

RACIAL EQUITY ACTION PLAN ASIAN ART MUSEUM PHASE 1

Version 2 – released December 9, 2020

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](#)

Asian Art Museum

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Racial Equity Team

Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals

RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material

INDICATORS: quantifiable measure of an action’s success; how much, how well, or is anyone better off?

TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year

STATUS: the action’s current status, updated regularly [ongoing | in-progress | completed | not started]

LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

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

PROCESS

CHRO, Catherine Finn compiled this report based on the DEAI work that has been done by the museum management and staff over the past three years. Members of the DEAI Taskforce contributed material as did city and foundation personnel. . The Taskforce’s work is called out in several sections of this report and is essential to this racial equity plan.

DEPARTMENT BACKGROUND

City

Number of Employees: 69

Annual Budget \$10,092,919

Department History

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

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

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

The Asian Art Museum has a long unique history with the City of San Francisco and the community. Two groups supply employees and budgets to the museum, the City of San Francisco and The Asian Art Museum Foundation. Very few city departments share the responsibilities of managing with another entity. Please see Appendix A for a brief summary of our history in regards to racial equity.

Vulnerable Populations Served

Our response to the Office of Racial Equity’s Vulnerable Populations Engagement Assessment.

See Appendix B

Vulnerable Populations Engagement Assessment

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

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See Appendix C

CURRENT WORKFORCE DEMOGRAPHIC DATA

Note: The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.

See Appendix D

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Please describe themes and key takeaways from your survey results. You may submit this as an App

We were scheduled to participate in the City Assessment Survey, but the survey has been delayed to 2021. In the meantime, we are conducting our own internal employee survey in December 2020. It is an update of a survey created by a cross-departmental and cross-hierarchical staff team in 2018. As a result of that survey, the museum implemented changes to enhance transparency and communications, such as open office hours to meet one on one with the director of the museum and an anonymous Wufoo form to raise concerns, which are answered during the next staff meeting. Comparing 2018 data to today will allow us to see changes over time, both positive and negative.

The museum's Diversity, Equity, Access, and Inclusion Taskforce (DEAI TF) plans to implement the MASS Action Readiness Assessment in January 2021 (<https://www.museumaction.org/resources>) as a tool to assess where we are regarding the institution's readiness to change. MASS Action launched in October 2016 with a gathering of 50 museum practitioners for an action-oriented conversation around topics of equity inside the museum, relevant programming, and community engagement. The consortium created free tools for museums to gauge their readiness for equity work, as well as identify and articulate areas of growth and opportunity. MASS Action poses the following questions for practitioners to consider: What is the role and responsibility of the museum in responding to issues affecting our communities locally and globally? How do the museum's internal practices need to change in order to align with, and better inform, our public practice? How can the museum be used as a site for social action?

We will participate in the City's Assessment Survey when it is available. Therefore, this ORE Phase 1 report is based on historical data, our 2018 employee survey, and communications with our staff.

Soliciting candid and confidential feedback of the staff is essential to make equity barriers visible so we can act on them. This should work in tandem with usual employee communications channels and whistleblower methods to ensure accountability and that all employees have a voice.

1. HIRING AND RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for a more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively

seek these individuals out. This includes assessing the most basic barriers to access that influence the City’s applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

DEPARTMENT GOAL

What is the department’s overall goal on Hiring and Recruitment?

1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department’s RE Action Plan.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	Staff Time	Barriers assessment is completed		Currently this has been an issue of concern and discussed at the City Diversity in Recruitment Committee. The city creates several barriers in the application process that could be eliminated or adjusted. We are asking that MQ and testing be reevaluated as well and the Rule of Three.		AAM Human Resources and City HRD
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	Staff time + Budget Resources	Survey is administered annually Survey results are included in the department annual review	Survey 1 is live now (Dec. 2020) results expected in Jan 2021. Survey 2 will launch in Jan	We were scheduled to participate in the City’s Assessment Survey, but the survey has been delayed to 2021. We are conducting two internal surveys: 1) we launched an internal employee survey in December 2020, updated from one created in 2018 by a cross-departmental and cross-hierarchy staff team in	In process	Survey 1: Communications and Human Resources

results are disaggregated and included in the department annual review.¹

2021; results expected at end of April 2021

2018. Comparing 2018 data to today will allow us to see changes over time.

2) DEAI Taskforce Leadership have interviewed and selected a consultant, who will help us adapt the MASS Action Readiness Assessment to the museum context:
<https://www.museumaction.org/resources>

Survey 2: DEAI Taskforce Leadership:

<p>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.</p>	<p>Policy is created, implemented, and reviewed annually to maximize results</p>	<p>March 2021</p>	<p>We follow City hiring and posting requirements established by the SF DHR. The city's de-identification does not allow race or gender to be considered when selecting candidates to interview. It also does not give current employees consideration for promotion.</p> <p>Foundation hiring policies are structured to ensure consistency and adherence to the budget. We will document our policies and share them with the staff in early 2021.</p>	<p>Ongoing</p>	<p>Human Resources</p>
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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
<p>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</p>	<p>Staff Time</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>January 2021</p>	<p>All open position requests must be approved by the Division Head, CFO and CHRO. Positions are posted internally for 7 days to give internal candidates the first opportunity to apply and then</p>	<p>Ongoing</p>	<p>Human Resources</p>

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

new and unexpected outlets and networks. Map and track outreach efforts.

are posted externally on our museum website and various job boards.

Applications are then reviewed by the HR Recruiting Specialist and screening interviews are conducted over the phone. Top candidates are then referred to the Department Hiring Manager for interviews. Candidates are interviewed by at least three museum staff. Any employee involved in the interview process must complete the City's Implicit Bias training. Candidates are asked the same questions. The final candidate then submits to a background and reference check before an offer is made.

We are updating our Job Opportunities page to include pictures of our diverse employees and post employee testimonials about inclusion. We want to make sure that all community groups see someone in our recruiting outreach that represents them.

We will update EEOC/Diversity statement on our Job site in early 2021.

<p>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.</p>	<p>Staff Time & Budget Resources</p>	<p>Candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>We are expanding where we post our open job positions to reach a more diverse pool of applicants. We are using new job sites including jobdiversity.org, handshake, and recruiting more on social media sites such as Facebook, LinkedIn and Twitter. We are working with the City's Recruiting for a Diverse Workforce led by Porsche Bunton to learn about more recruiting diverse applicants.</p>	<p>In process</p>	<p>Human Resources</p>
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Every year we attend the Santa Cruz Arts job fair, which has a large turnout of students of color, and the Museums 4 All local job fair, helps us outreach to applicants with physical or cognitive disabilities. This year we plan to continue to attend job fairs hosted by local arts schools including California College of the Arts and Academy of Art University. We will be using the City’s new list of local job fairs and events that attract BIPOC applicants.

As an active member of the City’s Diversity in Recruiting Committee, we are collecting new resources and partnering with new and diverse recruitment sources. Our new Recruitment Specialist starting in January 2021 will be responsible for expanding this list and developing relationships to increase our outreach to attract a more diverse applicant pool. On the college recruiting front, we are focusing on outreach to Ethnic Studies departments, which tend to have a diverse student population.

<p>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.</p>	<p>Staff Time</p>	<p>Job descriptions display consistent and inclusive language</p> <p>Candidate pool is increasingly more diverse</p>	<p>Ongoing</p>	<p>When positions open, job descriptions are reviewed and adjusted to make sure the qualifications and education requirements are truly essential and that we state that practical experience can be substituted for formal education.</p>	<p>Ongoing</p>	<p>Catherine Finn and HR team</p>
<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</p>	<p>Staff Time</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>Ongoing</p>	<p>We did not have the authority to change any of the MQ’s for city positions.</p> <p>The only automatically disqualifying MQ for Foundation employees is “if they are authorized to work in the United States”.</p> <p>Education can be replaced with work experience.</p>	<p>In process</p>	<p>Catherine Finn and HR team</p>

MQs for certain classifications to expedite hiring and allow for greater equity.

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. ²	Staff Time	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing	All supplemental questions are specific to each position and are meant to bring out the candidates' experience and interest in the position. As positions open, we will review these to support the diversification of our applicant pool.	In Progress
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	Staff Time	An increase in applicant pool with more diverse life, education, and professional experiences	Ongoing	We are taking a closer look at all new position requests and are challenging the need for elevated degrees.	In Progress
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.		Candidate pool is increasingly more diverse and referred from a variety of sources		We typically recruit with our internal staff, but when we use recruiting agencies for our executive or hard-to-fill positions, we only select companies that have expertise in attracting and hiring women and minorities. We have been doing this since late 2018.	Ongoing

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	Budget resources	# of paid interns/fellows, increase annually or meets department needs/capacity	Art Speak Interns every	ART SPEAK INTERNSHIP The Museum's "Art Speak" 9-month internship program provides career training and minimum	Art Speak is a long running internship	Education Department

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

upfront about the ability to fund internships and fellowships during the interview process.

year since 2007

New Intern Program FY21-22

wage pay to public high school student. Interns learn about Asian art and culture, research, develop, and facilitate art activities for virtual youth and family audiences, explore museum and arts careers, and learn about social justice and racial equity through artist-led and art-based workshops. This year there are 10 interns from public schools in different Bay Area locales: SF, Oakland, Moraga, and San Jose. See their Instagram feed here: <https://www.instagram.com/artspeakinerns/>

program; cross-departmental internship is in budget planning for FY21-22

EPISODIC INTERNS

We have used college-aged student interns intermittently but plan to introduce a formal internship program in FY21-22. For the past several years, all 10 of the interns have been POC except one. All interns have received compensation, and some have received school credit. In FY21-22, we are budgeting for an internship coordinator and will launch a museum-wide paid internship program for 10 +/- interns. We will be seeking to place BIPOC candidates in these positions.

All internships receive compensation either from the school, a sponsor, or the museum. This year we have had 2 episodic interns and 1 fellow and all three were of Asian descent.

We had hoped to develop a more robust internship program in FY20-21 but had to postpone it due to the 2020 pandemic and museum closure. We will propose it again for the FY21-22 budget.

<p>1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s Opportunities for All program.</p>		<p># of Opportunities for All placements and mentors</p>	<p>Summer 2021</p>	<p>We have not participated in the Opportunities for All program but plan to explore that opportunity next summer.</p>
<p>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.</p> <p>e.g. SF Unified School District’s Career Pathways Program.</p>	<p>Staff Time</p>	<p>Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>Art Speak started in 2007</p>	<p>See information about the museum’s Art Speak internship program in 1.3.1, which has the goal of diversifying our staff and the museum field.</p> <p>In progress</p> <p>We had begun participating in the San Francisco HSA JobsNOW! which provides San Francisco residents an extended opportunity to enhance their job skills and gain additional work experience within the public sector employed as a 1402 Junior Clerk. We were close to receiving our first junior clerk in March, but then had to stop due to the shelter in place directive. We were also exploring the City’s ACE (Access to City Employment) staffing initiative and hoping to be able to use them as a strong employment resource.</p>
<p>1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.</p>		<p># of opportunities during internship/fellowship</p>		<p>See information about the museum’s Art Speak internship program in 1.3.1. The program is led by Triana Patel, a member of the museum’s DEAI Taskforce Leadership, who has designed the curriculum to collaborate with socially engaged artists from BIPOC backgrounds leading the interns on social justice and racial equity themed art-based workshops about four times each year. Their Instagram feed reflects how they are sharing their learnings with the world, for example this post in implicit bias:</p>

https://www.instagram.com/p/CFSiN9dhwpf/?utm_source=ig_web_copy_link.

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.

Tracking system implemented

% of evaluations completed

Internship/fellowship program updated before next cycle

Art Speak Interns complete a survey at the end of the year.

All other interns participate in exit surveys where they review their intern experience and offer suggestions for improvement. To date we have not done much to evaluate these responses as a group but plan to examine them more in future and communicate more with all staff about these evaluations.

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.		Standardized interview process with a set of inclusive interview questions		Our current application process is very structured for both the City and the Foundation open positions. At least three people must be part of the interview process and questions are developed and approved before the interviews. The interviewers are varied and hold different positions at various levels in the museum to reduce bias. All applicants must complete an application which is tracked and retained. Our interview process is the same for all candidates. Interview questions are developed prior to meeting any applicant and each candidate	ongoing	Human Resources

is asked the same questions. Each candidate also meets with the same museum staff.

<p>1.4.2. Ensure a diverse hiring panel for each interview.</p>	<p>Demographic composition of panels</p>		<p>Interview panels consist of several AAM staff managers including the hiring manager, department staff and many times, outside the department staff. On rare occasions we have invited outside the museum personnel and/or board members to be part of the interview panel. The ethnic and gender makeup of the panel has been diverse.</p>	<p>ongoing</p>	<p>Human Resources</p>
<p>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</p>	<p>Increase in diverse interview panels</p>	<p>Effective 2019</p>	<p>All staff members of the interview who participate in either process must successfully complete the City's Implicit Bias training offered by the city course before interviewing anyone. We instituted that policy in last 2019</p>	<p>Ongoing</p>	<p>Human Resources</p>
<p>1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.</p>	<p>Tool created and implemented</p> <p># of applicants increased</p> <p>Increased assistance to job seekers</p>		<p>The City currently uses JobAps to receive, track and review job applications.</p> <p>Our UltiPro recruiting system keeps track of the Foundation application process and can easily provide reports as needed.</p>		
<p>1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.</p>	<p>Increase in internal part-time and full-time staff, interns and fellows applying for job openings</p>		<p>All open positions are posted internally for seven 7 days before outside candidates are to encourage employees to apply and be considered. as per our MOU. We also do this for all non-represented positions as well first.</p>		
<p>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.</p>	<p>Hiring, interviewing, and onboarding processes standardized</p> <p>Lag times/wait times</p>		<p>This is an area that we can improve upon. UltiPro provides us detailed reports on the time to fill positions. Some museum departments take more time than others to fill positions. .</p>		

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

All new hires are processed similarly regardless of position

All new hires go through the same museum onboarding program regardless of position, museum department, or City/Foundation status. They all complete the same new hire training.

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

Increase in number of diverse candidate pools

Overall faster hiring times

We support the city to evaluate the current use of the certification rule for all Permanent Civil Service appointments in the Department and to expand the certification Rule of Three to a larger number.

2. RETENTION AND PROMOTION

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their

extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

DEPARTMENT GOAL

What is the department’s overall goal on Retention and Promotion?

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. ³	Staff Time	Tracking mechanism implemented Demographic data analyzed	completed	See Appendix E for data about Asian Art Museum City employees that have been called to do DSW work during the pandemic. We have had employees from Security, Engineering, and Admissions and employees in supervisory positions participate. We have reviewed the gender and ethnicity of the employees called, as well as the difference between employees in supervisory and non-supervisory positions, and in terms of deployment. The majority of museum staff assigned to DSW have been white males in supervisory roles. See Appendix W	Ongoing	Human Resources

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

<p>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.</p>	Staff Time	<p>Budget analysis completed</p> <p>Strategies developed and published</p>	Ongoing	<p>During the Shelter in Place directive, the museum had to make the difficult decisions of layoffs and furloughs in July 2020 until we were able to reopen. Only three employees were laid off, none were from an underrepresented category. The majority of the furloughed staff were not BIPOC employees. All employees but one were called back in October and we currently have no furloughed employees.</p>	Ongoing	HR
<p>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.</p>	Budget Resources	<p>PPE access protocol established</p> <p>DSW workers have an increased awareness of PPE access protocol</p>	Ongoing	<p>The City provides PPE equipment and upon discussions with our staff, none have felt that the PPE provided was inadequate or missing.</p> <p>For our own staff, the Emergency Task Force continues to monitor DPH guidelines on recommended PPE for our essential employees. We have installed plexi shields at point of sale stations and the information desk, and PPE is provided to all essential employees, including gloves, masks, gowns when necessary.</p>	Ongoing	Operations
<p>2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.</p>		<p>Compensation, paid sick leave, and flex time benefits assessed and easily accessed</p> <p>Increased employee awareness of additional benefits</p>	Ongoing; at bi-weekly all staff meetings	<p>We provide information about compensation and benefits to all employees in a variety of ways: through direct communications, benefits handbook, at All Staff Meetings, by all staff emails, and on bulletin boards. (see Appendix F)</p>		
<p>2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.</p> <p>e.g. graveyard shifts</p>	n/a	<p>Caretaking and safe transportation sections included in DSW deployment protocol</p>	Ongoing	<p>Any transportation or caretaking issues were given to the City when employee names were submitted to the city. Several employees were given assignments that allowed them to work from home.</p>	Ongoing	

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
<p>2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.</p>	<p>Staff Time</p>	<p>Pay inequities are reduced and aligned annually after salary data is reviewed</p>	<p>Ongoing. Will add review of salaries by ethnicity and gender in 2021.</p>	<p>The museum regularly compares its compensation against those of other organizations. To date we have not reviewed the compensation for gender or ethnic disparity. That is something we plan and need to do in 2021. The museum participates in several compensation surveys each year. One is a nationwide survey of museums, one is a survey of nonprofit wages in the Bay Area, and the third is a survey of SF City Museums and Arts & Cultural Centers. All of these surveys compare compensation as well as benefits, including holidays and paid time off. Our wages and benefits are competitive in all three surveys.</p>	<p>In process</p>	<p>HR</p>
<p>2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies.</p> <p>e.g. parental leave policy, short-term disability, etc.</p>	<p>Staff Time</p>	<p>Benefits provided are annually improved</p>	<p>Ongoing July 2022 New City Contract Date</p>	<p>City employee benefits are developed and managed by the City. Foundation benefits governed by the SEIU 1021 MOU. We have made some additional benefits available to all employees. In 2018 we partnered with Honeybee Inc to give employees short term interest free loans. In 2020 over 35 loans were given out and \$35,000 awarded during the pandemic.</p>	<p>In process</p>	<p>HR</p>

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

Staff Time
Budget resources

PTO policy is annually improved
of staff taking PTO increases

Contract negotiations
July 2021

Expand
Internal
recognition of
cultural
celebrations:
January 2021
and monthly
thereafter

We have three separate types of paid time off: vacation, holiday, and sick pay. Our foundation employees' vacation accrual progressively increases with tenure.

In addition to vacation pay, the museum offers 11 paid holidays to City and Foundation employees in alignment with City of San Francisco holidays. We suggest that some existing holidays be replaced with cultural holidays such as Juneteenth Day, or Cesar Chavez Day. We plan to recommend this during the next City contract negotiations. In conversations with our staff, we learned that even if it is not a recognized paid holiday, they would like to recognize the day with internal recognition and celebrations as appropriate. Each month we will highlight different cultural days. We will also continue to have conversations with our employees to learn what commemorative dates are important to them

Expand Monthly Cultural recognition and celebrations (See Appendix G)

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.</p>	<p>Staff Time and % for step increases and annual COLA increases (Foundation)</p>	<p>Increase in knowledge about raises and promotions</p>	<p>July 2021</p>	<p>Most of our job class series do have advancement opportunities (i.e. Prep I, Prep II and Prep III) built in, however promotions are also tied to organizational needs and budget restrictions.</p> <p>Improve our opportunities to advance in all positions at the upcoming Foundation CBA negotiations. Job descriptions are attached to all job positions so employees may review job expectations.</p>	<p>In process</p>	<p>HR</p>
<p>2.3.2. Develop a formal and transparent process for raises and promotions.</p>	<p>Staff Time and % for step increases and annual COLA increases (Foundation)</p>	<p>Increase in staff feedback about promotion and raise process</p>	<p>July 2021</p>	<p>Our MOU and CBA’s have established annual step increases as well as semi-annual COLA increases. New opportunities that might result in a promotion for existing staff are posted internally for at least 7 days to encourage employees to apply for advanced positions. All employees expressing interest are interviewed and considered.</p> <p>We have two active Labor Management Committees, one for City and one for Foundation employees. The committees meet regularly to discuss issues and work collaboratively to come up with solutions. During the pandemic this group have been meeting at least monthly, at times weekly to communicate about issues affecting the represented staff. Some of these discussions have focused on raises and promotions and have mostly generated satisfactory outcomes.</p>	<p>In process</p>	<p>HR, Labor Management Committee, and Foundation Labor Bargaining Units</p>

The annual staff surveys (next data sets expected Dec 2020 and Jan 2021) will generate staff feedback on this topic.

<p>2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.</p>	<p>Varies based on pay classifications and vacancy.</p>	<p>Acting/interim staff process included in internal policies and processes</p> <p>Increased awareness of process for acting/interim staff</p>	<p>Ongoing</p>	<p>As established in our MOU, employees working as an “acting/interim” role receive a 5% increase. They are also encouraged to apply for the position when it gets posted.</p>		<p>Human Resources</p>
<p>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.</p>	<p>Staff Time</p>	<p>Reversal of diversity drop-offs in 182x classifications</p>		<p>We have identified some areas where we have seen diversity decline and are working through our recruiting efforts to attract a more diverse applicant pool. For example Security and Engineering departments would benefit from having more women. Marketing and Development are areas that would benefit from having more ethnic diversity.</p>	<p>In Process</p>	<p>Human Resources</p>
<p>2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</p>	<p>Staff Time</p>	<p>Identify “dead end” classification and revise</p>	<p>June 2021</p>	<p>We do have some positions where this isn’t a natural next step. This is one of the things we will focus on in upcoming negotiations.</p>	<p>Meetings begin in January</p>	<p>HR and Labor Bargaining Group</p>

3. DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.¹ This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of

corrective action and discipline negatively impacts a department’s ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.² Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

¹ Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

² Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

What is the department’s overall goal on Discipline and Separation?

Our goal is to track and analyze progressive discipline and terminations to ensure equity and eliminate implicit bias in this system.

Since inception of our tracking (in date), we have not had any disciplinary action to document on the Foundation side. For city employees, we use the City’s disciplinary tracking system. In the last three years, two security officers were terminated. The first went through a lengthy progressive disciplinary process, and the second was terminated for gross misconduct (fighting). We have one officer in the final progressive disciplinary step of a recommendation for a termination. The City introduced a new dispute resolution program which we will participate in to track our process. We will also review it to see if we can mirror it to use with our Foundation conflicts.

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.		Create tracking mechanism Analyze data annually		We have established tracking systems but do not have enough data to analyze. It would be helpful to be able to view other city department’s data to	Ongoing	Human Resources

<p>3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.</p>	<p>Increase accountability in disciplinary actions</p>	<p>ensure we are being equitable in regards to severity.</p>
<p>3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.</p>	<p>Create tracking mechanism Analyze data annually</p>	<p>We have established tracking systems but do not have enough data to analyze. Involuntary separations.</p> <p>We do semi-annual and annual turnover reports which are shared and analyzed with managers. The turnover is set up by departments. This year we plan to create an turnover report based on ethnicity and age to see if there is any disparity.</p>
<p>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.</p>	<p># of trainings completed annually</p>	<p>The City introduced a new mediation program in December. Currently we are encouraging city employees to participate in the program by signing up to complete the mediator training. We plan to observe this program and create a similar program for Foundation employees in late 2021 or 2022.</p>
<p>3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>	<p>Reduction of racial disparities in disciplinary actions</p>	<p>All disciplinary actions are reviewed by the HR department to ensure that all employees receive the same level of discipline for similar offenses.</p>

4. DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.¹ In general, a department’s leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit.

Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.² Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

¹ Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>.

² Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL

What is the department’s overall goal on Diverse and Equitable Leadership?

Our goal is to support growth within for BIPOC employees to enter leadership roles and when recruiting to seek diverse candidates to fill vacancies in leadership positions.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.		% increase in diverse leadership	2021	Work closely with DHR and ORE teams to create an internal recruitment policy that focuses on increasing diversity in City Positions.	Ongoing	HR
4.1.2. Commit to ongoing racial equity training and development for leadership.		# of training & development completed by leadership per quarter	2021	Different staff teams working with management have offered a series of trainings open to all staff and will continue to plan workshops like this each year.	Ongoing	HR, Education, and DEAI Taskforce

“Spill the Disabili-Tea” Disability Justice and Inclusion Training in partnership with the Paul K. Longmore Institute on Disability (offered by the DEAI Taskforce 3 times so all staff could participate).

“Racial Microaggressions and Implicit Bias: Manifestation, Impact & Solutions” in partnership with Dr. Derald Wing Sue, Columbia University (organized by the education department for volunteer educator training and opened to all staff to attend).

“Systems of Racial Inequity” led by Educator Dia Penning featuring the World Trust film “Cracking the Codes” (offered as a public program and all staff were encouraged to attend).

We have also created employee meetings where employees can explore their thoughts & experience on microaggressions & racial inequality in a safe environment with peers.

Senior leaders have also participated in additional training, including but not limited to:

- Anti-Harassment Training
- Senior Leadership Implicit Bias Training
- Workplace and Museum-specific Racial Inequity Trainings
- Professional Webinars (individual)

We have opened some of these workshops to our volunteers & board

members so our community is learning together

<p>4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.</p>	<p>Senior leadership demographic included in the department annual report</p>		<p>We will include the senior leadership demographics in the annual department report. Please see the current senior leadership demographics as of 12-31-2020.</p>		
<p>4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.⁴</p>	<p>% of staff is aware of the process</p>	<p>Ongoing</p>	<p>We have developed several conventional and unconventional ways for employees to communicate without fear of reprisal.</p> <ol style="list-style-type: none"> 1. Form for Anonymous Questions- Employees can pose a question anonymously online using a Wufoo form and the questions are read and answered by leadership at the next All Staff Meeting, held twice a month. The Wufoo link is listed in All Staff meeting communications and again posted in the chat during the meeting. 2. Meet the Museum Director - Every month the Museum Director has “open office hours” where employees can meet with him and ask questions about the museum. Our next level of management also has an open-door policy inviting employees to meet with them and share their questions, thoughts, and experiences. 	<p>Ongoing</p>	<p>Communications and Executive Leadership</p>

⁴ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

- 3. LMC (Labor Management Committee)** for both City & Foundation works on communication and problem solving between the respective union membership and museum management. Employees can have their concerns addressed anonymously through their union representative. It also gives employees a collective voice.
 - 4. Anonymous Employee Opinion Survey** was created in 2018 and used in 2018 and 2020. We plan to offer several more surveys in the near future. Employees can express their ideas and concerns anonymously.
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5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an Employee’s Needs are Met, so are the Department’s Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by

their expected potential.¹ By intentionally investing in the specific professional development of each staff, the department can uplift an employee’s journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

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

DEPARTMENT GOAL

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

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.		# of available professional development opportunity # of completed training		There is little available resources to develop a robust formal training program. We try to utilize the resources available through the City for both City and Foundation employees. We plan to request additional funds in future city budgets. So far, we have rolled out several all staff trainings <ul style="list-style-type: none"> o “Spill the Diversi-Tea” Training (inclusion) in partnership with the Paul K. 		

- Longmore Institute on Disability
- o “Racial Microaggressions and Implicit Bias: Manifestation, Impact & Solutions” in partnership with Dr. Derald Wing Sue, Columbia University
- o “Systems of Racial Inequity” led by Educator Dia Penning featuring the World Trust film “Cracking the Codes”

We do ensure that all required personnel complete the mandatory State training such as Anti Harassment Training every two years.

5.1.2.
Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.

of attended, external conferences

Our employees attend conferences throughout the world that relate to their field. We use these opportunities for educating not only our managers but our hourly employees as well. Some of the conferences that we have attended recently have been:

- Annual Registrar Committee of the American Alliance of Museums
- Legal Issues of Museum Administration by ALI-CLE & Smithsonian
- Western Association of Museums
- Integrated Pest Management for Museums
- American Alliance of Museums
- Museum Computer Network (MCN)
- College Art Association

Association for Asian Studies
 Curators of Asian Art
 Association of Art Museum Curators
 Alliance of Art Museum Interpretation
 National Art Education Association (NAEA)
 Conservation Meetings
 Forum for Leadership in Art Museum
 Education (FLAME)
 HRWest (NCHRA)

In May 2020, San Francisco was going to be the host location for the American Alliance of Museums Annual Meeting, which pivoted to be a virtual conference due to COVID-19. Our Museum Director was a Co-Chair for the event. Several employees were on the planning committees and several of our staff were selected by the conference organizers to be workshop and panel speakers. As a host, we would have had broad access to our staff to attend this important annual museum conference. We hope to host future national conferences such as this to continue to enhance professional development for all of our employees.

5.1.3.
 Offer opportunities for continual and extended learning. Include in the annual budget.

Budget Resources

of staff enrolling and completing extended learning

\$ dedicated to extended learning annually

ongoing

All employees are given opportunities to improve their soft skills as well as their computer skills through Learnit Each year we put \$15,000 in our Learnit account for employees to use throughout the year for individual training. Human Resources

Ongoing

HR and AAM supervisors

monitors the account to ensure that it is not overly used by one individual or department. Some of the training utilized has been Making Meetings Matter (group training for staff), Strategic Planning, Time Management, Assertiveness without Authority, as well as software training such as Excel, PowerPoint and InDesign.

<p>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.</p>	<p>Budget resources</p>	<p># of staff participating in outside events or opportunities</p>	<p>ongoing</p>	<p>There is little available resources but we look for opportunities that are related to the Museum and their department’s mission and goals.</p>	<p>Ongoing</p>	<p>HR and AAM supervisors</p>
<p>5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.</p>	<p>Staff Time</p>	<p>Adopt a tracking system, analyze annually</p> <p># of staff of color utilizing professional development</p>	<p>2020</p>	<p>We started tracking all professional and skill development in our HRIS (UltiPro system). All employees and supervisors can update and view their training development. We are using the system to record training completed.</p> <p>We have not been tracking who has taken advantage of this opportunity but plan to start tracking participation in 2021 and will analyze it semi-annually.</p>	<p>Will implement tracking system in 2021</p>	<p>Human Resources</p>

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
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5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Staff Time	Bi-annual performance evaluation program to all staff	Aug 2021	All staff members participate in an annual performance review. Input is requested from both the employee and the supervisor. They are evaluated on the museum's REINA (respect, engage, inspire, nimble, access) values and accomplishment of established goals. The reviews are currently being updated to incorporate more specific DEAI metrics and will be part of the August 2021 reviews.	Ongoing	Human Resources
5.2.2. Create a mentorship program between senior and junior level staff.	Staff Time	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle		We currently do not have a structured mentorship program. We plan to explore developing a program in 2021. We plan for this to be a departmental and cross departmental mentoring opportunity and will provide access to staff would like to learn more about the broader institution. Currently we highlight various departments at our monthly all staff meetings so employees can learn about what the different departments do and to highlight their accomplishments.	2021	Executive Team Managers

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.		Process developed % of staff aware of accommodation process # of accommodations made increased		Staff can request office accommodations through the facilities department. The Director of Facilities & Safety will work with the employee in providing a safe ergonomic workspace. We also will provide a nurse to assist in office needs assessments if necessary. Other accommodation requests are		

reviewed by the Human Resources Department and

<p>5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.</p>	<p>Staff Time</p>	<p>Accommodations discussed and recorded during bi-annual performance evaluation process</p>	<p>Annual; ongoing</p>	<p>Our performance review is a two way conversation/process. Both the supervisor and the employee evaluate their performance. One of the most helpful questions in opening up this dialog is “What can your manager do to help you be more successful in your position and/or support you in reaching your goals for next year?”</p>	<p>Ongoing</p>	<p>HR and supervisors working with their direct reports</p>
<p>5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).</p>	<p>Dedicated spaces and support of those spaces (cleaning, furniture, tea/coffee)</p>	<p>Improvement in overall staff mental health, increase in staff feedback</p>	<p>Ongoing</p>	<p>We have several break areas in the museum for employees to take a break in. The main break area has two walls of natural light, a refrigerator for storing meals, microwaves, toaster, etc. There is also an employee bulletin board, and book exchange shelf and two couches as well as lunch tables. Employee events such as pizza parties and farewell parties are held in the break area.</p> <p>We also have an award winning Lactation room for new moms. The room is complete with a reclining leather chair, refrigerator and natural lighting. Other employees may reserve the room as well for meditation, naps, private calls or religious prayers. Lactating mothers have first priority to the room, however.</p> <p>Employees can also enjoy the SF Civic Park, Farmer’s market and local eatery’s & food trucks</p> <p>We also provide meeting room space for various employee events and affinity groups.</p>	<p>Ongoing</p>	<p>Operations</p>
<p>5.3.4.</p>				<p>Human Resources is available to employees and can help explain and the utilize wellness benefits</p>		

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.

\$ set aside for accommodations

Increase in staff awareness of accommodations

incorporated into the employee health plans. HR can also explain our short term loan program through HoneyBee and EAP services.

<p>5.3.5. Respect religious and cultural practices of employees.</p>		<p>Improvement in overall staff mental health</p>		<p>Space is provided for employees observing prayers and schedules are adjusted for religious and cultural practices.</p> <p>In an attempt to address and assist employees holistically we have also engaged in several programs that all employees are encouraged to attend. Starting in 2021, we hold an annual "Wellness Week" where employees can attend workshops on financial wellness, emotional & mental wellness and family wellness. Due to the 2020 shelter in place directive we were unable to host this new annual event. So instead we sent email blasts to the employees about free virtual events whether it be cultural (symphony events or Friday night Jazz), educational (on line cooking classes, lectures) or emotional/spirituals (virtual meditation)</p> <p>In 2021 we plan to collaborate with practicing staff to recognize more cultural events and holidays each month to foster inclusion and promote cultural understanding.</p>		
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6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.¹ This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must

actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

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

DEPARTMENT GOAL

What is the department’s overall goal on Organizational Culture of Inclusion and Belonging?

The museum’s DEAI Taskforce has been working to empower a coalition of staff at all levels from across departments, as well as interns and volunteers, to ensure Diversity, Equity, Access, and Inclusion (DEAI) are foundational to all museum work, processes, and programs. With DEAI as a stated institutional priority, the taskforce has been working with management to make DEAI a part of institutional culture from the physical facilities to external facing work such as frontline operations, exhibition development, interpretation and programs to internal museum culture, including staff, intern, and volunteer recruitment, training and retention.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Staff Time and budget resources	Department mission, policies, and procedures are updated and available	ongoing	The Asian Art Museum of San Francisco’s mission is to inspire new ways of thinking by connecting diverse communities to historical and contemporary Asian art and culture through our world-class collection, exhibitions and programs.		Management and DEAI Taskforcr

In 2017, a staff-driven “vision board” made up of a diverse group of employees collaborated with director Jay Xu to develop a new vision and mission statement as well as set of values remembered using the acronym REINA, the name of our iconic rhino-shaped bronze vessel from ancient China that serves as an informal museum mascot.

The values are:

Respectful

- We respect our colleagues, their expertise and their work
- We respect all visitors and their diverse backgrounds, cultures and ways of thinking

Engaging

- We engage all staff and empower each other to innovate and bring new ideas to the table
- We provide visitors with an engaging environment that makes learning easy and enjoyable

Inspirational

- We present exhibitions and programs that inspire both staff and visitors alike to think in new and different ways

Nimble

- We recognize that art and culture are dynamic, and we must be able to adapt to

change quickly, both in our internal operations and in our interactions with the public.

Accessible

- We aim to make our exhibitions and programs both physically and intellectually accessible to everyone so that all who visit are able to discover the relevance of Asian art and culture in their own lives and are excited to learn more
- We aim to be a place where visitors of all ages, backgrounds, and abilities feel welcomed

The REINA values are now a part of each employee’s annual review to ensure that the values stay current.

<p>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.</p>		<p>Regular scheduled meetings with RE Team to implement RE Action Plan</p>		<p>The museum’s DEAI Taskforce was created in 2017. They meet 1-2 times a month with the goal to empower a coalition of staff at all levels from across departments, as well as interns and volunteers, to ensure Diversity, Equity, Access, and Inclusion (DEAI) are foundational to all museum work, processes, and programs. See a summary report of this taskforce’s work in Appendix H.</p>		
<p>6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.</p>	<p>Staff Time</p>	<p>RE Action Plan is published on department website</p>	<p>January 2021</p>	<p>We are working with our Communications team to aid us in publishing this Action Plan on the website for public viewing and information.</p>	<p>In process</p>	<p>Communications and HR</p>
<p>6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.</p>		<p>Ongoing reporting</p>	<p>Early 2021</p>	<p>The Board is assembling their own DEAI Committee. Management will work with the DEAI</p>	<p>In process</p>	<p>HR, DEAI TF, Board DEAI Committee</p>

Taskforce to craft a schedule of staff reporting and dialog as we iterate on this plan.

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

We have recently introduced an Employee Resource Group (ERG) program where employees could connect with other employees with similar interests or identity and share and support each other. ERGs can provide peer support, enhance career development, contribute to personal development in the work environment, and help further organizational goals.

We have a Toastmasters group that has been active for two years. There are also informal affinity groups using museum meeting rooms (digital and onsite when we can return) to support allyship and staff of color, seeking a safe space to discuss and share resources and inspiration for learning about social justice.

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

of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter

We plan to roll out a comprehensive DEAI program in 2021 starting with a readiness assessment using MASS Action. We have identified consultant Dina Bailey to assist us.

January 2021 and ongoing thereafter.

DEAI Task Force

HR, the DEAI Taskforce and Education department will continue to schedule diversity and anti-racism trainings in 2021. The training will be documented and included in all employee files.

Human Resources and various staff teams

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

Staff Time and budget resources. Contractor Dina Bailey has been

Annual survey with disaggregated data and feedback

A staff survey was conducted in 2018 and in 2020, and will be updated for our annual staff survey needs. We also plan to implement the MASS

Ongoing

HR, DEAI Taskforce, and Communications

hired to facilitate the Mass Action RA.

Action Readiness Assessment and the City’s RE Employee survey.

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

Increase in staff engagement

The art in our public spaces is defined by our mission as an Asian Art Museum. The art in office spaces is mostly posters from past Asian art exhibitions. We will seek input from staff about where we might explore updates to staff spaces.

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Staff Time	Increase in staff feedback, participation, and response to communications	ongoing	Employee’s contact information is kept current in the Museum’s HRIS system. Employees can access their files themselves and update their address, telephone number, email address etc. We also have a “StaffList” email where information can be shared with all staff. Using their work email address. Managers of employees that do not have daily access to email/computers are asked to print out relevant “stafflist” information and post on department bulletin boards.	Ongoing	Communications and department heads.
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Staff Time	Ongoing staff participation and feedback	2021	We have monthly All Staff meetings (weekly and bi monthly during the shelter in place) hosted by a departments on a rotating basis. We have focused on the diversity and uniqueness of the different departments. However, we could	Ongoing	HR and Executive Team

include a more ethnically and culturally diverse group of speakers and community topics.

<p>6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.</p>	<p>Annual licenses for MS Office</p>	<p>Ongoing staff participation and feedback</p>	<p>ongoing</p>	<p>We use email, Microsoft Teams, and SharePoint to share information. The SharePoint groups reflect not just departments but cross-functional teams such as the DEAI Taskforce.</p> <p>The employee lounge features a large bulletin board for staff to use unmediated by management.</p>	<p>Ongoing</p>	<p>IT and Operations</p>
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6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.</p>	<p>Budget resources for ASL and cart captioning on request for events; Braille maps, large print labels etc..</p>	<p>Protocol distributed internally and with any outward-facing interactions</p>	<p>ongoing</p>	<p>For exhibitions we have protocols and guidelines in our planning process to make the exhibitions as accessible as we can. We follow the guidelines from MOD and the Smithsonian Guidelines on Accessible Exhibition Design: https://www.sifacilities.si.edu/sites/default/files/Files/Accessibility/accessible-exhibition-design1.pdf</p> <p>We have been discussing the need for a formal protocol that is utilized across all events, internal and external. We need to develop this further in 2021. Currently, all public-facing events provide access to assistive listening devices and wheelchair access. We have several other amenities available on demand posted in event listings as well as on our website here:</p>	<p>ongoing</p>	<p>Facilities and DEAI Taskforce</p>

<https://about.asianart.org/plan-your-visit/accessibility/>

<p>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.</p> <p>e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.</p>	<p>Recent investments through renovation</p>	<p>A plan for physical space improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>	<p>Updated in 2020</p>	<p>This is something that we constantly access. We want to make sure that we are accessible to all and we try to remove as many barriers as possible. We have improved our accessibility exterior ramp and upgraded many other features of the building during our recent facility renovation and received MOD certification in 2020. Wheelchairs are available to be borrowed at coat check.</p>	<p>Ongoing</p>	<p>Operations</p>
<p>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.</p> <p>e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.</p>	<p>Budget resources investing in digital content and amenities for access</p>	<p>A plan for digital improvement</p> <p>\$ funding secured</p> <p>Successful implementation</p>		<p>We can improve on our internal digital communication to include captions. We have enabled live captioning in Zoom and our meetings are recorded for employees to access at a later date.</p> <p>In our public spaces, all digital content has open captions and Braille, large print labels and voice commands are deployed to ensure access to our interpretive content. We are currently in process of creating a visually described audio tour of our masterpieces. We have been audio describing special exhibitions for the past 2 years. Our website was recently updated to meet accessibility standards.</p>	<p>Ongoing</p>	<p>Education, Facilities, Exhibition Design</p>
<p>6.3.4. Invest in translation services.</p>	<p>Some budget resources</p>	<p># Increase in translated materials</p>	<p>Ongoing</p>	<p>We have sporadic access to translation services. Our audio tour and some marketing materials are translated into other languages. Some of our programs, like the SFUSD Arts Festival require translated materials for inclusion and access. We keep an updated list of employees who speak a second, third and even a sixth language as well as</p>	<p>Ongoing</p>	<p>Interpretation, Communications, HR</p>

their level of fluency. That list is available to all employees if translation services are needed.

<p>6.3.5. Encourage individual forms of inclusive identity expression.</p> <p>e.g. honoring gender pronouns, relaxing or modifying dress code, etc.</p>	<p>Budget resources</p>	<p>Increase in staff using inclusive identity expression, second nature</p>	<p>Ongoing</p>	<p>All staff are encouraged to provide their pronouns in the email signatures. In 2019 the museum updated signage on public facing and staff only restrooms to be gender inclusive. Dress code depends on job function but allows for identity expression.</p>	<p>Ongoing</p>	
<p>6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.</p>	<p>Budget resources</p>	<p>Accommodations information infused throughout department touchpoints (e.g., website, event announcements)</p> <p>Provide closed-captioning by default</p> <p>Increased digital equity (e.g., access) for all employees</p>	<p>Ongoing</p>	<p>Accommodation information is posted on our website for our visitors and it is a standard practice for our exhibition teams to prepare proactively for accommodations (i.e. tactile experiences, descriptive audio, closed-captioning, seating, large-print labels) This is a regular topic for exhibition teams and our DEAI Taskforce. We are in active communication with several advisors and organizations which specialize in accessibility and accommodation including MOD, the Longmore Institute, and Lighthouse for the Blind.</p>	<p>Ongoing</p>	<p>Exhibition Design, Operations, Education, Guest Experience</p>

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
<p>6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.</p>	<p>Staff Time and stipend for advisors</p>	<p>Community will have an impact on all department projects</p>	<p>ongoing</p>	<p>Community consultation is part of our work and we hope to increase even more the impact of community voices on our public-facing projects. For example, we work with community organizations and cultural advisors on exhibition</p>	<p>Ongoing</p>	<p>Exhibition planning teams, Education, Curatorial, Volunteer Programs</p>

development, communications strategy, and educational programming. Partnership takes time and consistent communications. Our frequently changing exhibition schedule makes sustained relationship building a challenge, but we feel strongly that we must continue this work for the museum to adequately serve the community.

Visitor feedback is collected through surveys requested from each visitor. We analyze this data to help us track the demographics of our visitors, and learn about the quality of the experience so that we may always improve and reflect the interests and preferences of our visitors.

<p>6.4.2. Find opportunities to invest into and support the communities the department serves.</p>	<p>Budget resources and staff time</p>	<p># of programs and collaborations with communities we serve</p>	<p>ongoing</p>	<p>Our public and community programming is curated with a DEAI lens given the nature of whom we choose to participate, the communities they represent, and the stories they tell. The programs:</p> <ul style="list-style-type: none"> -Highlight voices from cultures not represented by frequent special exhibitions -Focus on women, immigrants, people with disabilities, LGBTQ, and people who are intersectional/represent more than 1 social identity group -Centralize the museum’s DEAI work, and offer programs to staff <p>The Village Artist Corner is a public art installation (now enclosed in the Safe Sleeping Village) that features socially engaged public art created with community participation and activated with inclusive programming for all. We see the Civic Center unhoused community as a core audience for and collaborators in creating these offerings.</p>	<p>Ongoing</p>	<p>Public Programming, HR, and Education</p>
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We participate annually to the SF Food Drive and each year have exceeded the previous year's donation, We participate in the City's annual Heart of the City charity drive. As a team building event, the Executive Committee volunteered at a local Food Kitchen. The Education department provides free educational tours to SFUSD school children and hosts the annual SFUSD Art Festival.

7. BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bi-

laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

DEPARTMENT GOAL

What is the department’s overall goal on Boards and Commissions?

The overall goal of the Board and Commissions in regards to diversity and racial equity is to represent the community that we serve. The Committee on Trustees seeks members reflecting the demographics of the Bay Area.

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.	Board time	Bylaws, rules of order or other procedures successfully amended	Ongoing	We have a board governance committee to review and update bylaws	ongoing	Commission and Foundation
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Board time	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts	Ongoing	As the Asian Art Museum, we serve the community of San Francisco and have strong representation in our board by members of the Asian community. We strive to ensure that our board represents multiple countries in the Asian continent. The majority of the museum’s Board and Commission are of Asian descent.	Ongoing	Committee on Trustees and Board DEAI Committee

See Appendix I for the demographics of our board.

7.1.3. Have board/commission adopt a resolution around racial equity.	Board time	Resolution adopted	July 2021	In 2020, we proposed a new Board committee to address DEAI issues. The committee will begin their work in January 2021.	In process	Board DEAI Committee
7.1.4. Racial equity-related items are regularly agenized.		# of policies and issues related to racial equity that are heard, reviewed and/or implemented		Plan to track in 2021 and onward.	In process	Board DEAI Committee
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.		Participatory budgeting processes Community advisory working groups Issue-specific task forces			In process	Board DEAI Committee
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. ⁵		Resolution adopted		Staff have already been using the land acknowledgment in programming, and we will work with the board to formalize this.	In process	Board DEAI Committee
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.		Greater racial and gender equity in board and/or commission members				
7.1.8.		# of policies passed with RE lens		Plan to adopt in 2021 and onward.	In process	Board DEAI Committee

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

Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.

Budget equity completed

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

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
<p>7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.</p> <p>e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.</p>		<p># of diverse board/commission members</p> <p>% of board/commission retention</p> <p>Implementation of inclusive protocols</p>	2021	Currently accommodation requests are addressed on an individualized manner and a formal protocol is not in place. We can document and formalize accommodation requests starting in 2021.	In process	Board DEAI Committee
<p>7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.</p>		<p># of completed training per quarter</p> <p>Increased participation rate</p>	2021	Board members were invited to staff workshops and equity training offered by the American Alliance of Museums. More training for all board members will be offered in 2021 under the auspices of the new Board committee to address DEAI issues.	In process	Board DEAI Committee
<p>7.2.3. Develop a mentorship program between newer and more experienced board/commission members.</p>		<p>Increased board/commission retention</p> <p>Member experience satisfaction survey</p>		Currently new members participate in a board orientation which includes overview of the museum departments, behind the scenes museum tour and introduction to key board members. A mentorship program has been discussed and be discussed further in 2021.	In process	Board DEAI Committee

