

Departmental Racial Equity Progress Report
Annual Report for 2021

Part A

Submit to ORE by March 1, 2022

Department name: **Controller's Office**

Date: **3/1/2022**

Reflections from Department Leadership

What specific racial inequities and disparities within your department are you focused on addressing in 2022?

I believe our department has an important role to play in eliminating racial inequities and disparities both within our department and as a key agency supporting this major initiative citywide.

Within our department, I believe this has meant building the internal structures to make real progress implementing initiatives outlined in our Racial Equity Action Plan and revising that plan as we proceed through its life. This has meant recruiting and supporting our department and division Racial Equity Leaders and working groups, reviewing our progress regularly in senior leadership meetings, and lending my voice and support to these efforts. We are a critical central agency and serve as an entry point and training ground for many finance, analysis, and technology professional throughout the city. Making progress to improve the diversity of the team members in our department is therefore critical not only to our progress as an organization but more broadly to employment pipelines throughout city agencies. We have made some progress in this past year but look forward to more meaningful change as we continue to implement our plans.

As a central agency with citywide reach supporting the City's major initiatives, we have an important role to play beyond the edges of our department alone. We have worked to develop and implement projects that support the work of the Office of Racial Equity, the Human Resources Department, the City Administrator's Office, and others critical to our citywide collective success in eliminating racial inequities and disparities citywide. I look forward to helping guide our citywide work in the year ahead, with a focus on implementing our plans to track racial and demographic information in the City's contracting process, assisting ORE with analysis helpful to their code-mandated work and reporting, and supporting Human Resources' efforts to improve the City's EEO processes. I believe that working to identify and manage these citywide projects in support of other key agency's critical work is a

key role we can play in pushing forward the values articulated in both ORE's mission statement and the legislation that established it.

Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?

Establishing a welcoming, supportive and belonging tone at and from the top has been and continues to be a key focus for both myself and the Controller's Office senior staff. All of the Controller's Office divisions have Racial Equity Leaders, who are encouraged and supported by their division leadership to make time to participate in scheduled convenings to report out achievement as well as challenges, collaborate and guide the implementation of over 90 action items included in our departmental racial equity action plan. For 2021, messaging the importance of and making consideration of racial equity a recurring part of our discussions and planning sessions, at our weekly Senior Staff convenings as well as our All Staff meetings, reinforced the importance of everyone incorporating equity, inclusion and belonging work into our organizational culture, daily awareness and habits.

To help both the Controller's Office Racial Equity Leaders as well as all City departments' Racial Equity Leaders and workgroups, our office along with the Assessor/Recorder's Office and the Treasurer/Tax Collector's Office issued both a racial equity support services RFP as well as a RFQ to establish a pre-qualified, Micro-LBE Set-Aside contractor pool, in coordination with the Office of Racial Equity, the City Administrator's Office, the Office of Contract Administration, and the Department of Human Resources. For the Controller's Office, our planned racial equity focused support services include staff development and learning opportunities, offering a department-wide 21-day racial equity challenge with facilitated follow-up discussions, All Staff training sessions, and executive leadership team assessment and training.

**Acknowledged by
Ben Rosenfield, Controller, March 1, 2022**

1. Hiring and Recruitment

Goals

The Controller's Office goal for the first year of our three-year departmental action plan was to develop a comprehensive hiring and recruitment strategy by incorporating racial equity

actions and best practices to identify, attract, and invest in a diverse and inclusive workforce. This strategy focused on implementing actions in each of the distinct phases of the hiring and recruitment cycle.

Performance Measures

- Growing applicant pool diversity through recruitment partnerships and focused outreach efforts.
- Expanding internship and fellowship opportunities that lead to permanent job appointments.
- Standardizing job announcements to ensure broader appeal and commitment to diversity
- Removing potential bias from the selection process using diverse selection panels and “Fairness in Hiring” training.
- Implementing new policies to ensure equitable salary offers.
- Updating onboarding procedures to promote a welcoming and informative experience for new employees.



Divisional Goals and Performance Measures

Finance and Administration

- Update the onboarding procedures for a hybrid workplace that centers on creating a welcoming experience for all new hires through effective coordination and communication amongst Administration Division team and hiring managers.

Systems

- Ensure Diverse Hiring Teams
- Ensure inclusive outreach, including recruitment from Historically Black Colleges and University (HBCU's) and community center job postings in the Bayview and the Mission; utilizing targeted recruitment tools and resources; visiting colleges and universities, identify groups with minorities, and hold workshops. (1.1.1)
- Ensure inclusive wording in job postings; simplify job descriptions and make them less bureaucratic; advertise City offers of free trainings to learn on the job with substitution of work experience. Remove jargon that creates “Bro” culture from job descriptions. Use available tools to ensure job descriptions do not skew towards white males. (1.1.2)
- Remove barriers-minimum job requirements (ex. Bachelor's). (1.1.3)

- Pathways to Opportunities. Create civic technology internship and fellowship program for students and graduates in STEM or related fields. As part of outreach efforts, include local colleges and trade schools. Hire Willie Brown Fellows in the System Divisions. Internship for the 1060s, 1050s and 1040s Series, target college level African American, Indigenous, and Latinx individuals. (1.2.1)
- Create and formalize promotive paths. Develop staff at junior levels to onboard and promote up new staff. Create more entry level positions with training programs to provide the necessary skills. (1.2.1)
- Provide continuous training to eliminate racial bias in hiring and recruitment (1.3.1)
- Identify the candidate pool demographics at each phase of the hiring process; implement blind resume screening. (1.4.1)

City Services Auditor

- 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. (Goal 1.3)
- Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program. (Action 1.3.2)
- Include opportunities to expand collective knowledge regarding diversity equity and inclusion. (Action 1.3.4)

2021 Departmentwide Highlights, Changes and Accomplishments

- The department's Human Resources Team participated in the Human Resources Department's Diversity Recruitment Workgroup that meets monthly to share resources and information, including their social media posting offerings, upcoming career fairs, partnership opportunities, and use of their Recruitment Source List, which allows for outreach to community-based organizations and other non-traditional outlets. (Actions 1.2.1, 1.2.2, 1.3.3)
- The department continues its long-standing practice of hosting interns and fellows to expand our hiring pipeline, bringing onboard Willie Brown Fellows (2), CORO Fellows (2), Mayor's Office Opportunities for All Summer Internships (1), 9920 Public Service Aides (6) for internal training programs, and successfully administering a new 1649 Accountant Intern cohort (12) for City departments. (Actions 1.3.4, 1.3.5)
- The department's Racial Equity Workgroup drafted a new Employer Value Proposition (EVP) that affirms our commitment to diversity and shares our workplace values; the EVP will serve as the introductory paragraph for all future job announcements and will also be highlighted on our social media used for recruitment. (Actions 1.2.1, 1.2.3, 6.1.1)
- The department updated its onboarding policies and procedures to center the onboarding experience around our new hires, ensuring that they are welcomed into the department and provided with the information, resources, and equipment needed to succeed; this

overhaul of the onboarding process has also been coupled with the introduction of shared best practices in onboarding (i.e., “buddy” systems, frequent touchpoints, feedback opportunities) and plans to establish a departmentwide Orientation Committee in an effort create an inclusive and uniform experience for all future employees. (Action 1.4.7)

Finance and Administration

- To support the department’s diversity recruitment efforts and initiatives, an additional 1244 Senior Human Resources Analyst was added to the FY22-23 budget. The position acknowledges the increase responsibilities and workload required of the Human Resources team in establishing and sustaining a comprehensive recruitment and hiring strategy. (Action 1.4.6).
- Implemented the new onboarding policies and procedures, providing training to all hiring managers and coordinators to ensure thorough understanding of new forms, timelines and communications between the Administration Division’s teams, new employees and their respective division. (Action 1.4.7)

Accounting Operations

- Division has met with the Controller’s Office Human Resources team to go over ideas on improving recruitment and diversifying our pool of candidates, onboarded diverse new hires, and continue to have open-minded interview panels. (Action 1.1.2, 1.2.1)

Systems

- Previous and current job postings have been analyzed to ensure current language is inclusive. (Action 1.1.2)
- Successfully utilized Willie Brown Fellows Program. Scheduled to hire 4 BIPOC interns via Jewish Vocational Service (JVS). (Actions 1.2.1 and 1.4.1)
- As required by the City, all involved in the interview process take the required training course(s). (Action 1.3.1)
- Added racial equity requirements to the hiring checklist and onboarding checklist. (Action 1.2.1)

City Services Auditor

- CSA Audits is very proud to host (Action 1.3.2):
 - Willie Brown Fellows, since 2019
 - Mayor’s Office Opportunities for All Summer Internships, since 2021
 - San Francisco Fellows, since 2016
 - CORO Fellowship, since 2017
- Audits has also consistently employed diverse classes of Audit Trainees (9920 temporary employee Public Service Aide Classification) and San Francisco Fellows which consistently funnels Bay Area born and raised recent college graduates from the Audit Trainee classification to the civil service Auditor I (1867 Classification). (Action 1.3.2)

- CSA Audits has regularly used the Buddy System where new trainees and fellows are assigned buddies that assist them in acclimating to CSA Audits' organizational culture and work dynamics. Buddies are usually other trainees, staff auditors, and fellows that have relevant experiences to encourage BIPOC retention. (Action 1.3.2)
- CSA Audits Racial Equity Team provided opportunities for fellows and trainees to contribute and be part of the Audits Racial Equity Team and as a part of the Controller's Office Racial Equity Working Group. A San Francisco Fellow was also a Racial Equity Team Lead for the Controller's Office 2020 Action Plan. (Action 1.3.4)

City Performance

- In 2020 and in 2021, City Performance held staff processes to assess our current state, identify develop our racial equity understanding and thinking, identify areas for action and develop equity goals for a high-level plan. Brainstorming sessions, staff surveys and team meetings have been used in this process. In addition, cohort discussions were held for groups of staff at the analyst level and the project manager level. Overall, we have identified goals in hiring and recruitment, retention, and promotions and in group culture and climate. This work has been ongoing and needs to be further developed now that our work group is coming back together following a period when we all worked in different organizations during the COVID emergency.

Department Priority Actions for 2022

- Draft and release a comprehensive hiring and recruitment policy that centers around equitable and inclusive hiring practices with feedback from staff and the department's Racial Equity Workgroup. (Action 1.1.3)
- Develop and implement an assessment tool to collect intern and fellow feedback, including the outcomes of each program and report out to staff, including rate of placement in permanent positions post-internship/fellowship. (Action 1.3.5)
- Expand intern and fellow opportunities for new entrants to the department, with targeted and robust outreach to ensure a diverse pool of applicants. Increasing diversity of department staff is a core focus of our departmentwide work.

Divisional Priority Actions for 2022

Systems

- For ongoing review and guidance of our hiring and recruitment efforts, a small committee from the System's Racial Equity Team is being established. This team will assist with furthering the efforts in planning and progress.
- Creating a template with a standard racial equity statement is under review to include in postings. (Action 1.1.2)

- In job posting descriptions, emphasize substitutions to ensure minimum job requirements are not a barrier. (Action 1.1.3)
- Planning an annual program with the intention to retain interns for System’s open positions. Pathways to Opportunities; Willie Brown Fellows (Actions 1.2.1, 1.3.1, and 1.4.1)
- Standard websites that reach the BIPOC community for postings are under review. (Action 1.1.2)

City Services Auditor

- CSA Audits is currently in the process of developing an annual tracking process in order to better assess its internship, fellowship and pre-apprenticeship programs for key diversity, longevity, and candidate success metrics and goals. That evaluation process will collect feedback from past and current interns to better understand how to improve the intern experience, with an emphasis on BIPOC stories. (Action 1.3.2)

Office of Public Finance

- Maximize application of Racial Equity Plan hiring actions in new recruitments CON RE Plan 1.1 – 1.5 – specific division-level actions include items in 1.2 and 1.4 such as (i) use of employee value proposition in job postings and (ii) ensuring interview panels for new recruitments are diverse

2. Retention and Promotion

Goals

The Controller's Office values the contributions of all employees and is committed to staff retention and ensuring non-discriminatory and transparent pathways towards promotions. The department set out with the goal of evaluating promotive and salary decisions to assess the potential for disparity and of creating paths to promotion that advance equity.

In the development of and during the first year of our three-year departmental Racial Equity Action Plan, over 40% of Controller’s Office staff were either deployed as Disaster Service Workers or indirectly supported some portion of City’s COVID-19 response. The department worked to actively acknowledge this effort, periodically reviewed demographic data of staff deployed to ensure equity of assignments and provided flexibility and accommodations to staff post-deployment.

Performance Measures

- Number of employees who are promoted from within the department
- Consistent and unequivocal promotion of internal job opportunities
- Tracking Disaster Service Workers or related assignments and ensure staff are supported, are given adequate time off, and are fairly compensated for their contributions.

Divisional Goals and Performance Measures

Systems

- Review civil servant examination process of any biases. Have civil servant examination reviewed by outside consultant specializing in non-bias for subjective questions. Make sure the Job Evaluation instrument is utilized in a non-biased way. (Action 2.1.1)
- Incorporate promotion discussions in annual reviews. Build an informal promotional path check list for employees, PEX to PCS/seniority. (Action 2.1.2)
- Re-Examine Use of TEX/PEX - Examine the implication of remaining TEX for extended period of time longer than 3 years, and renewing the position, in particular to BIPOC. (Action 2.1.3)
- Conduct annual internal equity audit of promotions and salary increases, resulting in concrete recommendations. (Action 2.2.1)
- Conduct department-wide promotion and equity audit and hold leadership accountable to implement audit recommendations. (Action 2.3.1)

City Services Auditor

- Create paths to promotion that are transparent and work to advance equity. (Goal 2.3)
- Determine standard factors considered for raises and promotions. Make this information available to staff. (Action 2.3.1)
- Develop a formal and transparent process for raises and promotions. (Action 2.3.2)

2021 Departmentwide Highlights, Changes and Accomplishments

- The department shares new job announcements on its weekly informational newsletter for employees, at All-Staff meetings, and at division meetings; all staff are encouraged to apply and provided with interview opportunities when reachable per Civil Service rules. (Action 2.3.2)
- The department developed and implemented a Disaster Service Work Demographics Dashboard in the SF Reports & Analytics portal with the Department of Human Resource's input to assist City departments with accessing demographic data on staff deployed to support the City's COVID-19 emergency response. (Action 2.1.1)
- As we returned to the worksite in the Fall 2021, the department announced that staff may continue to telecommute up to three days per week and ensured that staff were aware of access to reasonable accommodations and other flexible arrangements pursuant to the

Americans with Disability Act (ADA) and Family Friendly Workplace Ordinance. (Actions 2.2.2, 2.2.3)

2021 Divisional Highlights, Changes and Accomplishments

Systems

- Provide programs that enable our current junior level team members to improve their skills so they are prepared to fill relevant openings. (Action 2.1.2)

Office of Public Finance

- Reviewed opportunities for internal staff advancement – posted two promotional opportunities. Postings shared with full team.

Department Priority Actions for 2022

- Outline a formal and transparent process for factors involved in raises and promotions to ensure equitable practices including income equity. (Actions 2.3.1, 2.3.2)

Divisional Priority Actions for 2022

Systems

- Informal career planning for all levels is under discussion and review. (Action 2.1.2)

City Services Auditor

- CSA Audits Racial Equity Action Team is working in partnership with Audits Leadership Team to create a list of standard factors for every job classification within the Audits Division. Clearly outlined factors that all employees can use will demystify and equalize the promotive process within the Audits division. (Action 2.3.1)
- Developing a formal and transparent process for raises and promotions will facilitate promotive opportunities for all employees, but especially for employees who are BIPOC, underrepresented, and from economically marginalized backgrounds. (Action 2.3.2)

3. Discipline and Separation

Goals

The Controller's Office issues few disciplinary actions per year and has a long-established exit interview process to collect information on separating employee's experience in the department. The department's goal is to assess the current state of discipline and separation,

and to implement a plan that actively works to engage supervisors and managers to prevent potential biased disciplinary action and collect additional information from employees separating to understand reasons for leaving, including lack of inclusion or other disparities.

Performance Measures

- Track disciplinary actions in SF People & Pay
- Maintain a low employee turnover rate
- Track and analyze why employees leave the department, including capturing data that points to potential bias against BIPOC staff.

Divisional Goals and Performance Measures

Systems

- Allow Employees to describe in their own words what they have accomplished and how they would like to improve. The next step could then involve a discussion with supervisors, who would then finalize the review after a more collaborative review process. (Action 3.1.1)
- As part of a holistic evaluation process, the department should implement a formal review mechanism for line staff to anonymously provide feedback on management's performance. (Action 3.2.1)
- Formalized process for all categories (PEX, TEX, PCS) discipline. Formal policy to ensure post selection is successful (i.e., right pick for position) (Action 3.3.1)
- Setup and enforce standards division and department wide. Final reviews of all actions should be conducted by departmental HR. (Action 3.3.2)
- Fairness and consistency, a single set of standards, across the division, across the department and City ideally, should be the primary goal. (Action 3.4.1)
- Address Management role in training supervisors on bias and equitable and compassionate discipline and separation. (Action 3.5.1)

Office of Public Finance

- Division Lead completion of Implicit Bias training

2021 Departmentwide Highlights, Changes and Accomplishments

- The Controller's Office staff are often recruited by other City departments and non-City employers because of our department's reputation to hire and develop professionals in auditing, accounting and related areas.
- While we expect some turnover due to promotions, retirements and otherwise, our turnover rate has continued its downward trend, following a large number of separations related to temporary project assignments, from a high of 20.68% in FY2017-18 to a low of

9.47% percent in FY2020-21 (data from SF Reports & Analytics). Of the 27 that left in FY 2020-21, 7 left to accept promotive opportunities within the City, 5 retired, 9 left for employment elsewhere, and 6 separated for other reasons:

Fiscal Year	Active Employee	Total Out	Out %
2020-21	285	27	9.47%
2019-20	395	38	12.88%
2018-19	308	46	14.94%
2017-18	295	61	20.68%

- Turnover related to disciplinary actions was tracked, along with any disciplinary actions taken by the department that has not resulted in turnover and performance improvement, in SF People & Pay (PeopleSoft) for calendar year 2021.
- All employees separating from the Controller’s Office are invited and encouraged to complete a voluntary exit interview. The exit interview results are used by the Controller’s Human Resources Team as well as reviewed with the Controller, Deputy Controller and respective Division Directors and Managers.

Department Priority Actions for 2022

- Update the department’s exit interview process, including introducing more quantitative questions that focus on racial equity and facilitate tracking and reporting of responses.

Divisional Priority Actions for 2022

Systems

- For ongoing review and guidance of our discipline and separation efforts, a small committee from the System’s Racial Equity is being established. This team will assist with furthering the efforts in planning and progress.
- Starting in Q4, 3-4 managers and leads will be reviewed in the 360-review process. Systems has 24 licenses. (Action 3.2.1)
- Conduct refresher training with leads and managers for DISC and parts of 24Plus. (Action 3.3.1)

4. Diverse and Equitable Leadership

Goals

The Controller's Office is committed to a Diverse and Equitable Leadership that has a fine understanding of racial equity issues, promotes an inclusive workplace, and actively solicits feedback from staff, especially BIPOC voices.

Our leadership team has played a key role in the development of the Racial Equity Action Plan, attending monthly racial equity workgroup convenings and receiving updates during weekly leadership meetings. Below is the current demographics of our 14 members leadership team:

Executive Leadership Demographics, Current as of 3/1/2022 *			Alumni Promoted/ Retired	New Leadership
Asian	2	14%		
Black	2	14%	2	1
Filipino	2	14%		1
Hispanic	1	7%		1
White	7	50%	1	1
Grand Total	14	100%	3	4

*Changes in Alumni Promoted/Retired and New Leadership over past 5 years.

Performance Measures

- Increasing diversity in senior leadership
- Collect and act on anonymous feedback from staff
- Participation in racial equity training and initiatives

2021 Departmentwide Highlights, Changes and Accomplishments

- Senior leadership collected anonymous feedback from staff in the form of the department's Climate Survey, which solicits input on items including effective leadership, organizational communication, professional development opportunities, and workplace satisfaction. Results from the survey are made available to all staff. (Action 4.1.4)
- Senior leadership has participated in various phases of the department's Racial Equity Action Plan, including participating in its development, attending racial equity workgroup convenings, and providing leadership and input on key initiatives.
- The Controller's Office also issued two racial equity contracting opportunities: one RFP in coordination with the Treasurer Tax Collector's Office and the Assessor Recorder's Office for departmental support services to further our racial equity work, as well as a citywide RFQ pre-qualified pool bid opportunity open to all City department to use for their racial equity support service needs, in coordination with HRC's ORE, DHR and others.

- The department issued an RFP to solicit 360-degree evaluation and executive coaching consulting services to supplement the current appraisal process and provide greater insight into leadership effectiveness.

Department Priority Actions for 2022

- We will use our racial equity consulting contract to develop and implement an executive leadership team assessment of training to strengthen leadership’s understanding of racial equity issues. (Action 4.1.2)
- Leadership will complete the Fairness in Hiring training on SF Learning. (Action 4.1.2)

5. Mobility and Professional Development

Goals

A core value of the Controller's Office is ongoing learning for all staff. The department has established an annual professional development requirement, a Professional Development Committee, and Citywide promotion of SF Learning. The department will build on this work by further analyzing training and professional development patterns and applying a racial equity lens to the work and initiatives of our Professional Development Committee, including the implementation of a mentorship program that was successfully piloted in 2019.

Performance Measures

- Percentage of employees who complete 24 hours of professional development in a performance year
- Percentage of employees who believe their professional development is encouraged by their supervisor or manager
- Percentage of employee who complete required trainings in SF Learning

Divisional Goals and Performance Measures

Systems

- Training: Supervisors should advocate and allow employees to have the time to invest in meaningful training opportunities. Incorporate development in annual reviews and create succession planning. Track professional and skill development and assess annually, by having staff provide self-assessments, in addition to supervisor assessments of staff,

including specifically looking to target underrepresented staff of color. Everyone who wants the training opportunity is given the training. (Action 5.1.1)

- Division and department-level action: As part of the performance evaluation process, employees could choose to develop an annual training and professional development plan, including timelines for planned training they would like to pursue. Supervisors should support these plans and provide opportunities for staff to reach their training goals. (Action 5.2.1)

Audits

- Offer professional and skill development opportunities that center individual goals first, then organizational needs. (Goal 5.1)
- Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments. (Action 5.1.2)

2021 Departmentwide Highlights, Changes and Accomplishments

- 81% of employees in the department successfully completed 24 hours of professional development during the previous review period as captured in our annual Performance Planning and Appraisal Reports.
- The department has developed and implemented a dashboard in SF Learning that allows City departments to view training enrollment status and completion rates by race and ethnicity:

Overview
Click on a value to drill to further detail
Time run: 2/28/2022 1:39:21 PM

4,880 Enrollment Count	4,656 Successful Enrollment Count	3,307 Successful Completion Count	71% Completion Rate Number of completion with Completed or W...
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Department Group Code is equal to CON and Enrollment Status is not equal to / is not in DROPPED and Enrolled Fiscal Year is equal to 2021, 2022 and CASE WHEN HR Assignment HR Status = 'A' OR NOT POI EMPLOY IS NULL THEN 'A' ELSE 'Y' END is equal to A
Refresh - Print - Export

Enrollment by Status
Click on a value to drill to further detail
Time run: 2/28/2022 1:39:21 PM

Enrollment Status	Enrollment Count	%
Completed	3,307	67.8%
Enrolled	1,065	21.8%
In-Progress	281	5.8%
Not Completed	3	0.1%
Planned	224	4.6%
Grand Total	4,880	100.0%

Enrollment by Status and Gender
Click on a value to drill to further detail
Time run: 2/28/2022 1:40:25 PM

Enrollment Status	Enrollment Count					
	Asian	Black	Filipino	Hispanic	Multiracial	White
Completed	1,483	141	490	273	70	808
Enrolled	514	39	128	45	10	278
In-Progress	122	12	58	39	6	42
Not Completed	1					2
Planned	88	14	29	35	8	47
Grand Total	2,208	206	705	392	94	1,177

Department Group Code is equal to CON and Enrollment Status is not equal to / is not in DROPPED and Enrolled Fiscal Year is equal to 2021, 2022 and CASE WHEN HR Assignment HR Status = 'A' OR NOT POI EMPLOY IS NULL THEN 'A' ELSE 'Y' END is equal to A
Refresh - Print - Export

2021 Divisional Highlights, Changes and Accomplishments

City Services Auditor

- CSA Audits staff are required, per Government Auditing Standards to have a set number of continuing professional education (CPE) hours every two years. These standards set the bar for training hours within the Audits Division, but since employees who are BIPOC disproportionately come from non-traditional backgrounds, these continuing education opportunities are critical for professional development. The Audits Racial Equity Leads have identified ways to make these professional development experiences less of a “check the box” task and more of an enriching professional experience for staff. (Action 5.1.2)

Department Priority Actions for 2022

- Promote and administer a six-month mentorship program using learnings from a pilot program that was successfully implemented in 2019 by the department’s Professional Development Committee. (Action 5.2.2)

Divisional Priority Actions for 2022**Systems**

- For ongoing review and guidance of our mobility and professional development efforts, a small committee from the System’s Racial Equity is being considered. This team will assist with furthering the efforts in planning and progress.
- Annually and monthly announce budget availability for training within the division, as well as remind staff of training opportunities and how to request them. (Action 5.1.1)
- Managers and Leads should discuss career planning with direct reports. (Action 5.2.1)

City Services Auditor

- Audits Racial Equity Leads will work with Audits Leadership team to create the time and space for staff to fully pause project work in order to fully benefit from conference and training opportunities. (Action 5.1.2)

Office of Public Finance

- As part of PPAR process, continue to ask employees to attend and track completion of 24 hours of Training each year; provide opportunities for employees to attend in-person and virtual conferences for general professional development.

6. Organizational Culture of Belonging and Inclusion

Goals

The Controller's Office recognizes that an organizational culture of inclusion and belonging are integral to both recruiting and retaining BIPOC applicants and employees. The Controller's Office is committed to elevating those voices by formalizing and actively supporting the department's Racial Equity Workgroup and division's Racial Equity Teams, engaging in shared learning experiences that promote racial equity understanding, and ensuring a robust and equitable internal communication process.

Performance Measures

- Monthly convenings of the department's racial equity workgroup
- Broad encouragement and permission to participate in racial equity discussions and activities
- Establishment of learning experiences and opportunities for staff
- Updates on racial equity action plan progress provided at each all-staff events

2021 Departmentwide Highlights, Changes and Accomplishments

- The department has held monthly convenings of the Racial Equity Workgroup, where Racial Equity Action Plan implementation is discussed, as well as divisional updates on progress are provided. (Action 6.1.2)
- The department held three All-Staff events in 2021 where racial equity updates were given, and staff were encouraged to participate in the monthly racial equity convenings and to join their respective division's racial equity team. (Action 6.1.4)
- The department began planning for its 21 Day Racial Equity Challenge, supported by DHR's Workforce Development team. A training session for facilitators was conducted in November and bi-weekly sessions started in February of 2022, with over 50% of staff attending the first session.
- The department's Racial Equity Workgroup drafted a new Employer Value Proposition (EVP) that affirms our commitment to diversity and shares our workplace values; the EVP will serve as the introductory paragraph for all future job announcements. (Actions 1.2.1, 1.2.3, 6.1.1)

2021 Divisional Highlights, Changes and Accomplishments

City Performance

- A Racial Equity Tools work group is underway. The high-level purpose of the group is to make equity an integral part of the way City Performance chooses, designs, plans, conducts and evaluates our projects. The group is looking at the stages of our work planning process and identifying where and how equity analysis can be built in. They are

researching models and benchmarks from GARE and other agencies. They will work to design tools for standard use in our work processes.

- City Performance worked with the Human Rights Commission/Office of Racial Equity (ORE) as a client to create the citywide Racial Equity Index, which is required in the City's Racial Equity ordinance. Our staff team assisted ORE in developing criteria for choosing metrics, refining the list of metrics, researching and validating data, and developing the business requirements for a Civic Bridge partner (Adobe) who was tasked with building the website. We provided data notes, visualization assistance and help with summarizing findings from the data.
- City Performance has a current project working with the Human Rights Commission to make vendors and consultants who provide training and other services needed to implement racial equity action plans available to all city departments. Some City departments have already done the work to reach out for and qualify consultants and trainers in these areas. We are identifying the solicitations completed or in progress. We will create a web location where qualified consultant pools will be shown and vendor qualifications and sample work products will be made available. We will create templates and provide basic assistance to City agencies who are seeking a contract in this area.

Department Priority Actions for 2022

- The department will complete its 21-Day Racial Equity Challenge, meeting with staff bi-weekly to discuss learnings on a host of racial equity topics.
- The department will use its racial equity consulting contract to develop and implement a racial equity training for staff to increase understanding of racial equity issues and provide capacity building for the department's Racial Equity Workgroup.

Divisional Priority Actions for 2022

City Services Auditor

- Encourage and promote employees in each cohort group to feel comfortable talking about race. (Action 6.2.2)

7. Boards and Commissions

Goals

The Controller's Office serves on or supports various boards, commission, committees, and advisory groups. We acknowledge the respective scope of influence each of these bodies has and their inherent responsibility in making decisions and recommendations. The department is

committed to highlighting issues of racial equity, promoting a diverse and equitable membership, and ensuring that all members feel welcomed and valued.

Performance Measures

- Diversity of members on respective policy body
- New members made to feel welcomed and supported

2021 Departmentwide Highlights, Changes and Accomplishments

- Ramaytush Ohlone Land Acknowledgement added to the Treasury Oversight Committee meeting agenda. (Action 7.1.6)
- Promoted Committee Members participation in the Department of the Status of Women’s boards and commissions inclusion survey. (Action 7.1.2)
- Prioritized consideration and outreach of inclusion and diversity for vacant Controller’s appointment opportunities.

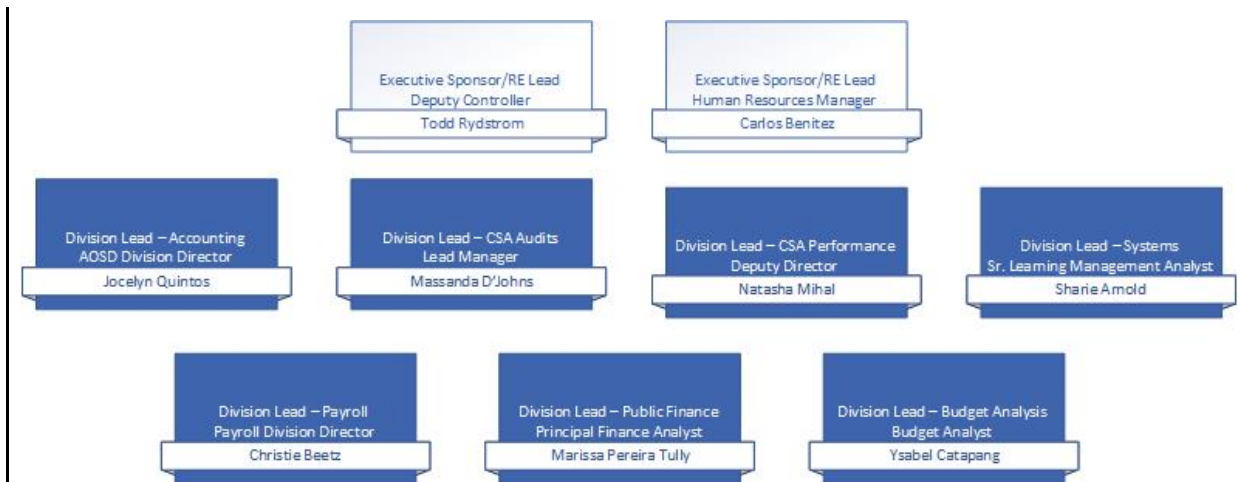
Department Priority Actions for 2022

- Commit to reviewing and revising bylaws and rules of order or create commission procedures to include inclusive language and to align with the department’s Racial Equity Action Plan. (Action 7.1.1)

Department Resourcing for Phase 1 of the Racial Equity Action Plan

Please describe your department’s resourcing for Phase 1 of the Racial Equity Action Plan implementation in 2021.

The Controller’s Office has established a Racial Equity Workgroup to lead the implementation of the department’s Racial Equity Action Plan. This workgroup consists of two Co-Executive Sponsors and Divisional Leads, with larger divisions in the department having their own Racial Equity Teams consisting of additional staff members. All Division Leads and Racial Equity Team members are invited to both the department’s monthly convenings as well as ORE’s monthly convenings. All staff in the department’s Racial Equity Workgroup have been assigned to work part-time on the Racial Equity Action Plan implementation. Below is an organizational chart of the Racial Equity Workgroup:



What changes, if any, do you plan for 2022?

We will work with our racial equity consultants in 2022 to evaluate our priorities and discuss potential changes to the plan based on collective discussions. Any resulting changes will be reflected in an amended Racial Equity Action Plan that would be shared with ORE and on our department’s website.

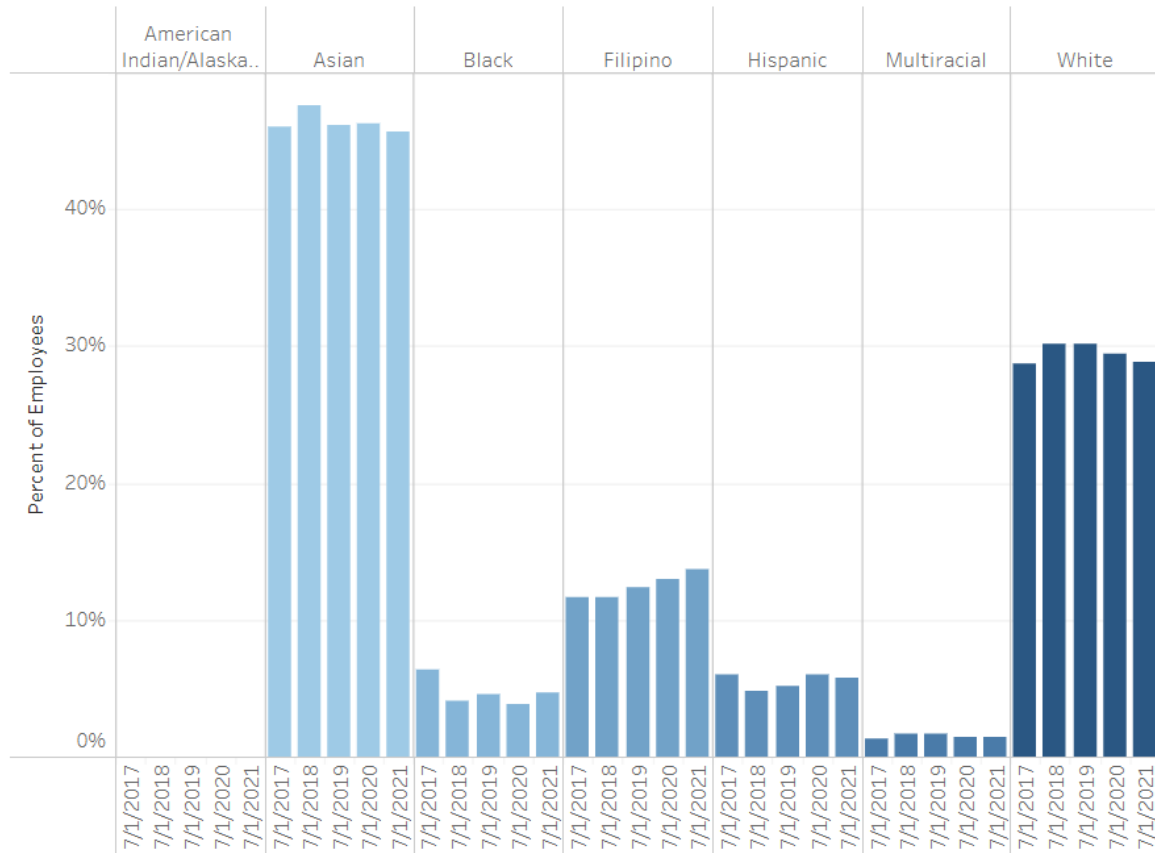
Attachments

Workforce and board/commission demographic data

Include relevant data on status of racial equity within department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.

Below is the most recent workforce demographic data provided by DHR, that reflects the composition of the Controller’s Office staff over the past five fiscal years (FY2017-18 through FY2020-21). The data highlights that year over year (FY2019-20 to FY2020-21), the Controller’s Office has seen an increase in Black (18%) and Filipino (3%) staff, while experiencing a decrease in Asian (4%), Hispanic (6%), and White (4%) staff. In that one year period, the department’s staff decreased from 281 to 274 employees as the COVID-19 emergency hindered our ability to backfill vacant positions.

Department(s): Controller



Racial Equity Action Plan

[CON Racial Equity Action Plan 12.31.20.pdf \(sfcontroller.org\)](#)

Departmental Racial Equity Progress Report
Annual Report for 2021

Part B

Submit final to ORE by April 1, 2022

Attend ORE working sessions in January-February 2022 to develop Part B.

Attachment
Budget Equity Tool: Department Inventory <i>Completed department inventory spreadsheet</i>