

RACIAL EQUITY ACTION PLAN - PHASE 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](#)

Ethics Commission

Racial Equity Lead

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Last Updated
12/29/2020

Racial Equity Team

Please see Process section on the following page.

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

PROCESS

Phase I of the Ethics Commission’s Racial Equity Plan was developed by the Commission’s Executive Director with consultation of the staff Senior Leadership Team, Department of Human Resources, City Attorney, and with review by the five-member Ethics Commission at the Commission’s December 14, 2020 Regular Meeting [See <https://sfethics.org/wp-content/uploads/2020/12/Agenda-Item-6-combined.pdf>]. As noted in Section 1 below, the Commission’s Plan reflects a primary focus at this point in time on the Commission’s priority FY21 Hiring Plan and on staff recruitment, retention, and promotion. Additional actions identified at this time under other Plan sections have been noted and will continue to be updated in future versions of the Plan.

Over the past year, due to the need to balance ongoing Ethics Commission staffing resource constraints with the volume and pace of competing urgent organizational priorities in 2020 -- including emergency COVID-19 operations and ongoing Disaster Service Worker deployments of a number of departmental staff – the department has not yet had the opportunity to engage all staff in the process of developing its Racial Equity Action Plan. The Commission expects to do so beginning in 2021 as we anticipate that the Plan will be a living document that will continue to expand and evolve to reflect the full breadth of our commitments, experiences, aspirations, and practices as Commissioners and as a staff team.

DEPARTMENT BACKGROUND

Number of Employees	24
Annual Operating Budget	\$4.8 million

Our mission is to practice and promote the highest standards of integrity in government. We achieve that by delivering impactful programs that promote fair, transparent, and accountable governmental decision making for the benefit of all San Franciscans. With public service a public trust, our aim is to ensure that San Franciscans can have confidence that the operations of the City and County and the decisions made by its officials and employees are fair, just, and made without any regard to private or personal gain.

Department History

The San Francisco Ethics Commission was created directly by the City’s voters with the passage of Proposition K in November 1993. Through its 24-member staff, the Commission is responsible for the independent and impartial administration and enforcement of laws related to campaign finance, public financing of candidates, governmental ethics, conflicts of interests, and registration and reporting by lobbyists, campaign consultants, permit consultants, and major developers. The Commission has 24 authorized positions, an annual operating budget of roughly \$4.8 million, and also administers a \$7 million Election Campaign Fund that provides partial public financing for qualified candidates for City elective office. Our programs include:

- **PUBLIC DISCLOSURE AND COMPLIANCE GUIDANCE** provides compliance and filing assistance for persons required to submit public disclosure statements and other filings, including political candidates and committees, lobbyists, city officials and employees, campaign and permit consultants, and major developers. Provides public access to disclosed information.
- **AUDITS** conducts audits of campaign committees, publicly financed candidates, and lobbyists to ensure compliance with applicable state and local laws, and also verifies eligibility and disbursements from the Election Campaign Fund for publicly-matched funds to candidates for the Board of Supervisors and Mayor.

- **POLICY AND ADVICE** provides formal and informal advice regarding the application of ethics, campaign finance, and lobbyist laws, and requirements for campaign consultants, permit consultants, and major developers; conducts policy analysis and legislative reviews; issues reports on programs and issues within the Commission’s jurisdiction; and oversees the registration and regulation of campaign consultants and lobbyists.
- **INVESTIGATIONS AND ENFORCEMENT** investigates complaints alleging violations of laws under the Commission’s jurisdiction and pursues administrative enforcement when warranted.

The Commission acts as filing officer for over 80 different types of public disclosure statements and reports related to governmental ethics, campaign, and lobbying that are filed by City officials, local candidates, political committees, lobbyists, permit consultants, campaign consultants, major developers and major donors; audits certain of these statements for compliance with state and local laws; investigates complaints alleging ethics and political reform law violations; raises public awareness these laws; researches and proposes legislative changes; and provides guidance and advice about the applicability of the City’s political reform laws to City candidates, officeholders, officers, employees and the general public. Each appointed by a different elected City official and with a sworn responsibility to the public trust, Members of the Ethics Commission are pledged to a high standard of excellence in government accountability. Together with its staff, the Commission works to effectively implement the laws within its jurisdiction, and to ensure those laws are strong, workable in practice, and enforceable.

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.

Please see 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.

Please see Appendix.

CURRENT WORKFORCE DEMOGRAPHIC DATA

Note: The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.

According to data provided by the Department of Human Resources, departmental workforce demographic data for Ethics Commission staff shows the following racial makeup: 40% Asian or Filipino; 30% White; 20% Black; and 10% Hispanic.

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Please describe themes and key takeaways from your survey results. You may submit this as an Appendix.

- Did this survey uncover any issues related to issues of interpersonal racism in the Department?
- Did this survey uncover any issues related to issues of institutional racism within the Department?
- Do all employees have regular access to training opportunities and professional development? If not, why not?
- Do all employees feel safe and included at work?
- Do all employees have equal access to advancement and promotional opportunities?

Please see Appendix.

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?

In 2016 the Commission established a *Blueprint for Accountability* to bring its strategic, operational, and budgetary priorities into stronger alignment. Key to its *Blueprint* was the goal of rightsizing the organization to better achieve the broad range of mandates the Commission was established to serve. The organizational restructuring, realignment of staffing functions, and creation of new positions this has required, while also implementing process improvements to strengthen core operations and programs, has resulted in a period of significant organizational transformation over the past five years.

As it continues to pursue this work, the Ethics Commission is committed to recruiting, hiring, and retaining a diverse, collaborative, and high performing staff of individuals whose individual experiences, knowledge, and talents collectively drive achievement of the Commission's unique mission in San Francisco city government. We honor and value diversity, inclusion, and engagement, and are committed to

promoting racial equity and to creating and sustaining a work environment that reflects and engages the diversity of our communities. The Commission provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, gender, gender identity or expression, national origin, age, disability, genetics, or any other protected category.

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.	Review by Hiring managers and Executive Director in consultation with DHR.	Departmental review of hiring processes and practices is completed. Review DHR Citywide assessment survey once completed.	Prior to posting of job announcements and ongoing during application period.	Implemented as part of FY21 Hiring Plan.	Partially completed.	Executive Director.
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review. ¹	None at present.	Survey is administered annually Survey results are included in the department annual review	TBD	TBD	Not yet initiated.	TBD
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.	None at present.	Policy is created, implemented, and reviewed annually to maximize results	TBD	TBD	Not yet initiated.	TBD

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

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
<p>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.</p>	<p>Hiring managers and Executive Director in consultation with DHR.</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>Prior to posting of job announcement and during open application period.</p>	<p>Initiated as part of FY21 Hiring Plan.</p>	<p>Underway.</p>	<p>Executive Director.</p>
<p>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.</p>	<p>Limited capacity by department at present; limited HR resources available only through DHR work order.</p>	<p>Recruitment contacts and networks are identified and solicited. Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>TBD</p>	<p>TBD</p>	<p>Not yet initiated.</p>	<p>TBD</p>
<p>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.</p>	<p>Hiring managers and Executive Director in consultation with DHR.</p>	<p>Reviews completed. Job descriptions display consistent and inclusive language. Commission website revised to provide position information for potential candidates directly and to include link to directly access sfjob apps portal for DHR application process.</p>	<p>In development of job description prior to posting the job announcement.</p>	<p>Implemented as part of FY21 Hiring Plan.</p>	<p>Completed; ongoing as component of all ETH hiring plans.</p>	<p>Executive Director.</p>

<p>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.</p>	<p>Limited role by Hiring Managers and Executive Director as MQs are established across job classifications by DHR.</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>In development of job description prior to posting the job announcement.</p>	<p>MQs are reviewed by department in assessing and requesting positions to be authorized.</p>	<p>Ongoing as needed position authorities are evaluated.</p>	<p>Executive Director.</p>
<p>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</p>	<p>Hiring managers and Executive Director in consultation with DHR.</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>In development of job description prior to posting the job announcement.</p>	<p>Implemented as part of FY21 Hiring Plan.</p>	<p>Ongoing as component of all ETH hiring plans.</p>	<p>Executive Director.</p>
<p>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.</p>	<p>Hiring Managers and Executive Director review highly desirable qualifications. Departmental role limited with regard to MQs, which are established across job classifications by DHR.</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>In development of job description prior to posting the job announcement.</p>	<p>Implemented as part of FY21 Hiring Plan.</p>	<p>Ongoing as component of all ETH hiring plans.</p>	<p>Executive Director.</p>
<p>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.</p>	<p>Limited capacity: Department is not presently resourced to use outside recruiters. All ETH recruitments are supported by</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>TBD</p>	<p>TBD</p>	<p>Not yet initiated.</p>	<p>TBD</p>

² From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitaleHiringTool.docx>.

general HR work
order with DHR.

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.	None at present. Commission is not presently resourced to establish a paid internship program.	# of paid interns/fellows, increase annually or meets department needs/capacity	TBD	TBD	Not yet initiated.	TBD
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.	None at present.	# of Opportunities for All placements and mentors	TBD	TBD	Not yet initiated.	TBD
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 .	None at present. Commission is not presently resourced to establish a paid internship program.	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	TBD	TBD	Not yet initiated.	TBD
1.3.4.	None at present. Commission is not presently	# of opportunities during internship/fellowship	TBD	TBD	Not yet initiated.	TBD

Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.

resourced to establish a paid internship program.

<p>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.</p>	<p>None at present. Commission is not presently resourced to establish a paid internship program.</p>	<p>Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle</p>	<p>TBD</p>	<p>TBD</p>	<p>Not yet initiated.</p>	<p>TBD</p>
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1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>1.4.1. Maintain a standardized and holistic interview process with structured interview questions.</p>	<p>Hiring managers and Executive Director in consultation with DHR.</p>	<p>Standardized interview process with a set of inclusive interview questions</p>	<p>Prior to scheduling interviews.</p>	<p>Implemented as part of FY21 Hiring Plan.</p>	<p>Underway; ongoing as component of all ETH hiring plans.</p>	<p>Executive Director.</p>
<p>1.4.2. Ensure a diverse hiring panel for each interview.</p>	<p>Hiring managers and Executive Director.</p>	<p>Demographic composition of panels Increase in diverse interview panels</p>	<p>Prior to scheduling interviews.</p>	<p>Implemented as part of FY21 Hiring Plan.</p>	<p>Underway; ongoing as component of all ETH hiring plans.</p>	<p>Executive Director.</p>
<p>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.</p>	<p>Hiring managers and Executive Director in consultation with DHR.</p>	<p>Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had</p>	<p>Annually. Prior to development of job posting and</p>	<p>Implemented as part of FY21 Hiring Plan.</p>	<p>Underway; ongoing as component of all ETH hiring plans.</p>	<p>Executive Director.</p>

<p>1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.</p>	<p>Limited Departmental capacity at present as dept has no HR staff; recruitment tracking provided through general HR work order with DHR.</p>	<p>Tool created and implemented # of applicants increased Increased assistance to job seekers</p>	<p>scheduling of interviews. Prior to job posting and ongoing during application window.</p>	<p>Applications tracked by DHR with implementation of FY21 Hiring Plan.</p>	<p>Underway.</p>	<p>Executive Director.</p>
<p>1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.</p>	<p>Executive Director and Hiring Managers.</p>	<p>Increase in internal part-time and full-time staff, interns and fellows applying for job openings</p>	<p>At time of job posting.</p>	<p>Implemented as part of FY21 Hiring Plan.</p>	<p>Completed.</p>	<p>Executive Director.</p>
<p>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.</p>	<p>For exempt hirings (“PEX”), Executive Director and Hiring Managers in partnership with DHR client services. Department has more limited role for exam-based positions subject to civil service hiring procedures.</p>	<p>Hiring, interviewing, and onboarding processes standardized Lag times/wait times</p>	<p>As hiring plan is developed.</p>	<p>Implemented with FY21 Hiring Plan for permanent-exempt positions in recruitment.</p>	<p>Underway.</p>	<p>Executive Director.</p>
<p>1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.</p>	<p>Executive Director, Deputy Director/Chief Operations Officer,</p>	<p>All new hires are processed similarly regardless of position</p>	<p>Before hirings are completed.</p>	<p>To be implemented with all new hire onboarding.</p>	<p>Planned.</p>	<p>Deputy Director/Chief Operating Officer.</p>

and Hiring Managers.

<p>1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.</p>	<p>Limited departmental capacity for this exam-based position process; requires agreement of relevant bargaining unit. Executive Director and Hiring Managers review and develop requests as may be indicated.</p>	<p>Increase in number of diverse candidate pools Overall faster hiring times</p>	<p>As position descriptions and hiring plan are developed.</p>	<p>To be reviewed for any exam-based position hiring.</p>	<p>TBD</p>	<p>Executive Director.</p>
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1.5. Additional Hiring and Recruitment-Related Goals

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>1.5.1 Ensure hiring managers and supervisors have completed DHR's implicit bias awareness and Fairness in Hiring trainings.</p>	<p>All departmental supervisors, Leads, Hiring managers, and Executive Director.</p>	<p>Interviews and onboarding will be increasingly more equitable, conversations regarding racial equity can be easily had among and within staff teams.</p>	<p>Annually.</p>	<p>Prior to development of job postings.</p>	<p>Completed.</p>	<p>Executive Director.</p>
<p>1.5.2 Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>	<p>All departmental supervisors and leads.</p>	<p>Self-identify and pursue at least one learning opportunity focused on diversity, equity, and inclusion.</p>	<p>Annually on individual performance plan.</p>	<p>Implemented as part of FY21 performance plans.</p>	<p>Underway.</p>	<p>Executive Director.</p>

1.5.3 Track and evaluate Hiring Plan outcomes including reviewing the application process and resulting hires, including by race/ethnicity.	Hiring managers and Executive Director in consultation with DHR.	Departmental review of hiring processes and outcomes is completed. Consult with DHR on review findings and learnings.	By June 30.	To be implemented with FY21 Hiring Plan.	Planned.	Executive Director.
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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?

The Ethics Commission is committed to a promoting an inclusive work environment and employee retention and promotion practices in alignment with overall departmental RE goals and that support, develop, and equitably advance the unique knowledge, skills, and abilities of a diverse staff, including paths to promotional opportunities and leadership roles.

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.	Executive Staff.	Deployment tracking mechanism implemented.	Ongoing during	Implement as part of planning for and development of Annual Budget submission.	Ongoing.	Executive Director.

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

Demographic data reviewed.

pendency of all DSW deployments. Annually by Jan 31.

<p>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.</p>	<p>Executive Staff.</p>	<p>Budget analysis completed Strategies developed and published</p>	<p>Ongoing during pendency of all DSW deployments. Annually by Feb 1.</p>	<p>Implement with development and submission of Annual Budget request. Budget proposal item to be placed on Ethics Commission website and meeting agenda for public discussion prior to budget submission deadline in late February 2021.</p>	<p>Ongoing.</p>	<p>Executive Director.</p>
<p>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.</p>	<p>Executive Staff.</p>	<p>PPE access protocol established DSW workers have an increased awareness of PPE access protocol</p>	<p>Ongoing during pendency of all DSW deployments.</p>	<p>Commission offices continue to be closed with all staff functioning fully remotely. Any limited, intermittent staff visit follow established Health & Safety protocols as approved by City Administrative Officer. All Staff are aware of requirements and PPE protocols. Staff deployed on DSW duty are required to follow established Health & Safety protocols as assigned.</p>	<p>Ongoing</p>	<p>Executive Director.</p>
<p>2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.</p>	<p>Executive staff as advised on city policy by DHR.</p>	<p>Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits</p>	<p>Ongoing during pendency of all DSW deployments.</p>	<p>Ongoing COVID-19 related communications from DHR and CCC shared among all staff.</p>	<p>Ongoing</p>	<p>Executive Director.</p>

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

2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.e.g. graveyard shifts	Executive staff as advised on city policy by DHR.	Caretaking and safe transportation sections included in DSW deployment protocol	Ongoing during pendency of all DSW deployments.	Ongoing COVID-19 related communications from DHR and CCC shared among all staff.	Ongoing	Executive Director.
2.1.5. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	All Staff.	Develop method to identify staff professional development opportunity focused on diversity, equity, and inclusion. Conduct or provide.	By June 30, 2021. Annually.	Initiate with implementation of FY21 onboarding.	Planned.	Executive Director.

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.	Executive Staff.	Demographic data analyzed as part of annual salary review. Salary review conducted prior to offer of employment. Pay inequities are reduced and aligned annually after salary data is reviewed	Annually by Jan 31.	Implement in preparation for development of Annual Budget submission and as part of FY21 Hiring plan.	Underway.	Executive Director.
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.	Limited Departmental capacity at present to drive annual review as Dept has only part time HR support via limited DHR client services work order.	Benefits provided are annually improved	TBD	TBD	TBD	TBD

<p>2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.</p>	<p>Limited Departmental capacity at present to drive annual review as Dept has only part time HR support via limited DHR client services work order.</p>	<p>PTO policy is annually improved # of staff taking PTO increases</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>
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2.3. Create paths to promotion that are transparent and work to advance equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.</p>	<p>Limited at present. See note under Implementation.</p>	<p>Increase in knowledge about raises and promotions</p>	<p>TBD</p>	<p>Department to assess in consult with DHR what opportunities exist for staff raises and promotions given small size, limited number of position authorities, and position classifications that require DHR and budget approval to re-classify positions that could be used for employee advancement.</p>	<p>TBD</p>	<p>Executive Director and Deputy Director/Chief Operating Officer.</p>
<p>2.3.2. Develop a formal and transparent process for raises and promotions.</p>	<p>Limited at present. See note under Implementation.</p>	<p>Increase in staff feedback about promotion and raise process</p>	<p>TBD</p>	<p>Department to assess in consult with DHR what opportunities exist for staff raises and promotions for a small department of Commission's size, limited number of position authorities, and position classifications that require DHR and budget approval to re-classify positions. Advancement processes will be formalized and shared once identified.</p>	<p>TBD</p>	<p>Executive Director and Deputy Director/Chief Operating Officer.</p>

<p>2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.</p>	<p>Limited applicability. See note under Implementation.</p>	<p>Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff</p>	<p>TBD</p>	<p>Acting roles have been compensated as per applicable MOUs. Department will assess whether any limited situations in which an acting role was assigned without compensation and will develop a process as may be warranted.</p>	<p>TBD</p>	<p>Executive Director and Deputy Director/Chief Operating Officer.</p>
<p>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.</p>	<p>Limited Departmental capacity at present to drive review of classifications as Dept has only part time HR support via limited DHR client services work order.</p>	<p>Reversal of diversity drop-offs in 182x classifications</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>
<p>2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</p>	<p>Limited Departmental capacity at present to drive review of classifications as Dept has only part time HR support via limited DHR client services work order.</p>	<p>Identify “dead end” classification and revise</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>

2.4. Additional Retention and Promotion-Related Goal

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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<p>2.4.1 Encourage staff participation in education and professional development opportunities to help develop their career goals.</p>	<p>All staff.</p>	<p>Identify and share list of applicable education opportunities for City employees (e.g, DHR University; bargaining unit-specific provisions; tuition reimbursement). Remind Staff of available education programs.</p>	<p>By June 30, 2021. Annually.</p>	<p>Initiate with implementation of FY21 onboarding and ongoing in annual goal setting and performance review process.</p>	<p>Planned.</p>	<p>Executive Director; Deputy Director/Chief Operating Officer.</p>
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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?

In actively managing employee performance and applying progressive discipline when warranted, the Ethics Commission seeks to ensure both individual and organizational accountability and achievement. Aligned with the department’s overall racial equity goals, the Commission’s administrative and personnel management practices are designed to accomplish that aim fairly and equitably, through clear expectations, regular feedback, and identified pathways for improvement, so that the service we provide is consistent with the values we express and the standards to which we hold others accountable.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track all types of disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	Executive Staff in consult with DHR.	Create tracking mechanism. Analyze data annually. Increase accountability in disciplinary actions.	At least annually.	After receiving disciplinary action data, conduct analysis and evaluate results as they relate to staff of color. Data includes Performance Improvement Plans (PIP), suspensions, etc. After receiving separation data, conduct analysis and evaluate results as they relate to staff of color. Separation data would include dismissals, probation release for disciplinary reasons, demotions, etc.	Ongoing	Executive Director.
3.1.2. Train supervisors on bias and equitable and compassionate discipline and separation.	See 1.5.1 and 1.5.2 above.	# of trainings completed annually	Annually.	See 1.5.1 and 1.5.2 above.	Ongoing	Executive Director.
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.	Limited Departmental capacity at present; Dept has only part time HR support via limited DHR client services work order.	Human resources trained on alternative dispute resolution	TBD	TBD	TBD	TBD
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	Executive Staff in consult with DHR.	Procedures standardized to ensure any discipline received is the same level across similarly situated employees for a particular policy. Tracking method established. Corrective actions reviewed. Reduction of racial disparities in disciplinary actions.	At least annually.	Implement as part of annual performance review and goal setting process. Review as needed during year.	Ongoing	Executive Director.

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 Ethics Commission seeks to ensure that its staff leadership reflects and fully engages the diversity of the Commission and the communities it serves in alignment with its overall departmental racial equity goals.

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.	Executive Team.	% increase in diverse leadership	Ongoing with Hiring Plans	Implemented with FY21 Hiring Plan.	Underway.	Executive Director.
4.1.2. Commit to ongoing racial equity training and development for leadership.	All departmental managers and supervisors.	Identify appropriate trainings related to racial equity and developing leadership skills. Schedule staff for training	Annually.	By June 30, 2021.	Planned.	Executive Director and Deputy Director/Chief Operating Officer.

		# of training & development completed by leadership per quarter				
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Executive Director.	Senior leadership demographic included in the department annual report.	Annually.	Implement with Annual Report.	Pending next Annual Report, Aug 2021.	Executive Director.
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁴	Senior Leadership.	% of staff is aware of the process	Annually.	Implement by year end prior to development of annual budget request.	To be initiated.	Deputy Director/Chief Operating Officer.

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 Ethics Commission seeks to provide meaningful, practical, and impactful support for the development, mobility, and advancement of its staff aligned with the department’s overall racial equity goals.

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

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.	Executive leadership team.	# of available professional development opportunity # of completed training	Ongoing.	Implement as part of annual performance review and goal setting process.	Ongoing.	Executive Director.
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Executive leadership team.	Process formalized. Process shared with all staff. # of conferences attended.	Annually.	To be initiated with formalized annual Staff Training Plan.	Planned.	Deputy Director/COO
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Executive leadership team.	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually	Annually	Implement as part of annual performance review subject to budget approval. Review in development of annual budget.	Ongoing	Executive Director.
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.	Executive leadership team.	# of staff participating in outside events or opportunities	Annually.	Implement as part of annual performance review subject to budget approval. Review in development of annual budget.	Ongoing	Executive Director.
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Executive leadership team.	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Annually.	Implement as part of annual performance review subject to budget approval. Review in development of annual budget.	Ongoing	Executive Director.

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.	Executive leadership team and all supervisors.	Bi-annual performance evaluation program to all staff	Annually.	Implement as part of annual performance review.	Ongoing	Executive Director.
5.2.2. Create a mentorship program between senior and junior level staff.	Not yet determined.	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	TBD	TBD	TBD	TBD

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.	Executive Director and Deputy Director/Chief Operating Officer; DHR consultants in Client Services.	Process developed % of staff aware of accommodation process # of accommodations made increased	Ongoing.	Reminder information to be provided to all staff by June 30, 2021 to enhance transparency and accessibility of process.	Planned.	Executive Director.
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Executive leadership team and all supervisors.	Accommodations discussed and recorded during bi-annual performance evaluation process	At least twice annually.	Implemented with launch of 2017 Performance Plan and Appraisal Review (PPAR) Process.	Ongoing.	Executive Director.

5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Not yet determined.	Improvement in overall staff mental health, increase in staff feedback	TBD	TBD	TBD	TBD
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.	Ongoing through Executive leadership team.	Increase in staff awareness of accommodations	Practice ongoing.			Executive Director.
5.3.5. Respect religious and cultural practices of employees.	Executive leadership team and all supervisors and leads.	Improvement in overall staff mental health	Practice ongoing.	Explicit expectation to be added to general performance expectations of all staff in annual goal setting and performance review documents revised for FY22.	Planned.	Executive Director.

5.4. Additional Mobility and Professional Development-Related Goas

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.4.1 Foster an organizational culture of inclusion and belonging by assessing professional and skill development opportunities through a racial equity lens to support paths to promotional opportunities and leadership roles.	Executive Staff.	Process to review training and promotional opportunities established and implemented. Demographic data analyzed. Individual professional development plans identified for each fiscal year. # and type of available professional development opportunities # and type of completed trainings	At least annually.	Implement as part of annual performance and goal setting discussions. Review in preparation for development of Annual Budget submission.	Ongoing. Reviewed by Jan 31.	Executive Director.

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?

In alignment with its overall racial equity goals, the Ethics Commission seeks to be a dynamic and inclusive workplace of choice that attracts and retains high performing and collaborative teams that fully engage individuals with diverse experiences, perspectives, and talents to support the Commission’s unique role in city government.

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.	Executive Staff.	Department mission, policies, and procedures are updated and available	TBD.	TBD.	TBD.	TBD.
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.	Not yet created.	Regular scheduled meetings with RE Team to implement RE Action Plan	By June 30, 2021.	Development as part of 2021 Hiring/Onboarding Plan.	Pending.	Executive Director and Deputy Director/Chief Operating Officer.

Ethics Commission Racial Equity Action Plan | V1 - December 29, 2020

6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Executive Staff. Commission.	RE Action Plan is published on department website	Dec. 31, 2020 and as updated thereafter.	RE Plan V1 to be posted on Commission website by Dec. 31, 2020 with additional updates added following future revisions.	Underway.	Executive Director.
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Executive Staff. Commission.	Ongoing reporting	Initiating Jan 2021.	As part of regular Executive Director reports.	Underway.	Executive Director.
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Not yet determined.	TBD	TBD.	TBD.	TBD.	TBD.
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Not yet determined.	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	TBD.	TBD.	TBD.	TBD.
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Not yet determined.	Annual survey with disaggregated data and feedback	TBD.	TBD.	TBD.	TBD.
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Not yet determined as staff continue to work fully remotely during COVID-19 public health emergency.	Increase in staff engagement	TBD.	TBD.	TBD.	TBD.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Executive leadership team.	Increase in staff feedback, participation, and response to communications	Ongoing.	Ongoing COVID-19 related communications from DHR and CCC shared among all staff.	Ongoing.	Executive Director.
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.	All Staff, as part of rotating monthly facilitator roles for weekly All-Staff meetings.	Ongoing staff participation and feedback.	By May 30, 2021.	To be further refined with focused staff feedback.	Planned.	Executive Director and Deputy Director/Chief Operating Officer.
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	As coordinated with Electronic Disclosure & Data Analysis team. Physical space TBD pending resumption of on-site office work.	Ongoing staff participation and feedback.	Ongoing.	Digital space implemented with TEAMS meeting technology during period of remote work. On-site space to be assessed upon resumption of work at Commission’s physical offices.	Ongoing.	Director of Technology Services; and Deputy Director/Chief Operating Officer.

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.	To be determined.	Protocol distributed internally and with any outward-facing interactions	TBD	TBD	TBD	TBD
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,	To be determined upon resumption of work on site at	A plan for physical space improvement \$ funding secured	TBD	TBD	TBD	TBD

and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.

Commission’s physical offices at 25 Van Ness in consultation with City’s Dept of Real Estate.

Successful implementation

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 disabilities.
e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.

To be determined.

A plan for digital improvement

\$ funding secured

Successful implementation

TBD

TBD

TBD

TBD

6.3.4.
Invest in translation services.

Limited departmental capacity due to budget level authorized.

Increase in translated materials

TBD

TBD

TBD

TBD

6.3.5.
Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.

Executive leadership team and all supervisors.

Increase in staff using inclusive identity expression, second nature

By June 30, 2021.

Formalize with onboarding of new employees.

Planned.

Executive Director and Deputy Director/Chief Operating Officer.

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.

Not yet determined.

Accommodations information infused throughout department touchpoints (e.g., website, event announcements)

Provide closed-captioning by default

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

TBD

TBD

TBD

TBD

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.	To be determined.	Community will have an impact on all department projects	TBD	TBD	TBD	TBD
6.4.2. Find opportunities to invest into and support the communities the department serves.	To be determined.	Community will have an impact on all department projects	TBD	TBD	TBD	TBD

6.5. Additional Inclusion and Belonging Goals

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.5.1 Develop a RE Action Plan that continues to evolve and expand, ensuring it is available to the public and that Commission processes and procedures to promote equity are communicated.	Senior Leadership.	RE Action Plan and updates are reported to staff, publicly shared with Ethics Commission, and published on departmental website.	As expansion or updates warrant.	Posted on website and reviewed no less than annually following annual performance and goal setting discussions. Include in Annual Report.	RE Plan v. 1.0 submitted Dec 2020. Reporting to be initiated Jan 2021.	Executive Director.

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?

Members appointed to the Ethics Commission serve independently with a sworn responsibility to uphold the public trust. As stewards of that trust, Commissioners work impartially for the benefit of all San Franciscans to ensure that the laws it shapes, administers, and enforces are effective, equitable, and uphold the highest standards of governmental integrity and accountability.

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 to include inclusive language and align with the department's RE Action Plan.	Executive Director and Commission Chair.	Bylaws successfully updated.	Adopt by June 30, 2021.	Adopted by Commission and posted on website. Include in Annual Report.	To be initiated.	Executive Director.
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Executive Director and Commission Chair.	Collect board/commission demographic data as changes to Commission composition occur. Data included in annual report to promote racial and gender	As needed per Commission appointments. Annually.	Include in Annual Report.	To be initiated as warranted by Comm changes.	Executive Director.

		equity in board and/or commission members.				In annual report.	
7.1.3. Have board/commission adopt a resolution around racial equity.	Executive Director and Commission Chair.	Resolution adopted	TBD	TBD		TBD	TBD
7.1.4. Racial equity-related items are regularly agendized.	To be determined.	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	TBD	TBD		TBD	TBD
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	To be determined.	Participatory budgeting processes Community advisory working groups Issue-specific task forces	TBD	TBD		TBD	TBD
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵	To be determined.	Resolution adopted	TBD	TBD		TBD	TBD
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.	To be determined.	Greater racial and gender equity in board and/or commission members	TBD	TBD		TBD	TBD
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	To be determined.	# of policies passed with RE lens Budget equity completed	TBD	TBD		TBD	TBD

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.	To be determined.	# of diverse board/commission members % of board/commission retention Implementation of inclusive protocols	TBD	TBD	TBD	TBD
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	To be determined.	# of completed training per quarter Increased participation rate	TBD	TBD	TBD	TBD
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	To be determined	Increased board/commission retention Member experience satisfaction survey	TBD	TBD	TBD	TBD

APPENDIX

The Ethics Commission serves San Franciscans, candidates for City office, and City employees, elected and appointed officials, and others in promoting transparency and accountability in City elections and local government decision making by serving as a repository for public disclosures, providing compliance guidance, conducting audits, developing public policy, and by enforcing the laws within the Commission’s subject matter jurisdiction.

The Ethics Commission is presently staffed by 20 full time employees, with four additional position authorities that remained vacant in 2020. Since the beginning of the COVID-19 public health emergency, March 2020, nine members (45%) of its staff have been deployed for Disaster Service Work and included staff whose services were requisitioned by COVID Command Center for extended DSW deployments from June through December 2020. Due to ongoing severe constraints on staffing resources in 2020, the Ethics Commission has not completed a Vulnerable Populations Engagement Assessment, submitted a Vulnerable Populations Served survey, or conducted an employee survey at this time.

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.

Please see above.

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.

Please see above.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
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RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Please describe themes and key takeaways from your survey results.

Please see above.