



December 24, 2020

Dear War Memorial Staff,

I am pleased to share with you the War Memorial's Racial Equity Action Plan. This plan documents who we are, where we have been, and where we are going to further racial equity in our department.

While the plan follows a template created by the Office of Racial Equity, the implementation strategy was created by our staff Racial Equity Team in response to the existing policies and procedures of the department. The plan was crafted using demographic data provided by the Department of Human Resources, responses to our employee survey, focus group feedback, historical research, and learnings from participation in the Racial Equity Leadership Convenings.

This is a living document that will be updated as we accomplish our goals, and we will adapt it in response to real-world feedback regarding the effectiveness of specific interventions. Implementing this plan will require funding and time. I will work with supervisors and managers to ensure that the employees who will bring this to life have the necessary resources.

Each member of our department will be called on to contribute to the large and small changes needed to continue the work of making the War Memorial a place of welcoming and belonging for people of all races. There are many ways to be involved, from joining the War Memorial's Racial Equity Team, to supporting the implementation of new policies and procedures, helping plan a staff gathering, or attending a racial equity training. Please let your supervisor know how you would like to participate.

I am grateful for the work of every member of the War Memorial's inaugural Racial Equity Team. These staff members shared their personal experiences and gave of their time and creativity to help us create the best plan possible.

As Managing Director, I am committed to seeing all the objectives outlined in this plan enacted, and I will need your help to make that happen.

Sincerely,

A handwritten signature in black ink, appearing to read "John Caldon".

John Caldon  
Managing Director

# RACIAL EQUITY ACTION PLAN

## SAN FRANCISCO WAR MEMORIAL & PERFORMING ARTS CENTER

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](#)

### WAR MEMORIAL

**Racial Equity Lead**

Jennifer Norris, Assistant Managing Director  
[Jennifer.norris@sfgov.org](mailto:Jennifer.norris@sfgov.org)

**Co-Facilitator**

Sharon Walton, Communications Manager  
[Sharon.Walton@sfgov.org](mailto:Sharon.Walton@sfgov.org)

**Support from**

John Caldon, Managing Director      Jenna Lee, Human Resource Dir  
[John.Caldon@sfgov.org](mailto:John.Caldon@sfgov.org)      [Jenna.lee@sfgov.org](mailto:Jenna.lee@sfgov.org)

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version.

Marcia	Colhour
Michael	Kim
Isaac	Mesghena
Masae	Aitoku
Tim	Tunks
Mitise	Watts
Mariebelle	Hansen
Ophelia	Butler
David	Eng

**Racial Equity Team Members**

<a href="mailto:marcia.colhour@sfgov.org">marcia.colhour@sfgov.org</a>	Security Officer
<a href="mailto:michael.kim@sfgov.org">michael.kim@sfgov.org</a>	Security Supervisor
<a href="mailto:isaac.mesghena@sfgov.org">isaac.mesghena@sfgov.org</a>	Stationary Engineer
<a href="mailto:masae.aitoku@sfgov.org">masae.aitoku@sfgov.org</a>	Stage Electrician
<a href="mailto:timothy.tunks@sfgov.org">timothy.tunks@sfgov.org</a>	Stage Electrician
<a href="mailto:mitise.watts@sfgov.org">mitise.watts@sfgov.org</a>	Administrative Support
<a href="mailto:mariebelle.hansen@sfgov.org">mariebelle.hansen@sfgov.org</a>	Administrative Manager
<a href="mailto:ophelia.butler@sfgov.org">ophelia.butler@sfgov.org</a>	Administrative Support
<a href="mailto:david.eng@sfgov.org">david.eng@sfgov.org</a>	Accounting Manager

**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

## War Memorial Racial Equity Team – Fall 2020



Mitise Watts  
Administrative Support



Masae Aitoku  
Stage Operations



David Eng  
Accounting



Ophelia Butler  
Receptionist



Mariebelle Hansen  
Booking and Operations



Tim Tunks  
Stage Operations



Michael Kim  
Security Supervisor



Marica Calhour  
Patrol Officer



Isaac Mesghena  
Engineering



Sharon Walton  
Communications  
RE Facilitator



Jennifer Norris  
Deputy Director  
RE Dept. Lead

## PROCESS

**RACIAL EQUITY TEAM:** In September, the War Memorial created a Racial Equity Team composed of eleven individuals (including the Team Lead) representing all departmental divisions, including: Administrative, Accounting/Finance, Booking, Engineering, Management, Security and Stagehands. The Team is racially diverse and reflective of the department’s demographics, and also includes individuals of a variety of ages, genders, years of service and sexuality. The Team met bi-weekly to provide input and feedback to the Co-Facilitators on survey questions and process for Action Plan Sections 1 – 6. **A summary of the goals created with the RE Team** and included at the beginning of each Framework Section can be found in **Appendix 0\_2**.

**DEPARTMENT SURVEY:** Developed with input and feedback from the department’s RE Team. Distributed by email, text and hard copy in early December. The goal was to collect demographic information and to gauge the climate of departmental employees on the subject of equity. The survey was designed to ascertain where the department had the most work to be done, and what were the interests and concerns of the employees, so the department could prioritize those areas for improvement in the initial year of enacting the RE Action Plan (See **Appendix 0\_1 and Appendix 0\_5**).

**WAR MEMORIAL EQUITABLE HIRING POLICY ADOPTED** – Will adopt after receiving staff feedback at All Hands Meeting January 19, 2021.

**PRESENTATION TO THE WAR MEMORIAL BOARD OF TRUSTEES & CREATION OF BOARD SPECIAL COMMITTEE ON RACIAL EQUITY – November 12, 2020**

The War Memorial Board of Trustees (WMBT) received a presentation about the creation of the Office of Racial Equity, the mandated formation of a departmental Racial Equity Team, and the development of a departmental Racial Equity Action Plan. The Board President named a WMBT Special Committee on Racial Equity to work with staff in support of the Action Plan, specifically Section 7 of Phase 1, which addresses Boards and Commissions.

**DRAFT ACTION PLAN PRESENTATION AND FEEDBACK FROM FULL STAFF** – All Hands Meeting January 21, 2021

**ORAL HISTORY & HISTORICAL RESEARCH (see Section 6.5)**

The War Memorial is a place of historical importance, but its full history has not been adequately recorded through an equity lens. Most of the history that has been recorded and is easily discoverable centers on the contributions of White people. To reveal a more accurate picture of the institution and the people associated with it, the War Memorial is undertaking an oral history project to document the memories and experiences of former and current BIPOC staff members. Research about the history of this place and the people who built it will also be conducted in future years and shared with the War Memorial and the community at large.

**DATA TRANSPARENCY PROJECT**

Through its meeting minutes, WMBT has complete records of the actions it has taken since its inception in 1921. Understanding that transparency and easy access to information is an equity issue, the War Memorial is undertaking the construction of a digital database of WMBT meeting minutes, which currently chronicle a century of decision-making. The department’s long-term goal is to make the database accessible to the public as part of DATA SF. An additional phase of this work will include the digitization of these same minutes dating back to the inception of the policy body.

# 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:** 60 FTE as of December 2020 (71 budgeted FTE positions with 11 held in attrition for budgetary purposes due to COVID)

**Annual Budget:** \$18.3 million operational budget in FY2019-20 (does not include debt service or Capital Planning Committee project funds)

## Department History

*San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community.*

*As part of addressing this issue, we encourage City departments to reflect upon and recognize any potential harm that their structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities.*

Example: [Planning Commission Resolution No. 20738, June 11, 2020](#)

The War Memorial’s mission is to manage, operate and maintain the War Memorial and Performing Arts Center buildings and grounds, including the War Memorial Opera House, War Memorial Veterans Building, Louise M. Davies Symphony Hall, Harold L. Zellerbach Rehearsal Hall, the Memorial Court and adjacent grounds; and to provide safe, first-class facilities to promote cultural, educational and entertainment opportunities in a cost effective manner for the maximum use and enjoyment of the public and to best serve the purposes and beneficiaries of the War Memorial Trust.

The buildings under the trust of the War Memorial played a pivotal role in creating the United Nations, the world-body that best represents the ideals of a peaceful and united global community. In 1945, the United Nations Charter was signed on the Herbst Theatre stage, known at the time as Veterans Auditorium. The months of delegation meetings leading up to the signing took place in the War Memorial Opera House. The ideals of the United Nations are central to the way each War Memorial employee engages with their work, with each other, and with our patrons. Being a War Memorial employee means being a steward of the City’s iconic, historic performing arts center, and acting as an ambassador to the public.

The War Memorial’s buildings are home to the City’s arts departments, and include an array of performing arts venues, gallery, rehearsal, and gathering places, as well as office and meeting spaces for social and service-provider organizations working on behalf of San Francisco’s veterans community. We strive to treat all clients and presenters with equal attention and consideration, and pride ourselves on providing full-service production support for an array of nonprofit arts and culture organizations.



## VERSION 7

The War Memorial is fortunate to have attracted a diverse, dedicated, and hard-working team of talented individuals to work in the department. Our staff of full time and as-needed employees totals ~100 people who collectively speak 34 different languages and dialects. Visitors to our buildings are often impressed by the lengths to which War Memorial employees go to provide assistance.

While the work of our clients may be glamorous, the work of the department is to provide safe, clean, and well-functioning venues for use by presenting organizations and their patrons. The War Memorial seeks to center the work of frontline workers, from the security officers who provide safety and information in a welcoming and inclusive manner, to the stationary engineers who provide light, heat and power, and who repair and maintain the venues as needed. The administrative and booking teams work hand-in-hand with trade staff to fulfill the department's mission, upholding key values such as collaboration and mutual support.

### **The War Memorial believes there is no room for discrimination of any kind in the workplace.**

The department aspires to attract employees who wish to be part of a united and diverse employee team. According to the War Memorial Racial Equity Team, successful candidates for War Memorial positions:

- are positive and collaborative
- enjoy working with diverse teams and members of the public
- are honest and hard-working
- are interested in supporting the performing arts
- are ready to support the team in communicating with our clients, including using any multi-lingual skills they possess.

One of the ways the War Memorial embodies the day-to-day promise of the United Nations is through food. War Memorial break rooms are full of culinary offerings from the many cultures the employees represent. A great example of how we put to practice our team values at the War Memorial is the end of year potluck. Organized by a diverse group of employees and scheduled at alternate times each year to allow different shifts of employees to attend during their workday. The potluck features delicacies from many ethnic food traditions. The date of the event moves around from December to January again to provide access and meaning for a more diverse group of employees than a traditional Christmas party might.

While the culture of the War Memorial is inclusive, we acknowledge that our leadership team is primarily White. The department head, deputy department head, and 11-member WMBT are largely White and have been so since the War Memorial's inception. The War Memorial has a strong and consistent history of employing and promoting people of color at the manager level, including the Director of Security, Human Resources Analyst and Custodial Services Manager. The Engineering Division, while it employs a racially and ethnically diverse group of individuals, has historically been led by White supervisors. We also note that presently our entry to mid-level administrative staff are people of color and many have struggled

to test sufficiently to be promotable through the Civil Service hiring system. The War Memorial seeks to develop and support stationary engineers, security officers, and administrative staff to assist them in achieving promotive opportunities.

The War Memorial recognizes that the buildings under our care belong to the people of San Francisco and should be a place of welcoming and inclusion for all San Franciscans. As we seek to ensure that racial equity is an established pillar and ongoing commitment of the War Memorial as an institution, we acknowledge there is work to be done to achieve that goal. We acknowledge that despite the presence of some key presenters of color who use the Herbst Theatre, The Green Room and the Wilsey Center, most presentations in War Memorial venues are created by, and presented to, White people. While the effort to create flexible booking policies to attract and retain San Francisco's African American Shakespeare Company has been successful, there is much more that must be done to ensure racially and culturally equitable venue use by performing arts organizations and their patrons.

The greatest imbalance exists in the use of the larger facilities, the War Memoria Opera House and Davies Symphony Hall. The number of organizations that attract audiences of a size to require use of a 3,000-seat house are few, and of that group the subset of non-White presenters is quite small. Historically, the War Memorial's resident companies have worked cooperatively with the War Memorial to make time in the schedule (often at their own expense) for the Ethnic Dance Festival, Shen Yun, Presidio Dance Theatre's free-for-school-children "Dancing Across Cultures," and City Church's Spanish-language Easter Service. Unfortunately, due to budget constraints both the Ethnic Dance Festival and City Church were unable to hold presentations in 2019. Post-pandemic we anticipate presenters from under-represented communities are likely to be less resourced than ever. Strategies to support and welcome back diverse arts organizations will require cross-departmental cooperation between the War Memorial, Grants for the Arts, the SF Arts Commission, and possibly the Office of Economic and Workforce Development.

Use of the Opera House and Symphony Hall by a diverse slate of presenters is further complicated by the trust rights extended under The War Memorial Trust Agreement, established in 1921, which extends priority use of the Opera House and Davies Symphony Hall. The War Memorial's resident companies (the San Francisco Ballet, San Francisco Opera and San Francisco Symphony), jointly present 390 performances in the average year, attracting 630,000 audience members. Traditionally their presentation models have relied heavily on the Western European classical canon. This work was created primarily by White men and has been produced and performed in San Francisco primarily by White artists. Most audience members are White and of the financial means to purchase high-cost tickets. Some season subscribers are able to pass the rights to purchase specific seats within the Opera House or Davies Symphony Hall from one generation to the next.

Over the past decade, each resident company has worked to diversify its offerings and to make connections to racially and culturally diverse communities. Generally, these efforts have been focused on specific programs rather than an overall diversification the performance season. An example is the Symphony's "Dias De Los Muertos" performances and activities, in which meaningful multi-year partnerships have been created with the Mission Cultural Center and associated artists.

## VERSION 7

The Ballet, Opera and Symphony have primarily engaged communities of color through education programs that bring artists to local schools, and local students to War Memorial venues, so they may participate in the viewing and making of music, dance, and performance. The resident companies work with students is laudable and offered free and equitably to all students and all schools. The Symphony brings every public-school student in kindergarten through sixth grade to Davies Symphony Hall for a concert every year, so that by sixth grade a student will have attended seven concerts free-of-charge.

In recent years the United States Western classical art forms and organizations have been undergoing racial equity awakening and reckoning. The San Francisco Ballet, Opera and Symphony have all been working to increase their engagement and support of under-represented local communities in their work and audiences. One example of this is the Opera's creation of its Department of Diversity, Equity and Community (DEC) in fall 2019. The Opera's DEC launched its first programmatic activity for the presentation of *Hansel and Gretel* in holiday season 2019. For this activity, the Opera's DEC partnered with Community Housing Partnership (CHP) to create interactive activities and engagements in the lobby between patrons and CHP staff and volunteers. The goal was to raise awareness for the issues surrounding housing justice in San Francisco and to encourage attendees to make donations to CHP. Shortly after the Opera's formation of the DEC, the Opera hired new Music Director Eun Sun Kim, who now occupies the highest-level artistic position within the company. For the first time in its history, the Opera's orchestra is being led by an immigrant woman of color. And though Eun Sun Kim's hiring was not driven by the Opera's DEC, these two actions taken together (creating the DEC and hiring Eun Sun Kim) are heartening decisions made by the Opera that further the cause of equity in the company.

Earlier in 2019, the Symphony partnered with the San Francisco Arts Commission to host a convening entitled *Racial Equity in the Arts: Advancing Change in San Francisco*, with facilitation by San Francisco's Human Rights Commission (HRC). The convening was attended by over 200 arts leaders from across disciplines, budgets sizes and locations in San Francisco. HRC's Racial Equity in the Arts Taskforce is an outgrowth of that first convening. In the Symphony virtual opening gala in November 2020, a concert film entitled *Throughline*, it was edifying to see the Symphony, under the direction of new Music Director Esa Pekka Salonen, center performances by Oakland composer and pianist Kev Choice and renowned bassist Esperanza Spalding.

Despite these signs of progress there is still much to be done to make these beautiful venues a place of belonging and inclusion for all San Franciscans. The War Memorial looks forward to being an instigator and thought partner with its resident companies to foster venues and performance experiences that welcome and include all San Franciscans.



**Vulnerable Populations Served – See Appendix 0\_3**

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

**Vulnerable Populations Engagement Assessment - See Appendix 0\_4**

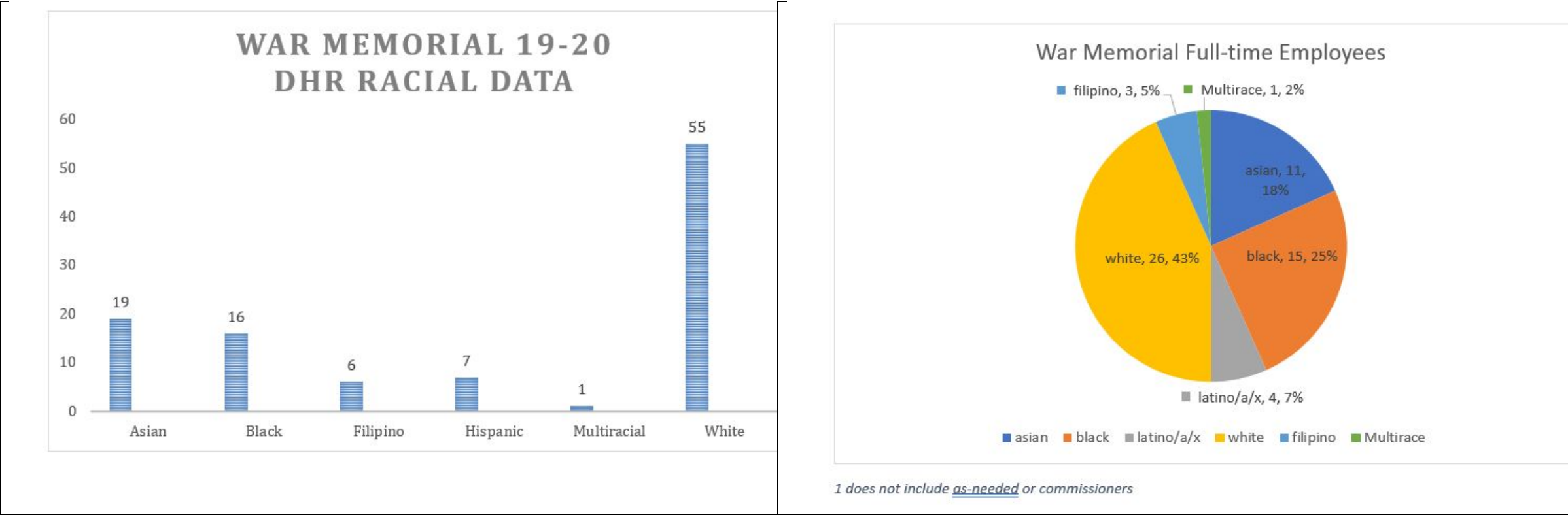
*Please share how you engage with individuals and groups in San Francisco’s communities of color. What percentage of your budget supports this effort, what critical issues face these communities and groups, and what departmental accomplishments are in support of the identified population. Please use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

**War Memorial Performance Measures 2018 - See Appendix 0\_6**

**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.*

CURRENT WORKFORCE DEMOGRAPHIC DATA

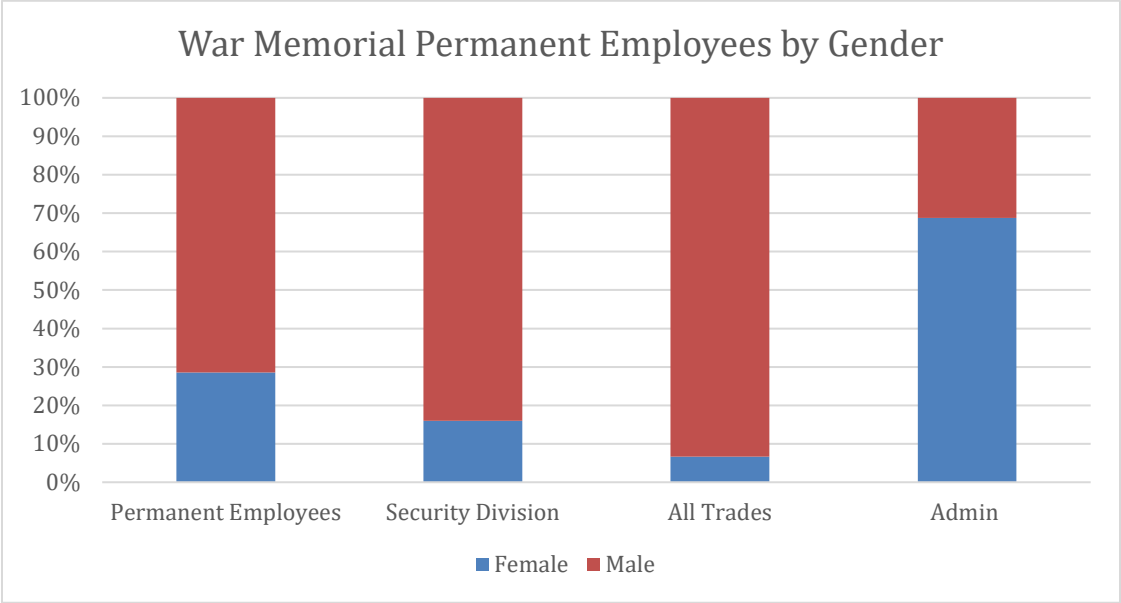


NOTE: The War Memorial is budgeted for approximately 71 full-time positions (11 are currently vacant due to the COVID-19 induced hiring freeze). The chart above titled “DHR Racial Data” includes 104 employees, which means that 40% of those counted are either as-needed employees or board members. 50% of War Memorial as-needed employees are Stage Electricians, who work rarely and who are selected by permanent employees in that class. The “War Memorial Full-time Employees” chart above removes as-needed employees and board members to provide a clearer picture of actual staff demographics. It does point out that our processes around as-needed employees can be improved in classes for which the department relies on referrals from existing employees. For those classes, the department tends to receive referrals that results in sustained homogeneity of new hires.

As a smaller department our workforce has 25 different classifications represented. Many classifications have only one or two employees within them.

The larger classifications are:

- 8207 – Building and Grounds Patrol Officer – 26 positions (racially diverse: White, Asian, Hispanic, Filipino and Black – though no Black or Filipino women)
- 7334 – Stationary Engineer – 11 positions (racially diverse: White, Asian, Hispanic, Filipino and Black – though no women).



**Gender Comparison:** While the focus of this plan is Racial Equity, it should be noted there is a significant gender imbalance at the War Memorial. The male to female ratio of employees leans heavily toward male with 72 percent of employees identifying as male and 28 percent identifying as female. There is less than a percentage point in variation between these percentages when comparing permanent employees to a pool of all employees including as-needed temporary employees.

A further analysis shows a majority of the permanent female employees work in administrative classifications. Of 15 permanent female employees, 4 work as Security Officers, one as a Stage Electrician, and the remaining 10 (or 66%) in administrative roles. The Security Division of 25 employees, including the supervisors and the Director of Security, is only 16% female. The Engineering Division of 16 employees is 100% male and only 1 of the 4 Stage Electricians (or 25%) are female.

# RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

*Please describe themes and key takeaways from your survey results.*

The War Memorial survey was developed from the input of the department’s Racial Equity Team. The department used the questions in the framework below to assist in crafting the questions. The Team discussed how best to deliver the survey, as a portion of our staff do not have City email. We selected a survey tool that could be accessed by a phone using a QR Code and emphasized the compact nature of the survey to encourage participation. We focused on outreach using email, direct mail, posters at timeclocks, word of mouth and encouragement by supervisors to build awareness. Though not experts in data analysis, the Team endeavored to glean the major points during this first attempt. In the future, the department may decide to use a consultant to construct the survey and interpret the data.

- Appendix 0\_1: WM Employee RE Survey Results**
- Appendix 0\_5: Charts of Disaggregated Data for 5 key questions**

**Implementation:**

- Survey was sent to all permanent employees and as-needed security staff (80 people)
- Via email to employees with sfgov email
  - Via a USPS letter with link and QR Code to all 80 employees

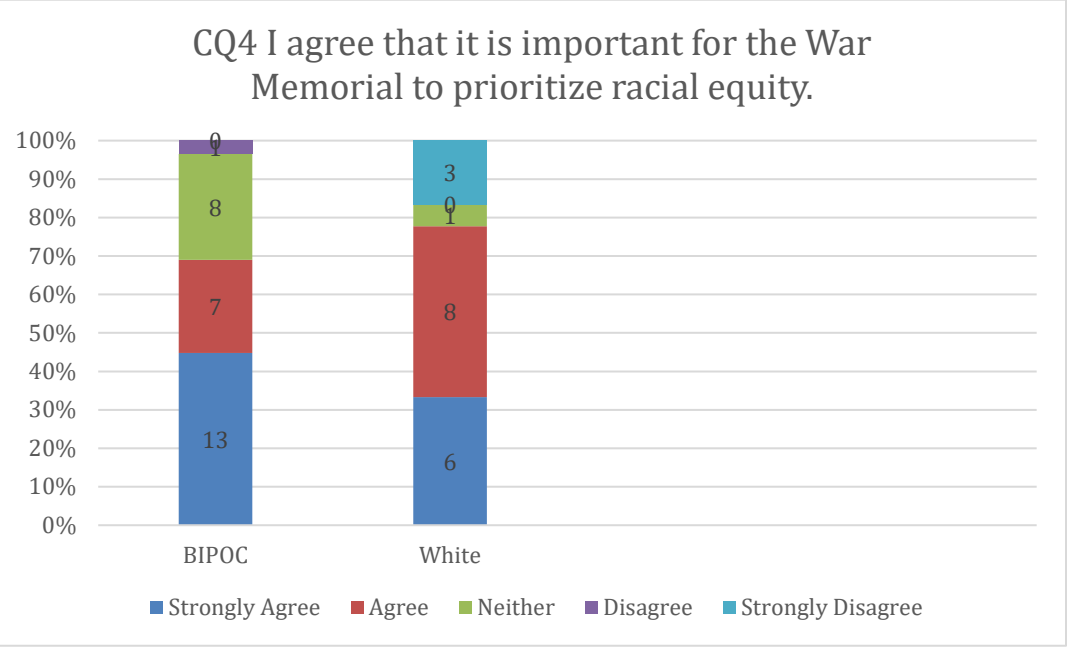
Responses were received by 47 employees (57% response rate).  
We had hoped to see a response rate closer to 75% and going forward will try additional methods to hopefully increase the response rate.  
The Racial Equity Team has as a goal to see an increase in participation for the next survey.

**Results:**

Overall, the survey response pointed to a fair and safe environment with room for improvement. Employees, who self-identify as non-White are slightly more likely to feel excluded or disrespected, or to feel they were treated unfairly due to their race and culture. The War Memorial will work to improve on this and to see proof of progress in future surveys.

*Do all employees feel safe and included at work?*

We were encouraged by the fact that 91% of respondents **felt comfortable talking about their background with others in the department**. We interpreted this data as speaking to an inclusive culture where trust between colleagues exists.



One area that needs improvement is on building consensus across employees of all races that the department’s focus on racial equity is important. Many BiPOC employees were neutral when asked if **it is important for the War Memorial to prioritize racial equity** and 17% of White respondents (3 total) disagreed that racial equity should be a War Memorial priority.



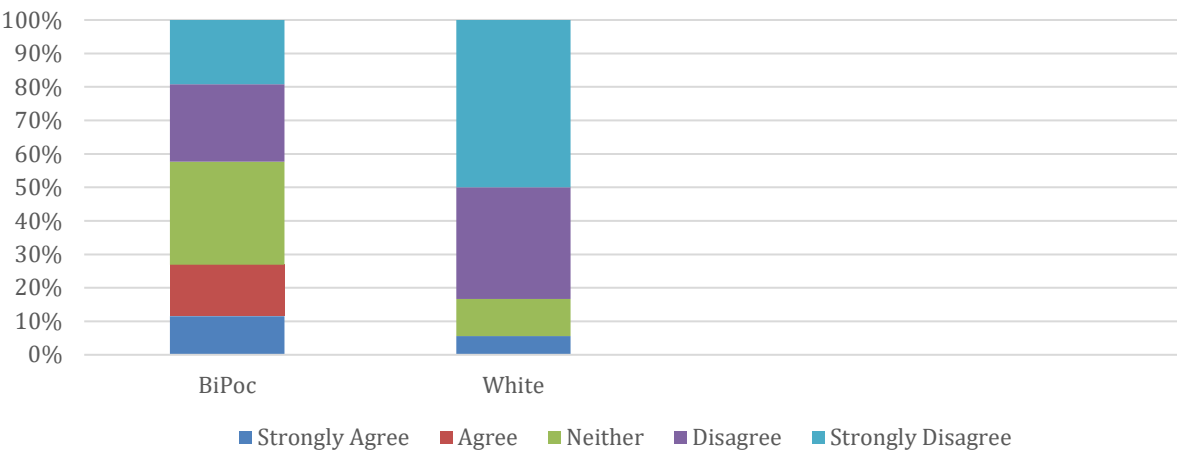
*Did this survey uncover any issues related to issues of interpersonal racism in the Department?*

25% of BiPOC respondents agreed with the statement

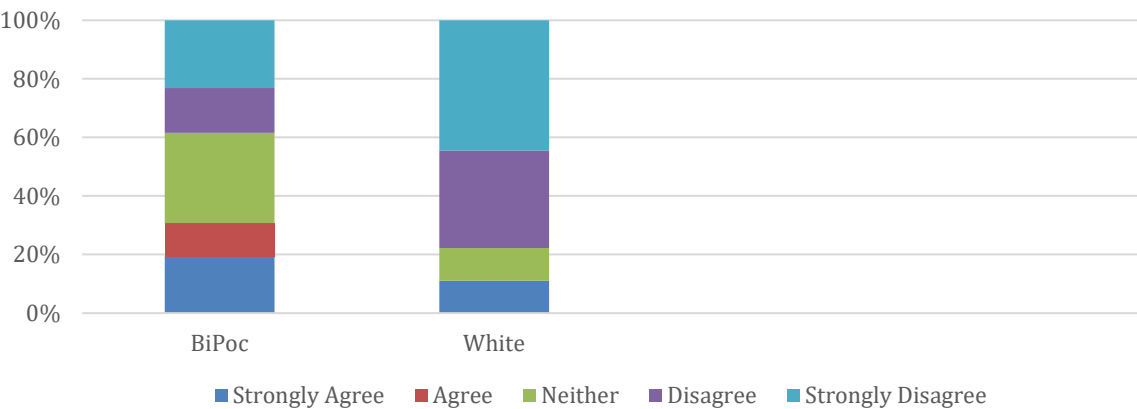
**Q8 There have been instances at the WAR MEMORIAL where I feel that I have not been treated fairly because of my race, nationality, or culture.**

While only 5% of White respondents agreed with the statement.

**Q8 There have been instances at the WAR MEMORIAL where I feel that I have not been treated fairly because of my race, nationality, or culture.**



**Q6 There have been instances at the WAR MEMORIAL where I feel that I have not been included and respected because of my race, nationality, or culture.**



*Did this survey uncover any issues related to issues of institutional racism within the Department?*

30% of BiPOC people agreed with the statement

**Q6 There have been instances at the WAR MEMORIAL where I feel that I have not been included and respected because of my race, nationality, or culture.**

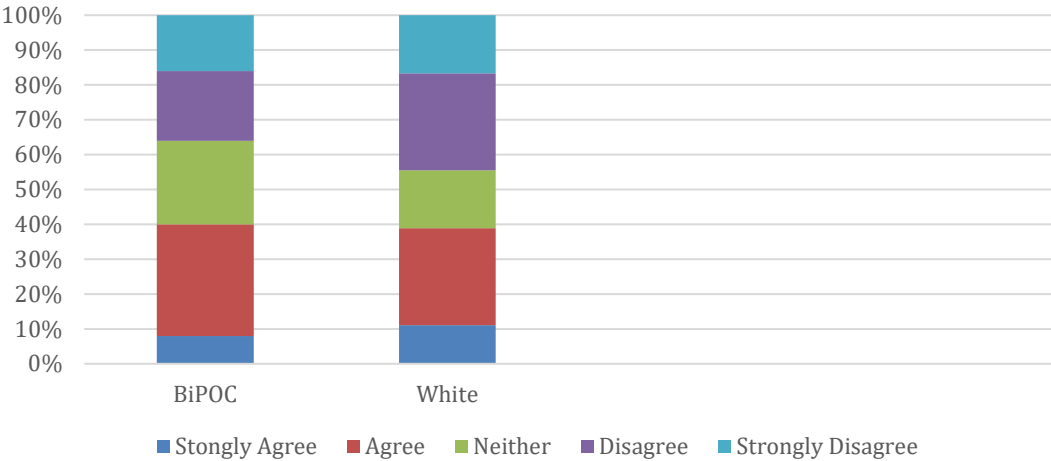
While only 10% of White respondents agreed.

*Do all employees have regular access to training opportunities and professional development? If not, why not?*

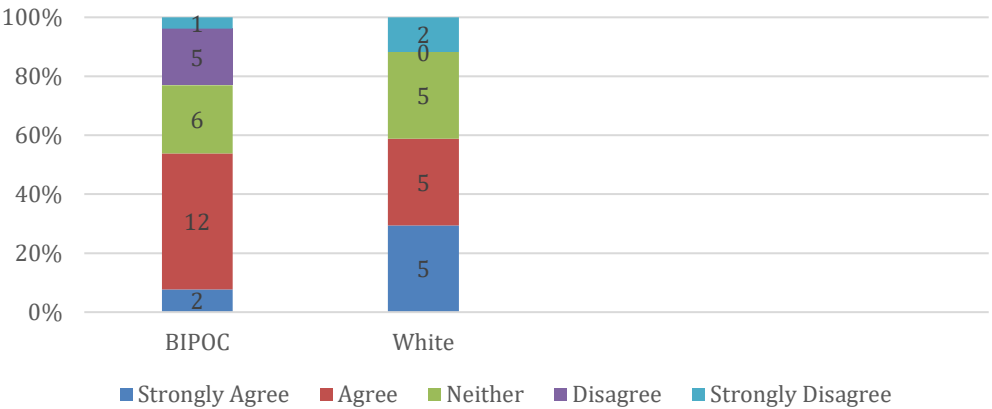
The biggest take away from the employees is that they desire more training and professional development opportunities and don't feel they have equal access.

Only 43% of respondents agreed with the statement **At the WAR MEMORIAL, everyone has access to training opportunities and professional development.** The percentage of agreement was the same for BiPOC and White respondents. In the open-ended responses, the word used most often in the word cloud is **TRAINING**. The WM Racial Equity Plan places a greater focus on expanding training and professional development opportunities to all.

Q13 At the WAR MEMORIAL, everyone has access to training opportunities and professional development.



Q12 The WAR MEMORIAL creates an environment where everyone has equal opportunities to advance.



*Do all employees have equal access to advancement and promotional opportunities?*

Overall, 58% of respondents agreed the **WM creates an environment where everyone has an equal opportunity to advance.**

However only 10% of Whites disagreed with this statement, while 25% of BIPOC people disagreed.

The department has work to do to ensure that not only do all employees have equal opportunity to advance, but that the perception of this is uniform across employees of all races.

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

The War Memorial prides itself on having a workforce that brings enthusiasm, dedication, and authenticity to the workplace, contributing to the rich cultural diversity of the department. The department’s goal in recruiting is to have, for each classification, a diverse group of qualified candidates from which to choose and to make equitable hiring decisions using an inclusive process. The department will implement intentional outreach strategies to work towards this goal.

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.	Staff member assigned HR staff notified of new process	Barriers assessment is complete	Jan. - June 2020 to create matrix. Other processes ongoing as positions become available to fill.	-Racial Equity Facilitators review all job notifications before job posting, removing unnecessary prerequisites where possible, and adding inclusivity and diversity experience as positive attributes. -Create a Racial Equity Matrix to use for reviewing interview questions with goal of removing bias from questions. -All interview panels must have racial and gender diversity amongst panelists. -Interview panels for internal candidates must have a qualified external interviewer included.		Sharon

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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. <sup>1</sup>	Staff assigned Software Purchasing	Survey is administered annually  Survey results are included in the department’s annual review	Used the 2019-20 City provided data	-Use existing data and update with each new hire. With a department of roughly 70 people this will be easiest way to stay current and see trends. -In future years will develop our own data collection tool with WM HR	Year one complete	Jen Norris
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 Team and any related working group.	Dept Head, HR Analyst. RE Lead and RE Team all working on this	Policy is created, implemented, and reviewed annually to maximize results	March 2021 Final Policy Shared w staff	1. Policy Drafted with input from RE Team 2. Policy reviewed by Dept Head and HR Analyst 3. 2 <sup>nd</sup> Draft presented to RE Team for review 4. Revision made based on input 5. 3 <sup>rd</sup> draft reviewed by Dept Head and HR Analyst 6. Final Policy Shared with Staff <b>Appendix 1_1 WM Equitable Hiring Policy</b>	Steps 1-3 complete	Jen Norris

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. 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.	Personnel time	Candidate pool is increasingly more diverse and referred from a variety of sources	Jan. – March 2021 Create matrix.	1. Using Hiring Policy as guide create a custom outreach plan for each recruitment. Include input from RE Team members and others in related classifications to generate ideas for outreach strategies. 2. Create a matrix to track each recruitment, include job title, salary, classification, civil service process, department outreach efforts, and information on number of respondents. Ask respondents where they heard of job to learn whether outreach effective.	Pending	Payroll Clerk Becky Yeung under direction of HR Analyst Jenna Lee

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	Personnel time	Candidate pool is increasingly more diverse and referred from a variety of sources	Jan. - March 2021	1. Conduct annual review of local arts organizations serving BIPOC artists and small community theaters and community centers.  2. Create and update annually an electronic mailing list for distribution of job postings.	Pending	Co-Facilitator Sharon Walton
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.	Personnel time	Job descriptions display consistent and inclusive language  Candidate pool is increasingly more diverse	Ongoing with each recruitment	1. Before a recruitment have job description reviewed by ORE leads and two diverse members of the existing classification (or related classification) with goal of simplifying and removing barriers. Use hours of experience in place of education requirements as substitutions where possible.  2. Supplemental requirements used sparingly and only when necessary for health, safety, and certification reasons. State clearly on supplemental whether grammar and writing skills will impact the scoring of supplemental answers.  3. For non-Civil service positions such as ushers, allow application to be completed by hand and submitted at office.	Ongoing	Jen Norris
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of substituting work experience for education, as well as the relevance of transferable skills. Remove unnecessary/outdated MQs where possible to expedite hiring and allow for greater equity.	Personnel time	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing with each recruitment	See 1.2.3 Before a recruitment have Job Description reviewed by RE leads and two diverse members of the existing classification (or related classification) with goal of simplifying and removing barriers. Use hours of experience on the job in place of education requirements as substitutions.	Ongoing	Co-facilitators Jen Norris and Sharon Walton



ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, especially if grammar and other writing skills will not be considered. <sup>2</sup>	Personnel time	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing with each recruitment	See 1.2.3 Supplemental requirements used sparingly and only when necessary for health, safety, and certification reasons.  State clearly on supplemental whether grammar and writing skills will impact the scoring of supplemental answers.	Ongoing	Co-facilitators Jen Norris and Sharon Walton
1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	Personnel time	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing with each recruitment	See 1.2.3 Before a recruitment have Job Description reviewed by RE leads and two diverse members of the existing classification (or related classification) with goal of simplifying and removing barriers. Use hours of experience on the job in place of education requirements	Ongoing	Co-facilitators Jen Norris and Sharon Walton
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally competent skills to their work.	Cost of recruiter were we to hire one, which is unlikely	Candidate pool is increasingly more diverse and referred from a variety of sources	NA	See Hiring Policy: Recruiters It is the policy of the War Memorial that should outside recruiters be engaged that they comply with the City and the departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. The War Memorial will seek to engage outside recruiters who bring an equity lens and culturally competent skills to their work.	We haven’t hired recruiters in the past, beyond the union hiring hall	Jen Norris if necessary

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

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	NA	# of paid interns/fellows, increase annually or meets department needs/capacity	NA	War Memorial is able to participate in existing City internship and fellowship programs, however we don't have the staff capacity or expertise to create our own programs. War Memorial staff continues outreach to students in local schools, colleges, and youth programs to offer job-shadowing and career awareness tours of our facilities (see Section 1.5.1 below).	NA	NA
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's <a href="#">Opportunities for All</a> program.	\$5,000 plus staff time to coordinate and supervise summer placements	# of Opportunities for All placements and mentors <b>for San Franciscan youth</b>	When offices and venues reopen. Likely Spring 2022 for work in Summer 2022	War Memorial will be able to fund two internships	Post-COVID \$5,000 to be added to the 2022-23 budget to cover cost	Colleen Burke-Hill to coordinate participation in Opportunities for All, sponsored by SFHRC.
1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc.  e.g. SF Unified School District's <a href="#">Career Pathways Program</a> .	Staff time	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	When schools and office reopen likely Fall 2022	<p>The War Memorial has traditionally hired <b>apprentice engineers</b> and is saddened that this program has been put on hold by the union.</p> <p>War Memorial has existing relationships w BRAVA Theater and Burton HS to provide job shadowing and career awareness tours of our facilities. Post-COVID, we will seek to expand the number of schools using SFUSD demographics to identify schools whose student population have less resources.</p> <p>Add SFSU Theater Program to our job notice distribution for full-time and part-time</p>	<p>-Up to union but will advocate in favor.</p> <p>-Pending- Post-COVID</p>	<p>Kevin Kelly to continue to pursue apprenticeship program.</p> <p>Jen Norris and John Caldon to continue relationships w BRAVA and Burton. Sharon Walton to pursue new relationships.</p>

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	Staff time and funds to bring in trainers for staff, though including interns and fellows would be null.	# of opportunities during internship/fellowship	Each summer for City Atty Interns	-WM Assist Managing Director provides 2-hour tours of WM facilities for the City Attorney Interns each year. She emphasizes the department’s efforts around programmatic and architectural accessibility. Going forward she will also include reference to racial equity efforts. -Any interns or fellows working at the War Memorial will be included in any staff-focused equity, diversity or inclusion trainings offered.	Ongoing	Assistant Managing Director, Jen Norris
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	Staff time	Tracking system implemented  % of evaluations completed  Internship/fellowship program updated before next cycle	Spring 2022 when internship program is back up and functioning	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.	Pending Post-COVID	Colleen and Sharon work together. Colleen collect and provide date re interviews. Sharon create feedback process for interns.
See New Section WM 1.5 Develop a program to inspire young people to pursue careers in the trades and the performing arts operations and management, rather than just as performers.						

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	Personnel time	Standardized interview process with a set of inclusive interview questions	Ongoing with each recruitment	Per WM Hiring Policy: Interview questions: -Will be carefully reviewed with a racial equity lens, with goal of removing bias from questions. -Will be simple and straightforward and crafted with the goal of screening in rather than screening out candidates. -Any supplemental essay questions or performance tasks will only be used and graded according to relevant job skills. Grammar and other writing skills will not be considered when not important to the job duties. -Will conclude with a clear and direct opportunity for interviewees to explain why they are interested in the position and what attributes, skills or knowledge they would bring to the position, that may not have been revealed in the course of the regular interview questions.	Ongoing	HR Analyst Jenna Lee
1.4.1.b <b>NEW WM</b> Provide flexibility for interviewees in method and timing of interviews.	Personnel time	Job finalists are given options for alternate interview times and formats should the proscribed time/format not match their availability.		Per WM Hiring Policy: -Recognizing that attending an interview in person and on short notice can be difficult for candidates, it is War Memorial policy that potential interviewees, for whom attending in person at the selected day and time presents a hardship, be given an opportunity to interview remotely instead. - WM will accommodate requests for alternate interview times whenever possible, with the understanding that non-WM interview panelists have their own schedule restrictions and cannot always meet at alternate times.	Ongoing	HR Analyst and Interview Panelists

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.2. Ensure a diverse hiring panel for each interview.	Personnel time	Diverse demographic and gender composition of panels  Increase in diversity of interview panelists	Ongoing with each recruitment	Per WM Hiring Policy: The composition of all War Memorial interview panels demonstrate racial and gender diversity amongst panelists.	Ongoing	HR Analyst Jenna Lee
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  *record training for those who can't attend	\$5,000 to hire bias and equity trainer to provide WM specific training* in 2021	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	March 2021 identify trainer; conduct training by June 2021	Per WM Hiring Policy: -All staff selected to conduct interviews will be trained to be conscious of implicit bias and focused on equity. -Prior to interview commencement, all panelists will review the department goal of racial diversity	Pending	RE Co-Facilitator Sharon Walton
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Personnel time	Tool created and implemented  # of applicants increased  Increased assistance to job seekers	March 2021 create matrix Then ongoing	See Section 1.2.1 Create a matrix to track each recruitment, include job title, salary, classification, civil service process, department outreach efforts, and number of respondents. Ask respondents where they heard of job to learn whether outreach effective.	Pending	Personnel Clerk Becky Yeung under direction of HR Analyst Jenna Lee
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	Personnel time	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Ongoing with each recruitment	Per WM Hiring Policy: It shall be War Memorial policy to share and post all job announcements internally including via the WM-ALLSTAFF email and on all War Memorial notice boards.	Ongoing	HR Analyst Jenna Lee
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	Personnel time	Hiring, interviewing, and onboarding processes standardized  Lag times/wait times reduced	Ongoing with each recruitment	Per WM Hiring Policy: Prior to beginning a recruitment process, a position-specific timeline will be created for each step of the process including job posting, application submission, application review, supplemental application submission, interview scheduling, interviews, second round interviews and job offer. The timeline will be shared with applicants to provide transparency.	Ongoing	HR Analyst Jenna Lee



ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	Personnel time including stage labor for video creation	All new hires are processed similarly regardless of position	April 2021	Create and document a standard onboarding process including: <ul style="list-style-type: none"><li>• watching the videos created about jobs at the War Memorial (see Section 1.5.2 below),</li><li>• meeting all staff,</li><li>• being given a tour of the venues</li><li>• HR and payroll orientation</li><li>• Emergency response procedures</li><li>• Review of importance of culture of inclusion for all</li></ul>	Pending	Jen Norris and Sharon Walton
1.4.8. Advocate to expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	Personnel time	Increase in number of diverse candidate pools  Overall faster hiring times	Ongoing with each recruitment	The War Memorial would ALWAYS rather expand to a RULE of 10 from a RULE of 3 and consistently makes this request of the unions, though this request is often denied. WM staff will continue to advocate its position to unions and DHR.	Ongoing	HR Analyst Jenna Lee
1.4.9 <b>NEW WM</b> Create greater transparency of hiring process	Personnel time	Interviewees understand the expectations of the process and are better prepared to be successful	Ongoing with each recruitment	Per WM Hiring Policy: HR will communicate with each candidate the interview expectations for: <ul style="list-style-type: none"><li>• arrival time</li><li>• what to bring</li><li>• how long the interview will last</li><li>• interview format</li><li>• interview location</li></ul> The same information will be provided in writing to all candidates, and HR will also communicate by phone and email if preferred by the candidate.	Ongoing	Personnel Clerk Becky Yeung under direction of HR Analyst Jenna Lee

1.5. **War Memorial Specific:** Inspire and Educate Students and Individuals from under-represented groups to consider work in the Building Trades, Venue Management, or the Performing Arts.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.5.1. <b>NEW WM</b> Inspire and educate secondary school students about careers in the building trades and stage labor.	Personnel time	War Memorial hosts two job shadow days per year. War Memorial gives three public schools venue tours per year.	Summer 2021 identify jobs Sept 2021 contact schools	Partner with local public schools to host students for tours and small group job shadowing.	Pending	RE Co-Facilitator Sharon Walton
1.5.2 <b>NEW WM</b> Inspire and educate secondary and higher ed students, the formerly incarcerated, and those returning to the workforce for reasons such as parenting or elder care, about careers in the Performing Arts.	Personnel time including stage labor for video creation	Applicant pool includes younger people, formerly incarcerated and those returning to the workforce after an absence.  Young people apply for internships at the WM.	Jan – April 2021	1. Create a series of videos about each person’s job here at the War Memorial and what possible paths to that job exist. 2. Post on War Memorial Website. 3. Post on Career Sites designed for young people. 4. Post on LinkedIn.	Pending	Sharon and RE Team

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

The War Memorial’s goal, in promotion and retention, is to provide every employee with a competitive salary, inclusive benefits and opportunities for development and advancement. We strive to be a place where employees feel supported and included in the business and community of the department. We will work intentionally to provide promotive pathways for employees, reduce classifications without promotive tracks, and communicate with the department of human resources when we encounter systemic inequities beyond our control.

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. <sup>3</sup>	Personnel time	Tracking mechanism implemented  Demographic data analyzed	Completed	Tracking is implemented.  Results for deployments as of 11/4/20: Asian 24% DSW vs. 18% total WM Black 35% DSW vs. 25% total WM White 43% DSW vs. 43% total WM  Gender DSW 37% Female/63% Male WM 28% Female/72% Male	Completed and Ongoing if new deployment requests arrive	HR Analyst

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.2. - Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	NA	Budget analysis completed  Strategies developed and published	NA	WM has no planned layoff or furloughs. We were able to hold positions vacant and realized savings from reduced building hours and greatly reduced reliance on & cost of as-needed employees.	NA	NA
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	40 hours stagehand time for mask construction for 100 employees and contractors  4 hours a week ongoing for p/u & distro of supplies	PPE access protocol established  DSW workers have an increased awareness of PPE access protocol	Spring 2020 PPE created & distributed  June 2020 COVID office safety plan & Occupancy Signage Posted	WM continued to staff its buildings with security and engineering 24/7 throughout the pandemic. We used stagehand labor to handmade masks and deliver them to all staff, both those onsite and WFH. Sanitizer was dispatched to all locations and a safety plan with revised occupancy was developed for all areas employees use. Alternate break areas were designated, and stairwell directional signage created and enforced. PPE and COVID best-practice training provided for all.	Completed and Ongoing	Operations and Engineering
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	Staff time to attend for DHR COVID training & then share out info	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	4/1/2020-current	Hold quarterly staff meeting to communicate the additional benefits. Inform the employees of the benefits via email. <a href="https://sfdhr.org/covid-19#Add-Resources">https://sfdhr.org/covid-19#Add-Resources</a> Resources and Guidance for deployed employees	Completed	DHR Alert emails sent to all city employees frequently with updates
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.  e.g. graveyard shifts	Staff time information gathering & DSW posting.  Parking spaces and coordination	Caretaking and safe transportation sections included in DSW deployment protocol		In March WM surveyed all staff about vulnerabilities, vehicle access and caretaking duties. WM has made it a policy to inform employees of DSW requests and allow them to opt out based on caretaking, vulnerability status or transportation considerations. No employee was forced to take an involuntary posting. War Memorial has provided free and safe onsite parking for all essential personnel since March. For hard to fill positions at Gen Hospital adopted a 2-week rotation so no single staff member was over-tasked.	Completed and ongoing	Human Resources and Operations

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Staff time	Pay inequities are reduced and aligned annually after salary data is reviewed	NA	-War Memorial lacks expertise to annually compare CBA approved salaries, however as in the past, we will supply input to DHR when employee groups bring forward concerns about a lack of alignment with industry salary standards. WM did this recently for Stationary Engineers. -WM staff have been participants in Management roundtables when CBA's are being negotiated. -WM staff are reliable and frequent Subject Matter Experts during the Civil Service Exam creation process with a goal of getting the tests to best align with the skills and knowledge required to do the tasks assigned to personnel at the WM.	Ongoing past and present practice	HR Analyst
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.		Benefits provided are annually improved	NA	Employee Leaves <a href="https://sfdhr.org/employee-leaves">https://sfdhr.org/employee-leaves</a> Hold an annual staff meeting regarding the policies and any concerns. Inform the employees of the updates/considerations via email.	Completed	DHR
2.2.3.a Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.		PTO policy is annually improved  # of staff taking PTO increases	12/31/2020	employee benefits – floating holidays <a href="https://sfdhr.org/benefits-overview">https://sfdhr.org/benefits-overview</a> Hold an annual staff meeting regarding the policies and any concerns. Inform the employees of the updates/considerations via email. WM uses a cooperative model to ensure that employee holiday preferences are considered when staffing office & venues during holidays.	IN PROCESS	DHR



ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.3.b NEW WM Create a Work from Home & Flex Schedule policy and review annually, with an equity lens	Staff time	Work from home privileges are distributed equitably.	Develop Mar 2021; Enact June 2021	COVID has taught us that some classes can WFH effectively. This spares commute time and affords ability to support caretaking with flex schedule. City’s Telecommuting policy and procedures were implemented since March 2020.	Pending	HR Analyst and RE Facilitators
2.2.3.c NEW WM Conduct internal review of parking space assignment and create equitable policy.	Staff time	Parking spaces are assigned to maximize use and consider needs of evening workers.	Develop Mar 2021; Enact June 2021	WM review parking space availability and survey interest and needs to work toward maximizing use of spaces and affording safe adjacent parking for swing shift and graveyard workers.	Pending	Facilities Administrator and RE Facilitators
2.3. Create paths to promotion that are transparent and work to advance equity.						
ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	NA	Increase in knowledge about raises and promotions	NA	War Memorial policy is to follow the maximum stepped increase available for each Civil Service employee, so all classifications are at their highest earning level given their present time of service.	NA	NA
2.3.2. Develop a formal and transparent process for raises and promotions.	NA	Increase in staff feedback about promotion and raise process	NA	WM is mindful of the assignment of new tasks to employees and whether those tasks would move an employee into another class. When appropriate, WM proactively works to reclassify employees.	Ongoing	HR Analyst
2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	NA	Acting/interim staff process included in internal policies and processes. Transparent policy for rates of pay made available to employees working in acting/interim capacity	NA	For acting/interim roles the War Memorial pays the employees for the higher rate commensurate with the position in which the employee is acting/interim, accordingly with Union’s MOU provisions.	Ongoing and equitable	HR Analyst and Personnel Clerk

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	NA	Reversal of diversity drop-offs in 184x classifications	NA	WM has had a diversity drop-off in the 1840 series. In our experience, the 1840 test is written by SME’s from specific departments, which results in questions that are unfairly specific and don’t test SKA’s but rather test knowledge of a specific department’s processes and policies. Our strategy to solve this problem is to advocate to DHR about the inequities of how the test is written and the lack of transparency about what is covered. WM will also continue to answer the call for SME review of classification SMA’s.	Ongoing	HR Analyst
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	Personnel time	Identify “dead end” classification and revise	2022 – to work with DHR to create Senior Stage Elec Class	<b>4119 – Performing Arts Center Aide</b> is a “dead end class with no chance to any promotive class.” We have been working to move these staff into 1842 & 1844 classifications. Each time the 184Xseries test is given, WM staff take the test, but have struggled to be reachable on the list. Currently WM has one person in a 4119 temporary project designation. When the project ends the class will no longer be supported. <b>7377 Stage Electrician</b> (4) there is one assigned per theater (Opera House, Davies, Herbst and Wilsey Center). When budget allows, we will create a Senior Stage Electrician position so one of these positions can supervise the others. <b>7346 Painter</b> (1) reports to Superintendent – we don’t need more than one so no supervisor position at WM but could move to other department. <b>7392 Window Cleaner</b> (1) reports to Superintendent – we don’t need more than one so no supervisor position at WM but could move to other department.	4119 in process  7377 begin 2022	HR Analyst

2.4. Understand employees individual career goals and support them through task assignment, professional development, schedule flexibility around education.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.4.1. NEW WM Understand each employee’s career goals and how the department can help the employee achieve those goals	Staff time to create a GOALS addendum to Perf Plan and to train supervisors in implementation	Employees can state a career goal when asked Employees reflect that the WM is interested in their personal growth	July-Aug 2021 develop GOALS add. Sept/Oct Train staff. Jan 2022 Live	Every WM employee’s Performance Plan includes a section for employee and supervisor to discuss career goals and ways in which the department can assist employee in progressing professionally, be it through task assignment, professional development or schedule flexibility around education needs	Upcoming Summer/Fall 2021	Deputy Dir & HR Manager
2.4.2 NEW WM Professional development opportunities and trainings are available to all employees.	Expanding travel and training budget by 100% in 2023 Some as-need staff hiring to backfill during training. Increase from \$23,000 FY 19-20 to \$46,000 Note the \$46,000 includes \$10,000 for RE training as noted in Sec. 4.1.2	Number of employees participating in prof development increases	Fall 2022 develop Travel and Training budget	1. Supervisors and employees find training opportunities for each classification or individual including cost. 2. Develop travel and training budget based on needs. Note: WM was already expanding travel and training budget as evidenced by FY 19-20 budget being 13% higher than amount budgeted in FY 18-19.	Upcoming to include in 23-24 budget	Superintendent Security Dir, Deputy Dir & HR Analyst

### 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).

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DEPARTMENT GOAL

**DISCIPLINE AND SEPARATION BACKGROUND**

The War Memorial has a proven track record of cultivating an environment of mutual respect between management and employees in which the need for formal disciplinary action is extremely rare. War Memorial supervisors are encouraged to maintain a constant feedback loop with employees regarding their performance. We rely heavily on coaching, and if necessary, verbal warnings, to improve performance and/or behavior, so as to avoid issuing written reprimands and other higher-level disciplinary actions.

By maintaining open communication, supervisors are aware of the tools, skills, and time their direct reports need to complete assigned tasks and regular duties, as well as any extenuating circumstances that might require accommodation of some kind. Likewise, employees are aware of their supervisors’ and other colleagues’ expectations and timelines, allowing for strong communication and teamwork, rather than conflict, resentment and surprise come review time.

**DISCIPLINE AND SEPARATION GOAL**

To maintain an equitable system of discipline, in which no employee group is disproportionately experiencing discipline or separation, using effective data collection tools to ensure this is true. If a disparity or a trend is revealed by the data, or other measures, the department will prioritize understanding the cause, and act quickly and effectively to rectify the situation.

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.	Staff time – minimal given small number of disciplinary proceedings within department	Create tracking mechanism  Analyze data annually  Increase accountability in disciplinary actions	Report to Racial Equity Lead each November 1st	Since 2015, there have been only 3 disciplinary actions that rose to written warning or above. They involved two White women and one Black man. The department HR Analyst will report out annually to the Racial Equity Lead to ensure that we recognize a pattern of bias should one develop.	Completed; Repeat annually November 1	HR Analyst & RE Lead
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	Staff time – minimal given small number of disciplinary proceedings within department	Create tracking mechanism  Analyze data annually	Report to Racial Equity Lead each November 1st	Annual review of separations, disaggregating data with goal of uncovering any evidence of bias against staff of color, women, or other subsets who have traditionally suffered because of bias in American workplaces.  <b>Overall separation data 2018-2020:</b> Asian 22%; Black 16%; Hispanic 12%; White 50%  <b>Separation Summary Charts in Appendix 3.1.2</b>	Completed and annually November 1	HR Analyst & RE Lead
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	TBD Hoping DHR provides this training	# of trainings completed annually	Jan 2022	Since the War Memorial doesn't have a pattern of bias in discipline and separation, bias training will be part of an overall Racial Equity training Action Plan to be developed for all employees.	Low priority, to be included in larger RE training plan	

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.	NA	Human resources trained on alternative dispute resolution	NA	<p>The War Memorial uses a scaled back discipline process and encourages ongoing feedback loops between employees and supervisors and managers so that rough spots are recognized early and don’t grow, but rather are resolved through cooperative solutions. If our monitoring reveals a problem in the future, we will act swiftly to implement alternative dispute resolution opportunities.</p> <p>WM will also participate with DHR’s new Peer Mediation Program, starting March 2021, for lower level of disputes.</p>	NA	HR Analyst
ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	NA	Reduction of racial disparities in disciplinary actions	NA	The War Memorial rarely takes discipline to the level of written warning or above, resorting to those means only three times in the last five years for serious cases.	NA	

## 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.

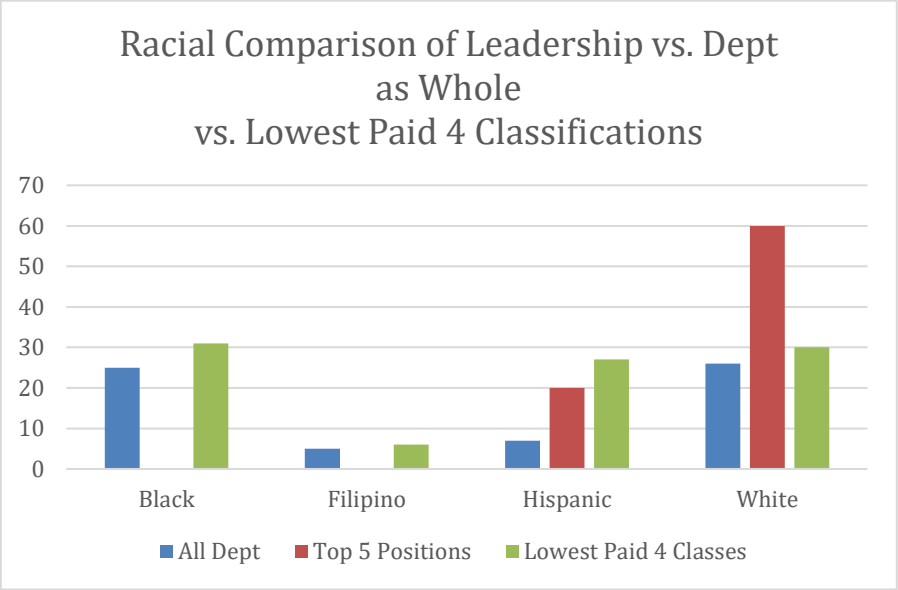
### Diverse and Equitable Leadership Background

The War Memorial Executive Team and WMBT lack racial diversity but are well-balanced from a gender and sexuality perspective. (Executive Team and War Memorial Board are: 85% White - 46% male and 31% LGBTQ).

The War Memorial Executive Team (department head and deputy) serve at the pleasure of WMBT. There is a long history of women in leadership, with Thelma Shelley (1982-1998) and Elizabeth Murray (1998-2019) serving as Managing Director for 37 years in total. In July 2019 John Caldon, a gay White man, was selected by WMBT to serve as Managing Director, joining Assistant Director Jennifer Norris, a lesbian White female.

An analysis of War Memorial employees shows an over-representation of White employees in the highest paying positions (Executive Team and Senior Managers) and a disproportionate number of Black and Hispanic employees in the lowest paid 4 classifications, which includes ~50% of department employees (see chart at right).

While 3 of the 5 highest paid employees are White (60% White), the War Memorial understands the importance of racial and gender diversity in leadership positions. The leadership of the Engineering, Security, Human Resources, and Accounting/Finance Divisions, as well as Real Estate’s Custodial Team, is quite diverse (only 20% White and 60% male). The Custodial Team Supervisor position has, in the past 15 years, been held first by a Black man and now currently by an Asian woman. The Director of Security position, which oversees a staff of 26 guards and 3 supervisors, has, in the past 15 years, been held by an Asian man, a Black man, and now currently a Latino man. The War Memorial is particularly proud of Bill Graham, our previous Director of Security



who was a Black man, and who worked for the War Memorial for 25 years. Mr. Graham rose through the ranks from a contracted as-needed guard, to a Building and Grounds Patrol Officer, a Security Supervisor, and ultimately the Director of Security.

War Memorial Diverse and Equitable Leadership Goal

The War Memorial strives to be a place where all employees identify as leaders and department ambassadors as they perform their jobs. A place where each person understands their path to further leadership and is supported in reaching their career goals. Our goal is to continue to fill senior management positions with individuals whose identity adds to, or maintains, the diversity of the department.

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 aligns with the citywide racial equity framework and the departmental RE Action Plan.	Staff time for intentional recruiting and outreach regarding vacancies	% increase in diverse leadership	As vacancies develop.	Adhere to the WM’s Racial Equity Hiring Policy to ensure that we do strong outreach within traditionally underrepresented populations in relationship to all positions, and particularly for Senior Management and Executive Team vacancies.	Ongoing	John Caldon, Department Head
4.1.2. Commit to ongoing racial equity training and development for leadership.	\$10,000 for trainings in 2021-22 and 2022-23 FY’s (see Sec 2.4.2)	# of training & development completed by leadership per quarter	Training plan developed Feb – Mar 2021 1 <sup>st</sup> trainings April 2021 continue for 24 months	Robust Racial Equity Training to be offered on a quarterly basis to employees, WMBT and management staff. Leverage DHR provided City leadership skills classes taught with a Racial Equity Lens, as well as department engaged trainer.	Pending Budget Approval	Sharon Walton & Mariebelle Hansen to select and engage a trainer
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	NA	Senior leadership demographic included in the department annual report	August 2021when report issued	Incorporate senior leadership demographics into the department annual report.	Annual	Deputy Director



ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. <sup>4</sup>	\$25 lockbox & keys  Staff time to read and respond to feedback	% of staff is aware of the process	January 2021	<p>A secure anonymous feedback box will be created &amp; placed in Rm 106 Conference Rm, labeled clearly.</p> <p>Staff will be made aware of the box and senior leaderships desire to receive anonymous feedback though postings at timeclocks and quarterly staff newsletter.</p> <p>Feedback will be reviewed by HR Analyst on weekly basis and routed to appropriate member of Executive Team. Feedback content and department response will be tracked by HR and shared with staff as appropriate, using the highest level of transparency possible without compromising the anonymity of anyone. Feedback through employee newsletter and/or “All Hands” meetings.</p>		<p>HR Analyst to collect and review feedback</p> <p>Newsletter Editor for inclusion of appropriate feedback resolutions</p> <p>Receptionist order lock box</p>

4.2.     **War Memorial Specific:** See 5.4 Job Shadowing which falls between Leadership Development and Mobility and Professional Development

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
See Sec 5.4 Job Shadowing						

<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

- The War Memorial values supporting a well-trained workforce, whose employees have a growth mindset, believing in their own abilities to learn new things. Our goals are:
- To nurture a workforce of life-long learners.
  - To provide professional development, skill building and one-on-one employee goal assessment and individual progress reports to assist employees in reaching upward mobility goals.
  - To be represented at conferences and industry gatherings by a racially diverse selection of employees.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Staff time to conduct trainings. Funds to pay as-needed to cover shift during training	# of available professional development opportunity  # of completed training	Post-COVID July 2021	Supervisors and employees find training opportunities for each classification or individual and then provide relief from duties as appropriate to afford time to attend trainings  -Continue monthly engineering safety brown bags  -Continue practice of bi-annual Vets Building front of house and back of house shared training days  -Build staff ability to design and lead trainings	Pending	Deputy Director w Superintendent, Security Director Facilities Manager

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Staff time to develop processes and procedure policy.	# of attended, external conferences	Post-COVID July 2021	-Create a transparent process for applying to attend professional development opportunities and criteria for selecting individuals to attend. -Create travel procedures document so employees understand protocols for reimbursement, stipends, and payments.	Pending	Deputy Director & HR Analyst
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Expanding travel and training budget by 100% in 2023 Some as-need staff hiring to backfill during training. See 2.4.2	# of staff enrolling and completing extended learning  \$ dedicated to extended learning annually	Fall 2022 develop Travel & Training budget	-Capitalize on opportunities to expand individual employee skill sets to meet the needs of the department and build competencies, including certifications and software training.  -Work strategically to find the financial resources and schedule availability to allow engineers to take courses to expand their credentials.  -Continue practice of multi-year planning for travel and training budget to include attendance at Venue Management School (3 year program) and the Academy of Safety and Security (2 year program).	Upcoming to include in 23-24 budget	Superintendent Security Dir, Deputy Dir & HR Analyst
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department’s missions and goals. Provide financial support for paid opportunities.	Staff time and funds as outlined in 5.1.3 & group membership see 5.1.6	# of staff participating in outside events or opportunities	Ongoing	-Develop a culture of sharing professional development opportunities w all staff  -Professional development goals included in performance planning as outlined in 2.4.1 will assist in ensuring that supervisors understand employee’s individual goals and what opportunities would help them reach those goals.  -See 5.1.6 20 group professional membership.	Ongoing – participation in IAVM local meetings, webinars and discussions has increased in past 2 years.	Jen Norris, Deputy Director

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	Staff time to develop the system and then keep it up to date.	Adopt a tracking system, analyze annually  # of staff of color utilizing professional development	July 2022	-Develop a database tracking system for professional and skill development including: all employees full-time and as-needed; Track offers made, status of offers and requests and which are accepted, refused, and completed. Track the cost in employee time to prepare and attend as well as financial cost of travel and training funds. Must track demographics of participants.	Pending	HR Analyst & Database Creator
<b>5.1.6 WM NEW</b> Greatly expand the inclusion of WM employees as members and participants in the programs of the International Association of Venue Management (IAVM)	\$3,150 annual membership fee for 20 ppl to be members	# of IAVM members increases from 2 to 20	July 2019	Invest in Group Membership in IAVM, so a diverse selection of 20 employees can participate in webinars, chapter meetings, conferences, venue management, guest management and venue security schools, as well as participate in listserve discussions on many topics.	Ongoing commitment	Jen Norris, Performing Arts Sector Director to IAVM Board & WM Deputy Dir.

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. Implement annual performance evaluations for all staff including full-time employees and security division as-needed employees. Highlight development opportunities as part of the process.	Supervisor time	Implement Performance Plan and Appraisal Reports (PPAR)	July 2021	Expand the annual PPAR process to include all WM employees, including full-time and as-needed employees in the security division.	In Development	John Caldon, Dept. Head; Omar Castillo, Director of Security
5.2.2. Create a mentorship program between senior and junior level staff.	NA	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	NA	The War Memorial has a long history of supervisors mentoring and coaching their direct reports with a goal toward preparing them for advancement opportunities. Formal mentoring within the department isn't feasible due to most admin classifications being stand-alone positions outside of a promotive track.	NA	NA

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.	NA	Process developed  % of staff aware of accommodation process  # of accommodations made increased	NA	-War Memorial is interpreting the use of “accommodation” in this context as referring to legally required accommodations based on disability guaranteed under the ADA & CA FEHA.  -The War Memorial follows the guidelines in the DHR Manual entitled Reasonable Accommodation Procedures for Employment dated February 2009  -The most common accommodation request received at the WM is for a standing desk, this request is always granted without requiring the employee to demonstrate a medical need.  -Currently for other requests we utilize the DHR Manual with the staff which includes FAQ’s and the <a href="#">forms necessary</a> to make a request.	NA as this process currently exists	HR Analyst
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Staff time	<del>Accommodations</del> <b>Employee</b> needs discussed and recorded during PPAR process	May 2021 Training	Supervisors will be instructed and trained to focus not only on performance expectations, but also on employee needs, during PPAR process, documenting requests for training, tools, support, additional resources, or schedule review.	Pending	HR Analyst
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Generous use of space costs us nothing and pays back in good morale and pride of place.	Improvement in overall staff mental health, increase in staff feedback	Ongoing	WM Conference Room may be reserved by any group. All War Memorial offices and divisions have clean well-furnished break areas. In addition, the War Memorial manages spacious venues with many areas available for breaks and meals, such as lobby spaces, balconies, and exterior building nooks. Staff parties and gatherings are given access to performance lounges, canteens and even event spaces and stages at no cost.	Ongoing	NA

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.4. Set up processes and open communication channels so management is available to respond to employees’ non-work-related needs that contribute to overall work quality, centering the most vulnerable individuals.  e.g. transportation stipends, exercise stipends, childcare, etc.	Staff time	<del>\$ set aside for accommodations</del>  Increase in staff awareness of program accommodations	NA	WM has a long history of granting employee requests for schedule adjustments for things such as parental obligations, taking a class during the traditional work week, and commuting during lower congestion times.  Many unions have reimbursement and granting programs to support employee needs. WM will use divisional meetings to raise awareness of these programs, as well as any DHR trainings and reimbursement programs.	Ongoing Current practice	HR Analyst
5.3.5. Respect religious and cultural practices of employees.	NA	Improvement in overall staff mental health	NA	WM is cognizant of religious practices and has a practice of granting time-off or schedule adjustment to allow for religious and cultural practices such as Ramadan.  WM complies with State and Local laws requiring space for religious observation or breast feeding.	Ongoing Past Practice	HR Analyst and Supervisory Team
5.3.5b Celebrate the diversity of staff cultural practices with staff-lead meals, assemblies, and celebrations.	Staff time	Improvement of staff knowledge of the cultural practices of others.  Improvement in staff mental health.	Jan 2021 and beyond	WM end of year celebration has been moved to January to avoid alignment with Christmas. We do a potluck so it is inclusive for all.  We decorate the office with a tree in December and will work with RE Team to ensure that we celebrate all cultures and displays are inclusive.	Can’t wait!	RE Facilitators with RE Celebration Team
5.3.6 NEW WM Create an Employee Portion of Website to include information on Employee Manual, Accommodation Requests, etc..	Staff time  Cost of website redesign already budgeted	Increase transparency around dept policies and procedures  Eliminate confusion as to WM employee policies & procedures	Redesign completed by December 2021	The City’s portals can be intimidating. When the War Memorial redesigns its website in FY 21-22 we will add an Employee/Employment area which will transparently include Employee Manual and other common resources, either as links to sfgov information or as stand-alone department documents. See Section 6.2.3 Employee Communication	Pending	Communications Manager

5.4. War Memorial Specific – Job Shadowing

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.4.1. Create a robust job shadowing program within the War Memorial, which fosters mutual respect, a greater understanding of how each person’s tasks fit within the whole of the organization and stronger interpersonal ties between employees and supervisors.	-Staff time to organize and participate.	-Employees express interest in being both leaders and shadowers -Participants are enthusiastic about the program and encourage others to participate -Employees become less siloed by area of work		-Poll staff for their ability and interest in participating in job shadowing program of several hours periodically. -Match employees as leader and shadower with eye toward building understanding across diversity -Track participation -Encourage report outs via staff meetings or newsletter or discussion with others	Jan 2021	-Racial Equity Team

## 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?*

The War Memorial’s goal is to foster a culture of inclusion and belonging, where employees are included in decision making with transparency and integrity. A place where individuality and difference are celebrated, as demonstrated by the diversity of employee gatherings, the range of employee planners and speakers at meetings and events, and the presence of vibrant color and artwork in the employees’ spaces.

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.	Staff time	Department mission, policies, and procedures are updated and available	Feb 2021 and ongoing	Review and revise department mission with an equity lens.	Pending	Racial Equity Team



ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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.	Staff time of facilitators and team members	Regular, scheduled meetings with RE Team to implement RE Action Plan	Aug 2020 and ongoing	Team created August 2020. Meets bi-weekly Wed at 11am. Has eleven members with commitment through Dec 2020. On 12/16/20 will decide how to continue the group, which members will participate, and how we can provide a rotation of leadership and participation. (See <b>Appendix 6_1 WM RE Team Aug-Dec 2020</b> ).	Ongoing	Jen Norris, Sharon Walton Co-Facilitators
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Staff time and funds as indicated throughout the plan	RE Action Plan is published on department website	July 2020 and ongoing	Racial Equity Action Plan due 12/31/20 will serve as the basis of a plan. This is a living document and will be updated and revised as we go.	Ongoing	Jen Norris, Sharon Walton RE Co-Facilitators Team
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Staff time	Ongoing reporting	July 2020, Oct 2020 and ongoing	-Under the leadership of John Caldon, the WM convenes a quarterly ALL HANDS meeting. This has included RE report since its inception. Our goal is to have RE Team Members report out rather than facilitators. -WMBT is adopting a monthly RE report as part of its work to do fact finding and raise awareness of RE efforts and importance in the arts. -WM RE team considering a newsletter.	Ongoing	Dept Head John Caldon
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	NA at this time	NA at this time	NA at this time	-WM Leadership is open to the creation of WM affinity groups and will provide support and space as appropriate should one develop. With employee group of 60 total it is more likely that our employees would choose to join City wide groups.	Pending interest from employees	NA at this time

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	\$10,000 in 21-22 Budget and ongoing as needed  These funds are referred to also in 2.4.2 & 4.1.2	# of trainings, conferences, or discussions regarding diversity, equity, and inclusion completed by staff per quarter	March 2021 and ongoing	-WM RE Group and employee survey results will be used to develop RE trainings for the department. -WM will investigate developing some trainings with other small departments perhaps SFAC and GFTA, which are the other City arts departments that share the Veterans Building	Pending	-WM Racial Equity Team
6.1.7. Conduct an annual staff survey that assesses the department’s commitment to an organizational culture of inclusion and belonging.	\$99 Survey Monkey account and staff time	Annual survey with disaggregated data and feedback	December 2020 and ongoing	-First survey was created with input from the RE Team and completed by staff in December 2020.  -WM to conduct annual survey	Ongoing	Jen Norris, Sharon Walton RE Co-Facilitators Team
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	\$10,000 for new artwork and materials in 2021 budget	Increase in staff engagement	April -October 2021	-RE Subgroup for Décor review WM spaces to create an inventory of existing décor and opportunities for improvement. Create recommendations for employee spaces. -Review recommendations with all staff. -Consult with smaller licensee organizations for input regarding back of house spaces. -Implement changes -Consider commissioning murals to be painted by WM staff.	Pending	Masae Aitoku and Tim Tunks, Stage electricians and RE members

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.	Staff time	Increase in staff feedback, participation, and responses to communications	Feb 2021 in step w new newsletter	-Create a staff mailing list for departmental communication. -Bi-annually update the list.	Pending	Communications Manager leads; Receptionist maintains

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Staff time	Ongoing staff participation and feedback	October 2020 and ongoing	-Quarterly WM All-Hands meeting to include an ever-expanding group of department speakers. Began in October 2020 to include diverse range of presenters from within the department. Newsletter and flyers to promote the speakers and topics.	October 2020 and ongoing	John Caldon, Dept Head
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Staff time	Ongoing staff participation and feedback	Feb 2021	-COVID Times bi-weekly/monthly newsletter created in March 2020 to be reimaged with RE Newsletter subgroup in Feb 2021. -See also Section 5.3.5 Employee Webpage	Pending	Communications Manager and RE Newsletter subgroup

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.	-Staff time -Limited Graphic artist expense to format guides	Protocol distributed internally and with any outward-facing interactions	March - December 2021 (3 mos. per guide)	-Create 3 accessibility protocol guides for WM staff 1) Accessible Public Meetings 2) Accessible Communication & Style guide 3) Accessible and Inclusive WM Gatherings -Include food (religious and ethical) and sustainability (recycling) considerations in event guidelines - Provide training to support implementation -Share event protocols with licensee organizations and event space renters as well as using in-house	Pending	Accessibility Lead Sharon Walton

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families.  e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	\$250,000 ADA Barrier Removal Project funded already at Opera House Winter/Spring 2021	A plan for physical space improvement  \$ funding secured  Successful implementation	Ongoing	-As operators of public assembly facilities, the WM is very cognizant of the Federal and State Accessibility laws and guidelines. -Recent renovation of office spaces 2013-15 means employee spaces meet or exceed guidelines. -This is an existing and ongoing part of the WM facility management practice	Ongoing	Accessibility Lead Jen Norris
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.  e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.	\$50k Website design budget approved  \$8,000 improve digital accessibility  \$5,000 annually for effective communication of HT shows (captioning)	A plan for digital improvement  \$ funding secured  Successful implementation	New website Jan – June 2021  Evaluate digital functions Jan-July 2022	-Redesign of the WM’s website in a way that centers accessibility has been funded and is awaiting staff return from COVID Command to manage the redesign in concert with the vendor. - Evaluate and improve on all other digital functions and communications to meet or exceed accessibility standards, taking into account staff and visitors with disabilities -Annually fund open captioning and or sign language interpretation of Herbst Theatre shows		Lead Accessibility Sharon Walton

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.4. Invest in translation services.	\$3,000 plus staff time annually	# Increase in translated materials	Ongoing	-Per the LAO the Memorial has translated our brochures and other frequently used documents -Annually additional documents are translated with an eye toward what is most useful to the building users.	Ongoing	LAO Lead
6.3.5. Encourage individual forms of inclusive identity expression.  e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	Staff time	Increase in staff using inclusive identity expression, second nature	Jan 2021	-Security Officers and Stationary Engineers dress according to a gender-neutral uniform code. -Supervisors and administrative staff do not have a dress code. - Usher dress code has been designed to be gender neutral and culturally expansive in how it described what one could wear. -Create WM email footer that includes gender pronouns. -At virtual meetings model inclusive language by including pronouns after name on screen. -Note: WM Executive Team both LGBTQ		Communications Lead and Dept. Head
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.	NA	Accommodations information infused throughout department touchpoints (e.g., website, event announcements)  Provide closed-captioning on video content by default  Increased digital equity (e.g., access) for all employees.	NA	-WM doing a good job here. We newly updated our website to include very specific “path of travel” information for patrons with mobility challenges.  -Signs and printed programs remind patrons that Assistive Listening Devices are available for performance and public meetings of WMBT.  -New videos made to promote the positions of the WM will be captioned.  -Photos have descriptions attached in web and social media contexts.	Ongoing	Accessibility Leads

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<b>6.3.7 NEW WM</b> Raise awareness and understanding of ADA rules through a Civil Rights & Patron Experience lens. Use the knowledge of WM staff with Accessibility expertise to support the work of the Mayor’s Office of Disability by sharing information about Accessibility and providing trainings to arts organizations and event planners.	NA	# of events and performances presented at the WM that are fully compliant increases  # of events created for specific audiences w special needs increases	NA	-WM invests in regularly sending staff to conferences with Accessibility focus including Leadership in Accessibility in the Arts -WM Accessibility Leads share information with licensee organizations and encourage sharing of info and resources re programmatic access. -WM Deputy Dir. Jen Norris teaches a Accessibility at IAVM’s Venue Management School in Tampa.	Ongoing	Accessibility Leads
<b>6.3.8 NEW WM</b> Expand presence of All Gender restrooms in War Memorial facilities for both those available to staff and to the public	Staff time for plan. \$ to be budgeted for improvements	# of All-Gender Restrooms meets or exceeds San Francisco Law	July 2021 – July 2022	-Evaluate current restroom gender assignment and make a plan to expand presence of All-Gender Restrooms in all venues and staff areas	Pending	Facility Administrator

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.	Staff time, existing Survey Monkey account	Community will have an impact on all department projects	Survey Feb. 2021 and then annually	Conduct a survey of licensees with a focus on equity, Covid recovery and soliciting ways in which the WM could best support the activities of the licensees	Pending	Green Room Manager & Booking Manager Herbst & Wilsey
6.4.2. Find opportunities to invest into and support the communities the department serves.	Staff time	WM has a clear understanding of the needs of the communities it serves, which can then be used to create programs with quantifiable impacts.	Needs assessment completed by December 2021	RE Team to first investigate through community surveys and interviews how WM can best serve them, and then will propose programs to meet those needs where possible. Use survey data from 6.4.1 as well as staff input.	Pending	RE Facilitators Sharon Walton & Jen Norris

6.5. War Memorial Specific: War Memorial Oral History Project

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.3 WM NEW Create an oral history project to document the memories and experiences of former and current BIPOC staff members. Research about the history of this place and the people who built it will also be conducted in future years and shared with the War Memorial and the community at large.	Staff time	WM history is no longer White centered.  Reverence to history becomes part of the culture of the WM	Beginning April 2021	1. Identify long-time WM BIPOC staff members past and present.  2. Develop oral history questions  3. Train staff in taking oral histories  4. Interview identified staff and document their experiences  5. Share the oral histories on the employee website, in newsletter or other communications	Pending	RE Facilitator Sharon Walton and tbd RE oral history team

# 7. BOARDS AND COMMISSIONS

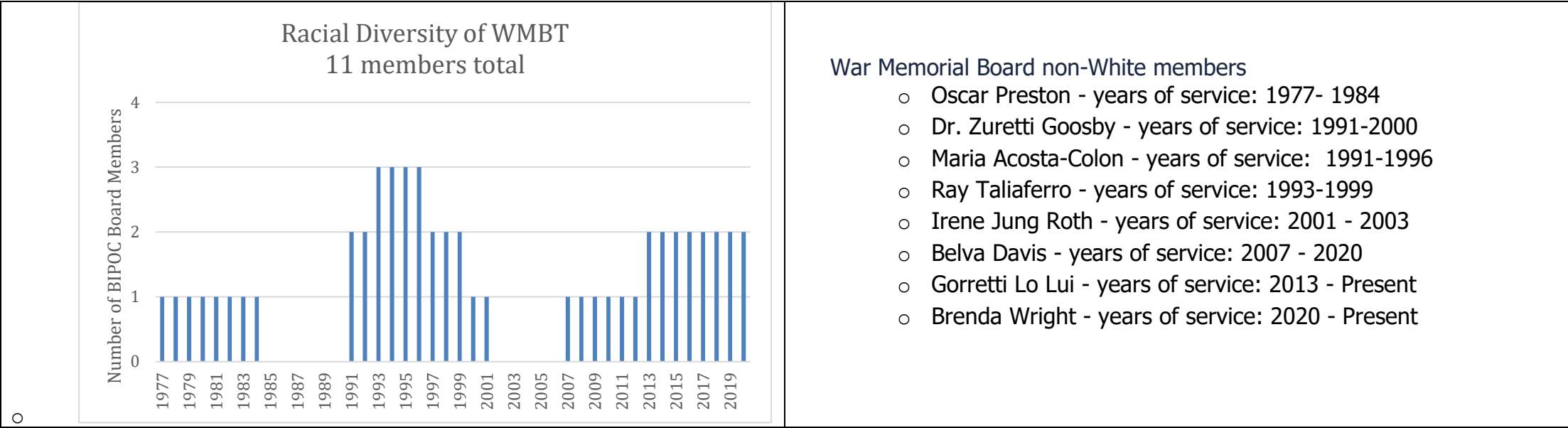
An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bylaws 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. *The War Memorial notes that employees may not serve on the War Memorial Board.*

## DEPARTMENT GOAL

The department’s goal is for staff to provide substantive support to the War Memorial Board of Trustees (WMBT) Special Committee on Racial Equity. The WMBT Special Committee on Racial Equity is tasked with providing recommendations to the full board on issues related to Racial Equity, **with an overall goal of uplifting the importance of racial equity in the arts and realizing meaningful diversity among licensee organizations and the patrons they serve at the War Memorial.**

## Background

Since its formation in 1921, the War Memorial Board of Trustees has had 5 Black Trustees, 2 Asian Trustees, and 1 Latinx Trustee appointed by the Mayor. In 1977, jazz pianist and music educator Oscar Preston became the first War Memorial Trustee of color. Since then, the following Trustees of color have served:





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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department’s RE Action Plan.	Staff time; Trustee time	Bylaws, rules of order or other procedures successfully amended	March 2021	War Memorial staff to review the WMBT Mission & Responsibilities and Services (Appendix 7_1) and make recommendations to the WMBT Racial Equity subcommittee for revision which would add inclusive language and align with the department’s RE Action Plan	Pending	Executive Secretary to WMBT Jen Norris
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	NA	Annually collect board/commission demographic data  Include data in annual report  Greater racial and gender equity in board and/or commission members	NA	War Memorial has been collecting this data and submitting bi-annually to the SF Commission on the Status of Women as requested.  2020 breakdown: 9 White, 1 Black and 1 Asian 6 women, 5 men Trustees are appointed bi-annually by the Mayor to the WMBT for 4-year terms.	Completed and then annually	Executive Secretary to WMBT Jen Norris
7.1.3. Have board/commission adopt a resolution around racial equity.	Staff time	Resolution adopted	November 2021	WMBT Special Committee on Racial Equity will work with the staff to draft and adopt a resolution around racial equity and the arts, or equity among WM licensees and the patrons they serve.  Targeting next November so the resolution can be meaningful and based on a year of listening and learning from monthly reports to the board on RE.	Pending	Executive Secretary to WMBT Jen Norris & WMBT Racial Equity Committee Chair

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.4. Racial equity-related items are regularly agendized.	Staff Time	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	Ongoing	See Section 7.3.2 -Raising Awareness RE in Arts  WMBT has a commitment to reports focused on service provided to underserved communities from stakeholder organizations at each meeting throughout 2021.  -WM staff to include Racial Equity as one of the lenses through which rental rates and other budget presentations are made to the WMBT.	Ongoing	Department Head John Caldon with support of Executive Secretary to WMBT Jen Norris
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Staff Time	Participatory budgeting processes  Community advisory working groups  Issue-specific task forces	Ongoing	WM staff will become more frequent presenters to the Trustees, rather than relying on the Managing Director to present all staff findings.  WM Racial Equity Team members to present annually to the WMBT.	Ongoing	Department Head John Caldon with support of Executive Secretary to WMBT Jen Norris
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. <sup>5</sup>	Staff time	Resolution adopted	Jan-March 2022	See Section 7.3.3 Raising Awareness in the Arts  WMBT Special Committee on Racial Equity to consider adopting a land acknowledgement resolution in Q1 of 2022 after adopting general RE resolution in Nov 2021.	Pending building RE awareness	Department Head John Caldon and Executive Secretary to WMBT Jen Norris
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	NA	Greater racial and gender equity in board and/or commission members	NA	Per the Charter, Trustees are appointed bi-annually by the Mayor for 4-year terms by the Mayor. Charter Sec 5.106 “In making appointments the Mayor shall give due consideration to veterans and others who have a special interest in the purposes for which the Center exists.”	NA	Office of the Mayor Appointment Secretary

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of Boards and Commissions.	Staff time  Perhaps funds for adaptation of department specific tool and training	# of policies passed with RE lens  Budget equity completed	TBD	The WMBT Special Committee on Racial Equity is open to learning more about racial assessment tools and how they might be applied to its decision-making process.  WM staff is waiting for the ORE to bring forth an adaptable tool for staff use and to provide resources and training for implementation.	Pending ORE provision of more information	Department Head John Caldon with support of Executive Secretary to WMBT Jen Norris

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.  e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	Staff time	# of diverse board/commission members  % of board/commission retention  Implementation of inclusive protocols	NA	The War Memorial has been meeting remotely since March 2020, making its meetings more accessible to those who might have difficulty attending a midday meeting in Civic Center.  New WMBT procedures allow for the submittal of public comment in writing or by voice message to be included in the proceedings for public who cannot attend virtually at the meeting time.  NOTE: Prior to COVID, the WMBT had been refused permission to have Trustees attend meetings remotely, due to public meeting laws.  The WMBT Board Room is accessible by elevator and wheelchair lift. Assistive listening devices are available. The agendas include information about how to request accommodations. These accommodations would be available to any Board member with a disability, should the need arise.	Ongoing	Executive Secretary to WMBT Jen Norris

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	Staff time  Funds for training once the needs are established	# of completed training per quarter  Increased participation rate	August 2021 and beyond	WMBT take bi-annual Harassment Prevention Training and Unconscious Bias Training via DHR provided video training modules.  1. WM Staff to create a survey for Trustees, to help focus RE training needs.  2. WMBT Special Committee on Racial Equity to make recommendations to the full board on RE training needs and fulfilment methods.  Note: WM would be grateful if some live trainings were available for Trustees to attend with other City commissioners, thus allowing for introspective trainings while avoiding inadvertently creating a public policy body meeting, which would violate the Sunshine Ordinance.	Currently taking bi-annual training.  Survey Trustees re training August 2021	Executive Secretary to WMBT Jen Norris
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	Staff time	Increased board/commission retention  Member experience satisfaction survey	NA	WMBT does not have a retention problem. It is an 11-member body. Trustees serve 4-year terms with little to no voluntary turnover. Many have served multiple terms.  A formal mentorship program is unnecessary. However, staff will update the onboarding process to emphasize the importance of Racial Equity to the policy body and the department.	With next new Board member perhaps Jan 2021 or Jan 2023	Executive Secretary to WMBT Jen Norris

7.3. War Memorial Specific: Raise Awareness of the importance of Racial Equity in the Arts

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1 Create a War Memorial Racial Equity Subcommittee to advise the Board	Staff time; Trustee time	War Memorial Racial Equity Ad hoc Subcommittee created	First WM RE committee mtg Dec 7, 2020	In November 2020, WMBT created a Special Committee on Racial Equity.  Committee meets as needed to guide Board policy around Racial Equity Action Plan and ongoing efforts of the department.	Completed	Executive Secretary to WMBT Jen Norris
7.3.2. Raise awareness of the importance of Racial Equity in the Arts and the efforts of our staff and licensees around equity.	Staff time; Trustee time	Each War Memorial Board meeting raises awareness of the importance of Racial Equity.  Licensees begin to understand the importance of RE to the Board and include it automatically in their requests regarding other agenda items before the Board.	first report Jan 10, 2021	Add a Racial Equity Report to the Monthly Agenda for the dozen Regular Meetings in 2020 and identify and invite specific licensees to make 3-5 minute presentations to the Board about their Racial Equity programs with a focus on impact rather than intention.	Ongoing – first report Jan .10, 2021	Executive Secretary to WMBT Jen Norris
7.3.3 Discuss Land Acknowledgement Practice	Staff time; Trustee time	Discussion of Land Acknowledgements takes place	TBD 2021	Review <a href="#">these resources</a> Review <a href="#">this HRC resolution</a>  Possible resolution regarding Land Acknowledgement Practice	Suggestion to be brought to WMBT RE committee in 2021	Executive Secretary to WMBT Jen Norris
7.3.4 Create history of diverse members of the War Memorial Board of Trustees	Staff time	WMBT Handbook History Section includes biographic information on the Trustees of Color	One completed see Appendix 7.3	Research and write up history of WMBT Trustee of color and add to the Trustee Handbook History Section (See Appendix 7_2).	Ongoing	Executive Secretary to WMBT Jen Norris

INDEX OF APPENDICES

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Appendix 0_1	WM Racial Equity Survey Results	PowerPoint of survey questions and results – survey was administered on Survey Monkey in December 2020		
Appendix 0_2	Summary of War Memorial Goals	Listing of each Sections Goal statement as listed in the Racial Equity Action Plan Phase 1		
Appendix 0_3	Vulnerable Populations Served	A List of the Vulnerable Populations Served by the War Memorial		
Appendix 0_4	Vulnerable Populations Engagement Assessment	A chart detailing the ways in which the War Memorial serves Vulnerable Populations through its policies, programs, and facilities		
Appendix 0_5	WM Racial Equity Survey Disaggregated Results	Five charts representing disaggregated Survey Results		
Appendix 0_6	WM Performance Measures 2018	Summary that in brief states the War Memorial’s customers and goals		
Section 1: Hiring and Recruitment				
Appendix 1_1	WM Draft Equitable Hiring Policy	Draft Equitable Hiring Policy 10/24 v.4; Awaiting employee presentation and input scheduled for 1/19/2021		
Section 2: Retention and Promotion				
Section 3: Discipline and Separation				
Appendix 3_1_2	WM Separations & Retirements Data 2018-2020	Three Pie Charts 1) Separations 2) Retirements 3) Resignations		
Section 4: Diverse and Equitable Leadership and Management				
Section 5: Mobility and Professional Development				

Section 6: Organizational Culture of Inclusion and Belonging				
Appendix 6_1	WMBT Racial Equity Team	Word doc of names, titles, and photos of WM Racial Equity Team 2020		
Section 7: Boards and Commissions				
Appendix 7_1	WMBT Mission & Responsibilities and Services	Excerpt from War Memorial Board of Trustees’ Handbook including the Mission Statement and Responsibilities and Services summary		
Appendix 7_2	Trustee Oscar Preston History	Single page history on War Memorial Trustee Oscar Preston		
Appendix 7_2_1	Trustee Zuretti Goosby History	Four-page history of War Memorial Trustee Zuretti Goosby		