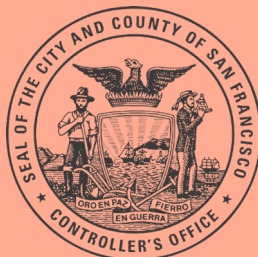


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# Office of the Controller

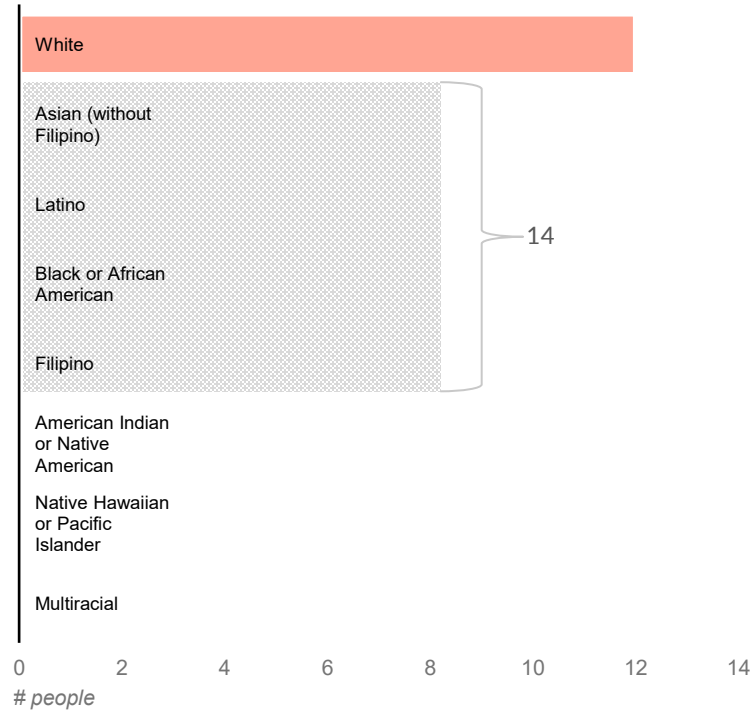
## Departmental Racial Equity Progress Report

2023

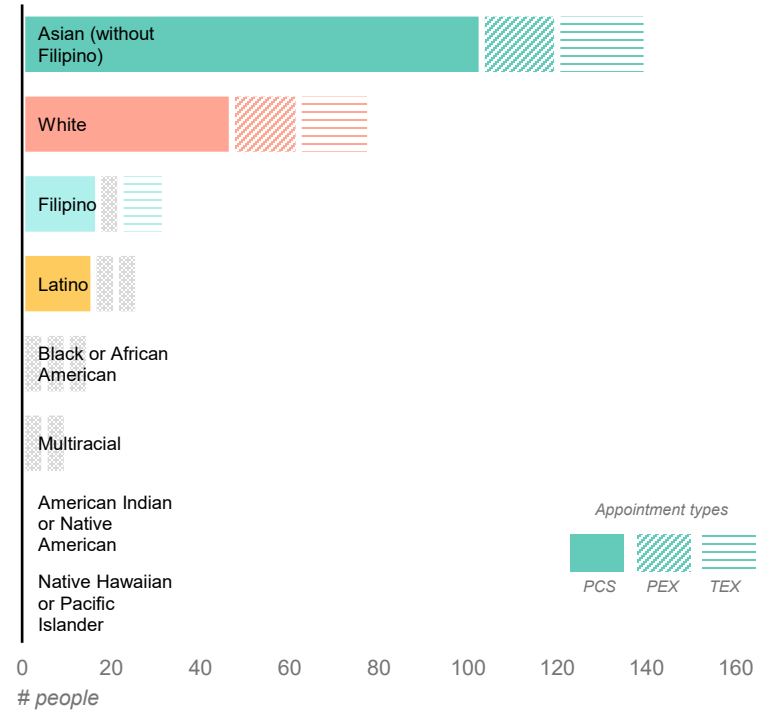


# Data – FY 21-22

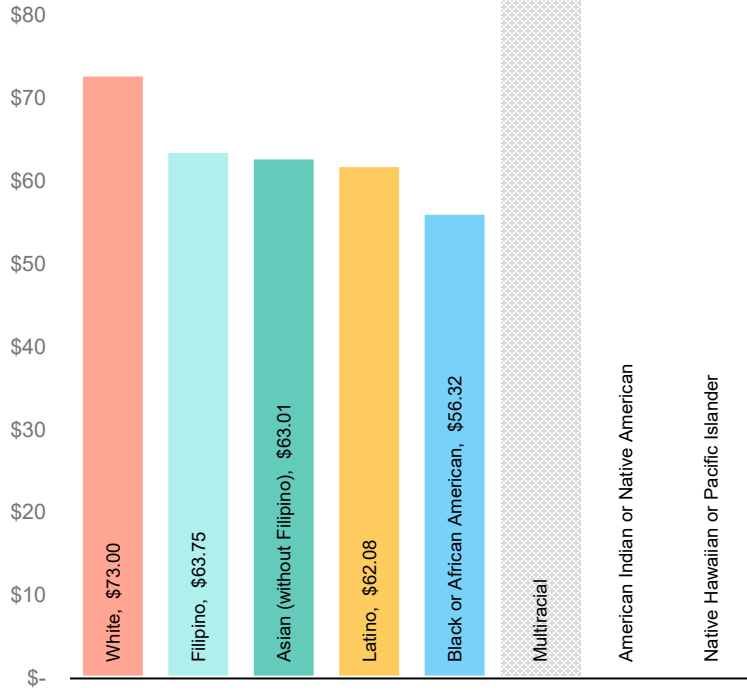
## CON: Management demographics (MCCP)



## CON: Overall department demographics



### CON: Average hourly pay for all employees



### CON: Number of terminations, promotions, new hires

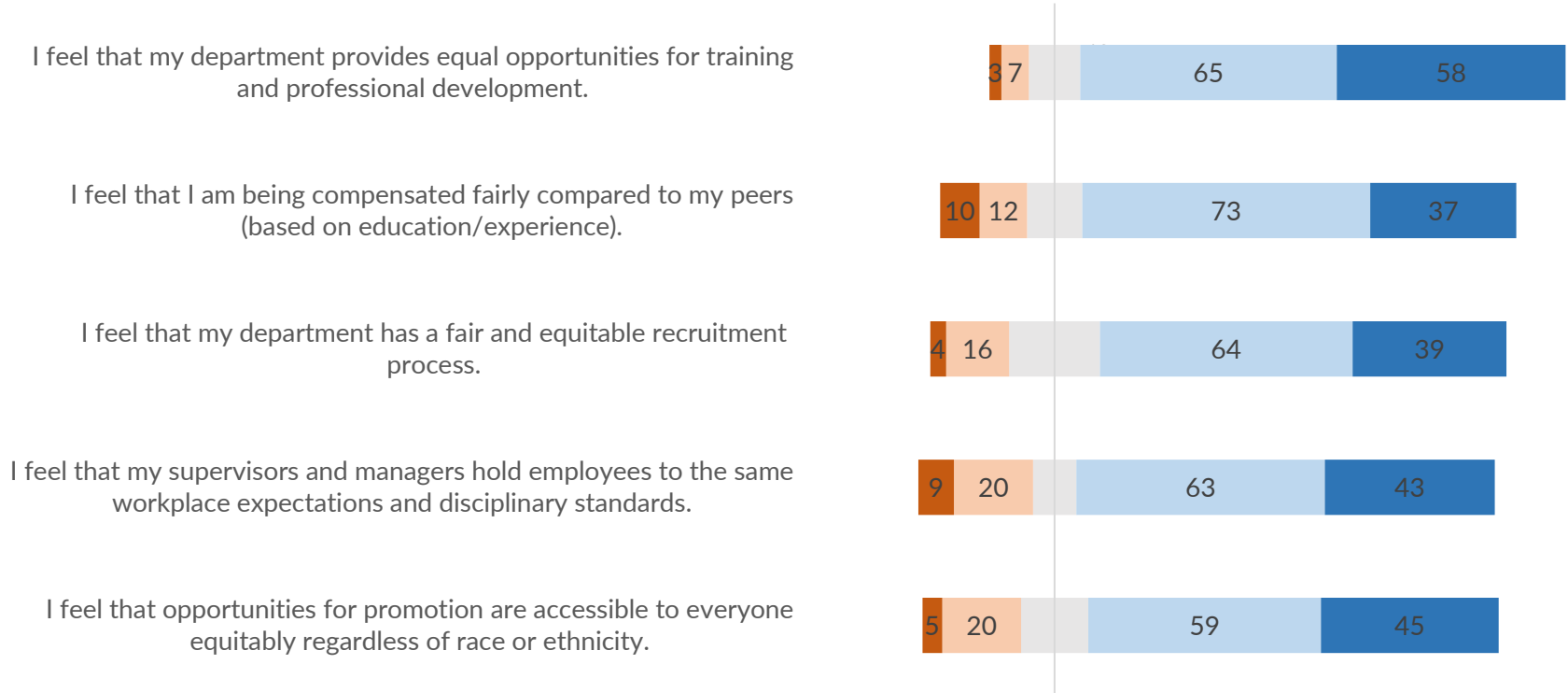


\*Terminations includes voluntary resignations and retirements

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## 2022 Racial Equity Survey – Workforce Equity

■ Strongly Disagree ■ Disagree ■ Don't Know ■ Agree ■ Strongly Agree



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## 2022 Racial Equity Survey – Employee Inclusion & Belonging

■ Strongly Disagree ■ Disagree ■ Don't Know ■ Agree ■ Strongly Agree



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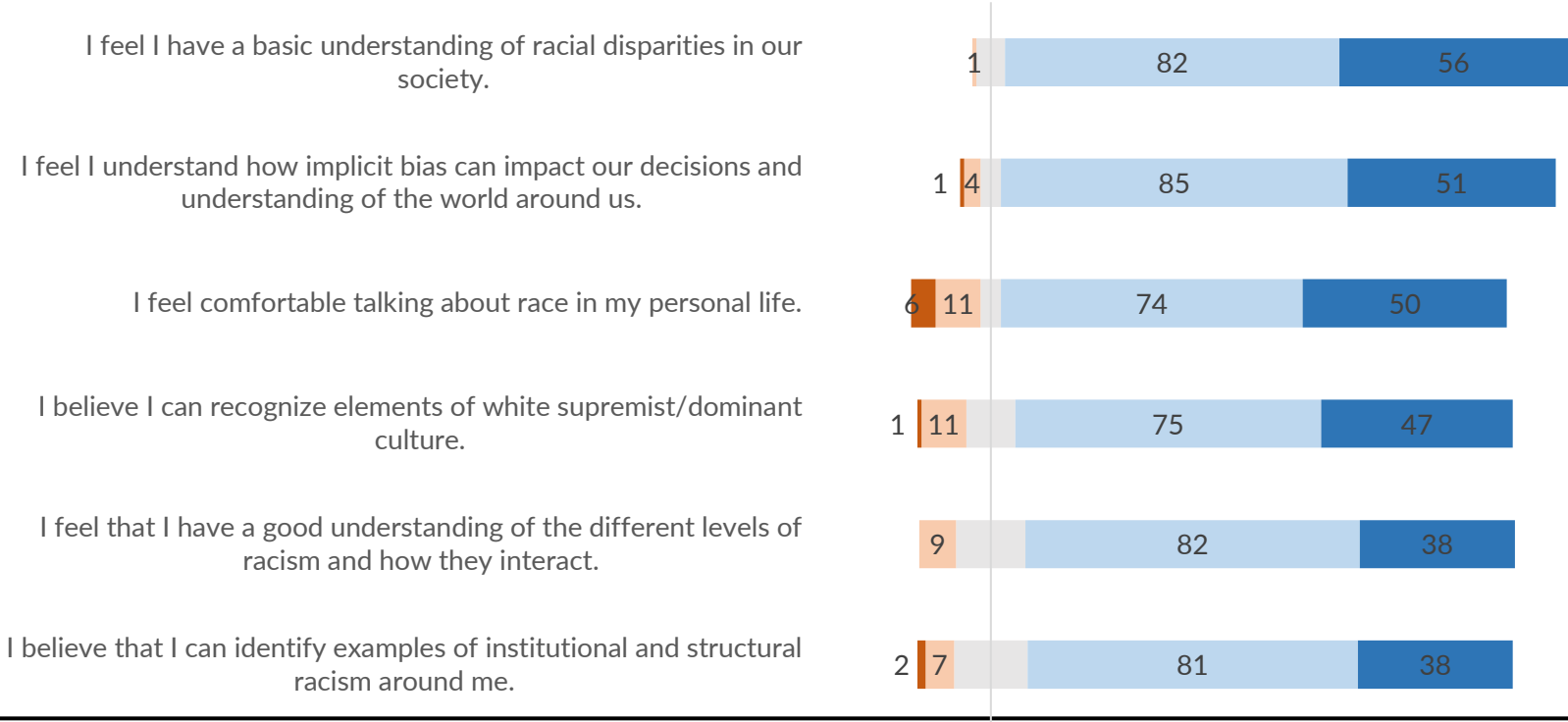
## 2022 Racial Equity Survey - Perception of Leadership

Strongly Disagree Disagree Don't Know Agree Strongly Agree



# 2022 Racial Equity Survey – Understanding of Racial Equity

■ Strongly Disagree ■ Disagree ■ Don't Know ■ Agree ■ Strongly Agree



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## What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- The department conducted a comprehensive review of its long-standing **onboarding and offboarding processes** to ensure new staff have an equitable and welcoming experience and to reduce any potential delays in the hiring process.
  - **Why:** The department prioritized a review of its onboarding process as a way to ensure that our new employee's first experience with the department was welcoming and efficient in line with Action 1.4.6.
  - **What:** The department conducted a thorough review of existing workflows and developed some process maps to identify areas that created lags or were prone to miscommunication. Focus groups were held to collect additional feedback and ideas on process improvement. This resulted in the department developing and implementing some new initiatives, such as an online tracking system, updated onboarding checklists, and streamlined one-day orientation process that included first day in-person touchpoints with divisional representatives. A communication strategy was developed so that all managers would be aware of the changes and expectations around their roles.
  - **Outcome:** To measure the success of these changes a new feedback tool was developed to understand how effective each element of the onboarding process was and to solicit recommendations on possible improvements. The department also developed a new online Exit Survey to collect more data on former staff's work experience.
  - **Follow-up:** The department plans to review feedback on a quarterly basis and adopt incremental changes as needed.



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## What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- In a joint effort with the Treasure and Tax Collector (TTX) and Office of the Assessor-Recorder (ASR), the department identified and entered a two year contract with **racial equity consultants** Conant Coaching and Consulting.
  - **Why:** Securing these consulting services was a priority for the department as a way to bolster internal resources. This is consistent with Action 1.1, 4.1, and 6.1.
  - **What:** All three departments are housed in City Hall with a focus on public finance, allowing for joint-services to support implementation of each department's respective racial equity action plans and recruitment strategies. Each department took responsibility overseeing one phase of the contracting process, from establishing the RFP to negotiating the final contract. The solicited service areas included executive leadership team assessment and training, all staff training session, restorative justice dialogue and reflection, hiring and recruitment strategy, core team capacity-building, project management, and as-needed consulting.
  - **Outcome:** The departments entered a three-year contract for a total not-to-exceed amount of \$660,000. In addition to securing our own consulting contract, the departments purposefully developed the RFP with cooperative and micro LBE language, allowing other departments to enter into their own contracts with the selected consultant, which was then promoted citywide on the Racial Equity Leaders SharePoint site.
  - **Follow-up:** The three departments are meeting quarterly to share action plan progress and discuss opportunities for collaboration as we make use of this resource in executing our racial equity initiatives.

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## What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- With guidance and support from our racial equity consultants, the department **performed an assessment** and delivered a **tailored training** to the department's Senior Leadership team.
  - **Why:** The department's priority this past year was to implement a comprehensive training plan for all employees. In collaboration with our consultant, the department planned a phased approach to training, with Senior Leadership selected for the first phase so that they could establish the tone at the top consistent with Action 4.1.2.
  - **What:** The Senior Leadership team was asked to complete a survey to gauge their understanding of racial equity concepts, comfort level addressing issues in the workplace, and understanding of their role in implementing our racial equity action plan. A training curriculum was developed based on the outcome of that assessment that focused on understanding the importance of the work and on developing communication strategies for conducting crucial conversations and addressing microaggression in the workplace, which was identified in the staff survey as an area for improvement.
  - **Outcome:** Our twelve-member senior leadership team received four hours of in-person training. This training curriculum was then tailored in winter of 2022 for the department's larger management group of 60 managers, supervisors, and leads that was delivered in 2023.
  - **Follow-up:** The department plans to keep this work at the forefront, working with our consultants to scale the training up for all-staff training for Fall 2023 and holding future Senior Leadership planning sessions.

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## What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- Implemented a 21-Day Racial Equity Challenge aimed at cultivating awareness, compassion, and intentionality amongst employees to better apply a racial equity lens to our core work and day-to-day interactions with one another.
  - **Why:** This program was prioritized as way to create a foundational understanding of racism and to establish a dedicated space during work hours for these types of crucial discussions as outlined in Action 6.1.
  - **What:** This voluntary program offered hour-long facilitated learning and discussion sessions, covering a wide-range of topics based on the Michigan League of Public Policy's online template. Racial equity workgroup volunteers met regularly with a DHR Training Officer to narrow available content and develop discussion questions. Staff were then provided with articles and videos to review before each session. Sessions began with a group grounding session and then moved to breakout discussions led by staff volunteers.
  - **Outcome:** Attendance at these sessions that were scheduled during office hours ranged from 160 to 60 employees over the course of 16 sessions in 2022, and the department has completed the challenge as of the report date.
  - **Follow-up:** The department continued is racial equity challenge sessions in 2023 and will be exploring how to continue creating dedicated space for these types of discussions. The department will also explore when to initiate another challenge in the future.

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What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- Developed and conducted a Racial Equity Staff Survey in 2022 to gauge staff perception on the department's implementation of its racial equity action plan.
  - **Why:** Collecting data from staff was a departmental priority as the last survey results were collected in 2019, prior to plan implementation. This activity is outlined in Action 6.1.5 and survey findings provide insight on the implementation of other actions items including mobility and professional development and diverse and equitable leadership.
  - **What:** The racial equity workgroup, Senior Leadership, and Conant Coaching and Consulting partnered to develop 38 questions along five categories: workforce equity, employee inclusion and belonging, understanding of racial equity, perception of leadership, and services and program delivery. The voluntary survey was distributed to staff, who were provided with four weeks to respond.
  - **Outcome:** A total of 146 employees, or 51% of the department, submitted a survey response.
  - **Follow-up:** The department will continue to survey staff on a recurring basis, with new engagement surveys to be rolled out in 2023.

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What is an equity practice that your department **has implemented in the last year** and can share with other departments?

- Furthered our work on Area #7 Boards & Commissions, including review and implementation of the Ramaytush Ohlone Land Acknowledgement at meetings and websites, specifically, our department has...
  - **What:** Incorporated the land acknowledgement statement developed by the Human Rights Commission and the practice of reading a Ramaytush Ohlone land acknowledgement at our 21-Day Racial Equity Challenge sessions to build awareness and an understanding of what it means to live and work on unceded land and to pay respect to the Ancestors and Relatives of the Ramaytush community.
  - **Outcome:** Included the land acknowledgement at the Treasury Oversight Committee meetings and website (Action Plan Item 7.1.6).
  - **Follow-up:** In the coming year, we are continuing our review of the other advisory and oversight groups that we support, for opportunities to include the land acknowledgement.

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What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- The department will complete its phased training on racial equity, **providing an in-person all-staff training** to over 300 employees.
  - The department is committed to building a culture of inclusion and belonging and ensuring that staff have the tools to engage in crucial conversations around race and microaggressions in the workplace is key to this effort.
  - We are actively working with our racial equity consultants to work out the logistics for this training for this Fall, including finalizing the curriculum and logistics.
  - A key measure of success in this area is for a greater number of staff to indicate on our staff survey that they are comfortable talking about race and addressing microaggressions when they occur.

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## What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- The department will launch a **Mentorship Program** to support employees in meeting their professional goals and navigating their career paths.
  - The department understands that it has a responsibility as a crucial entry point for analysts and finance professionals into the City. A mentorship program offers a professional development opportunity that strengthens relationships throughout the department and grows professional networks as outlined in action 5.5.2.
  - The department's employee-led Professional Development Committee successfully launched a pilot mentorship program in 2019 that will serve as the blueprint for this effort. This committee, along with members from our Racial Equity Workgroup will plan and launch this program this summer.
  - The department's Racial Equity Leaders have attended the citywide adhoc meeting organized by ORE on this action item and will incorporate any best practices or guidance shared from that group.
  - In addition to tracking the number of participants, the department will survey all participants before and after the mentorship program to measure the effectiveness of the program.

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What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- The department plans to issue guidance and facilitate the development of employee-led **Affinity Groups** to both foster professional development and build a sense of belonging.
  - Being able to create space for staff to be in community is a priority for the department as we work towards building a culture of inclusion and belonging and building professional networks consistent with Action 5.3.3.
  - The departments Racial Equity Workgroup has researched the structure of affinity groups in other departments and by gaining a better understanding of lessons learned in launching those groups, we plan to develop and implement written guidelines for staff led groups.
  - The department would benefit from citywide guidance or policies related to both formal and informal affinity group development and management.
  - Critical path next steps for this action is citywide guidance and steps on how to successfully launch and support affinity groups throughout the department.



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## What is an equity practice that is a priority for your department to **learn from other departments** this upcoming year?

- CSA Audits and City Performance plan to enhance our divisions' equity toolkits. CSA Audits' uses an audit planning tool in all our audit engagements to assess risks pertaining to our audit scope and objectives. CSA Audits plans to enhance their equity toolkit by including equity audit objectives outlined by the U.S. Government Accountability Office, as well as including elements related to race and racial equity. City Performance will be expanding our project planning and management templates and practices to identify racial equity considerations and implications in all our projects. This work will build on our racial equity tools we've developed to identify potential projects with departments as part of our annual work planning process.
  - This is a priority because enhancing our equity tools will have a direct impact on all our work, ensuring that an equity lens is applied to all audit engagements and projects, which will improve our planning process and deliverables overall. This effort relates to requirements outlined in Section 2(i) of the Racial Equity Ordinance. The ordinance requires the Controller's Office to evaluate the Office of Racial Equity five years after the ordinance was created.
  - CSA Audits has already done preliminary research and identified materials on leading practices for incorporating an equity lens in planning audit engagements and plans to finalize these updates by July 2023. City Performance will be reviewing our racial equity section of our project plan template by reviewing past project plans to assess our progress on using this tool and developing ways to improve for future projects. We will identify racial equity considerations for particular types of projects, such as staffing analyses, assessments, etc., to ensure we are building our staff competency in these efforts.
  - The department currently has the necessary resources to implement this priority. City Performance's work with departments would benefit understanding how departments are being directed into incorporating racial equity into their services and programs so that we can tie those plans and measures of success into our projects.
  - Within one year, CSA Audits plans to have our equity toolkit updated and rolled out to our audit teams. We expect that each audit team will discuss equity and race as part of the planning phase of our audits. Within one year, we also plan to identify a performance measure to promote accountability to ensure that project teams adequately implement the equity toolkit on their projects. For City Performance, success would be a new set of practices shared among all our staff that is demonstrated by more projects having detailed racial equity impact considerations and methodology in our projects.

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# Resources

- [Controller's Office Racial Equity Action Plan](#)
  - [Controller's Office Employer Value Proposition \(Who We Are\)](#)
  - [Controller's Office 2022 Progress Report](#)
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