

Departmental Racial Equity Progress Report

Annual Report for 2021

Part A

Submit to ORE by May 2, 2022

Department name: Office of the Treasurer & Tax Collector

Date: 05/02/2022

Reflections from Department Leadership

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

The Office of the Treasurer & Tax Collector (“TTX” or “Department”) has determined that the key areas of focus to move the Department forward in 2022 in its Racial Equity Action Plan will stem from action in the areas of:

- Training and Development
- Mentorship Program
- Recruitment and Hiring
- Restorative Justice

Training and Development

In calendar year 2021 and into 2022, the Department has been in the contracting process to enter into a contract with a consultant to support the Department in its Racial Equity Action Plan. The consultant will have the expertise to help the Department in developing trainings for both small and department-wide group sizes.

The implementation of training efforts will combine resources provided by the City's Department of Human Resources, online trainings available to staff members, and also specialized trainings provided by the consultant's team.

Mentorship Program

Three Racial Equity Committee members were tasked with working on a mentorship program for the Department. In 2021, they began working on the parameters of the program to

determine what elements were needed. They quickly created an entire handbook setting forth the guidelines for both mentors and mentees, ways for the parties to commit to their efforts in a clear way, and information that would assist the relationship to facilitate effective coaching to benefit a mentee. I look forward to the implementation of the mentorship program in 2022.

Recruitment and Hiring

In addition, the Department continues to focus on recruitment and hiring. In 2021, the Department thoroughly reviewed, revised, and updated its language for job announcements. Changes were made to the departmental description, mission, and individual section descriptions. The Department also reviewed key classifications to determine whether they clearly reflect the essential duties and responsibilities, whether the minimum qualifications were appropriate, and whether they allowed for a promotive path. The Department also actively engaged in the City's Diversity Workgroup to stay abreast of recruitment strategies to broaden diversity and inclusion.

In 2022, the Department aims to further engage with the selected consultant and other City departments to:

- Review shared classifications that lack racial diversity,
- Develop recommendations to identify barriers to application and employment in these classifications, and
- Broaden the diversity of the candidate pools.

The Department also continuously reviews its assessment tools to determine whether they are inadvertently causing any inequities in the selection processes.

Restorative Justice

The Department also seeks to have several restorative justice dialogues facilitated, with the following goals:

- Provide insight on how systemic and historic issues of racism and bias are inherently part of conversations; and
- Garner insights from key conversations to alleviate immediate issues as well as reflect on changes to be made, which may include training.

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?

The Racial Equity Committee has consisted of two Racial Equity Leaders, and between nine to twelve committee members. As the Department head, I felt it was necessary to ensure that I set the appropriate tone and expectations for all staff from the beginning.

First, I worked with Senior Management to identify two Racial Equity leads, charged with the task of putting together a committee and drafting the action plan. Then during all-staff meetings, the Racial Equity Leaders presented information and provided updates. To further emphasize the Department's support for this important work, the Racial Equity Leaders also openly invited staff to join the committee in these meetings.

The Racial Equity Leaders met with the committee on a regular basis to brainstorm, gather information, and draft the Racial Equity Plan together. All managers were made aware that staff participation in the Racial Equity Committee during work time was not only encouraged, but fully supported by the Department. It was emphasized that the work was important and would have a significant impact upon the Department in a lasting way.

In my all-staff communications, I included updates regarding the City and Department's commitment to working with Office of Racial Equity to create a departmental Racial Equity Action Plan, shared the Action Plan, and continue to provide updates on progress.

For additional support and necessary expertise, the Department, along with the Office of the Assessor and the Office of the Controller, jointly issued a Request for Proposals for a racial equity support services consultant. In 2021, the RFPs were submitted, qualified, reviewed and rated through a formal panel process. The selected consultant will work extensively with the three departments on their individual and joint scopes of work in developing and providing trainings, support in recruitment and hiring practices, department-specific programs, and more.

These important efforts will lead to impactful and necessary changes, and we look forward to ongoing collaboration with these departments, the Office of Racial Equity, the City's departments, and the consultant to determine best practices to implement. I believe that the needs and areas of focus are ever-evolving, and require a level of ongoing commitment and effort. I am committed to continuing to highlight the importance of the challenging work and provide the Department with the necessary support to ensure that the principles and values we aim to uplift in this work remain front and center.

Acknowledged by:



José Cisneros, Treasurer, May 2, 2022

1. Hiring and Recruitment

Goals and performance measures

The Office of the Treasurer & Tax Collector had numerous goals related to hiring and recruitment in year one of the three-year action plan. Some goals were related to efforts already in place, such as continuing to ensure diverse interview panels, continuing to ensure that interview questions were clear and did not inadvertently provide advantages to some candidates while not others, and continuing to review opportunities for promotive paths.

The Department also continued to participate in the Citywide Diversity Recruitment Workshops, to foster relationships with City colleagues and to share information regarding outreach efforts for an increasingly more diverse candidate pool. The Department's Human Resources utilized these shared resources to expand candidate outreach efforts.

Throughout the 2021 calendar year, the Department made 28 appointments. For a Department that employs between 185 – 210 FTE, this is a high percentage of new hires and/or internal promotive appointments. Of these positions hired, 22 employees are minorities.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

In 2021, the Office of the Treasurer & Tax Collector revised its mission and vision statements. The Department reworked the language used in its job announcements to better describe the Department, its mission and vision, and individual section descriptions. To emphasize the importance of racial equity, the Department's mission and vision statements now read as follows:

- **MISSION:** The Office of the Treasurer & Tax Collector serves as the banker, tax collector, collection agent, and investment officer for the City and County of San Francisco. Our mission is to collect and safeguard the City's money and use our expertise to assist low-income San Francisco families build economic security and mobility.
- **VISION:** We are committed to providing excellent services for taxpayers, customers, and our community. By promoting diversity, equity, and inclusion, we are a stronger, smarter, and more informed government agency.

(RE Action Plan, Sections 1.2.2., 1.2.3.)

The mission and vision statements were also updated on the Department's website, to reflect these commitments to the public, other City agencies, vendors, and job seekers. (RE Action Plan, Section 1.2.2.)

The Racial Equity Committee worked with each of its sixteen (16) sections to draft new descriptions to better represent the purpose of the sections' work in ways that are clear and accessible to all. (RE Action Plan, Sections 1.2.3.)

The Racial Equity Committee also revised the job descriptions for several key classifications to clarify each position's essential duties and describe the critical functions they serve:

- 1408 Principal Clerk
- 1630 Account Clerk
- 4306 Collections Officer
- 4320 Cashier 1
- 4321 Cashier 2

As part of this review, the Committee examined the minimum qualifications for education and experience for these positions. These classifications are critical to the Department's operational needs, and allow for promotive paths in the Department and in the City. (RE Action Plan, Sections 1.2.3., 1.2.4., 1.2.5., 1.2.6.)

In 2021, the Racial Equity Committee and Human Resources worked together to create an information training regarding the application process to help educate staff. They also held an optional brown bag lunch for interested staff members to gain information about City applications processes. (RE Action Plan, Section 1.3.6.)

In general for recruitments and exams, the Department allowed for work experience to help substitute for education whenever allowed by City job classification specifications. (RE Action Plan, Section 1.2.6.)

The Department reduced the use of supplemental questions in its recruitments in 2021 where they were not necessary. Instead, the Department only used supplemental questions for verification of Minimum Qualifications and for limited position-based tests as needed. (RE Action Plan, Sections 1.2.5.)

Throughout 2021, the Department continued its efforts for inclusive interview processes, structured questions and rating criteria, diverse hiring panels, training interview panel members on being aware of implicit bias and equity, and sharing all job openings to internal staff. (RE Action Plan Sections 1.4.1., 1.4.2., 1.4.3., and 1.4.5.)

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

The Department is looking forward to working with the selected consultant on hiring and recruitment efforts. The Department plans to focus on four key job classification series that lack racial diversity with two other City departments that are jointly contracting with this consultant. The Department will also be working with the consultant to review current hiring and recruitment policies, to broaden recruitment strategies, and to review assessment tools, exit interviews, and make recommended changes.

2. Retention and Promotion

Goals and performance measures

In 2021, the Department had fourteen (14) promotive appointments of existing employees and City employees from other departments. Ten of these promotions were internal TTX employees. As a smaller sized department, the Department is proud that it was able to promote ten employees in a year when hiring still remained critically impacted by the pandemic.

These promotions included employees of varied backgrounds in terms of race / ethnicity and age. Ten of these promoted employees are people of color. Ten of these promotions were employees that identify as female.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

As stated above in part 1, the Racial Equity Committee revised the job descriptions for several key classifications and also examined the minimum qualifications for education and experience for these positions. These classifications are critical to the Department’s operational needs. They are also classifications with promotive paths in the Department and in the City. (RE Action Plan, Sections 1.2.3., 1.2.4., 1.2.5., 1.2.6.)

In 2021, the Department offered more staff members the opportunity to be on interview panels. This allowed more staff to gain experience and understanding of hiring processes, and professional development.

The Department heavily contributed to the City's Disaster Service Worker efforts throughout 2021. Throughout the calendar year, Human Resources and direct supervisors ensured that deployed staff were not overburdened and checked in with them throughout their lengthy assignments. (RE Action Plan, Section 2.1.3., 2.1.5.) The deployed staff were deactivated at the end of the year, and returned to their regular classification / positions. All returning staff were provided the opportunity to use accrued leave to rest and recuperate before resuming regular duties. (RE Action Plan, Section 2.1.4.)

Staff deployed to assist in the City's efforts had the opportunity to gain new skills through these experiences. One employee was assigned to a position through which she gained responsibilities and had the opportunity to grow and shine. The Department took notice of the feedback received from the Emergency Operations Center, and appointed the employee to a new promotive position based on those newfound skills.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

The Department is excited to implement the staff mentor program that the Racial Equity Committee has created. The Department will be working with the consultant on finalizing the program and launching it in 2022. (RE Action Plan, Section 5.2.2.)

3. Discipline and Separation

Goals and performance measures

In 2021, the Department issued very few disciplinary actions. A review of the data shows that the Department took a very careful and measured approach to potential disciplinary actions. In addition, of the actions that were issued, one was rescinded and one was reduced to a verbal counseling.

For the low number of disciplinary actions that were ultimately imposed, a review of the misconduct, employee histories, and levels of disciplinary action reflect the Department's tendency to resolve issues at the lowest level. The Department's data also shows that it has tried to settle matters with employees when appropriate and productive to do so. (RE Action Plan, Section 3.1.1., 3.1.2., 3.1.3., and 3.1.5.)

A review of the demographic data supports a finding that there has not been a disproportionate impact. The racial makeup of the employees that received disciplinary actions does not show a concerning disproportionate trend. (RE Action Plan, Section 3.1.1., 3.1.2., 3.1.3., 3.1.5.)

The Department's leadership has guided and drive change in the area of performance management to change how discipline is written. Decisions regarding disciplinary actions are determined through a process that engages supervisors and managers, and efforts are made to be more humanistic and story-based, rather than to conform to legal and non-accessible formats.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

The Human Resources team has continued to actively engage with section supervisors and managers to continuously monitor employee concerns and performance. This has allowed the Department to address issues early on and continuously advise, counsel, and coach supervisors and managers on the appropriate way to handle performance and conduct concerns. (RE Action Plan, Section 3.1.1., 3.1.2., 3.1.3., 3.1.5.)

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

The Department plans to continue to resolve matters at the lowest level possible.

To address performance concerns, the Department will be incorporating training needs assessment in the performance appraisal process, to prioritize training as a tool and preferred alternative over disciplinary action, when appropriate. (RE Action Plan, Sections 5.2.1. and 5.3.2.)

The Department also plans to implement changes through improving working situations including changes in business processes as identified by staff members. The Department has moved toward seeking bottom-up idea generation on work approach and solutions to challenges, such as improvements in technology. The Department is also implementing changes to who represents the Department in online presentations, videos, etc.

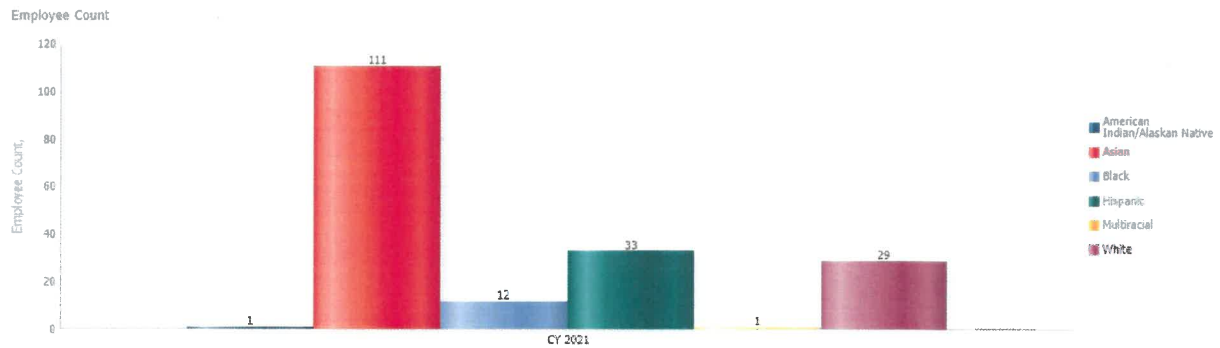
4. Diverse and Equitable Leadership

Goals and performance measures

The Department endeavors to have a leadership and management team with a racial make-up consistent with the Department's overall staff.

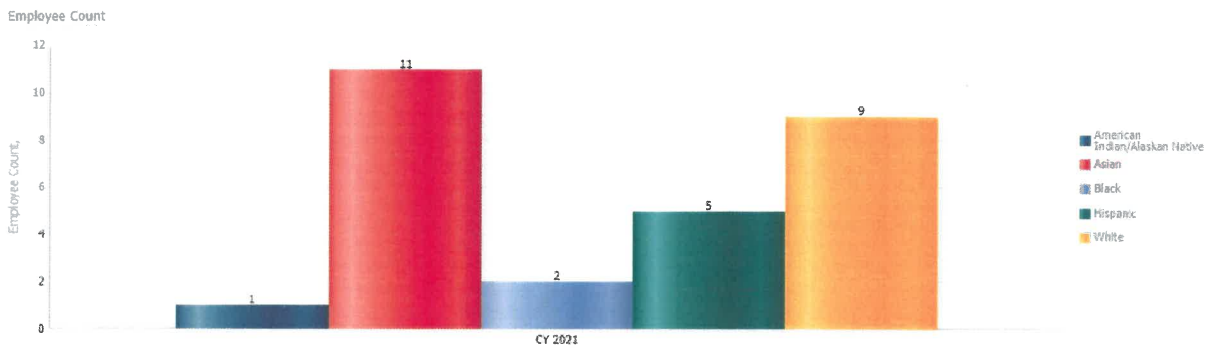
The Department's employee demographics breakdown to the following:

Ethnicity Group Descr EEO4	CY 2021	
	Employee Count	Employee PCT
American Indian/Alaskan Native	1	0.5%
Asian	111	59.4%
Black	12	6.4%
Hispanic	33	17.6%
Multiracial	1	0.5%
White	29	15.5%
Grand Total	187	100.0%



The Department's leadership demographics breakdown is as follows:

CY 2021		
Ethnicity Group Descr EEO4	Employee Count	Employee PCT
American Indian/Alaskan Native	1	3.6%
Asian	11	39.3%
Black	2	7.1%
Hispanic	5	17.9%
White	9	32.1%
Grand Total	28	100.0%



A review of the employee information for 2021 reflects that the Department's leadership has a strong number of people of color. The key areas to focus in improving diversity and representation in leadership would be an increase in American Indian/Alaskan Native, Black, and Hispanic supervisors and managers.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

As discussed above, in calendar year 2021 and into 2022, the Department has been in the contracting process to enter into a contract with a consultant to support the Department in its Racial Equity Action Plan. The consultant will have the expertise to help the Department in developing trainings for both small and department-wide group sizes. (RE Action Plan, Section 4.1.2.)

The implementation of training efforts will combine resources provided by the City's Department of Human Resources, online trainings available to staff members, and also specialized trainings provided by the consultant's team.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

The Department is prioritizing numerous initiatives in year one of its contract with the selected consultant for the Racial Equity Action Plan's efforts. The training priorities will include:

- Working on the staff mentor program,
- Executive leadership and management team trainings and assessment of leadership competencies,
- Training efforts at all levels,
- Core team building will allow for opportunities for staff input, and for the development of additional goals,
- Senior management executive training program to provide opportunities to division managers to learn senior management skills, contracting, budgeting negotiations, and conflict resolution with other departments.

(RE Action Plan, Section 4.1.2.)

5. Mobility and Professional Development

Goals and performance measures

The Department strives to ensure that staff are aware of the opportunities available and steps necessary for potential promotive paths.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

In 2021, the Racial Equity Committee and Human Resources worked together to create an information training regarding the application process to help educate staff. They also held an optional brown bag lunch for interested staff members to gain information about City applications processes. (RE Action Plan, Section 1.3.6.)

As stated above, the Department offered more staff members the opportunity to be on interview panels. This allowed more staff to gain experience and understanding of hiring processes, and professional development.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

The Department is prioritizing numerous initiatives in year one of its contract with the selected consultant for the Racial Equity Action Plan's efforts. The priorities for working on the staff mentor program, training efforts at all levels, and core team building will allow for opportunities for staff input, and for the development of additional goals.

6. Organizational Culture of Belonging and Inclusion

Goals and performance measures

The Department strives to ensure that employees believe they may come forward if they have concerns about the work environment, culture, and any issues surrounding diversity, equity, and inclusion.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

The Department implemented an anonymous way for employees to provide feedback related to issues surrounding racial equity. The Racial Equity Committee worked with departmental IT staff to create a way for staff to submit feedback or complaints using a link on the intranet. A section manager was assigned to monitor the submissions and appropriately follow up. (RE Action Plan, Sections 4.1.4., 5.3.1, 6.2.3., and 6.3.6.)

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

The Department is prioritizing numerous initiatives in year one of its contract with the selected consultant for the Racial Equity Action Plan's efforts. The priorities for working on the staff mentor program, training efforts at all levels, and core team building will allow for opportunities for staff input, and for the development of additional goals.

In addition, the consultant will facilitate restorative justice sessions, to provide insight on how systemic and historic issues of racism and bias are inherently part of the conversation. The Department's goal is to garner insights from these critical conversations to alleviate immediate issues as well as reflect on changes to be made, which may include further training.

7. Boards and Commissions

Goals and performance measures

Not applicable.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

Not applicable.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

Not applicable.

Department Resourcing for Phase 1 RE Action Plan

Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021. Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- *Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)*
- *Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)*
- *Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)*
- *Consultants/vendors (including firm name and contract number, if applicable)*

In 2021, the Racial Equity Committee consisted of the following members:

- *Tajel Shah, Chief Assistant Treasurer **

- Amanda Fried, Chief of Policy and Communications *
- Dianna Jou, Departmental Personnel Officer *
- Shawn Young, Special Assistant, Financial Justice Project
- Danilo Ampie, Executive Assistant to the Treasurer
- Nina Galdamez, Senior Human Resources Analyst
- Sumaiya Ismail, Investigator, Compliance
- Loretta Meng, Manager II, Cashiering
- Batchimeg Shardarguntev, Management Assistant, Compliance
- Guillermo Tapia, Senior Human Resources Analyst
- Durand Wilson, Supervisor, Bureau of Delinquent Revenue
- Glenda Wong, Manager III, Accounting & Reconciliation

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

The Department’s joint contract with a consultant will have a great impact in the remainder of 2022, and in the following years.

Department is prioritizing numerous initiatives in year one of its contract with the selected consultant for the Racial Equity Action Plan’s efforts. The priorities for working on the staff mentor program, training efforts at all levels, and core team building will allow for opportunities for staff input, and for the development of additional goals.

In addition, the consultant will facilitate restorative justice sessions, to provide insight on how systemic and historic issues of racism and bias are inherently part of conversations. Also, these restorative justice dialogues will help to garner insight to alleviate immediate issues as well as reflect on changes to be made, which may include training.

Attachments
<p>Workforce and board/commission demographic data <i>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.</i></p>
<p>Racial Equity Action Plan <i>Link to or attach current version of department Racial Equity Action Plan</i></p>

Departmental Racial Equity Progress Report Annual Report for 2021

Part B

Submit final to ORE by May 2, 2022

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