

# RACIAL EQUITY ACTION PLAN

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## Board of Supervisors

### Racial Equity Lead

Angela Calvillo, Clerk of the Board

### Last Updated

12/31/20

### Racial Equity Team

Wilson Ng, Deputy Director of Operations  
(BOS-Operations)

Jessica Wong, Personnel Officer  
(BOS-Administration, Human Resources)

Alisa Somera, Deputy Director of Legislative Services  
(BOS-Legislative Services)

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(BOS-Administration)

Eileen McHugh, Executive Assistant to the Clerk of the Board

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### Racial Equity Action Plan

**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

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### 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

## SUMMARY

The Board of Supervisors is the legislative branch of the City and County of San Francisco. The Board of Supervisors consists of 11 members. Each member is elected on a non-partisan basis from a district where they live, to represent the constituents of their district and the City and County of San Francisco.

The Clerk of the Board of Supervisors serves as the department head for the Board of Supervisors, has a chartered duty to manage the legislative affairs pertaining to the full Board and its Committees, and is responsible for the preparation, management and oversight of an \$18.6 million budget. In addition to providing core legislative, administrative, and operational support to the Board, Committees, and members of the public, the Clerk of the Board also manages five agencies/divisions– the Assessment Appeals Board, Sunshine Ordinance Task Force, Local Agency Formation Commission (LAFCo), Budget & Legislative Analyst, and Youth Commission.

As a small but effective City department, the Board of Supervisors is committed to providing equitable opportunity and access in accordance with its Chartered duties – without preferential treatment to race, age, gender, disability, language, or protected classifications – so that all marginalized communities may serve an active role in the legislative process. The department endeavors to continuously conduct outreach and education of the legislative process and proactively address any inequities that may exist.

## PROCESS

The Racial Equity Plan for the Department of the Board of Supervisors is developed by the Office of the Clerk of the Board in coordination with leadership.

With the enactment of Ordinance No. 188-19 (File No. 190547) by the Board of Supervisors and launch of the Office of Racial Equity’s process, the Clerk of the Board is our primary driver of racial equity initiatives for the Board of Supervisors as a department and body. The department Personnel Officer and all Deputy Directors have been identified as Racial Equity leaders to spearhead, implement, and oversee racial equity efforts for their respective divisions; the department Racial Equity team was selected based on subject matter expertise and represents a broad array of experience across divisions, and participates in City-level briefings and meetings convened by the Office of Racial Equity. An open invitation is extended to all department staff and leadership on a voluntary basis.

The Deputy Director of Operations and Department Personnel Officer serve as liaisons to the department regarding actions containing potential sensitive personnel data, and the racial equity team is comprised of department leadership that committed to drive racial equity and effectuate change within the department – consistent with all legal mandates and processes applicable Citywide.

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## DEPARTMENT BACKGROUND

Number of Employees: 124

Annual Budget: \$18,656,319

## Department History

The Clerk of the Board has a chartered duty to manage the legislative affairs of the Board of Supervisors and serve as the department head to oversee departmental matters. On behalf of the Office of the Clerk of the Board and agency staff, our department is especially proud of the many strides and progress that we have made to improve legislative processes and policy, enhance customer service, and explore opportunities.

The San Francisco Board of Supervisors (Board) is the legislative body within the government of the City and County of San Francisco. The powers of the City and County, except the powers reserved to the people or delegated to other officials, boards or commissions by the Charter, shall be vested in the Board of Supervisors and shall be exercised as provided in the Charter (Section 1.101).

Regarding policy, the Board of Supervisors has had long-standing history of introducing legislation to advance equity for the City and its constituents. Most recent notable examples include, not are not limited to, introduction of the following legislation: Resolution affirming a commitment from the Board to racial and economic equity in the City budget in terms of revenue generation, and in support of California State Senate Bill No. 555 (File No. 200769), Resolution urging the Equal Employment Opportunity at the Department of Human Resources to collaborate with the Office of Racial Equity at the Human Rights Commission on investigating Equal Employment Opportunity Complaints ( File No. 201230); Hearing on essential frontline workers, in both the public and private sectors, to explore their working conditions and treatments, with an emphasis on the COVID crisis and racial disparities (File No. 200776); Resolution condemning the naming of the San Francisco General Hospital and Trauma Center after Priscilla Chan and Mark Zuckerberg and urging City departments to establish clear standards with regards to naming rights for public institutions and properties that reflect San Francisco’s values and a commitment to affirming and upholding human rights, dignity, and social and racial justice (File No. 200790).

The full legislative history of the Board of Supervisors is publicly available through our Legislative Research Center [here](#), and provides valuable insight on racial equity efforts from circa 1998 to date. Historical legislative actions going back to 1906 are available through the Board’s Journals of Proceedings available [here](#).

As the legislative branch of government, the Board of Supervisors is committed to ensuring that legislation is reviewed through a racial equity lens, and invites the Office on Racial Equity as a collaborative partner to define and provide metrics of potential harm and identify current and effective legislation that may present opportunities for reconciliation.

As a department, the Board of Supervisors – through the Office of the Clerk of the Board – has continuously developed proactive strategies to ensure that we account for racial and socioeconomic disparities in the consideration of access to the legislative process. This includes, but is not limited to outreach, website updates, and public noticing, ensuring equitable accessibility for public participation (ADA, language, digital divide accommodations), and providing referrals to City resources. The Office of the Clerk of the Board continues to ensure unbiased, unpartisan, and equitable access to the legislative process in accordance with local and state law.

## Vulnerable Populations Served

| POPULATION   | STAKEHOLDER ENGAGEMENT  | % OF BUDGET | \$ OF BUDGET  | CRITICAL ISSUES                      | MEASURABLE ACTIVITIES  |
|--|---|-------------|---------------|--------------------------------------|--|
| <p>Marginalized communities, communities of color, and communities requiring ADA, Language access, and digital divide accommodation.</p> | <p>Provide public information and accommodations for equitable access to legislative matters that impact marginalized communities, as introduced by the Board of Supervisors.</p> <p>Legislative processing, outreach, website updates and public noticing, ensuring equitable accessibility for public participation (ADA, language, digital divide accommodation), and providing referrals to City resources.</p> | <p>30%</p>  | <p>\$5.8M</p> | <p>City Budget, City Legislation</p> | <p>Public outreach, engagement, legislation processed, and accommodation requests. Respond to a variety of legislative issues and administer public proceedings in response to racial equity issues, and issues impacting marginalized communities. Aggregates Citywide resources and information to inform vulnerable communities (i.e. COVID-19 resources). As per the Racial Equity Leader’s discussion with the Office of Racial Equity Director - for purposes of this document, this line item focuses on the impact and efforts of the Clerk of the Board, Assessment Appeals Board, Youth Commission, and Sunshine Ordinance Task Force.</p> <p>The eleven (11) Board members’ district offices all independently conduct outreach and engagement efforts with marginalized communities, and respond with legislative action accordingly. The LAFCo is an independent agency created under the Cortese-Knox-Herzberg Act, and adopts its own budget and priorities.</p> <p>As a whole, the department fully commits its resources to advancing the interest of marginalized communities – including but not limited to, people of color, low income, unhoused, disabled, and limited English proficient individuals – through its legislative and governmental business.</p> |

*Vulnerable Populations Engagement Assessment*

| POPULATION  | STAKEHOLDER ENGAGEMENT  | % OF BUDGET | CRITICAL ISSUES | ACCOMPLISHMENTS   |
|---|---|-------------|-----------------|---|
| <p>Marginalized communities, communities of color, and communities requiring ADA, Language access, and digital divide accommodation</p> | <p>Provide public information and accommodations for equitable access to legislative matters that impact marginalized communities, as introduced by the Board of Supervisors.</p> <p>Legislative processing, outreach, website updates and public noticing, ensuring equitable accessibility for public participation (ADA, language, digital divide accommodation), and providing referrals to City resources.</p> | <p>30%</p>  | <p>\$5.8M</p>   | <p>Despite the COVID-19 state of emergency, the department has notably enhanced public access to ensure that we capture public input from marginalized communities through securing language interpreters at all Board proceedings for Limited English Proficient individuals, going above and beyond to provide ADA accommodations, and providing accommodations, resource, and guidance to bridge the digital divide. The Office of the Clerk of the Board, Operations and IT divisions also provided updated interpretation and translation services, ADA, and public access instructions and disclaimer through its website, and have routinely hosted virtual office hours twice a week – virtual office hours are accessible via web or phone to provide guidance and direction to all member of the public seeking public resources.</p> <p>In addition to enhanced intake and accessibility, the department has also proactively conducted outreach to communities via newsletter.</p> <p>As a resources to underserved communities that require access to COVID-19 City services and resources, the Office of the Clerk of the Board has developed and published an interactive map of resources available. The map, and all aforementioned resources, are available on our website, <a href="http://www.sfbos.org">www.sfbos.org</a>.</p> <p>As a body, the Board of Supervisors has also introduced numerous recent pieces of legislation that advance racial equity in the City. The legislative history may be found <a href="#">here</a>.</p> |

# CURRENT WORKFORCE DEMOGRAPHIC DATA

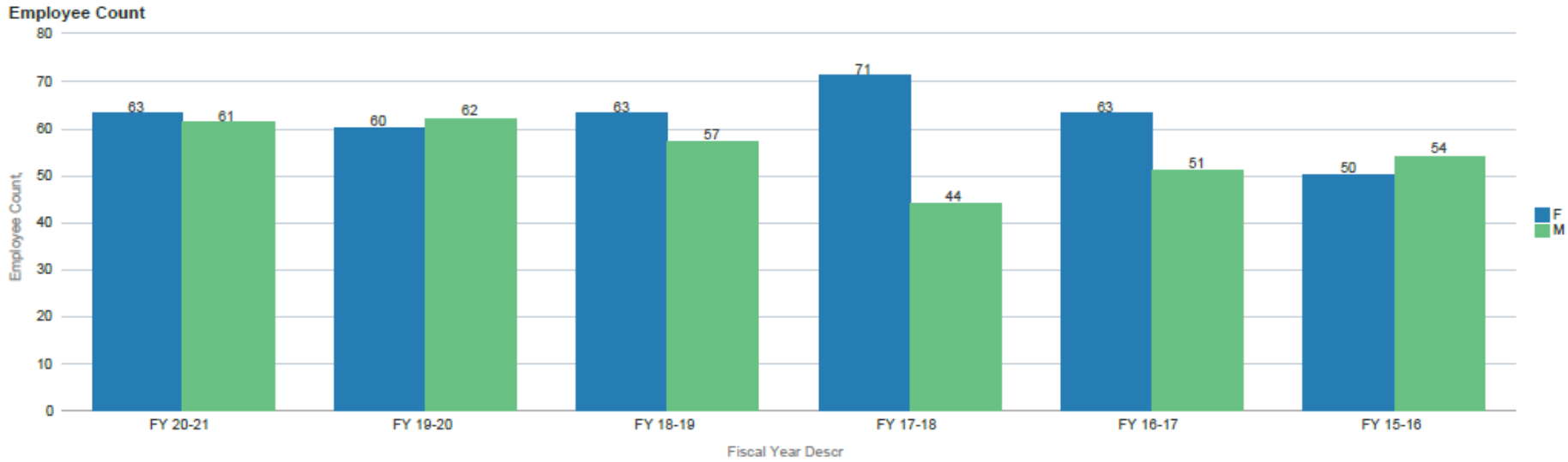
**Note:** The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, 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.

**Exhibit A: Employee Count by Ethnicity**



Source: eMerge SF Reports & Analytics – BOS

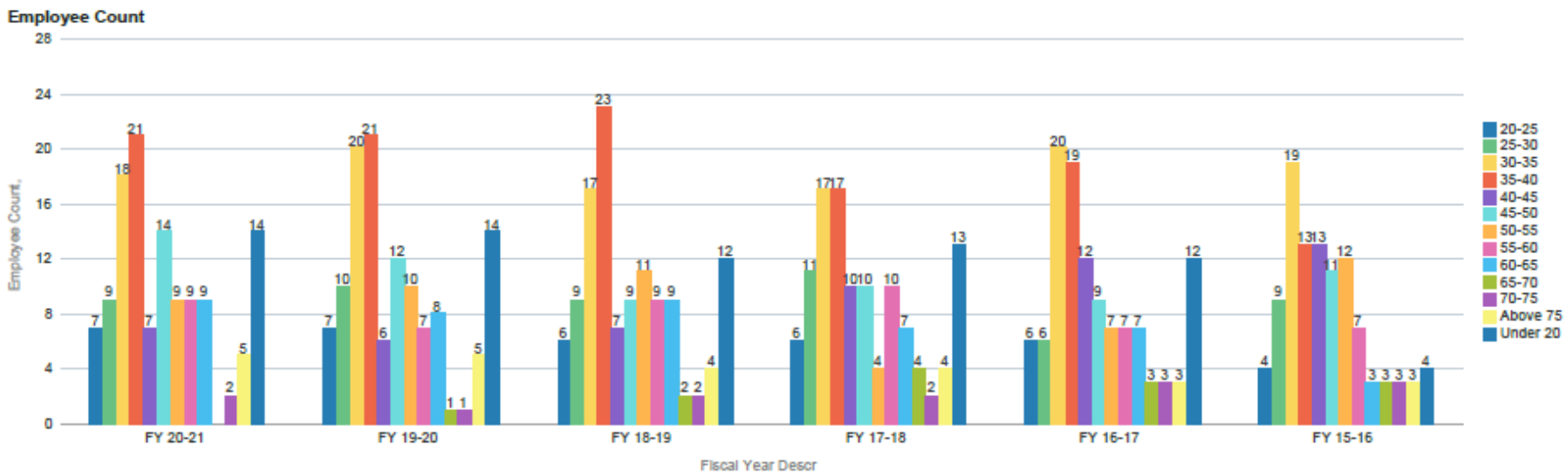
**Exhibit B: Employee Count by Gender**



Department Group Code is equal to BOS  
 and Company is equal to CSF  
 and Data Type is equal to ACTIVE EMPLOYEE  
 and LEFT(Fiscal Year Descr, 2) is equal to FY

Source: eMerge SF Reports & Analytics – BOS

Exhibit C: Employee Count by Age



Department Group Code is equal to BOS  
 and Company is equal to CSF  
 and Data Type is equal to ACTIVE EMPLOYEE  
 and LEFT(Fiscal Year Descr, 2) is equal to FY

Source: eMerge SF Reports & Analytics – BOS



**Exhibit D: Employees by Race and Hourly Rate**

| Ethnicity Group Descr Primary  | FY 20-21       |               |                 | FY 19-20       |               |                 | FY 18-19       |               |                 | FY 17-18       |               |                 | FY 16-17       |               |                 | FY 15-16       |               |                 |
|--------------------------------|----------------|---------------|-----------------|----------------|---------------|-----------------|----------------|---------------|-----------------|----------------|---------------|-----------------|----------------|---------------|-----------------|----------------|---------------|-----------------|
|                                | Employee Count | Employee PCT  | Avg Hourly Rate | Employee Count | Employee PCT  | Avg Hourly Rate | Employee Count | Employee PCT  | Avg Hourly Rate | Employee Count | Employee PCT  | Avg Hourly Rate | Employee Count | Employee PCT  | Avg Hourly Rate | Employee Count | Employee PCT  | Avg Hourly Rate |
| American Indian/Alaskan Native |                |               |                 |                |               |                 | 1              | 1.4%          | \$60.16         | 1              | 1.5%          | \$54.31         |                |               |                 | 1              | 1.5%          | \$49.86         |
| Asian                          | 31             | 40.3%         | \$51.13         | 31             | 40.3%         | \$50.66         | 28             | 40.0%         | \$49.49         | 26             | 38.8%         | \$47.21         | 23             | 34.8%         | \$46.70         | 25             | 38.5%         | \$43.58         |
| Black                          | 4              | 5.2%          | \$59.79         | 4              | 5.2%          | \$58.44         | 4              | 5.7%          | \$54.51         | 5              | 7.5%          | \$45.20         | 4              | 6.1%          | \$38.39         | 5              | 7.7%          | \$40.63         |
| Filipino                       | 2              | 2.6%          | \$68.08         | 2              | 2.6%          | \$68.08         | 2              | 2.9%          | \$64.97         | 2              | 3.0%          | \$63.88         | 2              | 3.0%          | \$61.11         | 3              | 4.6%          | \$55.05         |
| Hispanic                       | 9              | 11.7%         | \$57.55         | 9              | 11.7%         | \$60.14         | 10             | 14.3%         | \$58.07         | 8              | 11.9%         | \$57.05         | 9              | 13.6%         | \$57.25         | 11             | 16.9%         | \$55.28         |
| Multiracial                    | 2              | 2.6%          | \$52.26         | 2              | 2.6%          | \$52.26         | 1              | 1.4%          | \$60.16         | 2              | 3.0%          | \$52.68         | 2              | 3.0%          | \$49.93         |                |               |                 |
| White                          | 29             | 37.7%         | \$53.31         | 29             | 37.7%         | \$53.66         | 24             | 34.3%         | \$53.77         | 23             | 34.3%         | \$51.50         | 26             | 39.4%         | \$49.89         | 20             | 30.8%         | \$47.76         |
| <b>Grand Total</b>             | <b>77</b>      | <b>100.0%</b> | <b>\$57.02</b>  | <b>77</b>      | <b>100.0%</b> | <b>\$57.21</b>  | <b>70</b>      | <b>100.0%</b> | <b>\$57.30</b>  | <b>67</b>      | <b>100.0%</b> | <b>\$53.12</b>  | <b>66</b>      | <b>100.0%</b> | <b>\$50.54</b>  | <b>65</b>      | <b>100.0%</b> | <b>\$48.69</b>  |

Source: eMerge SF Reports & Analytics – BOS

The Board of Supervisors has lower staffing figures in comparison to most other City agencies, so the department may not be statistically significant in consideration of the City and County of San Francisco as an organization and employer. However, at the department level, our staffing demographics noted in Exhibits A-C are consistent with the demographic composition of the City and County of San Francisco (US Census, 2015-2019). Our office also takes pride in being an age-diverse department with our Youth Commission representing a significant figure in our <20 staff on Exhibit C.

Our office recognizes that our work does not end here, and there remains opportunities to uplift underserved communities. Our office will be working closely with the Department of Human Resources, Civil Service Commission, and Office on Racial Equity to establish measurable metrics and benchmarks for success, assess personnel data holistically (i.e. applicant diversity, hiring panel diversity), and provide targeted resources and efforts to ensure an inclusive and diverse workforce.

Please note that Assessment Appeals Board members are compensated \$125 stipend/meeting, and Local Agency Formation Commission (LAFCo) members are compensated \$100 stipend/meeting; this information is misrepresented in eMerge as an hourly rate. To ensure an accurate and representative salary analysis, members and commissioners serving on these bodies are not included in Exhibit D. As an additional disclaimer, the demographic make-up of Board members and appointees to bodies are not within the department’s locus of control, as these positions are not subject to the civil service recruitment process; Board members are elected by district voters, and appointees to bodies are appointed in accordance with the applicable authorities and requirements of the respective body, which may be found on the annual Maddy Act report [here](#).

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## 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?*

The Office of the Clerk of the Board issued and administered a departmental Employee Racial Equity Survey, and pending response collection and analysis.

The Department is fully committed to providing an inclusive, welcoming, and belonging environment to all staff. Results of the survey will provide guidance to department to develop a roadmap to bridge divides and engage staff into decision making processes that will unite our commitment to the legislative branch of governments mission and operations.

# 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?*

Provide equal opportunity for hiring, recruitment, and selection process of all department position vacancies, coordinate with DHR and community partners for outreach to marginalized communities, and continuously strive for a diverse and inclusive workforce.

### 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. | Clerk of the Board, BOS-Administration | Barriers assessment is completed | Assessment completed by Q1 2021 | A. Review applicant demographics of all positions<br>B. Review current job applicant process and protocol for announcing promotive employment opportunities<br>C. Conduct “Hiring and Recruitment” survey to solicit feedback from staff on hiring practices and experience at BOS<br>D. Review feedback and analyze results | Pending | BOS-Administration (Human Resources) |

|   |  |  |                                |   |         |                                      |
|---|--|--|--------------------------------|---|---------|--------------------------------------|
| 1.1.2.<br>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. <sup>1</sup> | Clerk of the Board, BOS-Administration (Human Resources) | Survey is administered annually<br><br>Survey results are included in the department annual review | Survey administered 12/21/2020 | A. Administer Racial Equity survey to BOS employees<br>B. Collect and Analyze Data<br>C. Present to Board of Supervisors  | Pending | Racial Equity Team Leads             |
| 1.1.3.<br>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.                       | Clerk of the Board, BOS-Administration (Human Resources) | Policy is created, implemented, and reviewed annually to maximize results                          | Q1 2021                        | A. Review "Hiring and Recruitment" survey results<br>B. Research hiring practices of other departments or legislative institutions to incorporate further guidance and feedback<br>C. Develop hiring and recruitment policy including results from other agencies<br>D. Review and finalize hiring and recruitment policy<br>E. Share hiring and recruitment policy | Pending | BOS-Administration (Human Resources) |

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                                 |
|--|--|--|----------|--|---------|--------------------------------------|
| 1.2.1.<br>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. | Clerk of the Board, BOS-Administration (Human Resources) | Candidate pool is increasingly more diverse and referred from a variety of sources | Q2 2021  | A. Research diverse recruiting sources: LinkedIn, schools, legislative networks and groups; Coordinate with DHR recruiter to expand and/or reach marginalized communities<br>B. Identify schools with programs focused on government and law and local networks<br>C. Develop standard recruiting outreach plan and protocol<br>D. Map and track efforts | Pending | BOS-Administration (Human Resources) |

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

|  |  |   |         |  |         |                                      |
|--|--|---|---------|--|---------|--------------------------------------|
| 1.2.2.<br>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.  | Clerk of the Board, BOS-Administration (Human Resources) | Candidate pool is increasingly more diverse and referred from a variety of sources                            | Q2 2021 | A. Coordinate with DHR to establish communication with identified school programs, local groups and networks; conduct due diligent noticing<br>B. Map and track efforts  | Pending | BOS-Administration (Human Resources) |
| 1.2.3.<br>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.  | Clerk of the Board, BOS-Administration (Human Resources) | Job descriptions display consistent and inclusive language<br><br>Candidate pool is increasingly more diverse | Q2 2021 | A. Review job descriptions for each classification and simplify language; review for gendered language and ensure inclusivity. MQs are in accordance with DHR & Union deliberations.<br>B. Update standard job description to include a statement of BOS commitment to racial equity<br>C. Identify different ways to apply to a position – DHR Job opportunity website, link through online recruiting system (LinkedIn), BOS website, social media | Pending | BOS-Administration (Human Resources) |
| 1.2.4.<br>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. | Clerk of the Board, BOS-Administration (Human Resources) | An increase in applicant pool with more diverse life, education, and professional experiences                 | Q2 2021 | A. Review MQs of all job positions. Coordinate with DHR and Unions as necessary.<br>B. Confirm with City DHR of updated guidance on MQs. Work within the confines of CSC, DHR, and Union provisions.<br>C. Provide more on the job training opportunities  | Pending | BOS-Administration (Human Resources) |
| 1.2.5.<br>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. <sup>2</sup>   | Clerk of the Board, BOS-Administration (Human Resources) | An increase in applicant pool with more diverse life, education, and professional experiences                 | Q2 2021 | A. Assess all positions that require strong writing skills. Apply measurable metrics for writing assessment to remove subjectivity.<br>B. For positions that do not require strong writing skills, consider removing supplemental questions, and include oral interview questions  | Pending | BOS-Administration (Human Resources) |

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

|  |  |   |         |  |         |                                      |
|--|--|---|---------|--|---------|--------------------------------------|
| 1.2.6.<br>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.          | Clerk of the Board, BOS-Administration (Human Resources) | An increase in applicant pool with more diverse life, education, and professional experiences | Q2 2021 | A. Conduct job analysis with subject matter experts, confirm with DHR on updated guidance of MQs on education requirements<br>B. Obtain feedback from subject matter experts to assess hard and soft skills of BOS positions<br>C. Update MQs and desirable qualifications for each position | Pending | BOS-Administration (Human Resources) |
| 1.2.7.<br>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. | Clerk of the Board, BOS-Administration (Human Resources) | Candidate pool is increasingly more diverse and referred from a variety of sources            | Q2 2021 | In the event BOS utilizes outside recruiter, BOS will share hiring and recruitment policy with recruiter to ensure their process aligns with BOS efforts of racial equity in hiring practices  | Pending | BOS-Administration (Human Resources) |

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.<br>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. | Clerk of the Board, BOS-Administration (Human Resources) | # of paid interns/fellows, increase annually or meets department needs/capacity | Q2 2021  | Develop internship plan that lead to full time legislative and administrative aide positions.              | Pending | BOS-Administration (Human Resources) |
| 1.3.2.<br>Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s <u>Opportunities for All</u> program.                             | Clerk of the Board, BOS-Administration (Human Resources) | # of Opportunities for All placements and mentors                               | Q2 2021  | A. Assess potential placements of participants in BOS positions<br>B. Recruit and orient employee mentors. | Pending | BOS-Administration (Human Resources) |

|  |  |  |         |   |         |                                      |
|--|--|--|---------|---|---------|--------------------------------------|
| 1.3.3.<br>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.<br><br>e.g. SF Unified School District’s <u>Career Pathways Program</u> . | Clerk of the Board, BOS-Administration (Human Resources) | Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources | Q2 2021 | A. Conduct outreach to local schools and programs specialized on government policy and law.<br>B. Establish a list of local schools, programs, and groups that confirm their partnership with BOS.<br>C. Schedule annual outreach with schools, programs, and groups to share potential job announcements and openings. | Pending | BOS-Administration (Human Resources) |
|--|--|--|---------|---|---------|--------------------------------------|

|  |  |   |         |   |         |                                      |
|--|--|---|---------|---|---------|--------------------------------------|
| 1.3.4.<br>Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion. | Clerk of the Board, BOS-Administration (Human Resources) | # of opportunities during internship/fellowship | Q2 2021 | Share diversity, equity, and inclusion resources with all BOS staff | Pending | BOS-Administration (Human Resources) |
|--|--|---|---------|---|---------|--------------------------------------|

|   |  |  |         |   |         |                                      |
|---|--|--|---------|---|---------|--------------------------------------|
| 1.3.5.<br>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. | Clerk of the Board, BOS-Administration (Human Resources) | Tracking system implemented<br><br>% of evaluations completed<br><br>Internship/fellowship program updated before next cycle | Q2 2021 | A. Develop & implement intern tracking tool, including outreach, applications and hires by race/ethnicity for each District Office.<br>B. Develop intern feedback mechanisms, including exit interview and survey.<br>C. Semi-annual review of feedback | Pending | BOS-Administration (Human Resources) |
|---|--|--|---------|---|---------|--------------------------------------|

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

| ACTIONS   | RESOURCES COMMITTED                                      | INDICATORS   | TIMELINE | IMPLEMENTATION  | STATUS  | LEAD                                 |
|---|--|--|----------|---|---------|--------------------------------------|
| 1.4.1.<br>Maintain a standardized and holistic interview process with structured interview questions. | Clerk of the Board, BOS-Administration (Human Resources) | Standardized interview process with a set of inclusive interview questions | Q2 2021  | A. Conduct review of current hiring and interview process and questions for all positions | Pending | BOS-Administration (Human Resources) |

|   |  |   |         |  |         |                                      |
|---|--|---|---------|--|---------|--------------------------------------|
|   |  |   |         | <ul style="list-style-type: none"> <li>B. Establish standard interview questions with diverse interview panel</li> <li>C. Develop standard introductory statement for BOS to utilize in all interviews indicating BOS commitment to racial equity</li> </ul> |         |                                      |
| 1.4.2.<br>Ensure a diverse hiring panel for each interview.   | Clerk of the Board, BOS-Administration (Human Resources) | Demographic composition of panels<br><br>Increase in diverse interview panels                                 | Q2 2021 | <ul style="list-style-type: none"> <li>A. Develop list of diverse internal pool for each position</li> <li>B. Recruit diverse external partners to serve on interview panel</li> <li>C. Track all interview panels</li> </ul>                                | Pending | BOS-Administration (Human Resources) |
| 1.4.3.<br>Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows | Clerk of the Board, BOS-Administration (Human Resources) | Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had | Q2 2021 | <ul style="list-style-type: none"> <li>A. Develop orientation for interview panel members addressing bias and racial equity.</li> <li>B. Administer annual Fairness in Hiring and Implicit Bias training to all hiring managers and supervisors.</li> </ul>  | Ongoing | BOS-Administration (Human Resources) |
| 1.4.4.<br>Adopt a tool to track application progress and reach assistance through multiple means.   | Clerk of the Board, BOS-Administration (Human Resources) | Tool created and implemented<br><br># of applicants increased<br><br>Increased assistance to job seekers      | Q2 2021 | Develop and implement tracking tool. Coordinate with DHR on Citywide tools for application tracking.   | Pending | BOS-Administration (Human Resources) |
| 1.4.5.<br>Share and post all job openings internally. Abide by department's RE Action Plan goals for accessibility.   | Clerk of the Board, BOS-Administration (Human Resources) | Increase in internal part-time and full-time staff, interns and fellows applying for job openings             | Q2 2021 | <ul style="list-style-type: none"> <li>A. All job announcements shared to "BOS-Everyone" email address</li> <li>B. All job announcements emailed to interns</li> <li>C. All job announcements posted on BOS website</li> </ul>                               | Ongoing | BOS-Administration (Human Resources) |
| 1.4.6.<br>Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes   | Clerk of the Board, BOS-                                 | Hiring, interviewing, and onboarding processes standardized   | Q2 2021 | <ul style="list-style-type: none"> <li>A. Create projected hiring timelines for every recruitment and share with hiring manager</li> </ul>   | Pending | BOS-Administration (Human Resources) |



that can cause delays in service provision and potential economic harm to interested applicants.

Administration  
(Human Resources)

Lag times/wait times

- B. Review current hiring process and identify areas that can be streamlined and make adjustments.
- C. Track and monitor hiring timeframes

1.4.7.  
Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.

Clerk of the Board,  
BOS-  
Administration  
(Human Resources)

All new hires are processed similarly regardless of position

Q2 2021

- A. Review current onboarding packets for new hires and update as necessary to ensure all process and documents are similar and standardized
- B. Develop standard onboarding plan and checklist to use across all positions.

Ongoing

BOS-  
Administration  
(Human Resources)

1.4.8.  
Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.

Clerk of the Board,  
BOS-  
Administration  
(Human Resources)

# number of diverse candidates increased  
  
Overall faster hiring times

Q2 2021

- A. For all permanent civil service positions that have Rule of Three Scores, department may consider requesting from Union to expand to Rule of Ten or Rule of the List.
- B. Confirm with DHR update on guidance to expand rules. Confirm guidance with CSC on rules.

Pending

BOS-  
Administration  
(Human Resources)

## 1.5. Streamline Hiring and Onboarding Processes

| ACTIONS  | RESOURCES COMMITTED  | INDICATORS   | TIMELINE | IMPLEMENTATION  | STATUS  | LEAD  |
|--|--|--|----------|---|---------|---|
| 1.5.1.<br>Streamline hiring and onboarding processes | Clerk of the Board,<br>BOS-<br>Administration<br>(Human Resources) | Standardized hiring and onboarding procedure and checklist | Q2 2021  | <ul style="list-style-type: none"> <li>A. Review current hiring, recruitment, and onboarding process to identify areas that can be streamlined.</li> <li>B. Develop a written hiring and onboarding procedure/checklist that removes redundant processes to ensure faster hiring and onboarding.</li> </ul> | Pending | BOS-<br>Administration<br>(Human Resources) |

## 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?*

Create and provide clearly defined job descriptions and expectations, resource staff with training and professional development opportunities, empower staff with opportunities for success, and ensure a progressive path for career growth.

### 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 | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations, BOS-IT | Tracking mechanism implemented<br><br>Demographic data analyzed | As-needed | Confirm method and metrics for tracking DSW staff and remote work, establish reporting recurrence, and implement policy directive(s) as needed.<br><br>All BOS staff are essential workers during COVID-19. Will track designated DSW workers deployed to EOC/CCC. | Completed;<br>As-needed | BOS-Administration (Human Resources) |

volunteered through the DHR DSW survey with those who were requested/deployed.<sup>3</sup>

|  |   |  |                           |  |                  |   |
|--|---|--|---------------------------|--|------------------|---|
| <p>2.1.2.<br/>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>Clerk of the Board, BOS-Administration</p>   | <p>Budget analysis completed<br/><br/>Strategies developed and published</p>   | <p>N/A</p>                | <p>No layoffs and furloughs have been considered or implemented by BOS at this time.<br/><br/>Department will conduct internal budget analysis with an emphasis on equity, accessibility, and transparency to ensure prevention of inequities.</p>   | <p>N/A</p>       | <p>BOS-Administration (Human Resources)</p> |
| <p>2.1.3.<br/>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>BOS-Operations</p>   | <p>PPE access protocol established<br/><br/>DSW workers have an increased awareness of PPE access protocol</p>   | <p>Ongoing</p>            | <p>BOS-Operations division has coordinated with the City's Emergency Operations Center (EOC), now COVID Command Center (CCC), since the beginning of the state of emergency, to resource all department staff and community partners with PPE and cleaning/sanitizing supplies. Staff are aware of PPE access protocol. Internal process established for departmental PPE replenishment.</p> | <p>Completed</p> | <p>BOS-Operations</p>                       |
| <p>2.1.4.<br/>Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.</p>   | <p>BOS-Administration (Human Resources)</p>   | <p>Compensation, paid sick leave, and flex time benefits assessed and easily accessed<br/><br/>Increased employee awareness of additional benefits</p> | <p>As-needed, ongoing</p> | <p>Classification, compensation, leave, and flex information is provided to all staff upon onboarding, provided routinely as part of ongoing training, and as needed. Review all applicable local, state, and federal law, coordinate with DHR, HSS, and RET on any applicable policy updates or changes.</p>  | <p>Ongoing</p>   | <p>BOS-Administration (Human Resources)</p> |
| <p>2.1.5.<br/>Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.<br/><br/>e.g. graveyard shifts</p>  | <p>Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations, BOS-IT</p> | <p>Caretaking and safe transportation sections included in DSW deployment protocol</p>   | <p>Ongoing</p>            | <p>Remote work and onsite work scheduled by managers accordingly in consideration of caretaking and transportation. Ongoing assessments with staff are made. Supervisors issued parking passes may provision alternate passes for their respective staff for safe transportation and any work after regular business hours..</p>   | <p>Ongoing</p>   | <p>BOS-Administration (Human Resources)</p> |

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

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.<br>Conduct annual internal reviews of salary standards against industry standards to ensure parity.  | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | Pay inequities are reduced and aligned annually after salary data is reviewed | Ongoing; Annually  | BOS will coordinate with DHR to assess any potential wage discrepancies annually, and report findings to leadership. BOS coordinated with CSC to remove salary discrepancies between Supervisors and Aides.     | Ongoing | BOS-Administration (Human Resources) |
| 2.2.2.<br>Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies.<br><br>e.g. parental leave policy, short-term disability, etc. | BOS-Administration (Human Resources)   | Benefits provided are annually improved                                       | N/A                | Benefits are administered Citywide by SFERS and HSS. BOS informs and disseminates benefits information to all staff. BOS will follow all City leave of absence guidelines in accordance with DHR and state law. | N/A     | BOS-Administration (Human Resources) |
| 2.2.3.<br>Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.   | BOS-Administration (Human Resources)   | PTO policy is annually improved<br># of staff taking PTO increases            | Quarterly; Ongoing | Develop and asses formal review mechanism to ensure staff are able to equitably access and use PTO within and across divisions.   | Ongoing | BOS-Administration (Human Resources) |

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.<br>Determine standard factors considered for raises and promotions. Make this information available to staff.   | BOS-Administration<br>(Human Resources)  | Increase in knowledge about raises and promotions   | Annually;<br>Ongoing | Provide disclaimers upon onboarding of Civil Service Process and union agreements; advise and resource all managers to provide information during performance review. Raise and promotions are set in accordance with DHR Classification and Compensation scale in accordance with union negotiation and MOUs.                    | Ongoing | BOS-Administration<br>(Human Resources) |
| 2.3.2.<br>Develop a formal and transparent process for raises and promotions.  | BOS-Administration<br>(Human Resources)  | Increase in staff feedback about promotion and raise process  | Q1 2021              | Coordinate with all managers to have accessible access to classification, compensation, and MOU's containing civil service promotional and raise process. Advise staff of vacancies   | Pending | BOS-Administration<br>(Human Resources) |
| 2.3.3.<br>Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.   | BOS-Administration<br>(Human Resources)  | Acting/interim staff process included in internal policies and processes<br><br>Increased awareness of process for acting/interim staff | Q1 2021              | Review current procedures for "acting/interim" roles; compare criteria across divisions and bargaining units. Update procedures to clarify eligibility & process for equitable selection based on merit. Provide training resources to staff interested in serving in roles and share procedures.                                 | Pending | BOS-Administration<br>(Human Resources) |
| 2.3.4.<br>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. | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | Reversal of diversity drop-offs in 182x classifications   | Q2 2021              | The department will assess existing classifications to identify opportunities for "drop offs" and mobility. As a small department, our office may not have a statistically significant sample of 182X series positions and will defer to DHR for Citywide metrics and data.   | Pending | BOS-Administration<br>(Human Resources) |
| 2.3.5.<br>Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities with the City.   | BOS-Administration<br>(Human Resources)  | Identify "dead end" classification and revise   | Q1 2021              | Scope of work of all job classifications are transferrable for lateral or upward mobility within the City and County of San Francisco. BOS-Operations recently reorganized position classification to develop a progressive ladder for growth within the unit. Upward mobility must be in accordance with civil services process. | Pending | BOS-Administration<br>(Human Resources) |



### 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.<sup>1</sup> 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.<sup>2</sup> 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.

<sup>1</sup> 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/>.

<sup>2</sup> 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?*

Adhere to all discipline and separation procedures consistent with procedures as set forth by the Department of Human Resources Labor Relations and unions, and resource staff with all necessary tools for success.

#### 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 special attention to data pointing to biases against staff of color. | BOS-Administration (Human Resources) | Create tracking mechanism<br>Analyze data annually<br>Increase accountability in disciplinary actions | Q3 2021  | A. Aggregate and analyze disciplinary data, review and assess employee feedback | Pending | BOS-Administration (Human Resources) |

|   |   |  |                |   |                |   |
|---|---|--|----------------|---|----------------|---|
| <p>3.1.2.<br/>Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.</p>   | <p>BOS-Administration<br/>(Human Resources)</p> | <p>Create tracking mechanism<br/>Analyze data annually</p>       | <p>Q3 2021</p> | <p>A. Aggregate and analyze disciplinary data<br/>B. Review and assess employee feedback</p>  | <p>Pending</p> | <p>BOS-Administration<br/>(Human Resources)</p> |
| <p>3.1.3.<br/>Train supervisors on bias and equitable and compassionate discipline and separation.</p>  | <p>BOS-Administration<br/>(Human Resources)</p> | <p># of trainings completed annually</p>                         | <p>Q3 2021</p> | <p>A. Await DHR guidance on training resources for bias and equitable and compassionate discipline and separation.<br/>B. Assess training plan for supervisors and identify all courses and resources on bias. Currently implicit bias and sexual harassment trainings are issued and available to all staff.<br/>C. Administer annual training</p>           | <p>Ongoing</p> | <p>BOS-Administration<br/>(Human Resources)</p> |
| <p>3.1.4.<br/>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.</p> | <p>BOS-Administration<br/>(Human Resources)</p> | <p>Human resources trained on alternative dispute resolution</p> | <p>Q3 2021</p> | <p>City is developing mediation program. Department will consult with DHR for guidance.</p>   | <p>Pending</p> | <p>BOS-Administration<br/>(Human Resources)</p> |
| <p>3.1.5.<br/>Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>   | <p>BOS-Administration<br/>(Human Resources)</p> | <p>Reduction of racial disparities in disciplinary actions</p>   | <p>Q3 2021</p> | <p>A. Analyze disciplinary data for equity and prevent confirmation biases<br/>B. Review BOS disciplinary process and identify areas of improvement<br/>C. Review and update policy on disciplinary process<br/>D. Create a standard disciplinary process chart<br/>E. Share disciplinary process with management and all staff<br/>F. Annual data review</p> | <p>Pending</p> | <p>BOS-Administration<br/>(Human Resources)</p> |



3.2. Use disciplinary action, departmental policies, and procedures to promote success

| ACTIONS  | RESOURCES COMMITTED                             | INDICATORS  | TIMELINE       | IMPLEMENTATION  | STATUS         | LEAD  |
|--|---|---|----------------|---|----------------|---|
| <p>3.2.1.<br/>Remove harm associated with disciplinary action and develop opportunities within the disciplinary action framework that strengthens individual performance</p> | <p>BOS-Administration<br/>(Human Resources)</p> | <p>Creation of restorative based disciplinary plans</p> | <p>Q3 2021</p> | <p>A. Analyze disciplinary action framework for evidence of associated harm for potential confirmation biases. ORE to define and provide metrics for harm.<br/>B. Implement plans in disciplinary process that includes more training and support for employees<br/>C. Provide supervisors updated guidance and resources on providing positive feedback meetings during the disciplinary action process.</p> | <p>Pending</p> | <p>BOS-Administration<br/>(Human Resources)</p> |

## 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.<sup>1</sup> 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.<sup>2</sup> 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.

<sup>1</sup> 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>.

<sup>2</sup> 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?*

Elected officials to be representative of the demographics and neighborhoods they serve; have merit-based department leadership in consideration of diverse cultures, experiences, and backgrounds.

### 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. | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | % increase in diverse leadership | Q1 2021; Annually | Conduct annual review of departmental hiring and recruitment policy and practices for alignment with Citywide equity framework and update action plans on an ongoing basis. | Pending | BOS-Administration (Human Resources) |

|  |  |  |                   |  |         |  |
|--|--|--|-------------------|--|---------|--|
| 4.1.2.<br>Commit to ongoing racial equity training and development for leadership.   | Clerk of the Board, BOS-Administration   | # of training & development completed by leadership per quarter        |                   | Department to work with Office on Racial Equity and Department of Human Resources to access all City-provided racial equity training and development opportunities and offer training to staff. Require the ongoing completion of racial equity and implicit bias training for managers, as issued by DHR. | Pending | BOS-Administration (Human Resources)                 |
| 4.1.3.<br>Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.                 | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | Senior leadership demographic included in the department annual report | Q4 2021; Annually | Staff demographic data, including senior leadership and department data in aggregate, to be disclosed on an annual basis.  | Pending | BOS-Administration (Human Resources); BOS-Operations |
| 4.1.4.<br>Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. <sup>4</sup> | BOS-Administration (Human Resources)   | % of staff is aware of the process                                     | Q2 2021           | BOS Human Resources to develop anonymous electronic process for upstream internal feedback for confidential routing. General external feedback process is currently in place electronically.   | Pending | BOS-Administration (Human Resources)                 |

<sup>4</sup> 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.<sup>1</sup> 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.

<sup>1</sup> 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?*

Provide staff with training and professional development resources necessary for advancement within the department and/or City and County of San Francisco.

#### 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.<br>Require formal training for all staff regardless of full/part-time status or seniority. | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | # of available professional development opportunity<br><br># of completed training | Q4 2021  | A. Consult with DHR to establish training plan to ensure commitment to equity<br>B. All staff to receive training | Pending | BOS-Administration (Human Resources) |
| 5.1.2.  | Clerk of the Board; BOS-Administration   | # of attended, external conferences  | Q4 2021  | A. Identify potential conferences that staff can attend based on their position                                   | Pending | BOS-Administration (Human Resources) |

Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.

- B. Continue to review departmental budget and identify budget for training. Budget and Finance staff to work with Budget chair for resources as necessary. Continue to direct staff to DHR and union training to encumber resources, and request reimbursements as necessary.
- C. Finance to work with Department Head to set annual training budget and equitably spend funds
- D. Finance to work with staff requiring reimbursement to ensure timely payout

|  |   |   |         |   |         |   |
|--|---|---|---------|---|---------|---|
| 5.1.3.<br>Offer opportunities for continual and extended learning. Include in the annual budget.   | Clerk of the Board;<br>BOS-<br>Administration   | # of staff enrolling and completing extended learning<br><br>\$ dedicated to extended learning annually | Q4 2021 | <ul style="list-style-type: none"> <li>A. Research and track external learning opportunities for staff. Continue to direct staff to DHR and union training to encumber resources, and request reimbursements as necessary.</li> <li>B. Compile list of appropriate external learning opportunities</li> <li>C. Work with Finance to include in annual training budget</li> <li>D. Communicate training opportunities with all staff.</li> </ul> | Pending | BOS-<br>Administration<br>(Human Resources) |
| 5.1.4.<br>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. | Clerk of the Board,<br>BOS-<br>Administration,<br>BOS-Legislative<br>Services, BOS-<br>Operations | # of staff participating in outside events or opportunities   | Q4 2021 | Communicate training opportunities with all staff, and submit budget requests as necessary.   | Pending | BOS-<br>Administration<br>(Human Resources) |
| 5.1.5.<br>Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.  | Clerk of the Board,<br>BOS-<br>Administration,<br>BOS-Legislative                                 | Adopt a tracking system, analyze annually<br><br># of staff of color utilizing professional development | Q4 2021 | <ul style="list-style-type: none"> <li>A. For internal training offered by the City, track on database for completion of trainings</li> <li>B. Staff to report all other external trainings to DPO</li> </ul>   | Pending | BOS-<br>Administration<br>(Human Resources) |

Services, BOS-Operations

C. Analyze training participation data and demographics to determine gaps of where additional training and support is needed across all positions. ORE to coordinate with DHR on Citywide training stat data points.

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.<br>Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities. | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | Bi-annual performance evaluation program to all staff   | Q4 2021  | <ul style="list-style-type: none"> <li>A. Analyze existing performance evaluation process and criteria</li> <li>B. Review and update performance evaluation template and criteria to include updated criteria</li> <li>C. For all positions, include criteria for professional development</li> <li>D. Require annual performance evaluations of all staff</li> <li>E. Implement feedback one on one meetings between supervisor and staff as part of performance evaluation template</li> </ul> | Ongoing          | BOS-Administration (Human Resources) |
| 5.2.2.<br>Create a mentorship program between senior and junior level staff.  | Clerk of the Board; BOS-Administration   | <ul style="list-style-type: none"> <li># of mentorship programs per year</li> <li># of mentorship programs per year</li> <li># of meetings per program cycle</li> </ul> | Q4 2021  | <ul style="list-style-type: none"> <li>A. Design mentorship program between senior and junior staff; seek staff input on program design.</li> <li>B. After implementation, track and monitor number of mentorship programs throughout department</li> </ul>  | Pending; Ongoing | BOS-Administration (Human Resources) |

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.<br>Create a process where staff can submit accommodation requests to the department’s administration. The overall timeline process should be transparent and easily accessible.        | Clerk of the Board;<br>BOS-Administration;<br>BOS-Operations | Process developed<br><br>% of staff aware of accommodation process<br><br># of accommodations made increased | Q4 2021  | A. Review existing reasonable accommodation process; process is currently in place<br>B. Update process as needed to promote transparency and accessibility<br>C. Communicate process via email with internal employees and BOS website for accommodation requests pertaining to Board meetings for external parties                  | Ongoing             | BOS-Administration (Human Resources); BOS-Operations |
| 5.3.2.<br>Incorporate an assessment of staff needs into the staff performance evaluation process.   | Clerk of the Board;<br>BOS-Administration;<br>BOS-Operations | Accommodations discussed and recorded during bi-annual performance evaluation process                        | Q4 2021  | Addressed in 5.2.1.   | Ongoing             | BOS-Administration (Human Resources); BOS-Operations |
| 5.3.3.<br>Assign spaces for staff to take breaks, be in community, acquire resources, and respect religious and cultural practices.   | Clerk of the Board;<br>BOS-Administration;<br>BOS-Operations | Improvement in overall staff mental health, increase in staff feedback                                       | Q4 2021  | A. Assess existing spaces for staff to gather and make changes to allow space for community, religious, and cultural practices. Communal spaces currently available.<br>B. Obtain staff input for ideas on break room uses, organization, and decor<br>C. Communicate changes and enhancements of break rooms to all staff via email. | Pending;<br>Ongoing | BOS-Administration (Human Resources); BOS-Operations |
| 5.3.4.<br>Assess staff needs outside of the workplace are addressed. Understanding that non-work-related needs contribute to overall work quality. Centering the most vulnerable individuals. | Clerk of the Board;<br>BOS-Administration;<br>BOS-Operations | Assessment performed annually<br><br>\$ set aside for accommodations   | Q4 2021  | A. Conduct survey with staff to assess staff needs that are outside of the workplace and how workplace can contribute to support their needs; coordinate with DHR on available Citywide resources and   | Pending;<br>Ongoing | BOS-Administration;<br>BOS-Operations                |

e.g. transportation stipends, exercise stipends, childcare, etc.

Increase in staff awareness of accommodations

- programs (i.e. Wageworks, Flex Spending, EAP).
- B. Determine what is feasible that the department can provide (stipends, time off, extended telecommute agreement)
- C. Work with Finance to budget stipends if permissible, and consult with City Attorney’s office to ensure there are no gift of City funds.
- D. Meet with Department Head to discuss ideas
- E. Communicate to staff regarding updates support the department can provide

5.4. Ensure workforce is supported throughout organizational changes.

| ACTIONS  | RESOURCES COMMITTED                    | INDICATORS   | TIMELINE | IMPLEMENTATION   | STATUS  | LEAD                                 |
|--|--|--|----------|--|---------|--------------------------------------|
| 5.4.1. Create individualized training and professional development plans to support staff transitioning out of department and continuing staff who will take on new position or roles. | Clerk of the Board; BOS-Administration | Established individualized training development plan | Q4 2021  | <ul style="list-style-type: none"> <li>A. Assess and Identify specific training and needs required for each position (i.e. 24 Plus training)</li> <li>B. Develop individualized training plan template specific for each position</li> <li>C. Obtain feedback on different trainings and learning opportunities</li> <li>D. Finalize and implement training template plan</li> <li>E. Communicate training template plan with all staff</li> </ul> | Ongoing | BOS-Administration (Human Resources) |



## 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.<sup>1</sup> 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.

<sup>1</sup> Aysa Gray, *The Bias of ‘Professionalism’ Standards*, Stanford Social Innovation Review (Jun. 4, 2019) [https://ssir.org/articles/entry/the\\_bias\\_of\\_professionalism\\_standards](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?*

Develop and foster a culture of inclusiveness, and embrace diverse backgrounds, experiences, and expressions in its presentation of professionalism.

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. | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | Department mission, policies, and procedures are updated and available | Ongoing  | The mission of the Board and the Clerk of the Board is established by its Chartered duties. Solicit input from staff to foster a culture of inclusion in consideration of its departmental level policies and procedures. Review and update department expectations of staff as necessary. Review and update the department’s strategic plan. | Ongoing | Racial Equity Team |

|  |  |  |                      |  |         |                                      |
|--|--|--|----------------------|--|---------|--------------------------------------|
| 6.1.2.<br>Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals. | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | Regular scheduled meetings with RE Team to implement RE Action Plan  | Annually;<br>Ongoing | Racial Equity Team established. Conduct annual and ongoing review and survey of staff interested in participation.   | Ongoing | Racial Equity Team                   |
| 6.1.3.<br>Develop a RE Action Plan that is updated regularly and available to the public.  | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | RE Action Plan is published on department website  | Annually;<br>Ongoing | Complete and submit Racial Equity report by 12/31/2020; provide ongoing and as-needed review thereafter.   | Ongoing | Racial Equity Team                   |
| 6.1.4.<br>Regularly report to staff, board, and commissioners on RE Action Plan updates.   | Clerk of the Board, BOS-Legislative Services                                     | Ongoing reporting  | Ongoing              | Continue to provide ongoing updates to Board and commissions   | Ongoing | Racial Equity Team                   |
| 6.1.5.<br>Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.  | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations |  | Ongoing              | Communal spaces currently provided by department. Solicit staff input and feedback, coordinate with Building Management for use of communal space as needed. Invitation to public comment during all public proceedings. | Ongoing | Racial Equity Team                   |
| 6.1.6.<br>Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.                               | Clerk of the Board, BOS-Administration, BOS-Legislative Services, BOS-Operations | # of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter | Ongoing              | Coordinate with Office on Racial Equity for available and applicable training opportunities and extend to all staff  | Ongoing | Racial Equity Team                   |
| 6.1.7.<br>Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.                    | Clerk of the Board, BOS-Administration   | Annual survey with disaggregated data and feedback   | Ongoing              | Annual staff survey to be assessed with focus on culture of inclusion and belonging.   | Ongoing | BOS-Administration (Human Resources) |

|  |  |                              |                |   |           |                |
|--|--|------------------------------|----------------|---|-----------|----------------|
| 6.1.8.<br>Ensure that all art, decor, and design where staff work daily reflect racial and social diversity. | Clerk of the Board,<br>BOS- Operations | Increase in staff engagement | N/A; As-needed | Department does not procure art or decor. Advise all staff that loaned and personal artwork and décor should consider racial and social diversity, as determined by the artist. | As-needed | BOS-Operations |
|--|--|------------------------------|----------------|---|-----------|----------------|

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

| ACTIONS   | RESOURCES COMMITTED  | INDICATORS  | TIMELINE           | IMPLEMENTATION PLAN  | STATUS  | LEAD   |
|---|--|---|--------------------|--|---------|--|
| 6.2.1.<br>Regularly update departmental mailing lists to ensure that all staff receive communications.  | Clerk of the Board,<br>BOS- Operations   | Increase in staff feedback, participation, and response to communications | Ongoing            | Continue to update contact lists.  | Ongoing | BOS-Operations   |
| 6.2.2.<br>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. | Clerk of the Board,<br>BOS- Administration,<br>BOS-Legislative Services, BOS- Operations | Ongoing staff participation and feedback                                  | Ongoing            | Ensure equitable access and safe space for staff engagement at all meetings.   | Ongoing | Clerk of the Board,<br>BOS- Administration,<br>BOS-Legislative Services, BOS- Operations |
| 6.2.3.<br>Create, maintain, and make available a space, physical and/or digital, for staff to share information.  | Clerk of the Board,<br>BOS- Operations   | Ongoing staff participation and feedback                                  | Ongoing; As-needed | Communal spaces currently provided. Coordinate with Building Management and Media Services on the creation of additional space as needed; resource all communal conference rooms as needed to ensure safe space to share information | Ongoing | BOS-Operations;<br>BOS-IT  |

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

| ACTIONS | RESOURCES COMMITTED | INDICATORS | TIMELINE | IMPLEMENTATION | STATUS | LEAD |
|---------|---------------------|------------|----------|----------------|--------|------|
|---------|---------------------|------------|----------|----------------|--------|------|

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|--|--|---|----------------|--|----------------|---|
| <p>6.3.1.<br/>Create an accessibility protocol that is utilized across all events, communications, and departmental functions.</p>   | <p>Clerk of the Board, BOS-Operations, BOS-Legislative Services, BOS-Administration</p>                    | <p>Protocol distributed internally and with any outward-facing interactions</p>                         | <p>Ongoing</p> | <p>Accessibility protocols established and available on all agendas and website. Conduct ongoing updates as necessary.</p>   | <p>Ongoing</p> | <p>BOS-Operations</p>   |
| <p>6.3.2.<br/>Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families.</p> <p>e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.</p>   | <p>City Hall Building Management, City Hall Media Services, BOS-Administration, BOS-IT, BOS-Operations</p> | <p>A plan for physical space improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p> | <p>Ongoing</p> | <p>Building Management function; City Hall currently meets all physical accessibility standards. Conduct ongoing evaluation.</p>   | <p>Ongoing</p> | <p>BOS-Operations</p>   |
| <p>6.3.3.<br/>Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.</p> <p>e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.</p> | <p>Clerk of the Board, BOS-IT, BOS-Operations</p>  | <p>A plan for digital improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>        | <p>Ongoing</p> | <p>Continuously evaluate and improve digital functions with DT to ensure accessibility to all communities. Create environment that values staff input.</p>   | <p>Ongoing</p> | <p>BOS-Operations, BOS-IT</p>   |
| <p>6.3.4.<br/>Invest in translation services.</p>  | <p>Clerk of the Board, BOS-Operations, BOS-Administration</p>  | <p># Increase in translated materials</p>   | <p>Ongoing</p> | <p>Coordinate with OCIEA and budget/finance staff to resource department with translation and interpretation services. LAO and ADA disclaimers are translated with departmental point of contact, and interpretations are available at all Board and committee proceedings</p> | <p>Ongoing</p> | <p>Clerk of the Board, BOS-Administration (Finance); BOS-Operations</p> |
| <p>6.3.5.<br/>Encourage individual forms of inclusive identity expression.</p>   | <p>Clerk of the Board, BOS-Admin/Human Resources, BOS-</p>   | <p>Increase in staff using inclusive identity expression, second nature</p>                             | <p>Ongoing</p> | <p>Solicit staff feedback via survey. Continue to foster identity expression as proxy in professional workplace.</p>   | <p>Ongoing</p> | <p>BOS-Operations</p>   |

|  |  |  |         |  |         |  |
|--|--|--|---------|--|---------|--|
| e.g. honoring gender pronouns, relaxing or modifying dress code, etc.  | Legislative Services, BOS-Operations, BOS-IT                         |  |         |  |         |  |
| 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. | Clerk of the Board, BOS-Operations, BOS-Legislative Services, BOS-IT | Accommodations information infused throughout department touchpoints (e.g., website, event announcements)<br><br>Provide closed-captioning by default<br><br>Increased digital equity (e.g., access) for all employees | Ongoing | Accessibility information is front and center on website and on all published agendas; proactive announcements of accommodations made at all Board meetings. Conduct regular assessment of additional opportunities. | Ongoing | BOS-Operations, BOS-Legislative Services |

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. | Clerk of the Board, BOS-Legislative Services | Community will have an impact on all department projects | Ongoing  | Community feedback conducted in accordance with legislative procedures. Provide ongoing accommodations as necessary for equitable access. Engage with community organizations and nonprofits. | Ongoing | BOS-Legislative Services |
| 6.4.2. Find opportunities to invest into and support the communities the department serves.  | Clerk of the Board, BOS-Legislative Services |  | Ongoing  | Leverage legal and outreach advertising to proactively reach out to all communities   | Ongoing | BOS-Legislative Services |

## 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?*

To clerk and conduct legislative proceedings with impartiality in accordance with all legal mandates, uphold the public’s right to know, and facilitate public participation and engagement.

### 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.<br>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. | Clerk of the Board,<br>BOS-Legislative Services | Bylaws, rules of order or other procedures successfully amended | N/A      | Legislative code amendments that establish policy/advisory bodies do not require bodies to submit their bylaws to the Board of Supervisors nor does the Board track their bylaws or procedures; this action should be directed to the departments that administer the various policy/advisory bodies.<br><br>The Board’s legislative process is conducted in accordance with local and state mandates, consistent the with Roberts Rules of Order. | N/A    | BOS-Legislative Services |

Request that ORE review existing bylaws and opine on specific suggestions, metrics, and language.

|   |   |  |                  |  |                  |                                 |
|---|---|--|------------------|--|------------------|---------------------------------|
| <p>7.1.2.<br/>Collect current board and/or commission demographic data and include in the department annual report.</p> | <p>Clerk of the Board,<br/>BOS-Legislative Services</p> | <p>Annually collect board/commission demographic data</p> <p>Include data in annual report</p> <p>Use data to guide recruitment efforts</p> <p>Greater racial and gender equity in board and/or commission members</p> | <p>N/A</p>       | <p>The Board of Supervisors does not request demographic data from applicants/appointees of policy/advisory bodies. Board Members may consult with department liaisons on the makeup of bodies during the appointment process, but no formal data is collected.</p>  | <p>N/A</p>       | <p>BOS-Legislative Services</p> |
| <p>7.1.3.<br/>Have board/commission adopt a resolution around racial equity.</p>  | <p>Clerk of the Board,<br/>BOS-Legislative Services</p> | <p>Resolution adopted</p>  | <p>Completed</p> | <p>Adopted by the Board on 10/29/20: Resolution No. 509-20 (Affirming the Board of Supervisors' Commitment to Advancement of Racial Equity in the City and County Programs, Policies and Services) (File No. 181229)</p>   | <p>Completed</p> | <p>BOS-Legislative Services</p> |
| <p>7.1.4.<br/>Racial equity-related items are regularly agendized.</p>  | <p>Clerk of the Board,<br/>BOS-Legislative Services</p> | <p># of policies and issues related to racial equity that are heard, reviewed and/or implemented</p>   | <p>As-needed</p> | <p>The Board will continue to agendize equity-related matters as they are needed.</p>  | <p>As-needed</p> | <p>BOS-Legislative Services</p> |
| <p>7.1.5.<br/>Expand ability for board/commission members to hear from diverse voices from a place of influence.</p>    | <p>Clerk of the Board,<br/>BOS-Legislative Services</p> | <p>Participatory budgeting processes</p> <p>Community advisory working groups</p> <p>Issue-specific task forces</p>  | <p>N/A</p>       | <p>Board of Supervisors does not track policy/advisory bodies' procedures; this action should be directed to the departments that administer the various policy/advisory bodies.</p> <p>The Board of Supervisors continues to explore and expand inclusive participation from the diverse population of the City. Telephone public comment was executed during the pandemic and interpretation services are available.</p> | <p>N/A</p>       | <p>BOS-Legislative Services</p> |

|  |  |   |           |   |           |                          |
|--|--|---|-----------|---|-----------|--------------------------|
| 7.1.6.<br>Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. <sup>5</sup>   | Clerk of the Board, BOS-Legislative Services | Resolution adopted  | Completed | Approved by the Board on 12/8/20: Motion No. M20-196 (Rules of Order - Adding Board Rule 4.7.1 - Acknowledgement of Ramaytush Ohlone Community) (File No. 201271).  | Completed | BOS-Legislative Services |
| 7.1.7.<br>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. | Clerk of the Board, BOS-Legislative Services | Greater racial and gender equity in board and/or commission members | Q1 2021   | The Office of the Clerk of the Board is updating the appointment application form to reflect this change and will be informing the Board of the new requirements for their reference when considering appointments going forward.   | Pending   | BOS-Legislative Services |
| 7.1.8.<br>Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.  | Clerk of the Board, BOS-Legislative Services | # of policies passed with RE lens<br><br>Budget equity completed    | Completed | As the elected legislative body for the City and County of San Francisco to represent their respective districts, the full legislative history of the Board and its committees – including but not limited to legislation that require racial equity assessment – are publicly available through the Board’s Legislative Research Center. | Completed | BOS-Legislative Services |

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

| ACTIONS  | RESOURCES COMMITTED  | INDICATORS   | TIMELINE | IMPLEMENTATION  | STATUS    | LEAD                                     |
|--|--|--|----------|---|-----------|--|
| 7.2.1.<br>Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.<br><br>e.g. ASL interpretation, video conferencing, food during meetings, translations, etc. | Clerk of the Board, BOS-Legislative Services, BOS-Operations | # of diverse board/commission members<br><br>% of board/commission retention | Ongoing  | Board of Supervisors does not track policy/advisory bodies’ procedures; this action should be directed to the departments that administer the various policy/advisory bodies. | Completed | BOS-Legislative Services; BOS-Operations |

<sup>5</sup> <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>



Implementation of inclusive protocols

The Board of Supervisors and their bodies have a regular and standardized protocols for accommodating special requests.

BOS-Operations coordinate with OCIEA and budget/finance staff to resource department with translation and interpretation services, and ASL as necessary in accordance with ADA. LAO and ADA disclaimers are translated with departmental point of contact, and interpretations are available at all Board and committee proceedings

|   |  |   |         |   |         |                          |
|---|--|---|---------|---|---------|--------------------------|
| 7.2.2.<br>Commit to ongoing racial equity training being mindful of ongoing and current issues.     | Clerk of the Board, BOS-Legislative Services | # of completed training per quarter<br><br>Increased participation rate           | Ongoing | Board of Supervisors does not track policy/advisory bodies' procedures; this action should be directed to the departments that administer the various policy/advisory bodies. | Ongoing | BOS-Legislative Services |
|   |  |   |         | The Board of Supervisors, their bodies, and their Members and staff participate in all required equity training programs.   |         |                          |
| 7.2.3.<br>Develop a mentorship program between newer and more experienced board/commission members. | Clerk of the Board, BOS-Legislative Services | Increased board/commission retention<br><br>Member experience satisfaction survey | N/A     | Board of Supervisors does not track policy/advisory bodies' procedures; this action should be directed to the departments that administer the various policy/advisory bodies. | N/A     | BOS-Legislative Services |

## A. APPENDIX A: BOS Employee Racial Equity Survey

See attached.