tool created and implemented # of applicants increased Increased assistance to job seekers	Q2-Q3 2021	• Conduct intentional outreach for additional reach to targeted demographics to ensure diversity reflective of the City's population • Create a system to track the number of applicants increased through the intentional outreach conducted	To be Implemented	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers

1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Community Engagement Team HRC Racial Equity Working Group (existing)	Increase in internal part-time and full-time staff, interns and fellows applying for job openings within HRC and outside HRC	Q2-Q3 2021	• Share all open positions with all current staff. Make sure that applications are shared with sufficient timing for staff to apply if they wish to do so • Provide a safe and encouraging space for current staff so that they don't feel there will be any retaliatory action for their wishing to leave their current position or the department	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Community Engagement Team
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers	Hiring, interviewing, and onboarding processes standardized Lag times/wait times are decreased	Q2-Q3 2021	• Ensure transparency throughout the application process so that potential employees are aware and understand where they are the process • Create and implement a general timeline that will include all steps of the application and onboarding process. Increase transparency by updating applicants throughout application process.	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers	All new hires are processed similarly regardless of position	Q2-Q3 2021	• Continue to update the employee and onboarding manual to ensure that it is reflective of current departmental needs and includes different types of classifications of hires	HRC HR Budget and Ops staff time (existing)

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
						HRC Hiring Managers
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers	Increase in number of diverse candidate pools Overall faster hiring times	Q2–Q3 2021	• Ensure that moving forward, an expanded Rule is used to capture a more diverse pool of applicants. • Work with DHR on any citywide efforts to update rule of the list		HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing)

1.5.   [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.5.1. [A description of the action to reach the goal goes here.]						

2. RETENTION AND PROMOTION

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

DEPARTMENT GOAL
What is the department's overall goal on Retention and Promotion?

Our team has been able to carry out and move forward with a tremendous amount of work, with more detailed below being added to the department's plate, despite the disproportionate lack of increase in our budget. We face a number of ongoing challenges when it comes to retention and promotion, largely due to the dedicated staff members of the department being spread far too thin. This creates a lack of work life balance and may result in a dissatisfactory view of an employee's current position—leading to tensions when it comes to retention of said employee. Additionally, barriers to promotion will be outlined below, which ultimately will create a higher turnover rate to follow.

The HRC is continuously seeking additional resources to grow and support our staff so that workloads are shared and employees are not overloaded. We also seek to provide equitable access to professional and developmental training in order to support the growth of our team members and foster upward career and economic mobility. HRC's goal on retention and promotion is to ensure that every employee feels valued in the workplace by providing opportunities for financial and professional growth which includes increased leadership opportunities leading to promotion. Employees should continuously be encouraged to practice open communication in a nurturing and supportive environment.

The HRC is reassessing each employee's classification to ensure that their titles not only match their actual roles, which include their qualifications and workload. An environment that is inclusive and accepting of all backgrounds and cultures is vital to our goal of fostering diversity which reflects the City of San Francisco's population.

There is an increase in projects that the HRC has been assigned over the recent years, including but not limited to overseeing programs and initiatives such as the Blue Ribbon Panel on Juvenile Justice, the Close Juvenile Hall Working Group, Opportunities for All, and Reparations. Furthermore, the Civil Rights Division has seen an increase in COVID related inquiries since the beginning of the pandemic. The HRC has worked with the Joint Information Center and COVID Command Center to keep up to date on the latest COVID related information in order to put on webinars to provide the public with the necessary information to stay safe and healthy.

While the HRC has continued to be assigned additional duties and commitments over the years, our staff has not grown to reflect this change. The added responsibilities are grossly disproportionate to the number of new staff members that have been allocated in the HRC's budget. The HRC anticipates the need to hire more staff to take on the added projects and departments.

In 2019 alone, for example, two entirely new departments were added to the HRC: The Office of Racial Equity and Sexual Harassment and Rape Prevention (SHARP). These departments are vital additions for San Francisco, but without the adequate additions to the HRC's budget, our ability to properly staff these divisions create an atmosphere of

overworked employees. As a result, the retention level among staff is difficult to glean, as staff members are often spread thin performing more than one role at a time. We seek to hire additional staff to share these important roles and hope to be able to continue to hire those who reflect the diversity of our City.

2.1.   Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.[3]	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers HRC Racial Equity Working Group (existing) DHR Deployment Data	Tracking mechanism implemented Demographic data analyzed Parity in employee deployment	Q1 2021	• Track DSW deployment as specified. Review results for any disparities and bring to Director for review. • Check-in with deployed HRC staff on 2020 experiences	Ongoing	HRC HR Budget and Ops staff HRC Hiring Managers and Supervisors
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	HRC leadership HRC HR Budget and Ops staff time (existing)	Budget analysis completed Strategies developed and published	Q1 2021	• HRC's scope of work has expanded in 2020, which will be considered in FY 2021-22 budget submission. • HRC anticipates maintaining staffing at current levels by holding positions vacant, not	Ongoing	HRC leadership HRC HR Budget and Ops staff

[3] Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

				planning any layoff, and other cost-saving measure.		
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	HRC leadership HRC HR Budget and Ops staff time (existing)	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	Q1 2021	• HRC management checked in with deployed staff on safety conditions including PPE availability. • Monitor access to a database of PPE to ensure that workers not only have access to supplies but are also able to update the department with their needs.	Ongoing	HRC leadership HRC HR Budget and Ops staff
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	HRC leadership HRC HR Budget and Ops staff time (existing)	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	Q1 2021	• Ensure all staff are aware of all benefits programs that are available to them at the time of deployment through department-wide emails and staff meetings. • Offer informational meetings for deployed staff to learn more, and connect employees with DHR representative, as needed.	Ongoing	HRC leadership HRC HR Budget and Ops staff
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	HRC leadership HRC HR Budget and Ops staff time (existing)	Caretaking and safe transportation sections included in DSW deployment protocol Staff feedback on deployment experience to HRC management (debrief upon return? Check-in during deployment)	Q1 2021	• Continue to create and foster open lines of communication to ensure that the department is aware of staff constraints or hardships due to any external factors including but not limited to: start, midpoint, end check-ins. • Fostering an environment that encourages sharing in a safe space and understanding to ensure that staff is aware that	Ongoing	HRC HR Budget and Ops staff HRC Hiring Managers and Supervisors

their constraints, regardless of what they are, are not held against them.

2.2.   Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	HRC leadership HRC HR Budget and Ops staff time (existing)	Pay inequities are reduced and aligned annually after salary data is reviewed	Annual - starting 2021	• At the end of each fiscal year. use budget preparation to annually review employee roster. • Compare each employee's salary with current industry standards to ensure compensation is fair especially for people of color and women.	To be Implemented	HRC leadership HRC HR Budget and Ops staff time (existing)
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	HRC leadership HRC HR Budget and Ops staff time (existing)	Benefits provided are annually improved and/or more widely utilized by qualified employees	Annual - starting 2021	• Through employee input formally or informally: Review utilization of Citywide benefits, and identify any unmet needs with current offerings. If gaps/needs identified, clarify path to address (e.g., union collective bargaining, other means).	To be Implemented	HRC leadership HRC HR Budget and Ops staff time (existing)
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	HRC leadership HRC HR Budget and Ops staff time (existing)	PTO policy is annually improved # of staff taking PTO increases	Annual - starting 2021	• Create and foster open lines of communication to ensure that employees are encouraged to share their cultural backgrounds	To be Implemented	HRC leadership HRC HR Budget and

| | | | | and take time off to observe their cultural holidays and traditions. | | Ops staff time (existing) |
| | | | | • Continue to place emphasis on the importance of supporting people of color and women in the workplace so that they feel comfortable, welcome and supported, to share their religious and cultural beliefs in the workplace. | | |

2.3.   Create paths to promotion that are transparent and work to advance equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers and Supervisors	Increase in knowledge about raises and promotions	Annual - starting 2021	While HRC will take into account union MOUs and rules regulated by DHR, HRC will also: • Assure that employees receive their compensation step increase scheduled (on hired date their anniversary). • Regularly keep staff informed of current Citywide procedures relating to promotions and raises. • Determine and develop growth and 'stretch' opportunities within yearly staff performance evaluations. • Ensure maximum stepped increase available for each Civil Service employee, so all classifications are at their highest	To be implement ed	HRC Leadership HRC HR Budget and Ops staff HRC Hiring Managers

				• earning level given their present time of service. • Increase transparency and announce Citywide exams and other promotional opportunities.		
2.3.2. Develop a formal and transparent process for raises and promotions.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers and Supervisors	Increase in staff feedback about promotion and raise process Organizational clarity on promotional process Higher rates of retention Stronger feelings of belonging and inclusion with staff	Annual - starting 2021	• Review and analyze current practices and promotions within the past 2 fiscal years • Update and implement a system which evaluates salaries and current positions to see where there is an opportunity for advancement in the form of a raise and/or a promotion. • Incorporate above system in annual reviews, or as needed, to clarify promotion paths.	To be implemented	HRC Leadership HRC HR Budget and Ops staff HRC Hiring Managers
2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers and Supervisors	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	Q2-Q3 2021	• Include in the HRC's protocol and procedures a process for staff to act in interim roles while receiving sufficient compensation for these additional tasks. • Implement a process to secure replacement staff as soon as possible to ensure that smoother on and off-boarding and transition of responsibilities • Spread additional tasks across different team members so that no single person is holding all of the duties that a staff member has left behind. • Allow for differential pay when a staff member is temporarily taking over for an interim position, even in the event that		HRC Leadership HRC HR Budget and Ops staff HRC Hiring Managers

				the acting employee currently is paid more than the employee who is being covered for		
2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers and Supervisors	Reversal of diversity drop-offs in 182x classifications	Q2-Q3 2021	• At the HRC, all of our 182X classification series positions are filled with diverse staff, including womxn, LGBTQI folx and people of color. HRC does not have a clear pattern of job or occupational segregation. • Continue to hire using a racial equity lens to ensure that all employees are not only qualified, but representative of the greater Bay Area's diversity.	Ongoing	HRC Leadership HRC HR Budget and Ops staff HRC Hiring Managers
2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities with the City.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers and Supervisors	Identify "dead end" classification and revise Additional mobility opportunities are created Greater staff retention	Q2-Q3 2021	• Assess which current classifications are able to be converted to key series that typically have drop offs in employee diversity. • For example, classifications such as the 299X series positions are specific only to the HRC and the Office of Compliance and present difficulty for the staff members in this role to transition to a different department. • These investigative skills are transferable but the classifications of these roles may only be laterally transferable, if that, due to the nature of the specificity of their classification titles. • As a result, employees in these types of positions are put in the	Ongoing	HRC Leadership HRC HR Budget and Ops staff HRC Hiring Managers

| | | | | | difficult position of feeling uncertain around the security of their employment and future. | | |

2.4.   [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
Create new positions that are not department specific to ensure not only upward mobility but also to open doors for lateral mobility if employees so desire.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers and Supervisors	More adaptive roles Hiring and retention of diverse staff with different skill sets More competitive with other industries in attracting candidates	Q4 2021	• Use community feedback to solicit input on roles and skill sets that currently aren't being met • Work with DHR on any expansion needs • Pilot new roles with HRC	To be implemented	HRC Leadership HRC HR Budget and Ops staff HRC Hiring Managers

3.   DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.[1] This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and discipline negatively impacts a department's ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.[2] Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

[1] Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/.
[2] Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL
What is the department's overall goal on Discipline and Separation?

Within the last 5 years HRC has not had any terminations, and all separations are due to staff resignations. Nevertheless, we can still take steps to make discipline a last step in a progressive compassionate process. Providing employees with a regular feedback loop on performance and expectations also creates opportunities for managers to maintain open communication with their employees.

3.1.   Create a clear, equitable, and accountable protocol for disciplinary actions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay	HRC HR Budget and Ops staff time (existing)	Create tracking mechanism Analyze data annually	Annual - starting 2021	Any disciplinary actions are tracked. (For last 5 years, none to date.)	Completed	HRC HR Budget and Ops staff

special attention to data pointing to biases against staff of color.	HRC Hiring Managers and Supervisors	Increase accountability in disciplinary actions		Review annually as part of budget preparation, and as needed.	
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	HRC HR Budget and Ops staff time (existing) HRC Hiring Managers and Supervisors	Create tracking mechanism Analyze data annually	Annual - starting 2021	Terminations and separations data are tracked and disaggregated by race. Review annually as part of budget preparation, and as needed. During review consider reasons for separations, including resignations, for patterns or biases, as well as areas for managerial or department improvement.	HRC HR Budget and Ops staff
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers and Supervisors External training modules	# of managers trained or re-trained Higher rates of retention Stronger feelings of belonging and inclusion with staff	Q4 2021	Incorporate into a managerial training on creating strong feedback and communication loops between managers and their staff (pre-emptive).	HRC HR Budget and Ops staff HRC Hiring Managers and Supervisors
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or	DHR peer mediation program	Human resources trained on alternative dispute resolution	2022	Given minor discipline issues, not HRC 2021 priority. Consider DHR's new Peer Mediation Program if this changes in 2021.	HRC HR Budget and Ops staff

traditional disciplinary measures. Encourage a "scaled back" discipline process.	HRC HR Budget and Ops staff					
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	HRC HR Budget and Ops staff HRC Hiring Managers and Supervisors	Reduction of racial disparities in disciplinary actions	Q4 2021	Given minor discipline issues, not HRC 2021 priority. Will implement Citywide workforce equity recommendations.		HRC HR Budget and Ops staff

3.2.   [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.2.1. [A description of the action to reach the goal goes here.]						

4.   DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.[1] In general, a department's leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.[2] Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

[1] Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace.
[2] Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL
What is the department's overall goal on Diverse and Equitable Leadership?

The San Francisco Human Rights Commission prides itself as a leader among CCSF departments when it comes to the racial, multicultural, and gender diversity in staff representation, which is reflected at all levels. HRC's current leadership team is made up of majority women, most of whom identify as a person of color, and come from diverse cultural backgrounds. Additionally, HRC's staff is made of mostly people of color, women, and people of diverse gender and sexual identities. Given the historical and cultural impact HRC has had on San Francisco, it is crucial that our organization continues to invest in diverse and equitable leadership, that at its core is intersectionality aligned to meet emerging needs of diverse communities of service.

HRC is committed to establishing the necessary professional pathways for leadership advancement, maintaining equitable leadership through structural investments, and continuing to champion for the expansions of the departmental resources and services to fully represent all communities of services.

Departmental Goal: Assess, define and develop a collaborative internal leadership strategy for departmental goals that fosters diversity, equity, inclusiveness and accountability to ensure:

    i.   Leadership continues to reflect HRC's diverse communities of service.
    ii.   Standardized, transparent and equitable procedural pathways for leadership advancement and hiring practices.
    iii.   Commitment to racial justice, through required training, reporting, and other recommended best practices.
    iv.   An ongoing commitment to developing departments cultural intelligence, aimed at promoting psychological safety, staff cohesion, and commitment to operational equity.

4.1.   Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	HRC Leadership HRC HR Budget and Ops staff time (existing)	% increase in diverse leadership Refreshed REAP and with new policy	Q2- Q3 2021	Leadership will review current policies and develop a written report and staff presentation outlining actionable items advancing the RE action plan for the year.	Ongoing	HRC Leadership HRC HR Budget and Ops staff
4.1.2. Commit to ongoing racial equity training and development for leadership.	HRC Leadership HRC HR Budget and Ops staff time (existing) HRC Hiring Managers and Supervisors HRC Racial Equity Working Group	# of training & development completed by leadership per quarter Growth and development of staff understanding and learning of racial equity concepts Strengthened advocacy and technical assistance work due to ongoing training	Annual - starting in 2021	Leaders will participate in at minimum two Racial Equity trainings, workshops, and convening each quarter; will develop an internal training database to ensure all staff are up to date with current RE training models. Leverage ORE staff and resources for internal support, training and guidance	Ongoing	HRC Leadership HRC HR Budget and Ops staff HRC Hiring Managers and Supervisors HRC Racial Equity Working Group
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	HRC Leadership HRC HR Budget and Ops staff time (existing)	Senior leadership demographic included in the department annual report	Q4 2021	To promote equitable, transparent, and accountable measures, the department leadership will be required to develop a report detailing leadership demographic by the close of Q4. Staff will elect members to track progress each quarter;	Ongoing	HRC Leadership HRC HR Budget and Ops staff

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				staff will develop a public-facing report with feedback mechanism by Q4.		HRC Hiring Managers and Supervisors HRC Racial Equity Working Group
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.[4]	HRC HR Budget and Ops staff time (existing) HRC Racial Equity Working Group	% of staff is aware of the process Trust-worthy and well-used feedback loop	Q1 2022	Develop and implement an anonymous internal and external survey as a structural and symbolic commitment towards equitable transparency. Survey will include multi-data gathering approaches, including personal narratives, survey questions, and scale scoring system. This will be assessed quarterly tracking qualitative and quantitative data. (1-5) scale measurement.	To be implemented	HRC HR Budget and Ops staff HRC Racial Equity Working Group

4.2.   [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.2.1. [A description of the action to reach the goal goes here.]						

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[4] Department management will need to review all responses to see whether any of them qualify as EEO complaints.

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an Employee's Needs are Met, so are the Department's Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected potential.[1] By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

[1] Evelyn Carter, *Restructure Your Organization to Actually Advance Racial Justice*, Harvard Business Review (Jun. 22, 2020) https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice.

DEPARTMENT GOAL
What is the department's overall goal on Mobility and Professional Development?

The Department is invested in the professional development of each staff member and supports training and educational opportunities. The Department aims to set forth and maintain an annual budget to support professional development that is evaluated on a yearly basis to meet the diverse needs of the staff. Further, the HRC aims to create a culturally informed mentorship program and internal professional development program that is formalized, to replace the current informal mentorship and professional growth policy.

The department is working on gaining job security for staff members by hiring more permanent positions, as opposed to the current temporary positions. Further, the HRC is overhauling the onboarding process for new staff members to be assigned a mentor and complete mandatory training to make it easier for new staff members to engage with current staff and grow professionally. Mentorship is an essential component of the professional development program as staff will have a chance to get personalized, one-on-one time with their mentor to discuss professional growth opportunities. The HRC boosts staff from diverse backgrounds with special professional skills to conduct the various work under the department's leadership. This unique asset allows staff members to gain experience and expertise in various types of work ranging from community outreach, policy making, and investigations, to name a few.

Additionally, the HRC is committed to transparency in the various opportunities for growth within the department. All staff members are notified of job opportunities within the department and moving forward, the department will utilize the staff-wide email database to highlight professional development training and educational opportunities. The HRC is deeply committed to enhancing staff's professional and educational development and works with staff members to provide a flexible work schedule or other accommodations in order to foster growth within the department, all while maintaining the integrity of the work that needs to be done by the department.

HRC is committed to getting annual feedback from staff members in order to listen, improve, and meet the professional, mentorship, and educational goals of staff members.

Departmental Goal Overview:
To develop a transparent and equitable departmental strategy that invests in the professional advancement of all employees through the following actionable projects:

I. Establish a culturally informed internal mentorship program that fosters a collaborative approach to skill development and sharing among different tier professionals.

II. Develop transparent practices, policies and procedures to create an internal staffing budget for professional development training, workshops and opportunities; staff will conduct internal audits on a as needed basis.

III. Review current departmental policies for sharing open positions, promotional and advancement opportunities, to ensure all employees have equal access to information when opportunities become available.

IV. To promote equity, HRC will review its internal policies regarding modified work schedules, to meet the emerging needs of all employees.

V. Department leaders will invest in additional educational, resources and other supplemental material to remain current on the evolving professional development needs of all staff.

5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	HRC Leadership HRC Hiring Managers and Supervisors External Training modules and virtual learning opportunities	# of available professional development opportunity # of completed training Staff growth indicated in performance plans and reviews	Q1 2022	Implement a training program during the onboarding process for all new staff members and create an annual training for all staff members to complete at least 1 training per year. Formalize the training requirement in the annual performance review. Allow existing staff opportunity to share their skills with peers and leaders	Ongoing	HRC Leadership HRC HR Budget and Ops staff HRC Racial Equity Working Group

				Publicize citywide learning opportunities being offered via SF Employee Portal and through other City agencies	
				Beginning 2021, department sets aside budget for trainings and professional development	
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	HRC Leadership HRC Hiring Managers and Supervisors External Training modules and virtual learning opportunities	# of attended, external conferences Conference learnings and most up to date social justice concepts are integrated within our work Staff has clarity on professional development goals HRC network is strengthened and grows to other regions and cities	Q1 2022	HRC currently requires approval from the Executive Director. The department will update this process by creating a formal approval application and reimbursement form for the Executive Director and HRC finance manager to approve. The department will create an internal database with a list of annual conferences that HRC staff has attended or participated in the last 1-3 years; this information will also be added to the shared staff calendar. Director and staff members will give an update on these conferences during staff meetings. Internal audit team to make sure HRC is prioritizing new hires/mid-level staff, and senior staff to engage in conferences. Virtual and low-cost to free conferences and webinar learning opportunities will be shared with staff	HRC Leadership HRC Hiring Managers and Supervisors HRC Racial Equity Working Group

| 5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget. | HRC Hiring Managers and Supervisors

External Training modules and virtual learning opportunities | # of staff enrolling and completing extended learning

$ dedicated to extended learning annually | Q2 - Q3 2021 | Create a formalized process around applying for additional training with an annual or bi-annual review for a transparent reminder on the budget for the professional development program. Annual or bi-annual review to adjust the budget accordingly.

Encourage staff to connect with labor representation if learning/training opportunities are available.

Publicize citywide learning opportunities being offered via SF Employee Portal and through other City agencies

Virtual and low-cost to free conferences and webinar learning opportunities will be shared with staff | HRC Leadership

HRC Hiring Managers and Supervisors
HRC Racial Equity Working Group |
| 5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities. | HRC Leadership

HRC Hiring Managers and Supervisors

External Training modules and virtual learning opportunities | # of staff participating in outside events or opportunities

Most up to date social justice concepts are integrated within our work

HRC network is strengthened and grows to other regions and cities | Q2 - Q3 2021 | Create monthly newsletter emails that share all opportunities via all-department email group.

Communicate to staff about the availability and opportunities for training and learning in staff meetings.

Have staff share networks that have been meaningful and supportive to them

Encourage participation in Citywide Racial Equity working group sessions

Encourage greater staff participation in external and cross-departmental | HRC Leadership

HRC Hiring Managers and Supervisors

HRC Racial Equity Working Group |

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				community work, depending on expertise and need		
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	HRC Hiring Managers and Supervisors HRC HR Budget and Ops staff	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Q2 - Q3 2021	Develop a database to monitor and track educational, skill and professional development opportunities to be shared with all staff members. Create process for Division Directors to review and Racial Equity group to give recommendations and feedback on how to move forward.		HRC HR Budget and Ops staff

5.2.   Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	HRC leadership HRC Hiring Managers and Supervisors HRC HR Budget and Ops staff	Bi-annual performance evaluation program to all staff Staff and leadership work towards continuous improvement	Q2 - Q3 2021	HRC will create an anonymous service to get feedback on professional development program. HRC will update existing annual performance evaluation to be reviewed and updated to meet organizational and individual staff member needs to outline professional growth opportunities and the mentorship program. HRC will consider increasing frequency of evaluation between directors and staff to provide staff members more feedback on	Ongoing	HRC leadership HRC Hiring Managers and Supervisors HRC HR Budget and Ops staff

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				areas of growth to ensure staff members are aware of skills needed for advancement.		
5.2.2. Create a mentorship program between senior and junior level staff.	HRC leadership HRC Hiring Managers and Supervisors	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle Relationship building and team building and coordination is stregthened Creation of internal pipelines and opportunities	Q4 2021	Create a one-on-one mentorship program for each staff member during the onboarding process. After that, each staff member can change their mentor on a bi-annual basis. Develop and coordinate meetings between mentor and mentees on a quarterly basis via mandatory quarterly meetings for all staff in the mentorship program. Gather learnings from HRC OFA Team on best practices for mentorship	To be implemented	HRC leadership HRC Hiring Managers and Supervisors HRC OFA staff

5.3.   Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	HRC HR Budget and Ops staff	Process developed % of staff aware of accommodation process # of accommodations made increased	Existing	HRC has an existing culture and informal process of accommodating staff's physical, social, personal, and emotional needs. For example, schedule flexibility. Existing formal process via DHR for all formal accommodation requests.	Completed	HRC HR Budget and Ops staff

				Increase awareness of types of accommodations available by communicating to staff members and creating an internal list of accommodations.		
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	HRC HR Budget and Ops staff	Accommodations discussed and recorded during bi-annual performance evaluation process	Existing	HRC will assess individual and group specific needs for accommodations. Bi-annual assessment for staff needs within their division. Understanding that accommodations may change or need an expediated timeline.	Completed	HRC HR Budget and Ops staff
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	HRC HR Budget and Ops staff	Improvement in overall staff mental health, increase in staff feedback	Existing	The department provides two breakrooms for staff to enjoy. Create survey in 2021 for staff members to give feedback on their needs in the workplace.	Completed	HRC HR Budget and Ops staff HRC Racial Equity Working Group
5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	HRC Hiring Managers and Supervisors HRC HR Budget and Ops staff	$ set aside for accommodations Increase in staff awareness of accommodations	Existing	Transportation cost is covered for work-related expenses via reimbursement and Muni tokens. Staff are made aware of City's transit pre-tax savings program during the onboarding process. The department will create an annual survey to see what changes can be made to improve work quality via addressing non-work-related needs.	Ongoing	HRC HR Budget and Ops staff HRC Racial Equity Working Group

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				Create a database for staff members to have access to all the resources available via the City and HRC.		
5.3.5. Respect religious and cultural practices of employees.	HRC Hiring Managers and Supervisors HRC HR Budget and Ops staff HRC Racial Equity Working Group	Improvement in overall staff mental health Respect and dignity and cultural awareness is integrated in organizational culture		HRC has an informal process of respecting religious holidays by providing staff with time off that are not recognized on the City calendar. Ensuring that important events and meetings are not scheduled during these meaningful cultural times/holidays for staff Provide physical and virtual space for celebration of diversity of cultural traditions with other staff, if desired	Ongoing	HRC Hiring Managers and Supervisors HRC HR Budget and Ops staff HRC Racial Equity Working Group

5.4.   [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.4.1. [A description of the action to reach the goal goes here.]						

6.   ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as "professionalism," that ultimately centers whiteness.[1] This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong.

Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

[1] Aysa Gray, *The Bias of 'Professionalism' Standards*, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

DEPARTMENT GOAL
What is the department's overall goal on Organizational Culture of Inclusion and Belonging?

At the core of the San Francisco Human Rights Commission mission, is a deep commitment to an organizational culture that is rooted in intersectionality, openness, and equitable inclusion for all. These key pillars are reflected in HRC's policies, procedures and best practices. This commitment can also be seen in staff and public meetings when using inclusivity tools like gender pronouns, harm reduction resources, and accessibility tools to meet the needs of everyone.

HRC continues to host a plethora of community engagements to educate and inform San Francisco diverse communities on emerging needs. An example includes addressing racial justice, gender inclusion and supporting survivors of violence. Furthermore, HRC fosters healthy dialogue during staff meetings and internal surveys to give staff the opportunity to give feedback on the organizational culture. HRC has an evolving culture, to continue to meet the needs of all its employees.

Goal: Establish an adaptable organizational culture rooted in principles of intersectionality, inclusion, and multiculturalism that fosters:
     i.   Equitable policies, procedures, and practices.
     ii.   Visible commitment through programming, educational incentives and other effective moral building strategies.
     iii.   Create methods for ongoing staff engagements that promote healthy dialogue to ensure organizations commitment to diversity, challenging the status-quo, and hold staff accountable to the prioritization of Equity and Inclusion.

6.1.   Foster an intentional organizational culture that is committed to inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	HRC leadership HRC Hiring Managers and Supervisors HRC Racial Equity Working Group	Department mission, policies, and procedures are updated and available	Q4 2021	HRC staff and RE team will review the department's mission, policies and procedures; implement a internal feedback sessions before developing yearly outline. Update HRC materials and website	Ongoing	HRC leadership HRC Hiring Managers and Supervisors
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	HRC Leadership	Regular scheduled meetings with RE Team to implement RE Action Plan	Existing	Leadership selected staff members to work on the internal Racial Equity action plan - that reflects the communities of service based on the unique needs of San Francisco diverse and resilient communities. Staff with deep roots in the API, Latinx, Black, Indigenous, TLGBQI+, Disability, Undocumented, Survivors of violence, etc.	Completed	HRC Racial Equity Working Group

6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	HRC Racial Equity Working Group	RE Action Plan is published on department website	2020	Each Quarter, RE team members will develop, implement and submit an action plan for internal review to meet the ORE reporting requirements.	Ongoing	HRC Racial Equity Working Group
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	HRC Racial Equity Working Group	Ongoing reporting and feedback from Commissioners, staff and	Quarterly - starting 2021	RE team will develop a quarterly report to meet the required reporting of the ORE. RE team will also develop an internal presentation to receive feedback from staff and commission.	Ongoing	HRC Racial Equity Working Group
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	HRC Leadership

HRC Hiring Supervisors and Managers

HRC Racial Equity Working Group | Growth and development of staff understanding and learning of racial equity concepts

Strengthened advocacy and technical assistance work due to ongoing training | Quarterly - starting 2021 | RE team will work with existing advisory committees, LGBTQI+ and Equity advisory committee to develop safe spaces, community engagements/programming. RE team will work with leadership team to address and prioritize emerging issues through additional recommended bodies on a as needed basis. | Ongoing | HRC Leadership

HRC Hiring Supervisors and Managers

HRC Racial Equity Working Group |
| 6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity. | HRC Racial Equity Working Group | # of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter | Quarterly - starting 2021 | RE team will partner with internal leadership to identify opportunities for staff professional development, exposure, and training at the beginning of each quarter. Staff representation should reflect all professional levels, and should prioritize staff who are not traditionally represented in professional development opportunities. | Ongoing | HRC Leadership

HRC Hiring Supervisors and Managers

HRC Racial Equity Working Group |
| 6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging. | HRC HR Budget and Ops staff | Annual survey with disaggregated data and feedback | Annual - starting 2021 | Develop and implement an anonymous internal survey as a structural and symbolic commitment towards equitable transparency. Survey will include multi-data gathering | To be implemented | HRC HR Budget and Ops staff |

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				approaches, including personal narratives, survey questions, and scale scoring system. This will be assessed quarterly tracking qualitative and quantitative data. (1-5) scale measurement		
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	HRC Racial Equity Working Group	Increase in staff engagement Improvement and pride in staff connection to physical workspaces		RE team will work with HR and internal leadership to assess office décor to ensure it reflects a culture of belonging, inclusion, and safely belonging. This will be conducted through an internal and external review through working groups and surveys.		HRC Racial Equity Working Group

6.2.   Develop internal communication processes and procedures that promote equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	HRC Racial Equity Working Group HRC HR Budget and Ops staff	Increase in staff feedback, participation, and response to communications	Q4 2021	Department will review and assess current methods of departmental	To be implemented	HRC Racial Equity Working Group

communications to ensure accessibility and access for all. Staff will prepare a quarterly presentation updating staff on project advancement.

6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	HRC Leadership HRC Hiring Supervisors and Managers	Ongoing staff participation and feedback Better work coordination between HRC Divisions	Department will work with the community engagement team, commission, boards, and advisory committee to develop a community informed engagement series reflecting the communities of services. This will be implemented across all teams work plans and will be presented on each quarter.	HRC Leadership HRC Hiring Supervisors and Managers
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	HRC Leadership HRC Hiring Supervisors and Managers	Ongoing staff participation and feedback Better and more efficient staff workflows	Department will work with HR and Operations team to develop an internal sharing resource system to promote transparency, collaboration and belonging. HRC leadership has provided access and licenses to multiple programs and online	HRC Leadership HRC Hiring Supervisors and Managers

6.3.   Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	HRC HR Budget and Ops staff	Protocol distributed internally and with any outward-facing interactions	Q1 2022	RE team will work with HR to review current policies and procedures regarding disability access. Team will work in developing an internal template to be used in all internal and public communication.	To be implemented	HRC Leadership HRC HR Budget and Ops staff
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	HRC Leadership HRC HR Budget and Ops staff	A plan for physical space improvement $ funding secured Successful implementation	Q1 2022	Department will work with HR team to review current policies and procedures. Department will develop an internal audit to review existing physical space and work on implementing a visual, spatial and accommodation action-plan to ensure a symbolic and structural commitment for access for all.	To be implemented	HRC Leadership HRC HR Budget and Ops staff
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with	HRC Leadership	A plan for digital improvement $ funding secured	Q2-Q3 2021	RE team will work with HRC departments to review and evaluate current digital and communication mechanism. RE team will support departments with developing an external survey for user feedback. RE	Ongoing	HRC Leadership

disabilities. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.		Successful implementation		team will also work with HR team to ensure HRC is up-to-date with current policies and standards of service. Additionally, RE team will work with HRC's Community engagement team to evaluate current virtual services, ensuring ADA support is available.		HRC Hiring Supervisors and Managers HRC Community Engagement Team
6.3.4. Invest in translation services.	HRC Leadership HRC HR Budget and Ops staff HRC Hiring Supervisors and Managers Translation tools	# Increase in translated materials Increase in accessibility of departmental resources, tools and services	Q2-Q3 2021	RE team will work with department leadership to evaluate current language access services to ensure they're reflective of HRC's populations of service. Assess and review existing staff language capabilities. Work with existing city resources and community relationships to extend capacity when needed	Ongoing	HRC Leadership HRC HR Budget and Ops staff HRC Hiring Supervisors and Managers
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	All Staff	Increase in staff using inclusive identity expression, second nature	Existing	RE team will develop a working guide to be implemented in all departments policies and procedures, that promote inclusivity of various intersecting identities, that include but are not limited to race, sex, gender, national origin, etc.	Ongoing	All Staff
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	HRC HR Budget and Ops staff HRC Hiring Supervisors and Managers	Accommodations information infused throughout department touchpoints (e.g., website, event announcements) Provide closed-captioning by default	Existing	RE team will evaluate current services for accommodation request. From this evaluation, RE team, HR and Operations will develop an implementation strategy that is inclusive to all communities of service. This plan will be presented to staff quarterly to ensure transparency and feedback.	Ongoing	HRC HR Budget and Ops staff HRC Hiring Supervisors and Managers

Increased digital equity (e.g., access) for all employees	

6.4. Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	HRC Leadership HRC Community Engagement Staff Community Engagement Framework and related tools and materials Consistent meeting virtual times	Community will have an impact on all department projects	Existing	Director Davis launched two initiatives in 2020 to achieve this goal: HRC Community Roundtable and the Citywide Community Engagement and Outreach Initiative with fellow city agencies. These two projects have created a streamlined, consistent, documented and meaningful partnership with multiple community organizations, leaders and neighbors. These initiatives will continue to grow and strengthen in the New Year. In 20221, Staff will develop and implement an anonymous internal and external survey as a structural and symbolic commitment equitable transparency. Survey will include multi-data gathering approaches, including personal narratives, survey questions, and scale scoring system. This will be assessed quarterly tracking qualitative and quantitative data. (1-5) scale measurement	Ongoing	HRC Leadership HRC Community Engagement Staff

6.4.2. Find opportunities to invest into and support the communities the department serves.				RE team and staff will develop community engagements, cultural programming, educational series in partnership with communities of service each quarter. This outline will be presented to staff and commission each quarter.

6.5. Deepen investment, interest, and connection across staff for the wide range of department initiatives.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.5.1. Identify opportunities for staff to connect with initiatives they do not work on	HRC HR Budget and Ops staff HRC Hiring Supervisors and Managers HRC Racial Equity Working Group	Feedback from staff and program participants (e.g., "Would you do this again, why or why not?") Better workflow between HRC Divisions	Q4 2021	Pilot opportunities where staff contribute to department initiatives: • Ex: For Opportunities for All (OFA), "Spotlight" 1-2 staff members each month (during the duration of the program) to write a very brief one paragraph narrative regarding "why they do what they do" work-wise" or a narrative of their professional journey and highlight it on the Opp4LL Facebook page. • Ex: For MBSK: One Staff member will have a selected young person "shadow staff" for 1/2 day. The experience would be posted on HRC social media & homepage. Incorporate elements of initiatives into staff meetings:	To be implemented	HRC HR Budget and Ops staff HRC Hiring Supervisors and Managers HRC Racial Equity Working Group

Ex: Staff member(s) share about: My
First Job (OFA theme), Children/Youth
book recommendation (Everybody Reads)

7. BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bi-laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

DEPARTMENT GOAL
What is the department's overall goal on Boards and Commissions?

The Human Rights Commission is a Chartered Commission and is a 11 member Board. All HRC Commissioners are appointed by the Mayor and reflect a wide range of backgrounds and identities. We are proud to share that we have representation from the LGBTQ community and four women of color Commissioners.

The HRC's goal is to create a safe space for community members to voice their concerns. We continue to encourage the public to voice their opinions in public as well as in our commission meetings. To give the public sufficient opportunity to participate, the HRC has previously held commission meetings outside of City Hall in local community settings (and even provided food), so as to ensure that the general public would be more inclined to participate.

Given the diverse backgrounds, experiences, and community connections of our Commissioners, we have the utmost confidence in their capabilities in understanding the needs of the community. The Director, HRC staff, and Commissioners strive to work together to develop an understanding and shared vision around providing representation for the public. We strive to uplift community voice and ensure that not only are these voices heard, but that they feel like their voices are making a difference.

7.1. Ensure a diverse and equitable board and commission members that match the community being served.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD

7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.	Bylaws, rules of order or other procedures successfully amended	TBD	• Create a working group of staff members to review and revise by-laws for alignment with these efforts.	HRC Leadership, HRC Commission Secretary
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts Greater racial and gender equity in board and/or commission members	TBD	• RE team drafts survey and Commission Secretary to collect the survey data annually OR request information from DHR to include in annual report • Share data on racial/ethnic and gender equity gaps with Mayor's office which is responsible for appointment of HRC commissioners • Advocate and hold awareness when certain segments of our population that are not as well represented	HRC Leadership, HRC Commission Secretary
7.1.3. Have board/commission adopt a resolution around racial equity.	Resolution adopted		Resolution adopted on May 24, 2018.	Completed.
7.1.4. Racial equity-related items are regularly agendized.	# of policies and issues related to racial equity that are heard, reviewed and/or implemented		By its nature, HRC agendas already center racial-equity related items each session. This includes legislative updates, special hearings on ongoing topics such as transportation equity or topical ones such as crisis learning,, or updates on HRC initiatives such as education equity.	Ongoing	HRC Leadership, HRC Commission Secretary, HRC Commissioners, HRC Staff

7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Participatory budgeting processes Community advisory working groups Issue-specific task forces	TBD	When possible, HRC brings community members in as speakers to speak directly to their work (see 7.1.4). HRC's advisory groups and divisions also present regularly to inform agency efforts to provide support for community,	Ongoing.	HRC Leadership, HRC Commission Secretary, HRC Commissioners, HRC Staff
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement.[5]	Resolution adopted		[Adopted] November 12, 2020.	Completed.	
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	Greater racial and gender equity in board and/or commission members		Integrate Proposition C 2020 impact on potential Commissioner candidates when sharing data on racial/ethnic and gender equity gaps with Mayor's Office		HRC Leadership, HRC Commission Secretary
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	# of policies passed with RE lens Budget equity completed		• Share ORE racial equity assessment tools with the HRC commission. • Commission Secretary reviews report on racial equity tool application with Commissioners at annual retreat.		HRC Leadership, HRC Commission Secretary

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[5] https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement

7.2. Safeguard members so they naturally feel welcomed and valued, not tokenized.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.		# of diverse board/commission members % of board/commission retention Implementation of inclusive protocols	TBD	• Changes made to the procedures at each Commission meeting and changing priorities of commission agenda to accommodate special requests for people with disabilities, working people, parents, etc. e.g. Allowing people to speak earlier, providing interpretation or other services as needed.	Ongoing.	HRC Leadership, HRC Commission Secretary
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.		# of Commissioners who participate in training Participation rate for Commission Post-training participant survey	TBD	• Include racial equity training at the Commissioners annual retreat • Incorporate racial equity "basics" in onboarding materials • Revise and evaluate training as needed		HRC Leadership, HRC Commission Secretary
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.		Increased board/commission retention Member experience satisfaction survey	TBD	• Update Commission onboarding procedures to include a mentorship program for new Commission members		HRC Leadership, HRC Commission Secretary

7.3.   [Additional Department-Specific Goal]

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1. [A description of the action to reach the goal goes here.]						

APPENDIX

Vulnerable Populations Served

Please include your response to the Office of Racial Equity's Vulnerable Populations Engagement Assessment you submitted, with any relevant updates.
[Please submit as an Appendix.]

Vulnerable Populations Engagement Assessment

Please share how you engage with individuals and groups in San Francisco's communities of color. What percentage of your budget supports this effort, what critical issues face these communities and groups, and what departmental accomplishments are in support of the identified population. Please use the table below and add rows as needed.
Please submit as an Appendix.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS