

# RACIAL EQUITY ACTION PLAN -- PHASE 1

Version 1- submitted December 30, 2020 (updated 2-5-21)

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](#)

<b>SAN FRANCISCO PUBLIC DEFENDER (PDR)</b>  <b>Racial Equity Lead</b>  Marguerite M. Malloy, Director of Equity and Engagement <a href="mailto:Marguerite.Malloy@sfgov.org">Marguerite.Malloy@sfgov.org</a> Racial Equity Action Team	<b>Last Updated</b> 12/31/2020	<b><u>Racial Equity Team</u></b> (alphabetically)  Brian Cox, Deputy Public Defender, <a href="mailto:Brian.Cox@sfgov.org">Brian.Cox@sfgov.org</a> Matt Gonzalez, Chief Attorney, <a href="mailto:Matt.Gonzalez@sfgov.org">Matt.Gonzalez@sfgov.org</a> Carolyn Goossen, Local Policy Director, <a href="mailto:Carolyn.Goossen@sfgov.org">Carolyn.Goossen@sfgov.org</a> Lyslynn Lacoste, Executive Director, BMAGIC <a href="mailto:lyslynn.lacoste@sfgov.org">lyslynn.lacoste@sfgov.org</a> Arlene Laxamana, Director of Human Resources, <a href="mailto:Arlene.Laxamana@sfgov.org">Arlene.Laxamana@sfgov.org</a> Manohar Raju, Public Defender, <a href="mailto:Manohar.Raju@sfgov.org">Manohar.Raju@sfgov.org</a> Hadi Razzaq, Managing Attorney, <a href="mailto:Hadi.Razzaq@sfgov.org">Hadi.Razzaq@sfgov.org</a>
<b>Racial Equity Action Plan Template Key</b> 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	<b>IMPLEMENTATION:</b> detailed plan on how the action will be accomplished; month, quarter, and/or year <b>STATUS:</b> the action’s current status, updated regularly [ongoing   in-progress   completed   not started] <b>LEAD:</b> staff, committee, or body responsible for the action and/or accountable for its completion	<b>Racial Equity Action Plan Sections</b> <ol style="list-style-type: none"><li>1. Hiring and Recruitment</li><li>2. Retention and Promotion</li><li>3. Discipline and Separation</li><li>4. Diverse and Equitable Leadership and Management</li><li>5. Mobility and Professional Development</li><li>6. Organizational Culture of Inclusion and Belonging</li><li>7. Boards and Commissions</li></ol>

## EXECUTIVE SUMMARY- MANOHAR RAJU, SAN FRANCISCO PUBLIC DEFENDER

I am incredibly proud to lead the San Francisco Public Defender’s Office. When I use the term “public defender”, I am referring to every employee on our team and in our Department. Public defenders have always played an active and important role in combatting racial and social injustice in the criminal legal system, both inside and outside the courtroom. Fighting for racial justice is a core part of our work, and together with my committed team, I spend every day examining the criminal legal system and our role as advocates through this lens. The public outcry and mass mobilizations nationwide and internationally after Minneapolis police murdered George Floyd, and so many other unarmed Black people, have now heightened the urgency of our activism, and the fight against racial injustice and state violence continues to be one of central and most urgent priorities.

I was sworn in as the elected Public Defender earlier this year in 2020, shortly before shelter-in-home orders went into effect. We have all had to make dramatic changes to the way we work during this time while also dealing with the urgency of our work in a new way. Nonetheless, we have begun the strides toward more equitable internal and external practices. This opportunity to lay out our racial justice plan is also an opportunity for me to lay out the vision I have for our office.

The Public Defender’s Office works as a team to achieve our collective vision of justice. While we fight vigorously on behalf of our clients, I am also committed to ensuring that we strengthen our relationships with one another, and treat one another with respect. We value collective leadership and the dedication, perspective, and wisdom of all members of our advocacy teams made up of investigators, paralegals, social workers, mental health professionals, community development specialists, clerks, IT, policy experts, and attorneys. Historically, Public Defenders offices, similar to other legal offices, have focused on the achievements, professional development and work product of the attorneys in the office. This has sometimes left other employees, many of whom are people of color, at times feeling disconnected from the core work and resulting praise that comes from success in the courtroom. I am committed to changing these patterns and ensuring that all of our employees feel equally appreciated and valued in the office.

Therefore, our Racial Equity Action Plan focuses on developing new leadership practices in our office and creating a stronger, more inclusive culture to nurture diversity and inclusion, identify and combat our own unconscious biases, and embed anti-racism in our values, trainings, and actions. We are committed to growing and strengthening the professional opportunities of BIPOC staff so we better reflect the populations we serve, and so that we can continue to uplift our communities to serve our clients’ families and our collective communities’ needs best.

For a number of years, our Public Defender’s Office has centered race-conscious strategies and policies to improve our clients’ outcomes and inclusivity among staff. I have conducted state-wide and national trainings on race-conscious representation and began a practice of calling cultural experts to testify at trial to explain the environments many of our BIPOC clients come from and the strategies they use to navigate those environments. Additionally, I have instituted a requirement of early communication with family members of represented individuals to decrease the alienation from the criminal legal system that family members—most of whom are BIPOC—historically have felt. Early outreach and communication regularly involves members of our staff who will investigate facts and witnesses, conduct research, identify community resources, and maintain contact with our clients and their families over the long-term. These practices contribute to better outcomes for our clients. Further, these practices tend to resonate with community-oriented staff and help in recruiting and retention efforts.

Additionally, our community-based initiatives such as our MAGIC programs and Young Defenders provide space for a youth empowerment approach that energizes diverse staff and contributes to retention and engagement.

Our Racial Equity Plan is an opportunity to put in one document many of the initiatives, efforts, and plans I have for addressing equity, diversity, fairness, inclusiveness, belonging, and employee engagement. Using the sections outlined by the Office of Racial Equity, below we summarize the PDR’s agenda.

**Hiring and Recruitment**

Essentially, the PDR is a public sector legal office. Donna Hershkowitz, Interim Executive Director of the State Bar of California, recently said, “We know that the lagging growth of diversity in the legal profession limits progress to eradicate inequities in the justice system.<sup>[1]</sup>” White men comprise 42% of active California lawyers. Based on a 2019 report of the State Bar, 70% of all California licensed attorneys are white<sup>[2]</sup>.

Most studies, reports, and articles covering retention of attorneys of color have been conducted in the private sector. Although the experiences of private sector attorneys differ substantially from that of public sector attorneys, we can glean a lot from review of these articles, reports and studies. Between 2009 and 2019, law firm associates of color increased from 19.7% to 25.4%, with increases in Asian and Latinx associates<sup>[3]</sup>. However, the percentage of Black associates increased only by 0.1% in the same period<sup>[4]</sup>. This reveals that Black attorneys were not the benefactors of diversity driven efforts over the last 10 years.

***Currently, our attorney staff is 43% white, 19% Asian, 17% Black, 16% Latinx, and 4% other racial and ethnic groups. Our goal is to have our attorneys better reflect the populations we serve. We will enhance our recruitment and hiring efforts to achieve this goal. In the next 4 years, I would like to see an increase in the percentage of Black and Latinx employees, with the goal of having the demographics of entire PDR better reflect the clients and communities we serve<sup>1</sup>.***

**Retention and Promotion**

Attorneys represent 53% of our workforce in the Public Defender’s Office. “The ranks of women and minorities who are lawyers have increased “substantially” since 1970. The proportion of Latinos has doubled while the proportion of Asian or multiracial attorneys have tripled over three decades. But the growth rate among Blacks joining the bar has remained largely stagnant since 1990.<sup>[5]</sup>” Studies have shown, diversity goals have not been met by hiring Black attorneys.

The PDR understands retention of productive employees is essential to carrying out the work of the PDR with experienced, well trained, and dedicated staff. Employee engagement is a reciprocal relationship between employee and employer. Highly engaged workplace cultures have elevated performance and strong relationships between employees and the employer. The Society for Human Resource Management (SHRM) found that respectful treatment of all employees at all levels was found to be a very important contributor to job satisfaction in each year since 2014<sup>2</sup>.

<sup>1</sup> The PDR represents more than 25,000 indigent people charged with crimes each year. It is estimated that about 50% of the PDR’s clients are Black, both in the adult and juvenile systems.

<sup>2</sup> <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2017-Employee-Job-Satisfaction-and-Engagement-Executive-Summary.pdf>

***We will conduct regular employee surveys to remain engaged with the concerns of our staff to address issues, and create a workplace culture that respects, supports, and encourages all our employees. In the next two years, we will develop and implement a mentorship program to support and help retain our attorneys of color. Additionally, in the next three years, we will communicate with other public defender offices to explore the creation of networks to support our employees who interact with our clients outside of the courtroom.*** The goal is to connect these members of the PDR with their peers and other professionals who work in criminal defense. Through such connections our employees will enrich their career development, have access to professional resources to address unforeseen challenges, and have opportunities for shared learning experiences.

**Discipline and Separation**

From review of the PDR’s rates and trends of discipline and termination, we have not observed a disproportionate negative impact on people of color due to discipline and or separation. Our office experienced a significant loss of staff, due to the election from our ranks of the city’s District Attorney, and the recruitment of several of our employees to join the newly elected District Attorney. We see this as a powerful indicator of the growing influence of public defenders in criminal justice reform in San Francisco. ***The PDR will develop an exit interview process to collect relevant data and track the reasons for separation. We will carefully examine the data over time to determine if separations are correlated with race, sex, or other protected categories.***

**Diverse and Equitable Leadership and Management**

Our 30-person management team is richly diverse. The PDR’s management team is comprised of employees who develop and or implement management and leadership directives, policies and organizational objectives. This team also leads, oversees, and or supervises smaller workgroups or units within the department, while exercising discretion and independent judgment. At the PDR, our management team includes the following positions: Public Defender, Chief Attorney, Head Attorney, Supervisors, Directors, and Leads. This PDR team is comprised of a wide variety of professional employees, including but not limited to, social workers, and investigators, as well as attorneys. Our management team is 56.7% women and 43.3% men. The ethnic and racial diversity of this management team is 36% Asian, 26.7% Black, 26.7% White, and 10% Latinx. Including our Director of Equity & Engagement, our management team has a total of 5 Black women.

Eight of the 30 managers are also active members of our office’s decade-long Racial Justice Committee. The Racial Justice Committee has met monthly for the past 10 years. The Committee is comprised of attorneys, paralegals, social workers and investigators. Its focus is political and legislative advocacy, reform, community outreach and education, and building coalitions for promoting racial equity and equality in the criminal justice system. We encourage all employees to acquire leadership skills and experience by engaging with and through our employee resource groups, including but not limited to, the Racial Justice Committee.

In the public sector we value longevity and recognize that more experienced employees assist less experienced employees, and maximize the PDR’s efficiency and productivity. We understand that in the public sector many employees remain with their employers until retirement. Over the next 5 years, to the extent that management opportunities become available, the PDR will work to ensure its management team remains diverse, by hiring, and promoting BIPOC.

***Further, I plan to promote leadership outside of traditional management structures by creating opportunities for mentorship, coaching, and leading trainings for other staff. We will ensure that the initiative includes our employees of color by encouraging the creation of a variety of employee resource groups, and engaging with such affinity groups as we develop these opportunities.***

**Mobility and Professional Development**

Recruitment for 11 of the 25 job classifications in the PDR, or forty-four percent (44%) of all job classifications, is handled by the PDR. However, the PDR does not handle labor negotiations for these or any of our job classifications. The city’s Human Resources Department (DHR) handles recruitment and hiring for the remaining 14 job classifications. This means that 14 of our 25 job classifications are civil service positions--specifically, 47% of our 196 employees are civil service employees. DHR handles creation of the PDR’s civil service job classifications (including qualifications and salary structure), and mobility (promotional requirements) for 47% of our workforce.

At this time, the PDR does not have plans to seek review of the 14 job classifications for which the city handles recruitment and hiring- in the civil service. However, ***within the next year, for the 11 job classifications which the PDR oversees, we plan to consult with the DHR to incorporate our diversity, equity, and engagement values into the knowledge, skills, and abilities portions of the job classifications. This will enhance our ability to recruit, and support the mobility of staff who adopt and support the important values and goals of diversity, equity, inclusion, fairness, and employee engagement, as well as the mission of our office to zealously represent the indigent in the criminal legal system.***

**Organizational Culture of Inclusion and Belonging**

If 2020 has not shown us the significance of respect for the well-being of others, nothing will. At the PDR, we embrace the challenge of working on re-connecting all of us after the pandemic has subsided enough to return to the workplace. We recognize that re-connection will require that we all engage and dig into the process of seeking and processing constructive feedback on how to do things better. We have hired a Director of Equity and Engagement and started on the process in the last quarter of 2020. We have undertaken unit meetings, an employee survey, and will start one-on-one meetings with each and every employee in 2021.

Additionally, ***beginning in 2021 and extending through 2022 we will roll out a new employee and management training program. We will ensure that our employees understand unconscious bias and are given more tools to use to improve communication among staff and between staff and management. Our effort will also include management coaching and management training. Our goal is to implant our values of equity, diversity, inclusion, belonging, fairness, and employee engagement. Our new employee survey efforts and training plan will serve as a way to integrate our values and foster an engaged and connected workplace culture.***

**Boards and Commissions**

Our office contributes to the Reentry Council and the Sentencing Commission as members. In our capacity on these member boards, we continue to play the role of elevating racial justice issues, and giving voice to our clients’ interests, and needs, and those of our communities.

<sup>11</sup> Law.com The Recorder, July 20, 2020, <https://www.law.com/therecorder/2020/07/20/state-bar-survey-californias-lawyers-dont-reflect-states-diversity/?slreturn=20201116184656#:~:text=Just%20under%2066%25%20of%20state,in%20the%20Golden%20State%20are>.

<sup>[2]</sup> *Id.*

<sup>[3]</sup> Black Attys Largely Left Behind in Law Firm Diversity Push, by Aeбра Coe, Law360, 12/18/2019, <https://www.law360.com/articles/1229476>

<sup>[4]</sup> *Id.*

<sup>[5]</sup> Law.com The Recorder, July 20, 2020, <https://www.law.com/therecorder/2020/07/20/state-bar-survey-californias-lawyers-dont-reflect-states-diversity/?slreturn=20201116184656#:~:text=Just%20under%2066%25%20of%20state,in%20the%20Golden%20State%20are>

## PROCESS

In 2019, the San Francisco Public Defender’s Office (PDR) lost Public Defender Jeff Adachi, who led the office for 16 years. In March 2019, a Manager of the PDR’s Felony Unit, Mano Raju was appointed to lead the PDR as the next Public Defender. Mr. Raju went on to be elected to the office in November 2019 and sworn in in 2020.. The Public Defender convened a group to discuss the passage of Ordinance No. 188-19, and the creation of the Office of Racial Equity (ORE). The Public Defender directed the group to develop a Racial Equity Action Plan which would examine structural and institutional racism and racial inequities in the delivery of services to the public, and the PDR’s internal practices and systems.

The following members of the group attended the initial meetings conducted by ORE, shared the information gathered, and began planning an employee survey: Lyslynn Lacoste, Carolyn Goossen, and Brian Cox. In September 2020, The Public Defender moved forward to hire a Director of Equity and Engagement, in part, to lead the development and implementation of the PDR’s Racial Equity Action Plan. On November 2, 2020, the Director of Equity and Engagement began partnering with the Public Defender, and the group within the PDR, to complete the preparation of the Racial Equity Action Plan, and develop strategies and policy priorities concerning equity, diversity, inclusion, fairness, and employee engagement.

---

## DEPARTMENT BACKGROUND

Number of Employees: 196

Annual Budget                      approx. \$41 million

The PDR started in 1921. In total, there have been 8 elected Public Defenders. It is currently lead by Mano Raju, Public Defender. The following units comprise the PDR: Felony Unit, Misdemeanor Unit, Immigration Unit, Juvenile Unit, Integrity and Post Conviction Relief Unit, Investigation Unit, Volunteer Attorney Program, Research Unit, Felony Paralegal Unit, Training Unit, LEAP and Juvenile Social Work, Bayview MAGIC, Mo’MAGIC, Mental Health Unit, Social Work Unit, Intern Program, Drug Court, Young Adult Court, Veterans Justice Center, Behavioral Health Court, Pre-Release Unit, Criminal Justice Center, Clean Slate, the Law Enforcement Assisted Division (LEAD), and the IT Unit. As well, the PDR maintains supportive relationships with the Arriba Juntos Office, the Community Justice Center, the Village Community Center, the Ella Hill Hutch Community Center, and the Southeast Community Center. The PDR represents more than 25,000 indigent people charged with crimes each year. It is estimated that about 50% of the PDR’s clients are Black, both in the adult and juvenile systems.

The criminal justice system as we know it was founded on racist principles, and is used as a means to oppress, harass and incarcerate people of color. A 2017 study conducted by the Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania Law School examined the San Francisco criminal legal system and found that between 2011 and 2014, Latinx defendants were convicted of 10% more misdemeanors than white defendants. Overall Latinx defendants received probation sentences which were 55% longer than white defendants. Additionally, the study found, Blacks were held in pretrial custody 62% longer than white defendants, Black people arrested faced 24% more felony allegations than whites during booking, and booked offenses were found to be 48% more serious for Black suspects. The study also found Black defendants were convicted of 60% more felony charges than white defendants, with their sentences being 28% longer.

The PDR is a witness to the impact of racism and disparate treatment of black and brown people at every level of the criminal justice system: police, prosecutors, jailers, prison officials, and judges. Historically, the PDR has played a vital role in fighting against racial injustice in the criminal justice system. The PDR has instituted a holistic representation strategy, and made a number of programmatic changes to respond to the reality of these disheartening statistics. Recognizing that the structural and systematic operation of the criminal justice system causes harm to disenfranchised and marginalized communities, the PDR has created several units and programs over the last few years, including a Racial Justice Committee, a Policy Unit, the Integrity and Post Conviction Unit, Immigration Unit, Young Defender’s Internship Program, Youth “MAGIC” programs, and focused on Murguia’s <sup>OBJ</sup>.

Mano Raju as the Public Defender, carries on many of the initiatives developed by his predecessors. Additionally, he has developed and articulated his vision which defines the intangible characteristics of equity, diversity, inclusion, fairness, and employee engagement, as central to the PDR’s identity and mission to serve indigent clients and the communities in which they live, work, and learn.

See PDR 2019—2020 Annual Report : <https://sfpublicdefender.org/public/annual-reports/>

**Vulnerable Populations Served**

The PDR submitted its Vulnerable Populations Engagement Assessment to the Office of Racial Equity (ORE) in July 2020. A copy of it is attached as Appendix A.

**Vulnerable Populations Engagement Assessment**

The Assessment provides a summary of: (1) how the PDR engages with individuals and groups in San Francisco’s communities of color; (2) what percentage of the PDR’s budget supports this effort; (3) what critical issues face these communities and groups; and (4) PDR accomplishments which support the communities and groups. See Appendix A.

---

# CURRENT WORKFORCE DEMOGRAPHIC DATA

The PDR’s employees are classified in 25 job codes (job classifications). The PDR handles the hiring and recruitment of 11 of these job codes. The recruiting for the remaining 14 citywide job codes is handled by the City’s Human Resources Department. Presently, the PDR is comprised of approximately 200 dedicated, inspiring, highly motivated, exceptional individuals. In the PDR, we know



that our most valuable resource is our staff, and what follows is a brief summary of the strength of our diversity. Attorneys make up the largest number of our employees: 104. Of this total, 52% identify as female and 48% identify as male. The ethnic and racial diversity of our attorney employee group is 43% white, 19% Asian, 17% Black, 16% Latinx/Hispanic, and 4% other racial and ethnic groups. Legal Assistants and Legal Processing Clerks make up the second largest group of our employees: 37. Of this total, 51% identify as female and 49% identify as male. Looking at the PDR staff as a whole, 56% identify as female and 45% identify as male. The overall racial and ethnic diversity of the PDR as a whole is 40% white, 20% Latinx/Hispanic, 19% Asian, 14% Black, and 7% other racial and ethnic groups.

The PDR’s management team is comprised of 30 employees who develop and or implement management and leadership directives, policies and organizational objectives. This team also leads, oversees, and or supervises smaller units within the department, while exercising discretion and independent judgment. This PDR team is comprised of wide variety of professional employees, including but not limited to, social workers, and investigators, as well as attorneys. Our management team is 56.7% women and 43.3% men. The ethnic and racial diversity of this management team is 36% Asian, 26.7% Black, 26.7% White, and 10% Latinx.

---

## RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

The San Francisco Public Defender’s Office (PDR) is statutorily mandated to defend individuals who are not financially able to employ counsel, and who are charged with the commission of any contempt or offense, triable in the superior or municipal courts. The PDR may also provide representation for individuals who are not financially able to employ counsel in matters relating to the nature or conditions of detention prior to adjudication, and probate and welfare proceedings. There are also instances when the court appoints or requests the PDR to represent individuals in criminal cases, including but not limited to, the following: contempt cases, appeals, cases involving mental health guardianships and conservatorships, juvenile cases, defendants in a capital case, and indigent parents whose custody rights are subject to proceedings for suspension or termination. Now, one of only three California public defender offices to provide legal services to immigrant detainees, the PDR also represents individuals in federal immigration court, when the individual is locked in detention facilities and facing deportation. As well, the PDR represents immigrants in criminal cases carrying immigration consequences.

The importance of racial equity and racial justice is sewn into the fabric of the work of each employee of the PDR. PDR’s employees work tirelessly to oppose criminal legal measures that disproportionately impact people of color. Manohar Raju, the Public Defender has stated his commitment to applying racial equity principles to inspect and dismantle unfair and harmful structural and institutional policies and practices, while creating an actively anti-racist workplace. He took an important step in this direction when he hired the first Director of Equity and Engagement in the PDR. The Public Defender charged the Director of Equity & Engagement to conduct a substantive employee survey designed to initiate the examination of the existence of any racial disparities; and to use the results to develop effective changes, programs, initiatives, and policies to address issues uncovered. We undertook that wide reaching survey in November 2020. This survey of the PDR employees focused on securing our employees’ perspectives about our workplace culture to allow us to assess whether it aligned with our organization’s design, systems, processes, procedures, commitment, motivation, and sense of purpose and passion for our work.

Demographics

- The PDR’s employees are classified in 25 job codes (job classifications). The PDR recruits and hires 11 of these job codes. The City’s Human Resources Department recruits the remaining 14 job codes



- At the time we conducted the survey, the PDR was comprised of 196 dedicated, inspiring, highly motivated, exceptional individuals. In the PDR, we know that our most valuable resource is our staff, and what follows is a summary of the strength of diversity in our staff. Looking at the PDR staff, 56% identify as female and 45% identify as male. The overall racial and ethnic diversity of the PDR is 40% white, 20% Latinx/Hispanic, 19% Asian, 14% Black, and 7% other racial and ethnic groups.
- Attorneys compose the largest employee group: 104. Of this total, 52% identify as female and 48% identify as male. The ethnic and racial diversity of attorneys is 43% white, 19% Asian, 17% Black, 16% Latinx/Hispanic, and 4% other racial and ethnic groups. Legal Assistants and Legal Processing Clerks make up the second largest group of our employees: 37. Of this total, 51% identify as female and 49% identify as male. This employee work group is 35% Latinx/Hispanic, 29% Asian, 24% white, 5% Black, and 5% other racial and ethnic groups.
- The PDR’s management team is comprised of 30 employees who develop and/or implement management and leadership directives, policies and organizational objectives. This team also leads, oversees, and or supervises smaller working groups within the department, while exercising discretion and independent judgment. This PDR management team includes social workers, investigators, and attorneys. The ethnic and racial diversity of this management team is 36% Asian, 26.7% Black, 26.7% White, and 10% Latinx. Our management team is 56.7% women and 43.3% men. Eight of the 30 managers are also active members of our office’s decade-long Racial Justice Committee.

### Employee Engagement Survey

Our employees are our greatest resource. This survey was the first opportunity our employees were given in more than 8 years to provide their input outside of our traditional suggestion box on the third floor, and routine efforts of our managers to secure feedback from their teams. One hundred forty-four (144) employees, or 73%, participated in the survey, revealing a high level of employee engagement. The results of the survey are a benchmarking tool. We now have actionable data the PDR may use to design and implement best practices in public service employment, public sector law offices, law practice in general, and the PDR in particular.

Understanding that our employees were asked to voluntarily complete the survey and provide personal, personnel, and private information in response to the survey questions, we committed to confidentiality and providing aggregate information about the survey responses. Based on this, we provide the following information concerning our employees’ survey responses.

### Survey Themes

#### *Employee Wellness and Safety*

The vast majority, 75%, of our employees feel safe<sup>3</sup> in the workplace. We sought to gain even more information about belonging and inclusiveness in our workplace. The vast majority, 81%, of our employees responded that they feel a sense of belonging, not threatened, and able to reveal their true selves. However, we found about half of this group most of the time, but not always feels that way. Our employees made some recommendations for improvements. We list a several here.

---

<sup>3</sup> We intentionally did not define the term “safe” or other terms we used in this survey. We sought the broadest perspectives from our employees, and to allow them to interpret the terms in a personal way, unique their employee experiences. We understand that COVID-19 and other variables may have influenced our employees who responded “no” to this and other such questions.

- Develop methods of addressing interpersonal conflict and improve communication skills of all staff, including management. Promote respectful communication and provide training to all to set clear expectations and standards communications. Ensure our managers have the skills and experience to support the work of the teams they lead.
- Encourage and foster a non-judgmental workplace culture. Provide space, champion tolerance of differing ideologies, views, and opinions, and encourage all to avoid rushing to judgment.

#### *Access to Professional Resources*

The work of the PDR involves providing the highest quality legal advocacy and zealous representation to indigent clients who face the trauma of criminal prosecution. Ensuring that every member of our team has the professional materials, training, and skills to do our work is essential, and all employees perceive that access to such resources is made available fairly and equitably. Our survey revealed that the majority, more than 60%, of our employees can fairly and equitably access training, skill development, and professional resources needed to do their jobs well. We want to elevate our level of employee engagement, so we asked our employees how we can improve upon this. Here are a couple of their recommendations:

- Harvest and share institutional knowledge and experience.
- Institutionalize regular trainings for all employees including social workers, mental health professionals, investigators, legal assistants, criminal justice specialists, operations support, analysts, community development specialists, clerical staff, and attorneys.

#### *Workplace Culture*

We asked our employees to tell us one thing they valued the most about our workplace culture. Using many of our employees' exact words, here are the top three things they listed:

- Co-workers: camaraderie, colleagues have each other's backs, teamwork, staff bonds, collaboration, and it can feel like a community or family.
- The mission: helping our clients and our client-focused philosophy, and the core value of public service.
- Inclusivity, being able to be yourself in a workplace filled with unique individuals from different cultures and backgrounds.

We did not stop there. We wanted to know what more we could do to make our workplace culture thrive. Below are two of their suggestions:

- Express and institute a culture where everyone feels "top tier" while holding true to our core goal of prioritizing our client centered approach while balancing employee safety and well-being.
- Improve communication from management—regular, transparent, supportive, inspiring and encouraging communication. Design an environment wherein management welcomes input and feedback and sees feedback as an engine for change and improvement.

#### *Racial Equity Concerns*

Our survey results do not reveal issues of institutional racism within the PDR. The survey results did reveal occurrences of perceived interpersonal racism<sup>14</sup> in the PDR. We realize that all survey responses have not been validated concerning described past events. However, we did find a few survey responses that identified employee experiences of the occurrence of insensitive remarks, unwelcome or unnecessary reference to race or ethnic origin during discussions, and inappropriate joking which offended those who heard the statements. We also found that a few survey

responses described past employee experiences relating to a perceived lack of support for, and the absence of, a desired level of representation of Black women in attorney positions and management.

We will not allow perceived experiences with interpersonal racism to become chronic experiences at the PDR. We do not condone racism on any level, institutional, or interpersonal. We understand that racism on every level results in psychosocial stressors, destruction of trust building efforts, and is harmful. Interpersonal racism causes and contributes to disparate outcomes, isolation, stigmatization, and eliminates the sense of belonging an employee seeks to experience in the workplace. We are committed to eliminating this behavior in every employee interaction at the PDR.

Prior to conducting our employee survey, the PDR hired a Director of Equity and Engagement. With the introduction of this role, we are identifying the values of equity, inclusion, belonging, diversity, fairness, and employee engagement, and stating that these values are a high priority. Moreover, with this addition, we now have added another Black woman on our management team<sup>4</sup>, an experienced employment and labor attorney, and highly rated trainer to facilitate the workplace conversations, and now have regular access to knowledge, experience, and practical tools to help us create a reserve capacity to address interpersonal racism, and root out and re-engineer institutional racism if we uncover that at the PDR.

Please note that our Director of Equity and Engagement has identified and described in the Racial Equity Action Plan that the PDR is developing a training program over the next 5 years for all employees. Many of the trainings will be mandatory. These trainings will form the basis for on-going efforts to alert and inform all employees of the PDR's standards, values, and policies surrounding equal employment opportunity, equity, inclusion, fairness, belonging, and diversity. These trainings will inform our employees of the damage caused by micro-aggressions, interpersonal racism, and institutional racism. At this time, we have plans for the following specific trainings:

- What do I get from a diverse workplace culture?
- It's All In My Head: Implicit Bias.
- Interpersonal communication: Am I Defensive?
- Inclusivity and Employee Engagement: Respectful Communication and Conflict Resolution Tools

### Takeaways

Although our employees displayed a strong level of employee engagement by participating in the survey at a significant level, we must use this fact and the data gathered from the surveys as a benchmark.

*Next Steps:* We have shared the response rate and aggregate survey data with our employees. In 2021, we will work with our management staff to review the data, and analyze the results. The management team will work to understand the unique engagement drivers we uncover from our analysis of the survey data. Our next steps directly related to the employee survey include developing an employee engagement action plan at both the organizational level and the workgroup/team level. Our plans will include setting expectations and a timeline for improvements, establishing accountability measures, and instituting regular communication. Our plans include looping back with our employees and conducting additional employee surveys to evaluate the impact of our

---

<sup>4</sup> Our current management team of 30, includes 5 Black women.

employee engagement plans, and seek employee feedback in this on-going process. As well, we have developed our Racial Equity Action Plan and it also includes a broader array of measures to be undertaken and completed. We anticipate many affective consequences from implementing that plan over the next 5 years.

Conclusion

Our survey was eye opening. Without this feedback we would be unable define the work we have committed to do: making internal systems, structures, and policies mirror our values of equity, diversity, belonging, inclusion, and fairness. The survey also empowers us to improve how we carry out our mission of creating and maintaining an engaged workforce to support our provision of the highest quality legal services to our clients and the communities in which they live. Without this feedback we would be unable to measure our efforts and hold ourselves accountable.

- [u](https://societyforhealthpsychology.org/resources/research-advocacy/diversity-racism/interpersonal/) “Interpersonal racism is a component of individual level racism and has been defined as ‘directly perceived discriminatory interactions between individuals whether in their institutional roles or as public and private individuals.’ (Embodying Inequality: A Review of Concepts, Measures, and Methods for Studying Health Consequences of Discrimination, Nancy Krieger, Int. J. Health Serv. 1999, 29(2): p. 301.)” <https://societyforhealthpsychology.org/resources/research-advocacy/diversity-racism/interpersonal/>

# 1.   HIRING AND RECRUITMENT

It is counterintuitive to recruit and hire in the same way and expect a different result. If our recruiting and hiring has resulted in a homogenous workplace, we must learn, design, and implement new policies, strategies, and actions to create desired diversity, equity, and equal employment opportunity in our workforce. In the PDR, we understands that our workforce is our greatest resource. The PDR will intentionally align its recruitment and hiring policies, and

procedures with the principles of equity, diversity, fairness, and inclusion. By doing so, the PDR will broaden its collective perspective, and position itself to better consider how experiences of power and privilege may affect our approach and effectiveness.

.

## DEPARTMENT GOAL

The PDR’s goals are to; (1) recruit by outreach to and through job fairs, BIPOC professional networks, community based organizations, historically Black colleges and universities, law school career development centers, 4 year and community colleges, paralegal programs, for profit college programs and career centers, the City’s Public Service Trainee Program (PST), and dislocated worker programs; (2) attract, hire, promote, and retain staff and leaders who reflect the communities we serve; (3) develop and implement regular staff and management training designed to educate recognize, celebrate, and include the collective of differences and similarities, values, beliefs, experiences, backgrounds, traditions, and cultures; and (4) enhance the full participation and contribution of all employees, and dismantle institutional and interpersonal racism, inequity, and disproportional power, and privilege.

**Currently, our attorney staff is 43% white, 19% Asian, 17% Black, 16% Latinx, and 4% other racial and ethnic groups. Our goal is to have our attorneys better reflect the populations we serve. We will enhance our recruitment and hiring efforts to achieve this goal. In the next 4 years, I would like to see an increase in the percentage of Black and Latinx attorneys and all staff, with the goal of having the demographics of entire staff better reflect the clients and communities we serve.**

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	In light of PDR’s multiple priorities in the area of					

competitively apply to available positions, and 2) disallows current, competitive employees to apply.	racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.				
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>5</sup>	Dir. E&E	Survey is administered annually  Survey results are included in the department annual review	Annually and on-going, beginning 2021	Develop and implement survey. Analyze and publish review of aggregate data w/in 30 days. Conduct focus groups to validate responses if necessary. Facilitate meetings between managers and staff if necessary to secure feedback and report out on improvements to ensure accountability.	Dir. E&E
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.	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.				

<sup>5</sup> Department management will need to review all responses to see whether any of them qualify as EEO complaints.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1. 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.	Dir. E&E HR Mgr.	Candidate pool is increasingly more diverse and referred from a variety of sources	Beginning with recruitments in 2021-2022	Develop outreach program standard for the 11 job classifications for which PDR handles recruitment and hiring. Partner with the DHR’s Diversity Recruitment Workgroup.		Dir. E&E, HR Mgr.
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.	Dir. E&E, HR Mgr.	Candidate pool is increasingly more diverse and referred from a variety of sources	Beginning in 2021-2022	Identify groups, contact groups, form relationships which support the work of the job classifications w/in the PDR: attorneys, paralegals, investigators, social workers, mental health professionals, etc. Review organizations identified by DHR’s Diversity Recruitment Workgroup.		
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.	In light of PDR’s multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.					



<p>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.</p>	<p>In light of PDR’s multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.</p>
<p>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, unless grammar and other writing skills will not be considered.<sup>6</sup></p>	<p>In light of PDR’s multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.</p>
<p>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</p>	<p>In light of PDR’s multiple priorities in the area of racial equity, many of which are included in</p>

<sup>6</sup> From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

that previously did not. Be specific about the hard and soft skills needed for the role.	this plan, we will reassess the applicability of this proposed action on an annual basis.					
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	This is not a primary focus for PDR in 2021. PDR will review this plan on an annual basis. PDR has not traditionally relied on assistance from outside recruiters.					

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.	In light of PDR’s multiple priorities in the area of racial equity, many of which are included in					

this plan, we will reassess the applicability of this proposed action on an annual basis.

1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's <u>Opportunities for All</u> program.	Dir. Growth and Development	# of Opportunities for All placements and mentors	Beginning in 2021-2022	Communicate with the Mayor's Program, assess budgetary issues, finalize opportunities.	Dir. Growth and Development
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 <u>Career Pathways Program</u> .	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.				
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	Dir. Growth & Dev., Dir. E&E	Staff including BIPOC electing to participate in mentorship and networking programs	2021-2023	Promote leadership outside of traditional management structures by creating opportunities for mentorship, coaching, and leading trainings for other staff. Ensure the initiative includes our employees of color by encouraging the creation of a variety of employee resource groups, and engaging with such affinity groups as we	Dir. Growth & Dev., Dir. E&E

develop these opportunities. Develop and implement a mentorship program to support and help retain our attorneys of color. Communicate with other public defender offices to explore the creation of networks to support our employees who interact with our clients outside of the courtroom.

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.	In light of PDR’s multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.					
---	---	--	--	--	--	--

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.	HR Mgr.	Standardized interview process with a set of inclusive interview questions for the	Beginning in 202 and on-going	Work with DHR as subject matter experts and contribute standardized questions for all interview processes involving the civil service		HR Mgr.

		civil service recruitments conducted by the DHR.		positions for which DHR conducts recruitment.	
1.4.2. Ensure a diverse hiring panel for each interview.	HR Mgr., Dir. E&E	Demographic composition of panels  Increase in diverse interview panels	Beginning in 2021 and on-going	Work with DHR and supply diverse interview panel members for all interview processes involving the civil service positions for which DHR conducts recruitment. Dir. &E will conduct training for all PDR staff involved in interviews.	HR Mgr.
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	Dir. E&E	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Beginning in 2021 and on-going	Develop interview training (i.e., interviewer bias). Conduct training with each interview panel before conducting interviews.	Dir. E&E
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.				
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	HR Mgr.	Increase in internal staff applying for job openings	Beginning in 2021 and on-going	Post job openings internally. Ensure more transparency re: opportunities for employment and promote staff growth, development, and internal career opportunities.	HR Mgr.

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.	HR Mgr.	Hiring, interviewing, and onboarding processes standardized  Lag times/wait times	Beginning in 2021-2022 and on-going	Work with DHR to reduce lag times. Track process, turn around, lag reduction.	HR Mgr.
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.				
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.				

1.5. Attract and cultivate diverse candidates in a variety of workgroups within the department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.5.1. The PDR will work with the City to revise the job descriptions for management and leadership positions to include “demonstrated commitment to the values of diversity, equity, inclusion, and fairness.” This will encourage evaluation of this essential job requirement during the interview/hiring process.	PDR’s HR Mgr., Dir. E&E	Candidate pool is increasingly more diverse and through interview process the PDR is able to identify candidates who are committed to the department’s values and mission	Conclude discussions with DHR and revisions to job descriptions by 12/31/2021	Meet with the DHR and proposing revision of job descriptions for managers and leaders in the spring of 2021. Ensure staff involved in outreach, recruitment, interviewing, and hiring are aware of the change in job descriptions/inclusion of PDR diversity and equity values.		PDR’s HR Mgr., Dir. E&E
1.5.2. Develop a strategy to supplement or increase external sources of funding to increase the number of internships with stipends for law school students.	Chief Attorney, Dir. E&E, Finance Mgr., Dir. Growth & Dev.	Candidate pool is increasingly more diverse with more professional experiences. # of paid interns/fellows, increase annually or meets department needs/capacity	Beginning in 2021-2022 and on-going. Provide update on efforts to Chief Attorney on a quarterly basis.	Research and identify potential sources (grants, private law firms, non-profit organizations, etc.) beginning 1/2021. Communicate with and meet with external entities to pitch the idea and submit applications beginning 3/2021.		Chief Attorney, Dir. E&E, Finance Mgr., Dir. Growth & Dev.
1.5.3. Establish a professional relationship with paralegal programs to explore the creation of a paralegal internship program, and develop a	Mgr. Advocacy Unit, Finance Mgr., Dir . E&E	An increase in applicant pool with more diverse professional experiences. # of paid interns/fellows, increase	Beginning in 2022-2023 and on-going. Provide	Research and identify potential sources (grants, private law firms, non-profit organizations, etc.) beginning 1/2021. Communicate with and meet with		Mgr. Advocacy Unit, Dir. E&E, Fin. Mgr.



strategy to secure external funding for internship stipends.		annually or meets department needs/capacity	update on efforts to Chief Attorney on a quarterly basis.	external entities to pitch the idea and submit applications beginning 3/2021.		

1.6. Develop and implement training program educating employees on the value of diversity, equity, inclusion, fairness, equal employment opportunity, and employee engagement in the PDR.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.6.1. Develop and implement the following trainings: (1) What do I get from a diverse workplace culture? (2) It's All In My Head: Implicit Bias. (3) Interpersonal communication: Am I Defensive? (4) Inclusivity and Employee Engagement	Dir. E&E and PDR's HR Mgr., Dir. Growth & Dev.	Training is developed. Training is conducted. All employees receive training.	Beginning in 2021-2022- develop trainings, conduct trainings quarterly, and evaluate trainings.	Trainings adapted to shelter-in-home developed and conducted in small groups (not to exceed 50 employees per group). Ensure employees evaluate trainings and make appropriate changes to incorporate constructive feedback. Trainings to be developed in a pipeline manner. First trainings to be conducted beginning 1/2021. Continue developing and conducting throughout 2021.		Dir. E&E and PDR's HR Mgr., Dir. Growth & Dev.
1.6.2. Collect constructive feedback from employees' training experience. Adjust training program accordingly.	Dir. E&E and PDR's HR Mgr., Dir. Growth & Dev.	Training program updated before next cycle	Beginning in 2021-2022 and on-going.	On an on-going basis, issue evaluation form to be completed at the close of each training. On an on-going basis, review completed forms. Incorporate constructive feedback to update trainings.		Dir. E&E, Dir. Growth & Dev., HR Mgr.

## 2. RETENTION AND PROMOTION

The PDR understands retention of productive employees is a major concern, because it is more efficient to retain a quality employee than to recruit, train, and orient a replacement employee of the same quality. Key factors to successful employee retention programs are strong matching of job competencies with talented employees which promotes job satisfaction, and a creating and maintaining a satisfying and engaging workplace culture. As a tool, the PDR will employ surveys to assess employee engagement. Surveys will be used to evaluate systematic inequities, and inequitable impacts that may affect underrepresented employees. The data will be analyzed and used to promote employee retention.

### DEPARTMENT GOAL

The PDR’s goal is to devise effective employee retention strategies. Generally, employees will stay with the PDR if the pay, working conditions, developmental opportunities, and overall cultural values are equal to or greater than the employee’s contributions (e.g., time and effort) required of the employee, though we also recognize PDR’s value in developing social justice fighters who can then bring their skills to allied organizations. The PDR will design and implement strategies that allow us to evaluate and understand why employees leave the PDR, and why they stay. Successful strategies will allow the PDR to: (1) identify, promote, and retain employees who share the department’s commitment to equity, diversity, inclusion, fairness; (2) cultivate cultural competency required to represent our clients; and (3) enhance the full participation and contributions of all employees.

**We will conduct regular employee surveys to remain engaged with the concerns of our staff to address issues, and create a workplace culture that respects, supports, and encourages all our employees. Additionally, in the next two years, we will develop and implement a mentorship program to support and help retain our attorneys of color. Additionally, in the next three years we will communicate with other public defender offices to explore the creation of networks to support our dedicated employees who work most often outside of the courtroom.**

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,	HR Mgr.	Current tracking list that incorporates the categories listed in this action.	2021	List is developed, DSW workers are tracked, and compared to employees who volunteered.		HR Mgr.

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>7</sup>

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.	In light of PDR’s multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.				
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.	HR Mgr. and Office Mgr.	DSW workers are not prevented from performing duties due to lack of PPE	On-going, and 2021	PDR has an existing committee to address safety issues and COVID-19 issues. HR Mgr. and Office Mgr. Ensure all DSW staff have access to supplies of PPE.	HR Mgr. and Office Mgr.
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	HR Mgr. and Office Mgr.	DSW workers are made aware of City’s offer and administration of federal, state, and local offers of	On-going, and 2021	PDR tracks and reports time for DSW workers to DHR. PDR provides flex time for its employee investigator classifications. City provides and administers federal, state, and	HR Mgr. and Office Mgr.

<sup>7</sup> Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

		additional benefits for compensation, paid sick leave, and flex time for deployed workers.		local sick leave and additional benefit programs for DSW workers.		
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.  e.g. graveyard shifts	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.					

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.	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the					



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.	In light of PDR’s multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.					
2.3.2. Develop a formal and transparent process for raises and promotions.	In light of PDR’s multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.					
2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for	In light of PDR’s multiple priorities in the area of					

extended periods of time without compensation.

racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.

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.

In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.

2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.

In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed



action on an  
annual basis.

2.4. Survey the employees to assess organizational commitment, commitment to equity and diversity, job satisfaction, quality of employee-supervisor relationship, role clarity, job design, and workgroup cohesion. Promote employee resource groups.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.4.1. Develop and conduct bi-annual surveys to facilitate on-going communication between employees and management. The surveys are a means to emphasize the value of our employees in shaping the culture of the workplace. Through the surveys, the PDR will assess organizational commitment, commitment to equity and diversity, job satisfaction, understanding of how to craft a job, quality of employee-supervisor relationship, role clarity, job design, and workgroup cohesion	Dir. E&E	Develop survey, vet survey, secure approval for survey, and conduct survey. Survey results are included in the department annual review.	Survey to be conducted annually in May and November Report and publish analysis of aggregate data within 30 days.	Conduct employee survey, analyze data, and use analysis to evaluate reasons employees stay and leave. If required, conduct focus groups to validate information contained in responses, coordinate management meetings with workgroups to solicit recommendations, and secure feedback re improvements made.		Dir. E&E
2.4.2. Evaluate surveys to uncover the reasons employees stay, consider leaving, perceptions of the workplace culture, understanding of how promotional decisions are made and methods to promote, alternative employee recognition and reward systems. Track and monitor employee turnover rates and aggregate data by racial and ethnic groups.	Dir. E&E	Draft conclusions and findings from survey analysis. Determine what if any changes should be recommended to improve employee engagement, retention, and promotion.	Survey to be conducted annually in May and November Report and publish analysis of aggregate data within 30 days.	Conduct employee survey, analyze data, and use analysis to improve existing efforts and strategies. Provide staff with analysis of aggregate data from survey. Report on trends, and improvements made to ensure accountability for employee engagement initiative.		Dir. E&E
2.4.3.	Dir. E&E	Employees create resource groups.	Survey to be conducted	If surveys reveal an interest, the department will initiate a forum for interested employees to		Dir. E&E

Using the employee survey process to promote the creation of employee resource groups which have goals that benefit their members and the department as a whole. Currently there is a Black (Attorney) Affinity Group. Provide information to employees relating to the benefits of creating and maintaining employee resource groups which are formed to around shared identities, experiences, and interests.

annually in Maygather, communicate, and explore creating and November resource groups.  
Report and publish analysis of aggregate data within 30 days.

2.4.4. Track and evaluate outcomes including analyzing survey data and disaggregating data so as to have a clear view of issues and enable management to address the impact due to bias, employee disengagement, or other area of concern.	Dir. E&E	Survey data is analyzed and tracked after each survey. Data is reviewed in the aggregate and trends are evaluated.	On-going after each survey.	If issues are revealed through employee surveys, determine the underlying cause, and discuss matters and brainstorm with management, leadership, and employee resource groups to develop problem solving ideas. Implement problem solving ideas. Re-assess after next survey.	Dir. E&E
---	----------	--	-----------------------------	---	----------

### 3. DISCIPLINE AND SEPARATION

Discipline and discharge from employment may be warranted under certain circumstances. However, responses to poor performance or workplace misconduct should not be limited to discipline and discharge. Setting clear job performance expectations, employee coaching, regular evaluation, performance improvement plans, and training may be considered and applied on a case-by-case basis, before implementing discipline or discharge. Examining the rates and trends of discipline and termination is a necessary design of equitable processes to be used when taking corrective action, and making related decisions.

#### DEPARTMENT GOAL

The PDR’s goal is to (1) implement regular training in implicit bias for all staff, management coaching, supervisor coaching, articulate job performance expectations, and regularly conduct performance evaluation; (2) ensure that the department’s commitment to equal employment opportunities, equity, diversity, inclusion, and fairness is not deposited solely in the role of the Director of Equity and Engagement; and (3) ensure that the department’s commitment is sewn into its fabric, and practiced by employees, management, and leadership.

**The PDR will develop an exit interview process to collect relevant data and track the reasons for separation. We will carefully examine the data over time to determine if separations are correlated with race, sex, or other protected categories.**

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.	PDR’s HR Mgr. and Dir. E&E	Create tracking mechanism  Analyze data annually  Increase accountability in disciplinary actions	Create tracking mechanism in 2021-2022	Track and review data internally and utilize City’s tracking mechanism on emergence.		PDR’s HR Mgr. and Dir. E&E

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.	PDR's HR Mgr. and Dir. E&E	Create tracking mechanism  Analyze data annually	Beginning in 2021-2022 and on-going.	Track and review data. mechanism on emerge)	PDR's HR Mgr. and Dir. E&E
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	PDR's HR Mgr. and Dir. E&E	# of trainings completed annually	To be conducted annually and reported in the annual review of the RE Action Plan. To begin in 2021-2022 and on-going.	Develop training for supervisors and managers to discuss employee coaching, mentoring, performance evaluations, performance improvements, civil service rules, employee documentation and discipline, and effective communication.	PDR's HR Mgr. and Dir. E&E
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.	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.		Begin to use City's Mediation Program when it is available city wide.		

Instead the PDR will utilize the City's new mediation program on an as needed basis.

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

In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.

3.2. Conduct exit interviews to determine if structural barriers impacted the employee's workplace experience.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.2.1. Conduct exit interviews with departing employees and the Director of Equity and Engagement to gather data which will be used to evaluate the accuracy of employee	PDR's HR Mgr. and Dir. E&E	Develop template for exit interview. Exit interviews are conducted for all departing employees	Develop template by 3/30/2021. Conduct the exit interview	Conduct and track exit interviews to analyze any issues related to equal employment opportunity, equity, diversity, fairness, inclusion, or employee engagement.		PDR's HR Mgr. and Dir. E&E

survey data, employee-supervisor relationships, and the effectiveness of implicit bias training.

on an on-going basis.

## 4. DIVERSE AND EQUITABLE LEADERSHIP

Management and leadership are not synonymous. Management relates to the level on the organizational chart or the department’s staffing hierarchy. Leadership is the ability to create a vision and translate that vision into reality. Leaders empower others, managers often supervise others. We begin with the articulated vision of the Public Defender, the leader of the PDR. The Public Defender communicated his vision to the entire department. He defined that his vision included a learning culture, that required regular and consistent interpersonal and professional level examination of inequity and the institutionalization of fairness, equity, and equal employment opportunity at all points on the employment timeline, and a workplace culture that elevates and values diversity and inclusion. Translating the Public Defender’s vision into reality, has already involved a number of changes in the PDR, including, but not limited to the hiring of a Director of Equity and Engagement.

### DEPARTMENT GOAL

The PDR’s goal is to recruit, hire, promote, and retain management that is committed to the vision as articulated by the Public Defender, which includes racial equity, equity more generally, diversity, fairness, inclusion, and sustained employee engagement. Diversity within the management team should be considered from a wide variety of perspectives: race, ethnicity, disability, gender, gender identity, sexual orientation, religion, age, life experiences, cultures, backgrounds, and viewpoints. A diverse and committed management team will empower employees, and maximize the efforts of employees towards the achievement of the PDR’s goals.

*We will promote leadership outside of traditional management structures by creating opportunities for mentorship, coaching, and leading trainings for other staff. We will ensure that the initiative includes our employees of color by encouraging the creation of a variety of employee resource groups, and engaging with such affinity groups as we develop these opportunities.*

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial	PDR’s HR Mgr. and Dir. E&E	Diversity in applicant pool for the 11 job codes PDR recruits and hires for. Diversity in employees hired into the 11	Beginning in 2021-2022 and on-going.	Ensure those involved in recruiting, interviewing, and hiring are made aware of City’s policies.		PDR’s HR Mgr. and Dir. E&E , Public

equity framework and the departmental RE Action Plan.		job classifications the PDR recruits and hires for.				Defender, Chief Attorney
4.1.2. Commit to ongoing racial equity training and development for leadership.	Dir E&E	# of training & development completed by management per quarter	2021-2023	Develop and conduct mandatory implicit bias training annually for all staff.		Dir. E&E
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Dir. E&E and PDR HR Mgr.	Senior leadership demographic included in the department annual report	2021-2023	Ensure updates to leadership and management demographics are completed and included in RE Action Plan which is uploaded to website.		Dir. E&E and PDR HR Mgr.
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. <sup>8</sup>	Supervisors, and Leads of all workgroups and units of the PDR	100% of staff is aware of the process	On-going	Solicit input from staff re current suggestion box method. Incorporate staff's recommendations for input on an on-going basis.		Supervisors, and Leads of all workgroups and units of the PDR

4.2. 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
4.2.1. Revise job code/descriptions for the management positions to include the requirement of commitment to the department's equity, diversity, inclusion, and fairness values, which will allow the PDR to include interview questions designed to reveal the candidate's behaviors that demonstrate	PDR's HR Mgr. and Dir. E&E	DHR approves change and revises job descriptions. Interview questions to be developed based on the specific job responsibilities/positions.	Discussions to start with DHR in 4/2021. After conclusion of discussions, develop interview questions within 30 days.	Discussions to start with DHR in 2021. Develop training for interviewers. Conduct regular training for interviewers.		PDR's HR Mgr. and Dir. E&E

<sup>8</sup> Department management will need to review all responses to see whether any of them qualify as EEO complaints.



support and alignment with the department's equity, diversity, inclusion, and fairness values.

Train interviewers.

4.2.2. Develop and conduct regular racial equity training and development for management and/or leadership at an annual retreat for management and/ or senior leadership.	Dir. E&E	Develop training. Training conducted an annual retreat for management and/or leadership	First leadership retreat (not yet developed or scheduled).	Training to take place during annual management and/or leadership retreat. Include implicit bias training, review progress of Racial Equity Action Plan (REAP). Discuss accountability for achieving REAP.	PDR's HR Mgr. and Dir. E&E
4.2.3 Conduct management and/or senior leadership retreat, and include on the agenda a session designed to ensure understanding of expectations, solidify commitment to the department's values, examine unconscious biases, and monitor the department's work to implement its Racial Equity Action Plan.	Dir. E&E and Chief Attorney and Public Defender	Senior leadership design and participate in annual retreat which agendizes department's equal employment opportunity, diversity, equity, inclusion, and fairness goals and values.	First leadership retreat (not yet developed or scheduled).	Senior management and/or leadership retreat is held on annual basis beginning in 2021. Review demographics. Review efforts to reach REAP goals. Assign and re-align support for reaching REAP goals. Determine if adequate resources have been dedicated to REAP.	Dir. E&E and Chief Attorney and Public Defender
4.2.4 Create more opportunities for employees to take on leadership roles in working groups, committees, project teams, and special initiatives which are internal and/or external facing. Currently we have a Racial Justice Committee which has provided leadership on criminal justice reform. Committee leadership rotates. One goal is to identify other such leadership opportunities for other employees.	Dir. E&E and Chief Attorney and Public Defender	Coaches for working groups around complicated cases are not necessarily managers. Special Project Leads assigned- affording the opportunity to develop leadership and/ or management skills.  Consider all qualified employees for management roles.	On-going.	Agenda item at an annual senior management and/or leadership retreat is held on annual basis beginning in 2021. Review demographics, measures taken to reach goals, and proposals for action to achieve goals. Discuss efforts to support employee resource groups. Secure feedback prior to retreat to discuss ways leadership can support employee resource groups.	Dir. E&E and Chief Attorney and Public Defender

## 5. MOBILITY AND PROFESSIONAL DEVELOPMENT

The development of leaders is directly related to opportunities for professional development through experience performing a variety of functions and holding a variety of roles. In this way, mobility is a leadership strategy. The PDR is committed to offering mobility to its employees, and job crafting.

### DEPARTMENT GOAL

Encourage rotation of employees through various functions and units and into lead positions, to give them the chance to round out their skills and prepare for management positions. Educate employees and managers about job crafting, which is the process of an employee and manager customizing the employee’s job by proactively modifying the work (tasks, assignment types) and interactions with others at work.

**Within the next year, for the 11 job classifications which the PDR oversees, we plan to consult with the DHR to incorporate our diversity, equity, and engagement values into the knowledge, skills, and abilities portions of the job classifications. This will enhance our ability to recruit and support the mobility of staff which adopt and support the important values and goals of diversity, equity, inclusion, fairness, and employee engagement as well as the mission of our office to zealously represent the indigent in the criminal legal system.**

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 <sup>9</sup> .	Dir. Growth & Dev., Dir. E&E	Regular office wide training and specialized training for each workgroup/classification.	On-going	Continue to offer regular office wide and specialized training for each workgroup/classification		Dir. Growth & Dev., Dir. E&E

<sup>9</sup> This appears to be a matter for negotiation with DHR and labor unions re: “requiring formal training.” PDR does not conduct labor negotiations. DHR conducts labor negotiations.

5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.	Note: a number of PDR's job classifications require continuing education for licensure reasons. Each employee is provided a union negotiated stipend to cover such costs, and decisions re: training are made on an individual employee basis.			
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Dir. Growth & Dev., Dir. E&E	Employees receive notice of regular office wide and specialized training for each workgroup/classification.		Continue to offer regular office wide and specialized training for each workgroup/classification. Note: a number of PDR's job classifications require continuing education for licensure reasons. Each employee is provided a union negotiated stipend to cover such costs, and decisions re: training are made on an individual employee basis.	Dir. Growth & Dev., Dir. E&E
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.	Dir. Growth & Dev., Dir. E&E	# of staff participating in outside events or opportunities	2022	Develop a list of opportunities for each job classification. Share list with each job classification on a semi-annual basis. Publish the list on intranet. Ensure all employees have notice and access to publication and intranet.	Dir. Growth & Dev., Dir. E&E
5.1.5.	In light of PDR's multiple priorities	Note: a number of PDR's job classifications require continuing education for		Solicit feedback re: utilization of resource materials re: conferences, trainings, seminars PDR published to staff to promote	

Track professional and skill development and assess annually <sup>10</sup> , specifically looking to target underrepresented staff of color.	in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.	licensure reasons. Each employee is provided a union negotiated stipend to cover such costs, and decisions re: training are made on an individual employee basis. Employees do not provide notice to PDR of training and skill development they assessed using their city provided stipend.	professional development. Poll staff to determine how they used their professional development funds supplied by city to each employee for that use.
--	---	---	--

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. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	HR Mgr.	Annual performance evaluation program to all staff	Beginning 2021-2022	Review existing annual review process, and identify improvements. Implement reformed annual employee performance evaluation process.		HR Mgr.
5.2.2. Create a mentorship program between senior and junior level staff.	Dir. E&E	# of mentorship programs per year # of mentorship programs per year	Beginning 2022-2023	Explore interest in such a program. If interest level is sufficient, identify senior level staff who wish to participate in voluntary program. Design voluntary program. Assign mentor/mentees. Track program		Dir. E&E

<sup>10</sup> Generally, each professional training PDR sponsors requires sign in. This method of tracking participants has been on-going for a number of years.

# of meetings per program cycle

participation with annual review/evaluation process.

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.	In light of PDR’s multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.					
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	In light of PDR’s multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed					

	action on an annual basis.					
5.3.3. Assign spaces for staff to take breaks <sup>11</sup> and/or be in community with one another (e.g., department celebration, affinity groups).	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.					
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. Center the most vulnerable individuals.  e.g. transportation stipends, exercise stipends, childcare, etc.	In light of PDR's multiple priorities in the area of racial equity, many of which are included in this plan, we will reassess the applicability of this proposed action on an annual basis.					
5.3.5.	HR Mgr.	Minimization of complaints of intolerance of religious or	Beginning 2021- 2022.	Inform employees that based on the City's policies, that disparate treatment based on		HR Mgr.

<sup>11</sup> PDR has a lunchroom/breakroom area dedicated for staff use. PDR has private lactation room for staff use. PDR also anticipates that staff will continue to use virtual methods of meeting (e.g., Teams) for affinity groups after the pandemic is over.

Respect religious and cultural practices of employees.		cultural practices. NOTE: PDR does not have a track record of receiving such complaints.		religious creed, race, ethnicity, ancestry, color, and national origin is prohibited. Ensure all employees know the various ways to file complaints and otherwise make management aware of inappropriate workplace conduct.		
--	--	--	--	---	--	--

5.4. Offer opportunities for mobility and professional development that match the employee’s interest.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.4.1. Encourage employees to participate in professional organizations, networking organizations, and other external opportunities that are related to the department’s missions and goals. Provide support by assessing whether adjustments may be made to the employee’s work assignments.	Dir. E&E and Chief Attorney and Public Defender	# of employees participating in professional organizations, networking organizations, and other external opportunities.	Beginning 2021- 2022.	Poll employees to determine how they use city provided funds for professional development (as per MOUs available to each employee). Quarterly, develop and publish list of external professional trainings, seminars, conferences employees may wish to consider for professional development (e.g., for using the personal funds the city provides to employees).		Dir. E&E and Chief Attorney and PDR HR Mgr

## 6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Workplace diversity is embodied in intentional organizational policies, practices, behaviors, language that embrace, value, and accept differences and similarities among the employees. Workplace inclusion is embodied in the regard for and of employees, while intentionally creating opportunities for collaboration among, receipt and offer of support for, and participation by, all employees. Diversity and inclusion requires the removal of all barriers, discrimination, and intolerance. Without intentionality, the workplace is more likely than not, to discount, exclude, isolate, and undervalue the perspectives, opinions, backgrounds, cultures, language, knowledge, skill sets, and contributions of underrepresented employees (women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities).

### DEPARTMENT GOAL

Create clear messaging to employees which states the department’s equity, diversity, inclusion, fairness and engagement values. Develop a campaign to embed the values within the department using signage, wall hangings, and publications regularly distributed to the employees. Foster professional interpersonal relationships to increase cross-generational, cross-cultural, cross-racial, and other forms of intentional communication among employees.

**Beginning in 2021 and extending through 2022 we will roll out a new employee and management training program. We will ensure that our employees understand unconscious bias and are given more tools to use to improve communication among staff and between staff and management. Our effort will also include management coaching and management training. Our goal is to implant our values of equity, diversity, inclusion, belonging, fairness, and employee engagement. Our new employee survey efforts and training plan will serve as a way to integrate our values and foster an engaged and connected workplace culture.**

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	Dir. E&E	Department mission, policies, and procedures are communicated to	2 <sup>nd</sup> Q 2021 and on-going	Support Public Defender in institutionalization of PDR mission, values, and objectives which include equal		Public Defender, Chief Attorney, Dir. E&E, PDR HR



commitment to an organizational culture of inclusion and belonging.		employees, updated and made available on website.		employment opportunity, equity, diversity, inclusion, fairness, and employee engagement. Include handout in on-boarding for all employees. Develop and conduct short 20 minute training as introduction to PDR (to start in 2022).	Mgr., RE Action Plan Team, and Racial Justice Committee.
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.	Public Defender, Dir. E&E	Regular scheduled meetings with RE Team to implement RE Action Plan	2020-2025	Team assembled through the process of developing the plan will remain in place and actively engage in ensuring implementation and annual monitoring and updating.	Public Defender, Dir. E&E, RE Action Plan Team
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Public Defender, Dir. E&E	RE Action Plan is published on department website	2020 -2025	RE Action Plan Team continues work and monitors progress and plan updating annually.	Public Defender, Dir. E&E, RE Action Plan Team
6.1.4. Regularly report to staff, <del>board, and commissioners</del> on RE Action Plan updates.	Public Defender, Dir. E&E	Ongoing reporting	2020-2025	At a regularly scheduled all employee meeting provide RE Action Plan update. Ensure all staff know plan is on website.	Public Defender, Dir. E&E
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Public Defender, Dir. E&E, HR Mgr. Chief Attorney	On-going	On-going	Semi annual email notices to employees that management supports voluntary participation in employee resource groups and is will assist in providing virtual and physical space for meeting/gathering.	Public Defender, Dir. E&E, RE Action Plan Team
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Public Defender, Dir. E&E	1 training or discussion regarding diversity, equity, and inclusion completed by staff per year	2021 and on-going	Mandate one training per year re: bias, equity, diversity, inclusion, fairness, belonging, and/or employee engagement. Offer regular access to trainings in these areas for all staff.	Public Defender, Dir. E&E

6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Dir. E&E	Annual survey with disaggregated data and feedback	2021 and on-going	Ensure questions re equity, diversity, inclusion, fairness are part of employee surveys. Continue to monitor organizational improvements and management initiatives which come out of responses to employee concerns.	Dir. E&E
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Public Defender, Dir. E&E	Increase in staff engagement	2021- 2025	Explore free programs for displaying art and culture of diverse communities (e.g., SF Art Institute City Studio Program, and local school exhibition space on premises)	Public Defender, Dir. E&E, RE Action Plan Team

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	HR Mgr. IT Mgr.	Increase in staff feedback, participation, and response to communications	On-going	Ensure all staff has email and access to email. PDR uses email for communication to staff.		HR Mgr., IT Mgr.
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.	Public Defender, Chief Attorney, Development and Training Mgr.	Ongoing staff participation and feedback	On-going	Select diverse speakers for trainings and staff presentations.		Public Defender, Chief Attorney, Development and Training Mgr.
6.2.3.	Public Defender, Chief Attorney, IT Mgr.	Ongoing staff participation and feedback	On-going	Continue using intranet for communication and publishing information for staff access.		Public Defender, Chief Attorney, IT Mgr.

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

Development and Training Mgr.

Development and Training Mgr.

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.	Public Defender, Chief Attorney, IT Mgr. Development and Training Mgr.	Employees are regularly notified about the availability and encouraged to access the intranet; and are informed of what materials are available via the intranet.	On-going	Continue using intranet for communication and publishing information for staff access.		Public Defender, Chief Attorney, IT Mgr. Development and Training Mgr.
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.	Office Mgr./Exec. Ass't. to PD	Physical spaces meet or exceed accessibility standards.	On-going	Ensure all staff are aware of the lactation room, cleaning products, elevator access, and gathering spaces by providing regular notice and include in on-boarding process.		Office Mgr./Exec. Ass't. to PD
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.	In light of PDR's multiple priorities in the area of racial equity, many of which are included in					

e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.

this plan, we will reassess the applicability of this proposed action on an annual basis.

6.3.4. Invest in translation services.	Chief Attorney, Office Mgr.	Increase in funding approved by City Council for expert fees fund. Assess translation needs, and continue to build our resource of diverse languages.	2021-2023	Seek to increase our budget for experts linguistic and cultural sensitivity for use in trial and communications with our clients. PDR continues to require staff to identify language services to represent our clients. We will continue to outreach to bi-lingual applicants during the recruitment process to enhance our ability to serve our clients. Continuous assessment of our interpreter and translation needs. Build capacity and resources of diverse languages so we may serve or racially and ethnically diverse client base. Continue utilizing the language line expert fees funds. Inform staff of the availability for additional pay as a bi-lingual employee who provides bi-lingual services.	Chief Attorney, Office Mgr.
6.3.5. Encourage individual forms of inclusive identity expression.  e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	HR Mgr., Dir. E&E	Increase in staff awareness of the benefits of the use of inclusive identity expression	On-going	Staff voluntarily elects to use identity expression. Staff may elect to make such identification in email signature blocks, on virtual meeting platforms, presentations, trainings, etc.	HR Mgr., Dir. E&E
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations	In light of PDR's multiple priorities in the area of racial equity, many of which				

can benefit other people besides the initial targeted group.	are included in this plan, we will reassess the applicability of this proposed action on an annual basis.
--	---

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.	MO ‘MAGIC and BMAGIC	Community will have an impact on all department projects	On-going	Continue to conduct community programming, and secure feedback from participants in community programming. Evaluate feedback and incorporate recommended changes to improve programming and community outreach.		MO ‘MAGIC and BMAGIC
6.4.2. Find opportunities to invest into and support the communities the department serves.	MO ‘MAGIC and BMAGIC	Community will benefit from department programming and projects.	On-going	Continue to conduct community programming, and community outreach.		MO ‘MAGIC and BMAGIC

6.5. Ensure outward facing communication reflects PDR’s values and mission, and promotes equity.

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

6.5.1. Update the department website to reflect the department’s values, and highlight our clients (50% of the clients we serve are POC).	Dir. E&E and PDR IT Unit	Updating PDR website to reflect the diversity of its staff, clients, and communities where our clients live and work.	2022-2023.	Website updated and plan for regular updating is developed.		Dir. E&E and PDR IT Unit
--	-----------------------------	---	------------	---	--	-----------------------------

6.5.2. To provide our staff with greater opportunities to foster relationships with, and participate in the communities our clients live and work in, we will publish periodic lists of community events which impact, are sponsored by, or occur in the communities our clients live and work	MO ‘MAGIC and BMAGIC, Dir. E&E, Racial Justice Committee, RE Action Plan Team	Employees have access to information on how to engage with communities the PDR serves.	To begin by 3 <sup>rd</sup> Q 2021, and on-going on a periodic basis (not less than quarterly) thereafter.	Select and publish list of community events on a quarterly basis to inform employees of opportunities to interact with and support the communities our clients reside in.		MO ‘MAGIC and BMAGIC, Dir. E&E, Racial Justice Committee, RE Action Plan Team
---	---	--	--	---	--	---

## 7. BOARDS AND COMMISSIONS

PDR’s equitable workforce decision-making is not conducted through, by, or under the review or approval of a board or commission. .

### DEPARTMENT GOAL

Not Applicable

PDR’s equitable workforce decision-making is not conducted through, by, or under the review or approval of a board or commission.

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.	Not Applicable					
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Not Applicable					
7.1.3. Have board/commission adopt a resolution around racial equity.	Not Applicable	Resolution adopted				

7.1.4. Racial equity-related items are regularly agendized.	Not Applicable	# of policies and issues related to racial equity that are heard, reviewed and/or implemented							
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Not Applicable	Participatory budgeting processes  Community advisory working groups  Issue-specific task forces							
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. <sup>12</sup>	Not Applicable	Resolution adopted							
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.	Not Applicable	Greater racial and gender equity in board and/or commission members							
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Not Applicable	# of policies passed with RE lens  Budget equity completed							

<sup>12</sup> <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>



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.	Not Applicable	# of diverse board/commission members  % of board/commission retention  Implementation of inclusive protocols				
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	Not Applicable	# of completed training per quarter  Increased participation rate				
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	Not Applicable	Increased board/commission retention  Member experience satisfaction survey				

7.3. [Additional Department-Specific Goal]

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

7.3.1.

---