

SAN FRANCISCO FIRE DEPARTMENT



RACIAL EQUITY ACTION PLAN (REAP) 2020 .v8





Letter from Chief Jeanine Nicholson

DRAFT

INDEX (These need to be redone)

MISSION.....	4
VALUES.....	4
VISION.....	4
HIRING AND RECRUITMENT.....	5
RETENTION AND PROMOTION.....	12
CHARTS.....	17
DISCIPLINE AND SEPARATION.....	1
DIVERSE AND EQUITABLE LEADERSHIP.....	22
MOBILITY AND PROFESSIONAL DEVELOPMENT.....	25
ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING.....	30
Boards and Commissions.....	

OUR MISSION

OUR VALUES

OUR VISION

Place Holder

-
- How this document is written
- Call and approach the layout of this document
- ORE's framework main driver
- Explain the resource dedicated to implementing the REAP will be the SFFD's Diversity, Equity and Inclusion Office
- Timelines will be determined by departmental resources

1. HIRING & RECRUITMENT

Identify, Attract, Retain and Invest in 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 waiting passively for diverse candidates and people with non-traditional backgrounds to apply, Departments should actively seek these individuals. This includes identifying and measuring the various barriers that challenge equitable access to SFFD employment and influence the City's applicant pool. Further, partnering creatively within non-traditional outlets-- such as community-based organizations, Black, Indigenous and People of Color (BIPOC) professional networks, re-entry programs, San Francisco Unified School District (SFUSD) and community college systems -- will cultivate a rich pool of diverse candidates and aid in the development of a clear, intentional outreach strategy. ~ ORE City Wide Framework Template pg. 2

DEPARTMENT GOAL: The San Francisco Fire Department's (SFFD) talent acquisition goal is to ensure that a diverse pool of qualified, talented, and supported candidates are available to compete in our hiring process. The Department will provide a clear pipeline for our residents to successfully apply for all entry-level positions within our organization.

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

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.

IMPLEMENTATION PLAN: The Department will develop an evaluation process to stay informed of current and past candidates, hiring, and recruitment experiences. Additionally, the Department will survey applicants to gather various demographic data. Analysis from this voluntary and self-reported demographic information will be analyzed to inform the Department of trends within the Department's talent acquisition efforts.

TIMELINE: Q2 2021

1.1.2. Implement annual survey(s) to assess departmental diversity and inclusivity in order to inform hiring and recruitment goals, with particularly focus on the identification of diversity disparities, inequity patterns and barriers to inclusion. Annual survey data results will be disaggregated, analyzed, and included in the Department's annual review report.

IMPLEMENTATION PLAN: The Department will develop a review and reporting process for all department positions for demographic diversity data. Diversity data will be aggregated by multiple variables such as job classification, the date range of application submission, testing results, interview, training results, probationary periods, and promotional status. Additionally, applicant failure indicators and data will be analyzed to identify inequitable trends to further the Department's analysis of ineffective, inappropriate, and discriminatory onboarding policies and procedures.

TIMELINE: Q1 2021

1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.

IMPLEMENTATION PLAN: The Department will provide a concise, objective, and transparent application process that will include, at applicant request, a testing failure or low score feedback review to ensure all applicants have the opportunity to improve their scores and equitably participate in this competitive employment process. Additionally,

the Department will conduct a full assessment to determine the efficacy of currently written exams, tests, scoring processes, and test administrators.

TIMELINE: Q1 2022

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

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 non-traditional outlets and networks. Map and track outreach efforts.

IMPLEMENTATION PLAN: The Department will develop Talent Acquisition, Leadership Development, Executive Development, and Succession Planning programs to further the equitable advancement of candidates by strengthening their hard and soft skills. These programs will operate in a formal collaboration with various internal and external organizations to ensure the availability of qualified and diverse candidates throughout all levels of the Department.

TIMELINE: Q3 2023

1.2.2. Foster relationships with non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.

IMPLEMENTATION PLAN: The Department will collaborate with multiple community partners to develop strategies and activities to improve its dissemination of information. The Department recognizes that the challenges, barriers, and needs of its constituents, candidates, and local communities may change and will adapt and develop its talent acquisition plans to ensure relevance and effectiveness¹.

TIMELINE: Q1 2019/2021

1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting diverse candidates and those with non-traditional backgrounds. Include multiple ways to apply to a position.

IMPLEMENTATION PLAN: The Department will explore strategies and methods to increase its ability to equitably promote inclusive recruitment and hiring opportunities with a diversity of candidates.

¹ [A list of currently identified strategies can be found in the appendix.](#)

The following are a list of currently identified strategies the Department intends to initiate:

- Research and/or develop a pre-screening process that will allow the Department to assess candidates' eligibility into its hiring pipeline.
- Evaluate the testing process² and entrance exam data to track trends with all potential candidates.

TIMELINE: Q2 2021

1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.

IMPLEMENTATION PLAN: The Department will evaluate the number of minimum required service hours needed to apply for positions³. Additionally, the Department will re-evaluate written and other testing format's accuracy and fairness. The Department will also consider on-the-job learning models and evaluate the acceptance of skill proficiency as secondary criteria.

TIMELINE: Q2 2022

1.2.5. Review the need for supplemental questions during the application process.

IMPLEMENTATION PLAN: The Department will review the need for supplemental questions that could be a barrier to applicants continuing in the onboarding process.

TIMELINE: Q2 2022

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.

IMPLEMENTATION PLAN: The Department will evaluate if four-year academic credentials are necessary for entry-level positions. The Department will also stay open to identifying four-year academic credential alternatives.

TIMELINE: Q2 2022

1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidates. Work with outside recruiters who utilize an equity lens and culturally competent skills to their work.

² Evaluate testing process for all candidates

³ H3 L1/2 classifications

IMPLEMENTATION PLAN: The Department will utilize its Talent Acquisition program to outreach to various vendors, local community colleges with EMS and Firefighting accreditation programs, and community organizations to ensure the availability of diverse, qualified, and supported candidates.

TIMELINE: Q3 2022

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.

1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities.

IMPLEMENTATION PLAN: The Department will develop opportunities for resource sharing cohort programs that include: skills-based peer groups, internships, apprenticeship programs, and “wrap around” supportive services that will ensure a diverse, qualified, and supported applicant pool.

TIMELINE: Q2 2021

1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s “Opportunities for All” program.

IMPLEMENTATION PLAN: The Department will continue to collaborate with “Opportunities for All” and is projecting to expand its participation by recruiting active-duty employees to work with program participants.

TIMELINE: Q2 2018

1.3.3. Disrupt reliance on employment patterns relying on ‘feeder models’ that consistently pull candidates from elite institutions and universities and instead focus on strengthening strategies to target local community colleges, trade schools, training programs, re-entry programs, social service agencies, public high schools, etc.

IMPLEMENTATION PLAN: The Department will fortify its collaborative relationships with community-based organizations, social service agencies, and educational

institutions serving the San Francisco Bay Area Region⁴ to ensure its applicant and candidate pools are culturally diverse.⁵

TIMELINE: Q3 2022

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

IMPLEMENTATION PLAN: The Department will collaborate with multiple City and County agencies, community-based organizations, and social media to expand the collective knowledge of DEI principles.

TIMELINE: Q2 2021

1.3.5. Track and evaluate outcomes, including reviewing the application process and resulting hires by race/ethnicity to address any fallout due to racial bias. Collect constructive feedback of applicant/candidate, intern, and fellowship experiences. Adjust analysis perimeters as needed to ensure the identification of challenges and/or barriers occurring to meeting DEI goals and objectives.

IMPLEMENTATION PLAN: The Department will track voluntarily self-reported demographic data from applicants. The Department will also survey those who did not complete the onboarding process. Analysis regarding those outcomes will be used to determine if any bias/discrimination has occurred and to identify any unnecessary challenges.

TIMELINE: Q2 2022

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

1.4.1. Maintain a standardized and holistic interview process with structured interview questions.

IMPLEMENTATION PLAN: The Department will identify and implement various training workshops and classes to ensure recruiters and employees involved in hiring processes have the knowledge to appropriately and competently conduct interviews that promote the principles and tenants of Diversity Equity and Inclusion.

⁴ The nine counties that make up the San Francisco Bay Region include Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, Sonoma.

⁵ Please refer to the Hiring and Recruitment section of the appendix to see a list of potential partners.

TIMELINE: Q1 2020

1.4.2. Ensure a diverse pool of participants in hiring panels for each interview.

IMPLEMENTATION PLAN: The Department will develop a system to ensure that its hiring panel participants hail from diverse racial, cultural, and linguistic backgrounds.

TIMELINE: Q2 2022

1.4.3. Train staff on conducting successful, equitable interviews with applicants, candidates, interns, trainees, and fellows.

IMPLEMENTATION PLAN: The Department will provide its staff that serves on interview panels with professional communication and interview training. That training will incorporate DEI principles to prevent implicit bias.

TIMELINE: Q4 2022

1.4.4. Adopt a tool to track application progress, accessibility of resources, and applicant participation in support services/assistance through multiple approaches.

IMPLEMENTATION PLAN: The Department will develop a system to track and evaluate candidate/applicant progress. The Talent Acquisition Program will manage this system.

TIMELINE: Q4 2022

1.4.5. Share and post all job openings internally to promote internal leadership, advancement, and promotional opportunities. Abide by the Department's Racial Equity Action Plan goals to safeguard the advancement of DEI accessibility.

IMPLEMENTATION PLAN: The Department will transparently communicate all job openings (including civilian) to members via internal communication platforms such as email, bulletin postings, and intranets.

TIMELINE: Q2 2021

1.4.6. Decrease unnecessary and preventable delays in hiring, interviewing, and onboarding processes that can result in the impediment of service provision and potential or renewed economic hardship for applicants/candidates.

IMPLEMENTATION PLAN: The Department will identify any redundant and unnecessary hiring, onboarding, and interviewing protocols and adjust or eliminate them as appropriate.

TIMELINE: Q2 2021

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

IMPLEMENTATION PLAN: The Department will provide a formal and transparent pathway for all of the entry-level positions. This pathway will be readily communicated and easily accessible.

TIMELINE: Q2 2022

1.4.8. Review and evaluate the current “Default Certification Rule of Three Scores” hiring protocol.

IMPLEMENTATION PLAN: The Department will review, analyze, and evaluate the Department’s current use of the “Rule of List” selection process. The DEI Office will make appropriate recommendations as necessary based on its findings.

TIMELINE: Q2 2021

1.5 Create a Pre-Probationary Firefighter and EMT position-specific Manual

1.5.1. Create a pre-hire/new-hire document that clearly lays out departmental expectations, responsibilities, organizational values, and guidelines.

IMPLEMENTATION PLAN: The Department will craft multiple manuals, guides that will outline core expectations and responsibilities. These support measures will provide hiring navigation resources and direction for firefighter and EMS recruits during the academy and probation. This document would be disseminated to applicants and available to the public for download before joining the academy.

TIMELINE: Q1 2021

1.5.2. Create a fire and EMS pre-academy and a supportive mentoring system to assist applicants in qualifying.

IMPLEMENTATION PLAN: The Department will seek to create a support system that will allow applicants to “ramp up” their skills paced to their needs.

Timeline: Q2 2022

1.5.2. Monitor in real-time the progress of candidates during the fire academy and EMS onboarding evaluation process. Assist as needed while still honoring the competitive

IMPLEMENTATION PLAN: The Department will evaluate the fire academy’s testing process, EMS onboarding, and seek to develop a cadre of mentors from multiple employee affinity groups to work with recruits at risk of failing.

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2. RETENTION AND PROMOTION

Our workforce is our largest asset. Retaining a strong workforce means supporting our employees holistically to ensure they are affirmed-- both in and out of the workplace. 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 that prevent underrepresented employees from engaging in upward mobility. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential. ~ ORE City Wide Framework Template pg. 11

Department Goal: The Department's overall retention and promotion goal seeks to ensure all members can access various career tracks. This will be accomplished through internal and external training, accessible resources, supportive programs, and transparency throughout the promotional process.

2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs. Not applicable to SFFD

2.1.1. Track deployment and the given functions of all frontline work and remote work deployed throughout the COVID-19 period, disaggregated by race / ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who were unable to work in usual formats (frontline, in-person) due to challenges and barriers associated with socio-economics such as lack of available, safe or affordable childcare, available local housing options, public transportation accessibility, virus exposure issues. Not applicable to SFFD

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.
Not applicable to SFFD

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.
Not applicable to SFFD

2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.
Not applicable to SFFD

2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.
Not applicable to SFFD

2.2. Ensure salaries and benefits meet or exceed industry standards while actively pursuing income equity, centering the experiences of women and people of color.

2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.

IMPLEMENTATION PLAN: The Department will develop a process in collaboration with the San Francisco Department of Human Resources to inform stakeholders⁶ of potential, projected, or active salary discrepancies to ensure equity and transparency.

TIMELINE: Q2 2022

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.

IMPLEMENTATION PLAN: The Department will collaborate with relevant stakeholders to ensure equity of salary and benefits standards.

TIMELINE: Q2 2022

2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural significant holidays.

IMPLEMENTATION PLAN: The Department will develop a proposal for stakeholder review and seek approval to allow staff to be awarded paid time off for annual celebrations that are culturally, ethnically, religiously-based⁷ and currently do not fall under the current ten City paid holidays.

TIMELINE: Q2 2022

2.3. Create paths to salary and positional promotions that are transparent and work to advance equity.

2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.

IMPLEMENTATION PLAN: The Department will create a career development and succession planning program. That program will be introduced to all sworn and civilian staff during the onboarding process and available throughout their career. Also, the Department will continuously review its various educational and training programs to ensure DEI alignment.

TIMELINE: Q1 2022

2.3.2. Develop a formal and transparent process for raises and promotions to ensure organizational equity.

⁶ unions, employee affinity groups, oversight committees, fire commission, and active employees

⁷ Bodhi Day, Hannukah, Juneteenth, Saint Patrick's Day, Cinco de Mayo, Chinese New Year, Indigenous Day

IMPLEMENTATION PLAN: The Department will develop a transparent promotion process to include:

- Equitable, inclusive, and accessible pre-training/testing opportunities (e.g., study cohorts) for candidates
- Promotional testing developed based on pre-training/testing analysis, evaluation, and candidate feedback
- A post-evaluation component or test review for all promotional tests to provide candidates with concrete feedback for future improvement.
- Updated promotional testing modules developed based on “true response events” consistent with the Department’s leadership development program, not outdated manuals or historical concepts.

TIMELINE: Q1 2022

2.3.3. Develop a process for limiting acting/interim role appointments to avoid staff working these roles for extended periods of time without compensation.

IMPLEMENTATION PLAN: The Department will continue to collaborate with the respective bargaining agents to ensure equability in all roles of the organization.

TIMELINE: Q1 2021

2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity within civilian staff ranks such as Administrative Analyst Series (182X). Set forth strategies and training opportunities to support employee development to achieve mobility and advancement.

IMPLEMENTATION PLAN: The Department will improve its understanding of the city-wide promotional process and civilian staff opportunities. Civilian staff will have increased access to resources and supervisor guidance to ensure opportunities for advancement. (see Non-Uniform by Race and Gender Table 2.3).

TIMELINE: Q4 2021

2.3.5. Review active classifications without clear promotional pathways for advancement and develop clear, equitable paths for continued promotional and/or classification advancement within the City.

IMPLEMENTATION PLAN: The Department will collaborate with stakeholders to develop and promote transparent promotional criteria, equitable career pathways, employee burnout prevention⁸, and advancement opportunities for all fire, EMS, and civilian positions.

TIMELINE: Q2 2021

⁸ With increased focus on EMS personnel

2.4. Develop an internal “Promotional Testing Training Program” to ensure the equitable, inclusive, and diverse leadership within the SFFD.

2.4.1. Develop Exempt/Acting Promotional Hiring Test Trainings

IMPLEMENTATION PLAN: The Department will utilize qualified internal instructors to provide curriculum and training for Secondary Criteria used in the promotional selection process. Internal Promotional courses, which would provide an “SFFD Certificate of Completion,” will be weighted as part of the secondary criteria competitive selection process.

TIMELINE: Q2 2022

2.4.2. Promotional Hiring Secondary Criteria External Training

IMPLEMENTATION PLAN: The Department will seek to support staff to attend various external training by shifting to a policy to allow employees members two 24 hour shifts annually to attend courses related to career development and upward mobility.

TIMELINE: Q3 2022

2.4.3. Substitutions for bachelors degrees accepted for various promotional positions to ensure a diverse, inclusive and equitable leadership advancement pathway.

IMPLEMENTATION PLAN: The Department will create an Executive Development program that Command Staff should complete upon their appointment. This program will be designed specifically for the Fire and EMS Service. Additionally, the Department will review the [“City and County Leadership Program”](#) to determine it would serve as a valid substitute for desired bachelor’s degrees listed as Secondary Criteria for promotional opportunities.

TIMELINE: Q3 2022

2.4.4. Streamline External Training Reimbursement Process

IMPLEMENTATION PLAN: The Department will evaluate the barriers and challenges to accessing and effectively utilizing available tuition reimbursement funds to take various professional courses.

TIMELINE: Q2 2021

2.4.5. Panel Interviews for Promotional Hiring to ensure an equitable process

IMPLEMENTATION PLAN: The Department will implement a promotional interview panel process to advise the hiring officer of the candidates' DEI fitness. The panel's input should be considered as part of the candidates' secondary criteria profile. That panel will include Employee groups and representation from the general membership.

TIMELINE: Q2 2021

2.5 Promotional Testing That Ensures Opportunity and Transparency

2.5.1. Frequency of Promotional Testing and diverse make-up of assessors

IMPLEMENTATION PLAN: The Department will maintain a consistent two-year Civil Service eligible list cycle with no extensions barring budget matters. The Exam Unit will ensure that the volunteer assessors from other departments are diverse.

TIMELINE: Q2 2022

2.5.2. Maintain the transparency of Department Statistical data and analysis. To ensure operational integrity and the effectiveness of various DEI administrative strategies, and programs.

IMPLEMENTATION PLAN: The Department will ensure statistical data and analysis is publicly accessible by request to the SFFD Human Resources Division and/or retrievable or viewable via the Department's website/social media for download.

TIMELINE: Q2 2022

Non-Uniform by Race and Gender

CLASSIFICATION - RACE/GENDER

CLASS	1		2		3		4		5		6		7		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
MCCP	1	3	0	0	1	0	0	0	0	1	0	0	0	0	2	4
IT/IS	2	1	1	0	0	0	3	1	2	0	0	0	0	0	8	2
Payroll / Personnel	0	1	0	0	0	0	0	6	0	0	0	0	0	0	0	7
Clerical / Secretarial	0	1	0	0	0	2	0	3	0	1	0	0	0	1	0	8
Accounting	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	3
Administrative	4	3	1	0	0	1	3	3	2	0	0	0	0	1	10	8
Purchasing/Storekeeping	2	0	1	0	2	1	2	0	1	0	0	0	0	0	8	1
Medical	0	2	0	0	0	0	0	0	0	0	0	0	0	1	0	3
Fire Inspection	4	0	0	0	0	0	1	0	2	0	0	0	0	0	7	0
TOTAL	13	11	3	0	3	4	9	16	7	2	0	0	0	3	35	36
PERCENT OF TOTAL APPOINTED	18.3	15.5	4.2	0.0	4.2	5.6	12.7	22.5	9.9	2.8	0.0	0.0	0.0	4.2	49.3	50.7
NUMBER BY RACE	24		3		7		25		9		0		3		71	
PERCENT BY RACE	33.8		4.2		9.9		35.2		12.7		0.0		4.2			

RETIREMENTS FROM 7/1/2015 TO 8/28/2020
CLASSIFICATION - RACE/GENDER

TITLE	1		2		3		4		5		6		7		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Uniformed Chiefs	8	2	7	2	3	1	3		1		1					23
Uniformed Captains	13	3	3	1	1	1	3	1	1							21
Uniformed Lieutenants	28	3	3	1	6	2	7	3	2	1						46
Firefighter Paramedic	23	2	2		2		3				1					31
EMT/Paramedic	5	1			1	2	1									7
Firefighter	30	7	17	3	15	1	29	1	9	1	1					101
Fire Prevention/Investigation	3	2	1		3	2	1	2	3							11
Total	110	20	33	7	31	9	47	7	16	2	3	0	0	0	0	240
Percentage of Total	38.60	7.02	11.58	2.46	10.88	3.16	16.49	2.46	5.61	0.70	1.05	0.00	0.00	0.00	0.00	84.21
Total By Race	130		40		40		54		18		3		0		285	

*Provide the percentages by race that retire above the rank of firefighter. Discuss that by proportion the percentages should be close to the same.

3. DISCIPLINE AND SEPARATION

OBJECTIVE: Decisions to discipline or terminate staff have the potential to be biased. Managerial practices that surround employee evaluation, day-to-day treatment, monitoring, warnings, suspensions, and termination must be applied equally. Officers and supervisors should be aware of their own biases and their lack of cultural differences. Educating oneself to such differences will ensure an understanding of how to address issues as they arise. Evaluations and reviews must be standardized and consistent in performance markers. Most importantly, managers should focus on the needs of employees. Job expectations should be reasonable, clear, and supplemented with opportunities for upskilling where possible. Each and every person in a supervisory role should be well-versed in the SFFD Rules and Regulations, Firefighter Bill of Rights, Managing Employee Performance practices, and the Policy Manual to ensure that an equitable workplace is made available to all. ~ ORE City Wide Framework Template pg. 16

Department Goal: The San Francisco Fire Department's goal is to ensure that its discipline and separation policies and individual treatment are unbiased and applied to all members fairly and equitably. This includes a regular review to make sure that no bias or disparate impacts are felt by staff.

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

3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.

IMPLEMENTATION PLAN: The Department will collaborate with its Human Resource Division to obtain historical data for analysis and develop a plan to accurately collect and aggregate data for all disciplinary actions.

TIMELINE: Q1 2021

3.1.2. Track separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.

IMPLEMENTATION PLAN: The Department will collaborate with its Human Resource Division to obtain historical data for analysis and develop a plan to accurately collect and aggregate data for all separation and disciplinary actions.

TIMELINE: Q1 2021

3.1.3. Examine and investigate potential changes to the discipline and separation policies. Research alternative opportunities for discipline and sub-discipline actions (e.g., documented coaching) to resolve interpersonal issues and increase cooperation among personnel.

IMPLEMENTATION PLAN: The Department will appoint a team from its racial equity leaders that will investigate possible disparate impact (based on data from 3.1.1 and 3.1.2) the goal will be to develop ideas for revisions to policies and create a Disciplinary Procedures model for the Department.

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.

IMPLEMENTATION PLAN: The Department will create and support a Human Relations process that resembles the International Association of Fire Fighters model. One of this program's functions will be to provide alternate solutions to the disciplinary process if warranted.

TIMELINE: Q2 2021

3.2. Review and revise the current disciplinary process for DEI alignment

3.2.1. Develop proposed changes to current system to alleviate biases against staff of color. This will reduce the need for separation or traditional disciplinary measures.

IMPLEMENTATION PLAN: The Department will interview stakeholders to ensure all issues are addressed in our outline; then draft and circulate a plan. Additionally, the Department will investigate the impacts of San Francisco EMSA on members' discipline and determine how to mitigate any bias from regulatory investigations.

TIMELINE: Q2-3 2021

3.2.2. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.

IMPLEMENTATION PLAN: The Department will develop a policy to ensure consistent discipline and treatment for actionable offenses.

TIMELINE: Q2-3 2021

3.2.3. Seek approval for changes in the disciplinary process from relevant stakeholders.

IMPLEMENTATION PLAN: The Department will make presentations to all stakeholders for approval and/or input as needed.

TIMELINE: Q3-4 2021

3.2.4. Train supervisors and officers on all changes, including a module on bias and equitable and compassionate discipline and separation. Also, include training on implicit bias and strategies to overcome bias for all interactions (staff and public).

IMPLEMENTATION PLAN: The Diversity, Equity, and Inclusion Office will collaborate with the Chief of Training, DHR, and Local 798 to conduct training for all officers in alignment with members' rights when conducting discipline. The Department will work with Local 798 to integrate best practices from IAFF to assist with training (specifically the "Inclusion and Teamwork in the Workplace" module).

TIMELINE: 2022

3.1.6. Implement approved changes with a focus on transparency through strategic and scheduled communications to ensure members are not overwhelmed with system changes and have the opportunity to give feedback as appropriate.

IMPLEMENTATION PLAN: The Department will develop a training and implementation plan in cooperation with all stakeholders. Additionally, certain stakeholders will be trained to provide supportive resources. The Department will seek and encourage buy-in from members, supervisors, and other relevant partners.

TIMELINE: Q2 2022

3.3. Commitment to Using Best or Promising Practices

3.3.1. Ensure the Department is utilizing best practices to reach racial equity goals, objectives, and activity outcomes.

IMPLEMENTATION PLAN: The Department will reach out to IAFF⁹ and other metropolitan cities to determine best practices to reach racial equity goals, objectives, and outcomes. Information gathered will also inform the Department of highly regarded training models that include culturally and linguistically inclusive formats.

TIMELINE: Q1 2022

⁹ International Association of Fire Fighters

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. 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 carries shared values with their staff and will better uplift the staff. In fact, all employees, both white and people of color, benefit from a people of color-led Department. 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. ~ ORE City Wide Framework Template pg. 19

DEPARTMENT GOAL: Working toward diverse, equitable, and inclusive leadership requires a review of our current practices¹⁰ and taking consistent measures to address areas that need improvement. As a department, we will formalize leadership development within our organization to ensure diversity, equitably, and inclusivity in all ranks, positions, and leadership roles.

4.1. Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the city-wide racial equity framework and the departmental RE Action Plan.

IMPLEMENTATION PLAN: The Department will provide continuous leadership and professional development training through an “Officer Leadership Academy” to all ranks and all divisions, not just newly promoted officers. One of these training goals will be to prepare all eligible members to successfully compete in Civil Service promotional exams.

TIMELINE: Q2 2022

4.1.2. Commit to ongoing racial equity training and development for leadership.

IMPLEMENTATION PLAN: The Department will provide additional training for Battalion Chiefs to ensure integrity and equitability when conducting disciplinary investigations. The Department will develop a rotational process of selecting chiefs to perform disciplinary investigations. Additionally, the Department will continue to provide and support a diverse staff at the Division of Training.

TIMELINE: Q2 2022

4.1.3. Incorporate senior leadership demographics in the department annual report.

IMPLEMENTATION PLAN: The Department will provide and submit senior leadership demographics annually to incorporate in its reports.

TIMELINE: Q2 2022

¹⁰ See current practice the appendix under Diverse and Equitable Leadership

4.1.3. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.

IMPLEMENTATION PLAN: The Department will provide a secure, anonymous, and confidential channel to its membership.

TIMELINE: Q2 2022

4.2. Officers academies and leadership training

4.2.1. Create opportunities to provide ongoing leadership training for all officers and supervisors

IMPLEMENTATION PLAN: The Department will provide training to all officers in all disciplines. This program may be coordinated through the Division Training.

TIMELINE: Q2 2022

4.2.2. Create a mentoring component of the Department's Employee Development program.

IMPLEMENTATION PLAN: Develop a mentorship program using existing leaders in the Department. The objective will be to provide a support system for members who will be taking promotional exams in the future. The Department will explore removing waivers for those who have taken a promotional test and are on an active list.

Timeline: Q2 2022

4.2.3. Monitor equity and diversity in promotional testing

IMPLEMENTATION PLAN: The Department will review current tests for any existing biases. The Department will also provide transparency in the testing process and test results. A study of "best practices" for scoring promotional tests and evaluating the answer key committee's relevance and effectiveness and how the exam administrators weight the answer key. The Department will strive for diversity among test assessors and interview panels.

TIMELINE: Q3 2022

4.2.4. Building and Developing Personnel

IMPLEMENTATION PLAN: The Department will provide and support personnel training to build leadership hard and soft skills. The Department will also support in-house and out-of-house leadership training that allows its personnel to grow and evolve.

TIMELINE: Q4 2022

4.2.4. Workplace harassment or workplace hostility training

The Department will empower its members to speak up when another member's speech or behavior is inappropriate or offensive and providing opportunities for everyone to learn from these interactions.

TIMELINE: Q4 2022

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5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an employee's needs are met, so are the Department's needs. Our City workforce should center on 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. 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. ~ ORE City Wide Framework Template pg. 21

Department Goal: The Department will look to curate equity-centered mobility and professional development for all employees.

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

5.1.1. Require formal training program for all staff regardless of full/part-time status or seniority.

IMPLEMENTATION PLAN: The Department will initiate a new professional development program¹¹ to require formal training for all staff regardless of full/part-time status or seniority.

TIMELINE: Q3 2022

5.1.2. Formalize a process for staff to attend conferences, lectures, and presentations. Make transparent processes and protocols for Reimbursement, stipends, and payments.

IMPLEMENTATION PLAN: The Department will determine the allocated number of time/days a year an employee can take off to be reimbursed for conferences, lectures, and presentations. Additionally, the Department will develop a standard form or protocol to request days off for conferences, lectures, and classes.

TIMELINE: Q1 2022

5.1.3. Offer consistent and ongoing opportunities for continual and extended learning through strategic funding analysis and annual budget planning.

IMPLEMENTATION PLAN: The Department will offer continual and extended learning access and opportunities.¹²

TIMELINE: Q3 2022

5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the Department's missions and goals.

IMPLEMENTATION PLAN: The Department will disseminate available training opportunities inside and outside the Department through its current Fire Bulletin listing. Additionally, the Department will identify funding streams to ensure departmental financial support for various learning opportunities.

¹¹ [Please see the appendix for more regarding this program.](#)

¹² [Please see the appendix for the analysis and implementation process](#)

TIMELINE: Q2 2022

5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.

IMPLEMENTATION PLAN: The Department will implement the consistent use of a formal tracking system to identify any knowledge, skill, or ability gaps and monitor the professional and skill development of each employee.

TIMELINE: Q2 2022

5.1.6. Require formal retraining process for staff who do not meet training standards.

IMPLEMENTATION PLAN: The Department will develop and utilize a transparent process for retraining employees who have completed their probationary period and cannot meet performance standards.

TIMELINE: Q2 2022

5.1.7. Maintain a training environment that fosters trust and supportive relationships for all staff members.

IMPLEMENTATION PLAN: The Department will create an organizational program¹³ that values diversity, equity, and inclusion.

TIMELINE: Q2 2022

5.1.8. Formalize the process for creating development and succession plans for all staff members.

IMPLEMENTATION PLAN: The Department will create Employee Development Action Plans to allow individual goal setting and the development of actionable objectives related to employee skills-building through training, mentoring, conferences, etc. The Employee Development¹⁴ Action Planning process will be a component of the Department's Succession planning program.

TIMELINE: Q2 2022

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

¹³ [Please see the appendix for details of this program](#)

¹⁴ [Please see the appendix for details of this program](#)

5.2.1. Develop an annual performance evaluation for all staff, part-time, and full time. Highlight advancement opportunities.

IMPLEMENTATION PLAN: The Department will evaluate the current performance appraisal process and review its efficacy. The Department anticipates broadening its function to assist its employees' practical development and promotional consideration as secondary criteria.

TIMELINE: Q2 2022

5.2.2. Create a mentorship program between senior and junior level staff.

IMPLEMENTATION PLAN: The Department develop a mentorship program imbedded with DEI fundamental principles to:

- Promote equitable employee advancement.
- Build up employee hard and soft skills.
- Advance employee confidence.
- Increase the number of employees qualified to apply for various advancement opportunities.
- The DEIO staff will establish the selection criteria for mentors.

TIMELINE: Q2 2022

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

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.

IMPLEMENTATION PLAN: The Department will develop processes and procedures to ensure staff needs are acknowledged and met. Processes and procedures will include but not limited to:

- An equitable accommodation request submission process to the Department's administration
- Anonymous organizational suggestion process ensuring feedback is recorded and reported to employees
- A minimum of two annual surveys to assess staff needs and determine the level of satisfaction with the Department's response

TIMELINE: Q2 2022

5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.

IMPLEMENTATION PLAN: The Department will develop a “staff needs” assessment component within current/future versions of a “staff performance evaluation.” The assessment findings will be collected, analyzed, and reported (without staff identification) back to staff annually to ensure that collectively growing DEI issues, challenges, or barriers are identified and addressed.

TIMELINE: Q4 2022

5.3.3. Assign spaces for staff to take breaks, be in the community, acquire resources, and respect religious and cultural practices.

IMPLEMENTATION PLAN: The Department will identify, designate and develop emotionally safe, inclusively arranged, and accessible spaces for all employees to take breaks, be in community, acquire resources, and respect religious and cultural practices.

TIMELINE: Q3 2022

5.3.4. Assess staff needs outside of the workplace are addressed. Understanding that non-work-related needs contribute to overall work quality. Centering the most vulnerable individuals. E.g. transportation stipends, exercise stipends, childcare, etc.

IMPLEMENTATION PLAN: The Department, in collaboration with its health and wellness division, will implement staff assessments to determine the needs of staff outside of the workplace. The Department will work with staff to provide various resources, supports, and assistance as appropriate.

TIMELINE: Q2 2022

5.3.5. Assess employee engagement.

IMPLEMENTATION PLAN: The Department will assess employee engagement through the following approaches:

- Develop several methods to measure the extent to which members feel passionate about their jobs, are committed to the Department, and put discretionary effort into their work.
- Incorporate an employee engagement survey into the staff performance evaluation process with results to be communicated to members.

TIMELINE: Q2 2022

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, but it also permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness¹. This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. ~ ORE City Wide Framework Template pg. 25

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

DEPARTMENT GOAL: 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 othering¹⁵. Changes in organizational culture start and continue 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.

6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.

6.1.1. Ensure that the Department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.

IMPLEMENTATION PLAN: The Departments Mission and values statements are in line with DEI principles. The Department will review its current Policy and Procedure Manual to determine if DEI principle updates are needed.

TIMELINE: Q3 2022

6.1.2. Create a Racial Equity Team consisting of Racial Equity Leaders committed to keeping the Department accountable for reaching its RE Action Plan goals.

IMPLEMENTATION PLAN: The Department will develop an implementation accountability team from a REAC sub-group.

TIMELINE: Q1 2021

6.1.3. Develop a Racial Equity Action Plan (REAP) that is updated regularly and available to the public.

IMPLEMENTATION PLAN: The Departments Racial Equity Advisory Committee (REAC) will initially develop its Racial Equity Action Plan (REAP) and submit the finalized plan to the Fire Commission and City for approval. The REAP will be posted on the Department's website by 06/01/2021, and the plan will be reviewed regularly.

TIMELINE: Q3 2021

6.1.4. Regularly report to staff, board, and commissioners on REAP updates.

IMPLEMENTATION PLAN: The Department's REAC will submit a report to the Fire Administration and Commissioners twice a year and post any approved updates to the SFFD website.

TIMELINE: Q1 2021

¹⁵ view or treat (a person or group of people) as intrinsically different from and alien to oneself.

6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.

IMPLEMENTATION PLAN: The Department will facilitate the process for affinity groups and stakeholders to participate in REAC activities. The Department will foster a collaborative atmosphere and provide consistent communications with the affinity groups, stakeholders, and applicable associations to promote the sharing of resources, feedback, and participation.

TIMELINE: Q1 2021

6.1.6. Have staff participate in training, conferences, and discussions that promote a wider understanding of racial equity.

IMPLEMENTATION PLAN: The Department will research the best DEI practices and training and determine standard criteria to allow staff to easily assess the alignment of learning options to promote employee participation in a diversity of skills and professional development opportunities. Additionally, all training will be part of the probationary period task book and signed off by the Department Training Chief.

TIMELINE: Q1 2022

6.1.7. Conduct an annual staff survey that assesses the Department's commitment to an organizational culture of inclusion and belonging.

IMPLEMENTATION PLAN: The Department will develop and implement an annual online survey for dissemination to all staff. All data from the survey will be collected, analyzed, and utilized by the REAC¹⁶ to determine current/present initiatives' effectiveness and create future goals.

TIMELINE: Q1 2022

6.1.8. Ensure that all art, decor, and design where staff works daily reflect racial and social diversity.

IMPLEMENTATION PLAN: The Department will review its current procedures and adjust, as necessary.

TIMELINE: Q2 2021

6.2 Develop internal communication processes and procedures that promote equity.

¹⁶ The SFFD Racial Equity Advisory Committee is made up of Racial Equity Leaders

6.2.1. Regularly update departmental mailing lists to ensure that all staff receives communications.

IMPLEMENTATION PLAN: The Diversity Equity and Inclusion Office will manage this process.

TIMELINE: Q2 2021

6.2.2. Ensure that all staff meetings center on diverse speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.

IMPLEMENTATION PLAN: The Department will announce meetings via email and sent out by the Secretary of the Deputy Chief of Administration to applicable staff. The Department will create a DEI speaker list where appropriate

TIMELINE: Q2 2022

6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.

IMPLEMENTATION PLAN: The Department has several physical spaces designated for training, classroom instruction, and meetings throughout the City available for employees to utilize to share information. Additionally, the Department has expanded its online/digital options with online meeting alternatives.

TIMELINE: Q3 2021

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

6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.

IMPLEMENTATION PLAN: The Department will route all communications about events hosted by the Racial Equity Advisory Committee via the Chief of Department to disseminate to all stations. Additionally, a Diversity Equity and Inclusion page has been developed on the new Department's website to provide updated DEI program information.

TIMELINE: Q2 2021

6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards considering staff and visitors with disabilities, seniors, and families, e.g.,

elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.

IMPLEMENTATION PLAN: The Department will take immediate steps to identify and develop a plan to remedy as appropriate any physical spaces unable to meet accessibility standards or accommodate employees, visitors, and community stakeholders.

TIMELINE: Q2 2021

6.3.3. Evaluate and improve all digital functions and communications to meet or exceed accessibility standards considering staff and visitors with disabilities, e.g., plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.

IMPLEMENTATION PLAN: The Department, in collaboration with its Information Technology (IT) Division, will evaluate and improve all digital functions and communications platforms to create accessibility and meet current health and safety protocols.

TIMELINE: Q2 2021

6.3.4. Invest in translation services.

IMPLEMENTATION PLAN: The Department is currently undergoing a website upgrade to feature embedded translation services. Additionally, the Department has previously (and will continue) to seek funding for document translation services.

TIMELINE: Q2 2021

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

IMPLEMENTATION PLAN: The Department will require all staff to undergo inclusion focused training. Additionally, the Department will identify examples of “individual forms of inclusive identity expressions” and work towards all members’ compliance according to City-wide protocols.

TIMELINE: Q2 2022

6.3.6. Make accessibility information and accommodations easily accessible by bringing it to the forefront, rather than offering it upon request.

IMPLEMENTATION PLAN: The Department will continue to increase its efforts to offer transparency of information, accessibility of accommodations, and inclusion of spaces

through an evaluation process. The Department will be proactive in providing information and solutions.

TIMELINE: Q2 2022

6.4 Expand the internal culture of belonging by fostering relationships with the external communities the Department serves.

6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.

IMPLEMENTATION PLAN: Due to COVID-19, the Department will rely heavily on community feedback and input from online surveys, social media campaigns, and web-based events.

TIMELINE: Q2 2022

6.4.2. Find opportunities to invest in and support the communities the Department serves.

IMPLEMENTATION PLAN: Due to COVID-19, the Department will rely heavily on community feedback and input from online surveys, social media campaigns, and web-based events until in-person events and outreach measures are safely restored.

TIMELINE: Q2 2022

6.4.3 Support the Departments members through a Human Relations process

IMPLEMENTATION PLAN: The Department will create and support a Human Relations process that resembles the International Association of Fire Fighters model. One of the functions of this program will be to provide a safe space for sharing and feedback.

TIMELINE: Q2 2022

7. BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the Department serves. Bi-laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by these advisory bodies must be assessed through a racial equity lens. ~ ORE City Wide Framework Template pg. 30

Department Goal: The Department will seek to ensure a Fire Commission that is diverse, accessible, and open to membership feedback outside of routine public commission meetings.

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

7.1.1 Review and revise bi-laws to include inclusive language and align with the Department's RE Action Plan.

IMPLEMENTATION PLAN: The Diversity Equity and Inclusion Office will make the Racial Equity Action Plan available to the commission secretary so the Fire Commission may review and revise its bi-laws for Racial Equity Action Plan alignment.

Timeline: Q1 2021

7.1.2 Collect current commission demographic data and include it in the department annual report.

IMPLEMENTATION PLAN: The Departments DEI Office will work with the Fire Commissions Secretary to obtain the Commissioners' demographics in a timely manner.

7.1.3 Reserve board and/or commission seats or create an advisory board with a zero or lesser give/get amount as a means to diversify participation.

IMPLEMENTATION PLAN: The Department will explore and facilitate the process of creating an advisory board for the Mayor. That advisory board will have employee group representation. The advisory board may also investigate changes to the City Charter to codify the advisory board's existence and influence.

7.1.4 Adopt ORE racial equity assessment tools to inform the decision-making of Commissions.

IMPLEMENTATION PLAN: The DEI Office will provide the Fire Commission's Secretary with the Office of Racial Equity's assessment tools as they become available.

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

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.

IMPLEMENTATION PLAN: The Department will review current protocols and revise as necessary to ensure appropriate accommodations exist for all shareholders.

7.2.2 Commit to ongoing racial equity training, being mindful of ongoing and current issues

IMPLEMENTATION PLAN: The Department will review the current racial equity training program for the Fire Commission and make respectful and appropriate recommendations.

7.2.3 Develop a mentorship program between newer and more experienced board/commission members.

IMPLEMENTATION PLAN: The Department will review the current mentoring program commissioners use and make appropriate recommendations, as necessary.

7.2.4 Create an advisory board to the Fire Commission to provide an additional information source for the Commission on issues of the rank and file firefighters.

IMPLEMENTATION PLAN: The Department will provide an advisory board and process for additional membership DEI feedback.

Appendix

Hiring and Recruitment

1.3.3. Potential partners list.

- San Francisco State University
- City College of San Francisco (City Build)
- Chabot-Las Positas Community College District
- Contra Costa Community College District
- Peralta Community College District
- Sonoma County Junior College District
- San Mateo County Community College District
- Solano Community College District,
- SFUSD (CTE, City Build and Career Pathways Program)
- San Francisco Fire Department Fire Reserve
- Trade schools (nonprofit, private, public)
- Veterans associations
- Collegiate sports teams
- Vocational programs (nonprofit, private, public)

1.2.2. Multiple community partnership strategies

The following are a list of currently identified strategies that the Department intends to initiate:

- Expand established youth program¹⁷ and SFFD Employee Affinity groups to expose more middle-school, high-school, and college students to information aimed at clarifying the application process, promoting multiple skill-building resources and programs and presenting the diversity of career option available within the SFFD and related public safety, health, and emergency service sectors. In addition, the Department will seek to establish a NERT in high school programs to further outreach.
- Strengthen relationships with Fire/Emergency Medical Service (EMS) skill-building entry programs¹⁸ to promote local program participation, cross-promotion of hiring processes, and open employment opportunities.
- Establish SFFD coordinated youth Fire/EMS programs for 5th through 12th-grade students/schools using SFFD on-duty and off-duty firefighters and the SFFD Fire Reserve Volunteers. Collaborate with San Francisco Recreation &

¹⁷ SFUSD CTE programs, AARBF SFFISE, Local JC EMT, Paramedic and Firefighter 1 programs, BFA Youth Academy, Camp Blaze, Norcal Girls Fire Camp

¹⁸ Bay Area Youth EMT and EMS Corps

Parks and other summer-based youth recreational organizations to promote the implementation of a developmentally appropriate Fire/ Emergency Medical Service (EMS) themed component into local summer camp programs.

- Renew hands-only CPR and ride-along programs in SFUSD high schools to promote life, health, and safety skills as well as to introduce youth to future career paths.
- Formalize an outreach partnership with the Department's affinity groups.

Retention and Promotion

SECTION 46. EMPLOYEE TRAINING AND REIMBURSEMENT PROGRAMS

Tuition Reimbursement Program

46.3 The City agrees to allocate \$3,000 per fiscal year during the term of this Agreement to the Tuition Reimbursement Program for the exclusive use of bargaining unit members. Any unused funds shall not be carried forward to the next fiscal year.

46.4 Subject to the DHR Guidelines, a member may submit a request for reimbursement up to \$500.00 during each fiscal year until such funds are exhausted.

46.5 At the discretion of the Chief, the City may provide non-mandatory courses and training that will further career development of members. Unless otherwise determined by the Chief, members choosing voluntarily to participate in these non-mandatory courses or training do so at their own expense and without compensation.

**excerpt from San Francisco Fire Fighters Union Local 798, Unit 2, IAFF, AFL-CIO, Memorandum of Understanding, July 1, 2018-June 30, 2021*

DIVERSE AND EQUITABLE LEADERSHIP

Historical Context of current practice

Leadership is more than rank. It is developing skill sets to guide oneself and others' actions toward a common goal and ensure the organization's success. Investing in and developing personnel strengthens the organization. Leadership training and mentorship have historically been an informal process within the SFFD; it has not been developed within the organization's structure. Junior firefighters interested in developing their skills and knowledge of the job learn from senior firefighters and officers with whom they work in their stations or districts. Anything beyond that is left to the junior firefighter to seek out their own mentors to help guide them. Training for officers and supervisors will be more consistent and available.

Development and Mobility

5.1.1. Employee Development Program Details

- Assessing the role requirements and the skills of a member's design
- Create a program that will develop hard and soft skills to become successful in their current and future roles
- Defining clear objectives and expectations for proficiency
- Obtaining employee feedback of training sessions and drills to assist in improving future versions of the program

5.1.3 Continual and extended learning access and opportunities.

Analysis and implementation process

- Use a formal tracking system to monitor the number and type of in-person/online training and drill completion of each employee monthly, quarterly, or yearly
- Assessment of employee skill sets.
- Allocation to every employee a predetermined number of paid hours off per year to obtain extended learning.
- Analysis of training cost payments/stipends/reimbursements.
- Determination of current and future internal and external capacity to develop, acquire, and implement effective continual and extended learning offerings.
- Standardization of the training time off and reimbursement request and approval process
- Development and maintenance of a page on Fire Bulletin that lists training opportunities available inside and outside of the Department.

5.1.7 Organizational program

- Broaden applicant pool for training staff by updating the Division of Training staff hiring criteria to reflect the Department's goal of a more inclusive environment. Criteria may include the extent and favorability of one's experience working in multicultural settings, being supervised by a person of color, experience of collaborating in multicultural workgroups, fluency in a second language, and substantial college coursework in the study of multicultural perspectives.
- Require the Division of Training staff to participate in ongoing diversity and antiracism training, to include: raising awareness about the existence of biases and their implications; changing biased behavior; employing mindsets and behaviors that enable more effective action towards racial justice; identifying and dismantling white supremacy culture; stereotype threats as they appear in the workplace and relate to employee performance within the training environment and how to minimize their effects and to learn about the history and present-day realities of systemic racism.

5.1.8. Employee Development Program

- Long-term and short-term goals within the Department.
- Identification of necessary skills, knowledge, and competencies to support those objectives.
- Discussion of challenges in current positions.
- Resource lists for employees tailored to further their professional development goals.
- Systems to track Employee Development Plan completion time, demographics, and resulting promotion and mobility rates.