RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

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

Department of Emergency Management

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals
RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material
INDICATORS: quantifiable measure of an action's success; how much, how well, or is anyone better off?
TIMELINE: dates denoting the start and end of the action

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

Racial Equity Action Plan Sections

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

PROCESS

The DEM Racial Equity Team began drafting the RE Action Plan and analyzing department demographics in Summer/Fall 2020. In November, DEM created and distributed the Racial Equity Survey. Using the resulting feedback, action items were finalized. The RE Action Plan was approved by Executive Director, Mary Ellen Carroll and submitted to the Office of Racial Equity on December 31, 2020.

DEPARTMENT BACKGROUND

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

Number of Employees: 283
Annual Budget $117,088,290

Department History

Voters in June 1994 approved Proposition B that authorized funding for a new emergency communication center located at 1011 Turk Street, also referred to as the 911 Project. The center was responsible for two major functions, which were to serve as the City's Public Safety Answering Point for all 9-1-1 emergency functions and operate as the City's Emergency Operations Center in times of major emergencies and disasters. Emergency response functions include 9-1-1 call taking and dispatch for Police, Fire and Ambulance. The facility also housed the Mayor's Office of Emergency Services and related support facilities for the Department of Telecommunications.

Beginning with Fiscal Year 1998-1999, the City created the Emergency Communications Department (ECD) to transition the 911 Project into a functioning Department with an organizational structure to support the 9-1-1 emergency call taking and dispatch functions.

The Department of Emergency Management (DEM) was created in 2006 by legislation that combined the former Emergency Communications Department and the former Mayor's Office of Emergency Services into one agency (Admin Code Sec. 2A.200). The headquarters building for DEM at 1011 Turk Street opened in 2000 to house the new combined 9–1–1 call-taking and dispatch center for Police, Fire, and Emergency Medical Services, as well as the City's Emergency Operations Center.
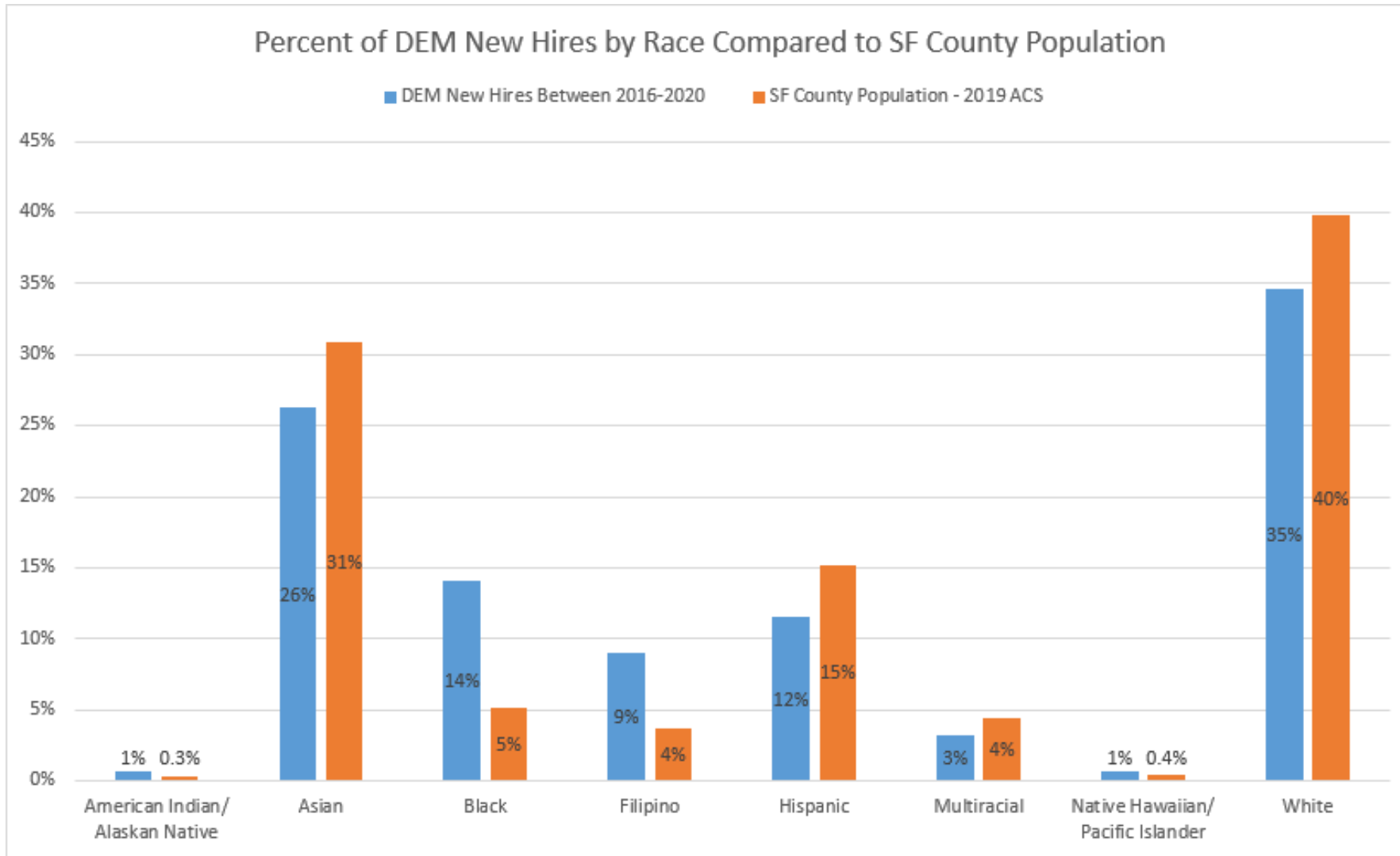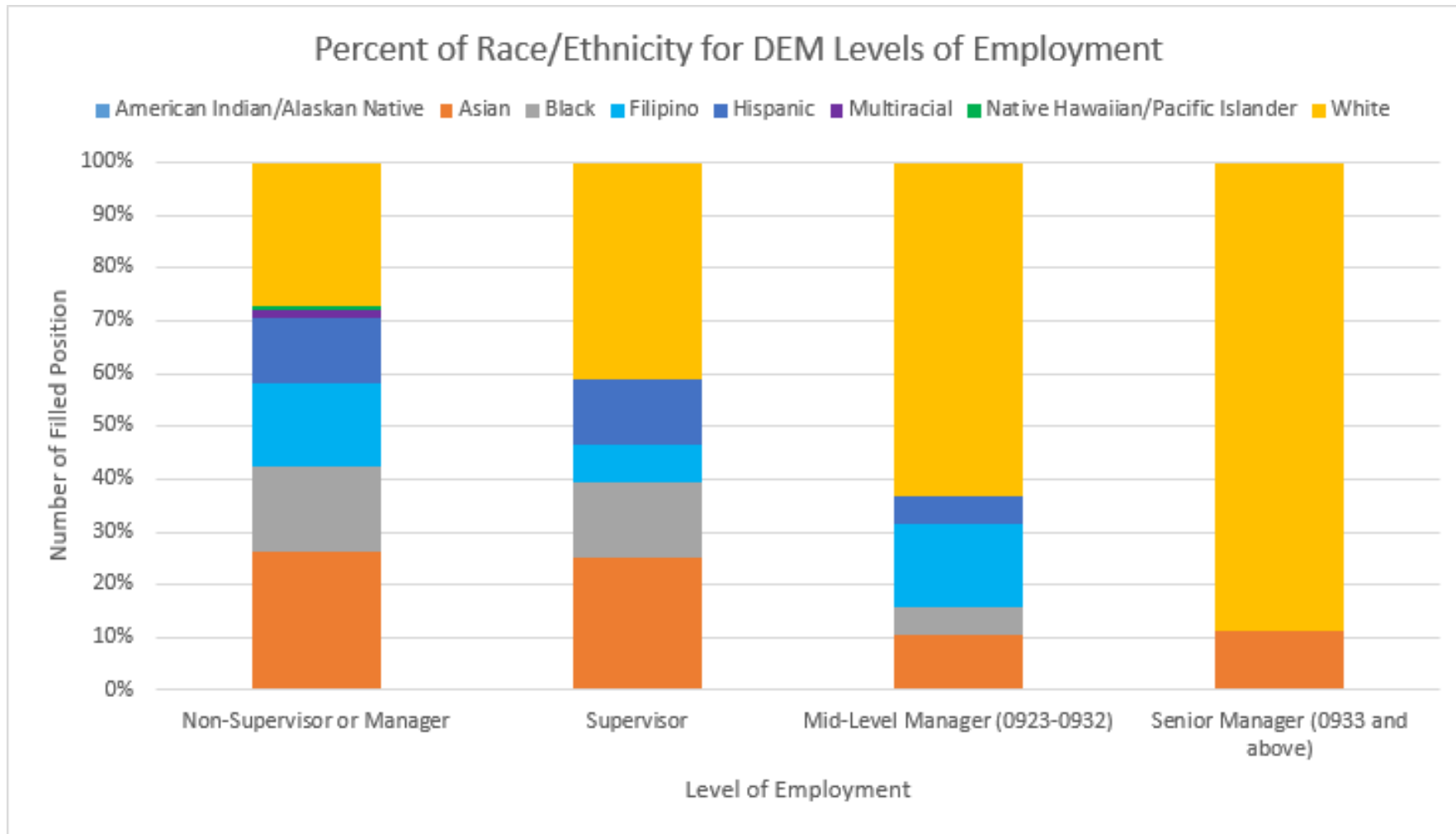
Vulnerable Populations Served

See Appendix

Vulnerable Populations Engagement Assessment

DEM serves all communities equally.

CURRENT WORKFORCE DEMOGRAPHIC DATA

Percent of DEM New Hires by Race Compared to SF County Population

■ DEM New Hires Between 2016-2020   ■ SF County Population - 2019 ACS

Race	DEM New Hires	SF County Population
American Indian/Alaskan Native	1%	0.3%
Asian	26%	31%
Black	14%	5%
Filipino	9%	4%
Hispanic	12%	15%
Multiracial	3%	4%
Native Hawaiian/Pacific Islander	1%	0.4%
White	35%	40%

Percent of Race/Ethnicity for DEM Levels of Employment

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

The survey responses showed that DEM staff are generally knowledgeable about the concept of racial equity and that DEM is committed to creating an equitable work environment. The survey comments were varied and ranged from DEM being the most diverse place a person has worked to DEM needing a significant changes to be more equitable. One of the survey questions that provided for written responses showed that there are people who felt that there was interpersonal racism between staff members and that Senior Management should be more open to hearing and addressing their concerns. For example, "many non-black/white employees feel discriminated against in a daily basis." Based on the survey, interpersonal may not be perceived as a department-wide issue, however, the survey did raise some instances of racism.

Similarly, the survey responses provided a range of answers regarding hiring and promotional opportunities. While some staff responded that hiring is fair and has been diverse during their tenure with DEM, there were comments and suggestions on how to improve the hiring and promotional processes to be more equitable and diverse. These suggestions included internship programs, specific community outreach, and improving transparency. Responses that provide suggestions on a departmental process imply that there are instances of systemic, institutional racism which can be reviewed and improved.

DEM has an internal focus on providing training opportunities to all staff. Some examples of training opportunities are position-specific needs, career advancement opportunities, and interpersonal skills. Additionally, DEM supports individuals to seek training opportunities of their own interests and growth. The survey results showed that access to training is important and that there are more areas of trainings that can be developed and offered. More specifically, the survey responses suggest training for "implicit bias."

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 diverse candidates and people with non-traditional 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 non-traditional 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?
Review hiring practices separately for all DEM positions. Focus is on: 1) disparate impact analysis (if possible) to determine if there is a fall-off at any step of the hiring or training process, and 2) reviewing/improving initial recruitment process to ensure diverse hiring, especially BIPOC participation. Establish staff focus group(s) for feedback on recruitment and on reviewing changes in areas that the disparate impact analysis identifies.

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.	Human	Barriers assessment completed.	February 2021 – June 2021	For each position and recruitment, organize data regarding where job announcement was posted and how many applicants applied. Use the reporting feature in JobAps to collect and analyze data regarding where the applicant learned of the job opportunity to help determine success. Gather data on the applicants who did not meet minimum qualifications and analyze the reason(s) for not meeting MQs (i.e. education, experience, incomplete applications, license, etc.) to identify potential barriers to employment. Gather data on applicants who were invited to exams/interviews, but did not pass or were not selected. Identify the reasons they were not selected.	Not started	HR Analysts
1.1.2 Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.[1]	Human	Survey results are included in the department annual review.	June 2021 – September 2021	Create the annual survey for current staff Determine platform and method to send out staff survey and gather data	Not started	RE Team HR Analysts
1.1.3 Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	Human	Policy is created, implemented, and reviewed annually to maximize results.	January 2021 – January 2022	Analyze responses to staff survey Review areas of high candidate drop off and determine best approach to remove barriers Draft policy for RE Leaders review	Not started	DEM Senior Staff RE Team HR Analysts

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

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.8. Analyze current hiring processes across the Department to better understand how job posting language is drafted, how interview and exam questions are developed, how interview panels are selected, resumes are reviewed, and where inconsistencies may exist in the process, and create guidelines in order to ensure reviewers and panelists are diverse and can engage with racial and social equity concepts.	Human	Candidate pool is increasingly more diverse and referred from a variety of sources	February 2021 – May 2021	Review previous job announcements and analyze which parts could have been revised to be more inclusive for a more diverse applicant pool. Specifically, utilize "plain speak" in the Introduction and How to Apply sections to attract a broader audience. HR already analyzes the composition of exam and interview panels to ensure diversity in at least 2 of 3 areas – race, job classification, and gender. HR also ensures that panelists have completed DHR's "Fairness in Hiring" training prior to participating as a rater on a panel. Review existing practices to determine if other criteria should be included when vetting a panel. Review who the SMEs were in the job analysis and examination process. Consider standardizing the criteria for developing interview questions..	Not started	HR Analysts
1.2.9. Develop and implement strategies to increase racial and social diversity in professional, management, and leadership positions.	Human	Diversity in department leadership mirrors line staff.	May 2021 – August 2021	Gather and analyze data of existing workforce in order to identify critical gaps. Through this data analysis, focus on divisions that lack diversity in leadership roles and whether this reflects the composition of the unit. Offer HR-led workshops for general assistance with examination and interview process. Gather data on the applicant pool for professional and management level recruitments to determine current level of diversity within these applicant pools.	Not started	HR Analysts

				Determine whether barriers to employment exist within the minimum qualifications or desirable qualifications. Analyze the minimum qualifications for professional, management, and leadership positions to determine if any can be modified to increase the diversity of the applicant pool. Analyze classification series to ensure there are opportunities to promote into management and leadership positions		
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.	Human	Job description display consistent and inclusive language Candidate pool is increasingly more diverse	August 2021 – December 2021	Determine whether barriers to employment exist within the minimum qualifications or desirable qualifications. Review previous job announcements and analyze which parts could have been revised to be more inclusive for a more diverse applicant pool. Determine which community-based organizations can be utilized in order to reach a more diverse applicant pool.	Not started	HR Analysts

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
1.3.6 Develop occupational pathways for those interested in pursuing a career in the field of Emergency Management.	Financial Human	# of Emergency Management interns and trainees	January 2022 – June 2022	HR: Work with DEM Senior Staff to determine the duties, minimum qualifications, and special requirements of volunteer, internship, and/or fellowship opportunities. Consult with other	Not started	DEM Senior Staff HR Analysts

				departments and jurisdictions to compare strategies/analyze programs already in place. Determine target applicant pool (age, race, etc.). Determine the pathway that will lead to permanent positions related to emergency management in DEM. Once pathways have been established, HR develops recruitment plan/strategy to reach targeted and diverse demographics.		
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.	Financial Human	# of Opportunities for All placements and mentors	June 2022 – September 2022	HR: Analyze division needs (i.e. vacancies) to determine the appropriate number of interns. Ensure mentors meet diversity standards and consider rotating. Work with Mayor's office to post internship opportunities on their website.	On-going	DEM Senior Staff HR
1.3.3. Partner with City College of San Francisco and Bay Area high schools to emphasize the importance of a diverse Emergency Management field as well as skills and competencies that proactively advance racial and social equity	Financial Human	# of diverse new hires interested in Emergency Management	June 2022 – September 2022	HR: Based on MQs/experience requirements, determine which job classifications and/or intern opportunities are most appropriate to promote on high school vs college campuses. Reach out to City College and high schools to ensure the created opportunities are widespread to increase diversity of applicant pool. Attend career fairs.	Not started	DEM Senior Staff HR

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Incorporate racial and social equity training into new staff on-boarding process.	Financial Human	All employees are knowledgeable about racial and social equity	January 2022 – March 2022	Work with DHR to develop appropriate training (online or in person) for new staff during the onboarding process. Incorporate into DEM onboarding process for all job classification and job types.	Not started	HR Staff
1.4.2. Ensure a diverse hiring panel for each interview.	Human	Demographic composition of panels Increase in diverse interview panels	Ongoing	Train hiring managers when selecting interview panel to select a demographically diverse panel. HR already analyzes the composition of exam and interview panels to ensure diversity in at least 2 of 3 areas – race, job classification, and gender. HR also ensures that panelists have completed DHR's "Fairness in Hiring" training prior to participating as a rater on a panel.	On-going	HR Analysts
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	Financial Human	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Ongoing	Prior to interview and/or exam, have panelists complete the online Fairness in Hiring Training, and conduct a robust rater orientation regarding implicit bias and equity.	On-going	HR Analysts
1.4.4. Adopt a tool to track application progress and reach assistance through multiple means.	Human	Tool created and implemented # of applicants increased Increased assistance to job seekers	September 2021 – September 2022	Awaiting launch of applicant tracking system (ATS)	Not started	DHR
1.4.8.	Human	# number of diverse candidates increased	September 2021 – September 2022	Awaiting CSC Rule Change and Union concurrence.	Not started	CSC/Union

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

Overall faster hiring times

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?
Review whether disparate impact analysis can be applied to promotions. While superficial review of supervisory and management positions look good in terms of BIPOC and other diversity measures, staff survey or focus group(s) should be considered to access perception of promotive process to identify real or perceived impediments.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.[2]	Human	Tracking mechanism implemented Demographic data analyzed	March 2022 – May 2022	Create an excel sheet that tracks all the requested data. Work with DHR to obtain the information for the DSW workers. Gather information for those who volunteered as DSW workers. Analyze demographic data to determine if there are any adverse impact on workers of color.	Not started	DHR - CCC HR Analysts
2.1.6 Provide essential workers with a safe and clean work environment.	Financial Human	Established baseline custodial services	April 2020 - present	Identify necessary custodial services that align with SFDPH Health Orders. Provide disinfectant spray and hand sanitizer in various locations throughout the building.	On-going	Facility Manager

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

				Coordination with the Department of Real Estate to ensure the timely cleaning and disinfection of work stations or areas recently occupied by a known COVID test positive. Closing of areas or facilities, i.e. restroom until a cleaning crew is deployed.		
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, and gloves, and access to hand washing and sanitizing materials.	Financial Human	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	April 2020 - present	Identify necessary PPE and ensure that the necessary supplies are available at all times. If any required PPE becomes a scarce resource and/or is unavailable in the needed quantities through the CCC, DEM may purchase through non-compliant vendors.	On-going	CCC OCA

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.6. Support professional development. Support the employee to seek out and participate in opportunities for training and personal growth.	Financial Human	Employees have tools and resources to meet requirements of promotive position	January 2020 - present	Identify which trainings or seminars may benefit employees seeking promotions in DEM classifications. Encourage employees to participate in trainings/conferences/seminars using union funds. Provide flexibility in employees work schedule, if possible, to allow participation.	On-going	DEM Senior Staff
2.3.7. Identify individuals that can serve as formal or informal mentors to help navigate problems, and	Human	Employees have network of resources for support and career growth	January 2022- January 2023	Define the mentor program, including objectives, program design and expectations.	Not started	DEM Senior Staff

also provide assistance in thinking about how to develop professionally.

Identify the role and responsibilities of mentors and determine which classifications should serve as mentors.

Identify process for mentor recruitment or employee application process. Provide guidelines and/or training to mentors.

Identify how mentors and mentees will be paired.

| 2.3.8. Conduct regular culture and work satisfaction survey. | Human | Leadership and staff are engaged and working towards common goals | January 2022 – January 2023 | Create a culture and work satisfaction survey that is tailored to DEM.

Distribute to staff on a bi-annual basis. | Not started | RE Team |

3.   DISCIPLINE AND SEPARATION

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

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

DEPARTMENT GOAL
What is the department's overall goal on Discipline and Separation?
Review disciplinary actions and analyze disaggregated data. Determine if there is disparate impact for separations.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.6. Create a clear, equitable, and accountable protocol for disciplinary actions.	Human	Create tracking mechanism Analyze data annually	October 2021 – January 2022	Disciplinary actions are entered in P&P and DEC also logs into SharePoint. Establish an annual review process. Analyze the data from the past year to determine if there is a higher rate of discipline imposed for workers of color. Based on analysis, determine if there is a cause for any adverse impact on workers of color due to management style, work culture, etc.	On-going	HR Analysts

4. DIVERSE AND EQUITABLE LEADERSHIP

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

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

DEPARTMENT GOAL
What is the department's overall goal on Diverse and Equitable Leadership?
Review what training can be done for all division leadership; review succession planning for promoting inclusive opportunities.

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.	Human	% increase in diverse leadership	January 2021 – September 2021	Work with RE team to develop recruitment policy to align with the Action plan and citywide racial equity framework. After development of plan, incorporate and apply the policies to all recruitment plans	Not started	RE Team HR Analysts
4.1.2. Commit to ongoing racial equity training and development for leadership.	Financial Human	# of training & development completed by leadership per quarter	January 2021 – September 2021	Identify funding for racial equity training, identify availability of online or virtual training, determine training logistics for 24/7 staff	Not started	RE Team
4.1.3. Incorporate senior leadership demographics in the department annual report.	Human	Senior leadership demographic included in the department annual report	September 2021 – February 2022	Add senior leadership demographics into annual report	Not started	DEM Senior Staff HR Analysts

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

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

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

DEPARTMENT GOAL

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

Continue formalizing structures for training/conference/public event opportunities to ensure equitable access. Encourage employees to utilize union training funds for self-development and support flexible work schedules if possible.

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
5.1.6. Encourage informational interviews with people at different levels of decision making in the organization.	Human	Staff understand the different roles and their significance to the overall organization	January 2022 – January 2023	Develop policy and procedure, including objective, program design and expectations. Determine whether employees will be allowed to conduct informational interviews on work time. Notify staff of opportunity.	Not started	DEM Senior Staff
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Financial Human	# of staff enrolling and completing extended learning $ dedicated to extended learning annually	December 2022 – October 2023	Identify which opportunities to offer in order to determine how much funding is needed. Obtain spending authority through budget process. Identify a process to review and approve employee requests for funds, i.e. first come, first serve or seniority.	Not started	DEM Senior Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.3. Create a mentorship program between senior and junior level staff.	Human	# of mentorship programs per year #of mentorship programs per year # of meetings per program cycle	January 2022 – January 2023	Develop policy and procedure, including objective, program design and expectations. Develop process to recruit mentors or allow employees to submit an application Identify how mentors and mentees will be paired. Provide training and/or guidance to mentors. Disseminate information to staff.	Not started	DEM Senior Staff

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	Human	Process developed % of staff aware of accommodation process # of accommodations made increased	March 2022 – May 2022	Prepare a quarterly or bi-annual notice to be sent out to all staff members in the department to inform them of the reasonable accommodation process. Develop a survey to obtain feedback from workforce.	On-going	HR Analysts

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as "professionalism," that ultimately centers whiteness.[1] This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

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

DEPARTMENT GOAL
What is the department's overall goal on Organizational Culture of Inclusion and Belonging?
Priorities should be set after establishing an input mechanism, but possible/probable areas include: creating pathways for staff to give input on and suggest changes for how DEM's work impacts BIPOC communities; staff trainings, particularly with regards to issues surrounding our role in policing and how we talk about it; how accessible & responsive leadership is to issues between staff.

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.	Human	Department mission, policies, and procedures are updated and available	January 2022 – January 2023	Review department's mission, policies and procedures and RE Action Items. Ensure department's mission reflects commitment to inclusion and belonging.	Started	DEM Senior Staff
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	Human	Regular, scheduled meetings with RE Team to implement RE Action Plan plan	September 2021 – September 2024	Identify 2-4 staff members from each division to create a work group.	Started	RE Team

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.3. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Human	Annual survey with disaggregated data and feedback	November 2021 – November 2023	Distribute annual surveys and adjust RE Action Plan as needed.	Started	RE Team

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Human	Increase in staff feedback, participation, and response to communications	December 2020 – December 2024	Review DEM additions and departures list quarterly with HR and IT staff, and update Outlook distribution lists accordingly	On-going	DEM IT
6.2.2. Ensure that all staff meetings center diverse speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Human	Ongoing staff participation and feedback	April 2021 – December 2024	Notify staff of upcoming all hands meetings. Implement a process whereby diverse staff in all divisions are provided opportunities to participate. Encourage staff to ask questions and submit topic areas of interest for upcoming meetings.	On-going	DEM Senior Staff
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Human	Ongoing staff participation and feedback	December 2020 – December 2024	Continue the use of the DEM Sharepoint site, to post department information and content. Provide quarterly feedback sessions with each DEM division to ensure it meets the needs of the Operational divisions.	On-going	DEM IT

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Human	Protocol distributed internally and with any outward-facing interactions	April 2021-December 2021	Use of MSTeams as a platform department-wide.	Not started	External Affairs DEM IT