

# **Ethics Commission**

## Department Racial Equity Action Plans 2025 Progress Report

September 30, 2025

# Guidance and examples

# How to use this slide template

1. Please fill in the slide template for your department. **Have your department's Deputy City Attorney do an initial review.**
2. Send the completed slides to ORE by **September 30, 2025**. ORE, in coordination with the City Attorney's Office, will do a final review and let you know if any revisions are needed.

## To fill in the slide template:

- Edit the text in **[brackets]**.
- Delete the notes in *red italics*.
- Please do NOT change the slide size, headers, footers, or fonts.

## Remember to:

- Focus on the most meaningful examples from your work!
- Keep your responses “Specific, Measurable, Achievable, Relevant, and Time-Bound.”

# 2025 timeline for progress reports

## June to September

**Engage your staff** to reflect on the last year and set priorities for the next year.

**Fill in the slide template** with information about your department's initiatives.

Send it to your department's Deputy City Attorney for **initial review**.

**Send the completed slides** to ORE as a "draft for legal review" by **September 30, 2025**.

## October

**ORE, in coordination with the City Attorney's Office, will do a final review of your department's slides** and notify you if any revisions are needed.

## Onwards

**RE Leaders will join cohorts and workshops** to implement priorities that are shared by many departments.

# Suggested topics for your initiatives

Based on feedback from departments, ORE suggests that you include one of these topics in your FY25-26 initiatives. These will be the topics for citywide workshops and/or cohorts in the next year.

## City jobs

- Preventing racial bias in corrective action
- Resolving instances of conflict, bias, or discrimination early
- Expanding professional development and mentorship

## City services

- Engaging community members effectively
- Analyzing specific policies for racial equity impacts

# Setting priorities for your department

## **Use your full Racial Equity Action Plan as a “menu” for setting priorities:**

- Choose a feasible number of initiatives (e.g. 1 to 3 actions) from your 2020 Racial Equity Action Plan that you will commit to implementing in the next fiscal year.
- You may want to combine smaller actions from the original Phase One Racial Equity Action Plan template into “steps” and complete them as a single initiative.

## **To decide which actions to prioritize, your department can:**

- Focus on where data shows the strongest need for attention in your workforce and services. Reflect on the input and experiences of staff and community members.
- Adapt your priorities to fit your department size and resources.
- Incorporate your priorities into your strategic planning and budget processes.

# Coordinating divisions of your department

**If your department has many divisions or teams, you may want to:**

- Ask each division or team lead to use the slide template to reflect on lessons learned in FY2425 and racial equity priorities for FY25.
- Collect their responses and synthesize them into one departmentwide progress report. Racial Equity Leaders have used departmentwide townhalls, surveys, and focus groups as part of this process.

**You may also want to consider having two versions of your progress report:**

- **For your department's internal use:** A comprehensive progress report that includes data and slides for each division or team to help you track their learnings and priorities.
- **For ORE, Mayor's Office, and BOS:** An executive summary progress report (the attached slide template) that highlights the most important departmentwide learnings and priorities.

# Ethics Commission

## **FY24-25: What is a racial equity practice that your department/division has implemented in the last year?**

### **Recruitment and Hiring**

In FY24-25, the Commission continued to focus on its hiring initiatives as a top priority due to several staff vacancies that needed to be filled. The department continued to implement strategies to promote greater equity and diversity in its recruitment practices by:

- Standardizing and simplifying job announcements
- Promoting job postings through DHR's diversity recruitment channels and culturally relevant social media platforms
- Standardizing interview questions and scoring rubrics and ensuring required trainings (*i.e. implicit bias and equitable hiring*) for panelists
- Ensuring fair and equitable salary placements
- Streamlining onboarding and training procedures for new employees

**FY24-25:** What is a racial equity practice that your dept/division has **learned or implemented in the last year?**

### **Staff Retention and Professional Development**

- Applied departmental policies consistently and equitably to support staff navigating increased workloads and shifting responsibilities.
- Assigned acting roles with appropriate compensation in accordance with applicable MOUs, ensuring transparency and recognition of additional responsibilities.
- Accommodated flexible work arrangements equitably through the City's formal accommodation process and the Family Friendly Workplace Ordinance, supporting work-life balance for all staff.
- Sponsored staff participation in the Council on Governmental Ethics Laws (COGEL) conference for professional development.
- Required the staff and leadership to complete equity-centered trainings.

**FY25-26: City jobs (Phase 1).** What is a racial equity practice that your department/division will prioritize **in the next year?**

As a small department with significant budget constraints, the Commission continues to make progress on its Racial Equity Action Plan goals. The Commission's key organizational priorities for FY25-26 include:

- Expand professional development and mentorship.
- Continue to fill vacant positions (*as needed*) using standardized, equity-focused recruitment and hiring practices. This includes promoting job opportunities through diverse outreach channels, implementing equitable recruitment and hiring practices, and ensuring fair compensation practices.

**Optional for FY25-26: City services (Phase 2).** What is a racial equity practice that your department/division will prioritize **in the next year?**

- Establish annual performance objectives for staff (Performance Plan and Appraisal Report) and implement equitable performance reviews.
- Engage community members effectively
- Identify and provide racial equity-focused training for both leadership and staff on organizational best practices, inclusive supervision, and culturally responsive service delivery.
- Foster a more inclusive and engaged workplace by creating structured opportunities for cross-functional collaboration, such as project-based teams or regular interdepartmental meetings.
- Establish regular feedback mechanisms (*i.e. surveys, staff forums*) to ensure staff can safely and openly share input with leadership on organizational practices and culture. Following up on actions and outcomes from staff feedback sessions.

**Optional for FY25-26: Project Proposal.** What is a policy or initiative that your department would like to collaborate on with ORE in the coming year?

The Ethics Commission proposes a collaboration with the Office of Racial Equity (ORE) to develop a Racial Equity Impact Assessment (REIA) tool tailored for smaller departments with limited staffing and budget capacity. The goal is to integrate racial equity considerations more systematically into policy development, program planning, and resource allocation.

- Co-design a simplified REIA framework that aligns with the City's broader equity goals but is scalable for our department.
- Train staff and leadership on how to apply the tool during key decision-making processes.
- Pilot the tool on one or more upcoming initiatives (*i.e. hiring, policy updates*)
- Evaluate the tool's effectiveness and refine it based on feedback and measurable outcomes.

## Resources

- Ethics Commission's [Racial Equity Action Plan Webpage](#) provides links to the latest plan and past reports.

# Checklists for your progress report

**NOTE:** Type the capital letter X to check the boxes.

Please mark the topics included in your report:

Phase One: City Jobs	FY24-25	FY25-26
Recruitment and Hiring	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Retention, Professional Development, Promotions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Corrective Actions	<input type="checkbox"/>	<input type="checkbox"/>
Culture of Inclusion and Belonging	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Boards and Commissions	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>

Phase Two: City Services	FY24-25	FY25-26
Contracts and Grants	<input type="checkbox"/>	<input type="checkbox"/>
Community Engagement and Partnerships	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Service or Infrastructure Access	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Budgeting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>

Before submitting, kindly review your report for:

<p><b>CONTEXT: Did you include a “problem statement” for each of your initiatives?</b> Name the issue that you were trying to address. Include any relevant data points about potential racial disparities.</p>	<input checked="" type="checkbox"/>
<p><b>DATA, CHARTS, VISUALS: Did you use data to illustrate the impact of your work?</b> Explain any charts or visuals. When providing data, give both numerical values and percentages if it is possible to do so without compromising privacy.</p>	<input type="checkbox"/>
<p><b>ACTION STEPS: Will the general public understand your initiatives?</b> Include enough detail to help readers understand the actions you took – but not so much detail that they get lost!</p>	<input checked="" type="checkbox"/>

# Affirming our commitment to racial equity

The Ethics Commission is deeply committed to upholding and protecting the civil rights of all people.

We are wholly inclusive of all communities in San Francisco. Our programs and policies provide equal protection to everyone in our jurisdiction, regardless of race, ethnicity, gender, sexuality, national origin and other protected classes.

In collaboration with other departments, we are working to end discrimination and undo the disparate impacts of government policies.

**“ Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. ”**

**Rev. Dr. Martin Luther King, Jr.**  
*Letter from Birmingham Jail*

