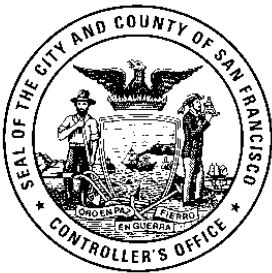


Whistleblower Program Quarterly Report

January 1 Through March 31, 2024



May 23, 2024

City & County of San Francisco
Office of the Controller
City Services Auditor

About the Audits Division

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the Charter of the City and County of San Francisco (City) that voters approved in 2003. Within CSA, the Audits Division ensures the City's financial integrity and promotes efficient, effective, and accountable government by:

- Conducting performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of service delivery and business processes.
- Investigating reports received through its whistleblower hotline of fraud, waste, and abuse of city resources.
- Providing actionable recommendations to city leaders to promote and enhance accountability and improve the overall performance and efficiency of city government.

Whistleblower Program Team:

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Eryl Karr, *Audit Manager*

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<http://sfcontroller.org/whistleblower-program>



<http://www.sfcontroller.org>



@sfcontroller



Controller's Office LinkedIn

Whistleblower Program Authority

CSA conducts investigations under the authority of the San Francisco Charter, Appendix F, which requires that CSA receive individual complaints concerning the quality and delivery of government services, wasteful and inefficient city government practices, the misuse of city government funds, and improper activities by city government officers and employees.

Executive Summary

INVESTIGATION HIGHLIGHTS

The Whistleblower Program of the City and County of San Francisco (City) received [192](#) new reports in Quarter 3 (January 1 through March 31, 2024).

The Whistleblower Program closed [192](#) reports in Quarter 3 and did so in an average of [48](#) days.

- The program closed [174 \(91 percent\)](#) of the 192 reports within 90 days of receipt.
- Of the 192 reports closed, [114 \(59 percent\)](#) reached closure after an investigation.
- Of the 114 investigations closed, [27 \(24 percent\)](#) resulted in a city department or contractor taking [32](#) corrective or preventive actions.
- The program substantiated a diverse and complex set of allegations, including those concerning an employee stealing property from members of the public, employees using city resources to charge personal vehicles, and an employee making inappropriate social media posts on their department's social media account.

At the end of Quarter 3, the Whistleblower Program had [73](#) reports open, [56 \(77 percent\)](#) of which were 90 days old or less at that time.

To continue to manage the sustained, high number of reports received, the program has a multidisciplinary Controller's Office (Controller) team, along with a coordinated referral and follow-up process with the City Attorney's Office (City Attorney), District Attorney's Office (District Attorney), Ethics Commission, and others with jurisdictional oversight, that collectively possesses the experience and expertise to address the diverse range of allegations received.

FISCAL YEAR 2023-24 OUTREACH AND EDUCATION HIGHLIGHTS

The Whistleblower Program hosts a semiannual webinar series to promote leading fraud hotline operational practices and effective investigation techniques to jurisdictions throughout the United States. In November 2023 the program and the Western Intergovernmental Audit Forum jointly hosted a U.S. Government Accountability Office FraudNet webinar, "[Reporting Fraud, Waste, Abuse, and Mismanagement of Federal Funds.](#)" In April 2024 the Whistleblower Program hosted a webinar presented by staff of the Good Government Hotline of Multnomah County (Oregon), "[Lessons Learned on the Path to Making Our Hotline More Effective and Accountable.](#)"

THE INVESTIGATION AND REFERRAL PROCESS

The Whistleblower Program is the City's central point for report intake and coordinated referral. This process helps ensure that reports are promptly tracked, assigned, investigated, and where required by law, contract or policy, referred for investigation, so city management can address them and identify risk trends.¹ Exhibit 1 shows how the Whistleblower Program receives and addresses allegations.

¹ See page 13 for additional information on how the Whistleblower Program refers reports to other agencies.

Exhibit 1: How the Whistleblower Program receives and addresses allegations

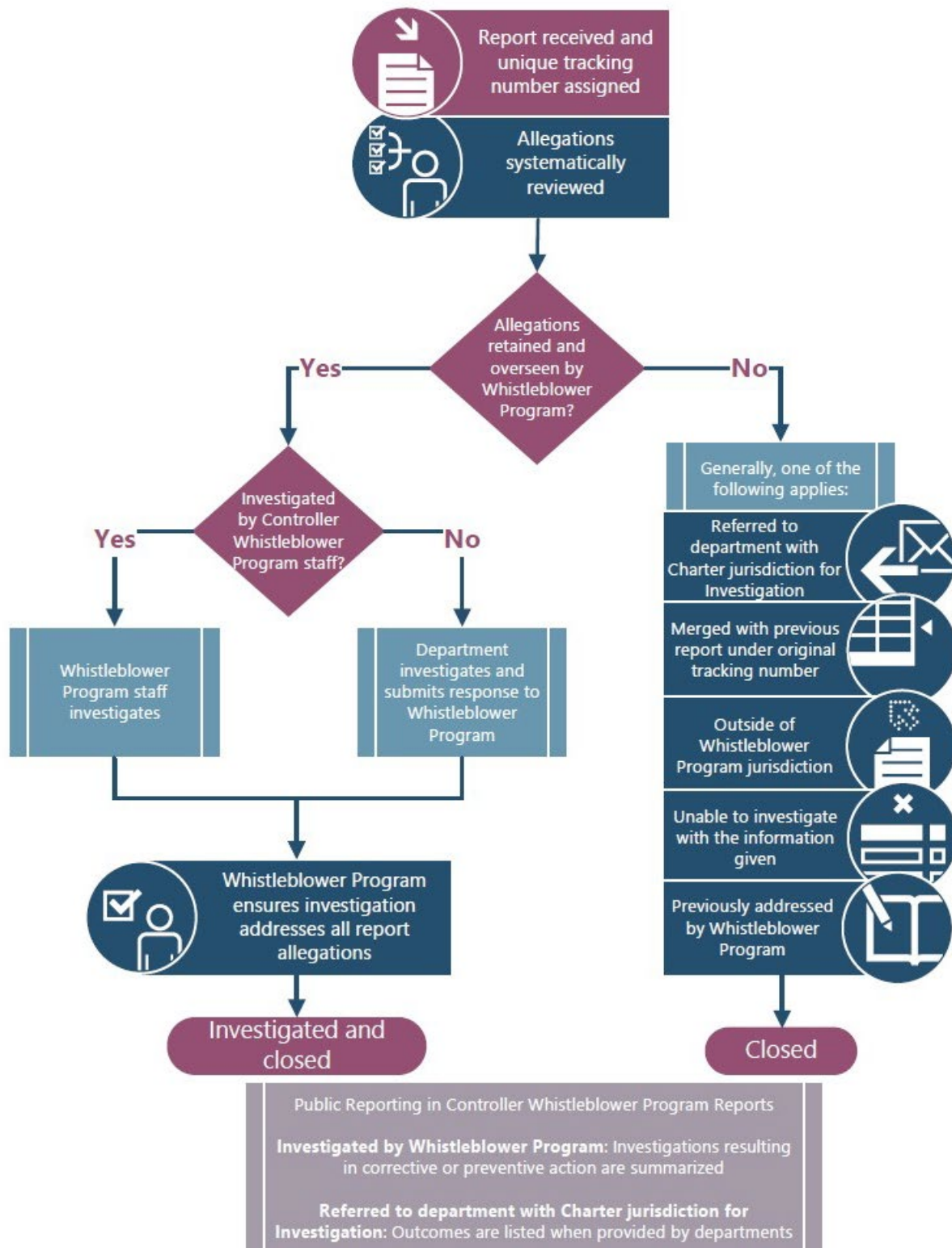


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Quarter 3 – Key Statistics

REPORT VOLUME

In Quarter 3 the Whistleblower Program received 192 new reports. Exhibit 2 summarizes the program's receipt of new reports, by quarter, since fiscal year 2014-15, and Exhibit 3 shows the reports received in Quarter 3, by department.

Exhibit 2: Reports received, by quarter, since fiscal year 2014-15

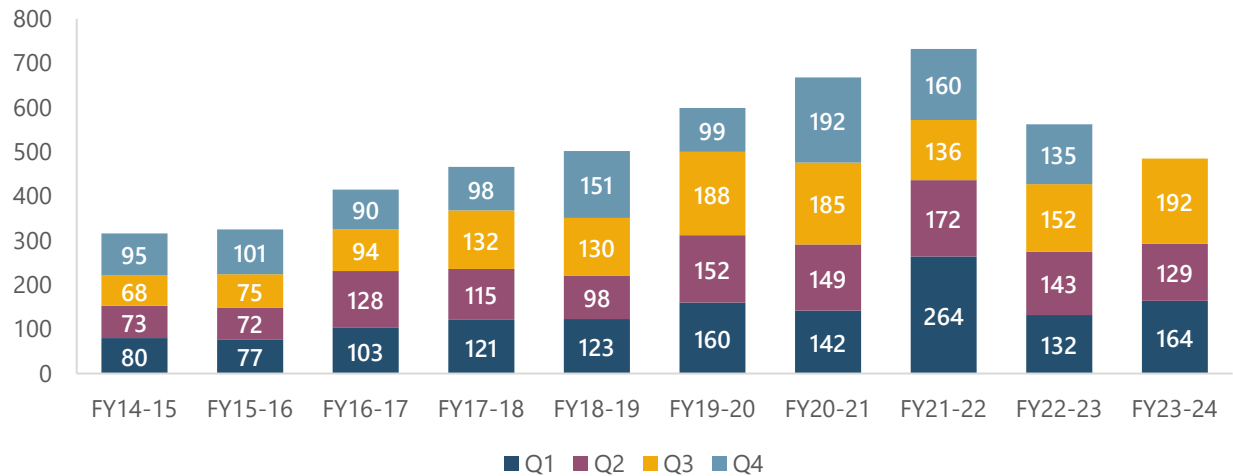
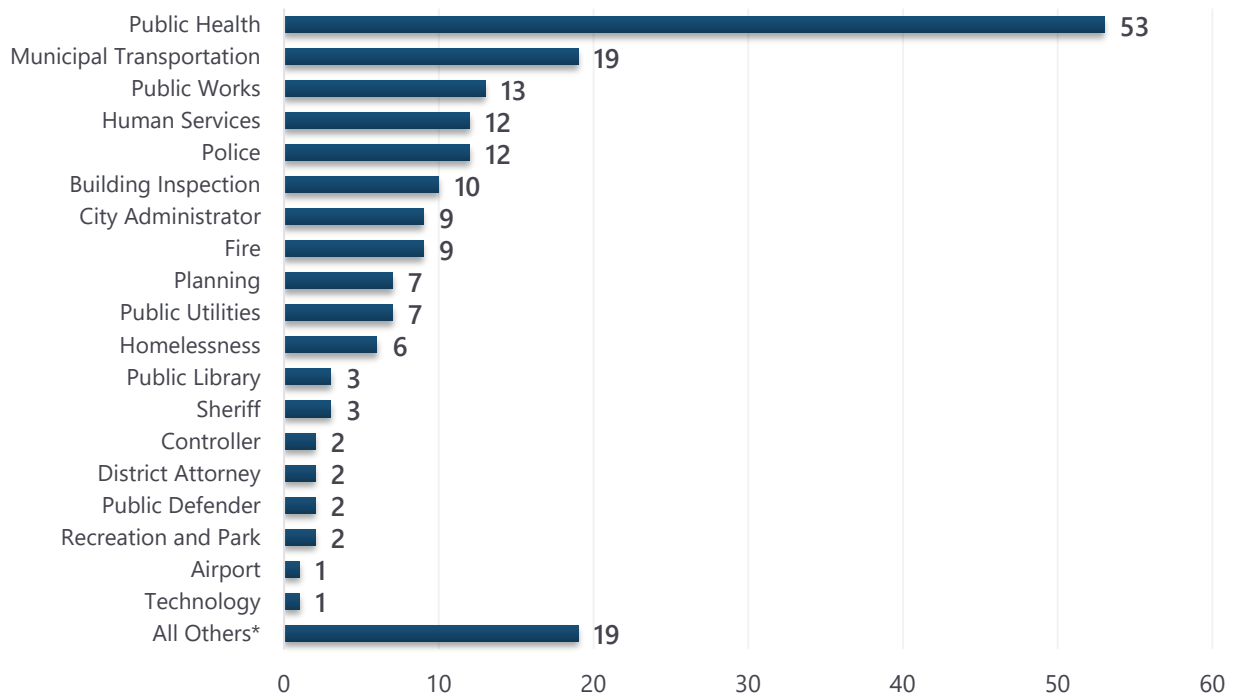


Exhibit 3: Reports received in Quarter 3, by department



*Includes reports received about departments with fewer than 200 authorized full-time equivalent (FTE) positions. The names of these departments are excluded to protect the confidentiality of those who reported. The City has over 50 departments and divisions, of which 26 have fewer than 200 FTE positions.

Exhibit 4 shows the allegation categories reporters used when filing reports that the Whistleblower Program investigated and closed in Quarter 3.

Exhibit 4: Allegation categories of reports investigated and closed in Quarter 3

Department	Quarter 3 of Fiscal Year 2023-24						
	Improper Activities by City Employees	Misuse of City Funds	Wasteful and Inefficient Government Practices	Quality and Delivery of Government Services	Other	Multiple Allegation Categories	Total
Public Health	8	2	3	4	1	10	28
Municipal Transportation	6	0	0	3	2	6	17
Planning	5	0	0	1	0	2	8
Public Works	5	1	0	1	0	1	8
Building Inspection	5	0	0	1	0	1	7
City Administrator	2	0	0	2	1	2	7
Fire	0	0	0	1	0	6	7
Human Services	1	0	2	1	0	1	5
Police	3	1	0	1	0	0	5
Public Utilities	3	0	0	0	1	1	5
Public Library	1	0	0	1	0	0	2
Sheriff	1	0	0	0	0	1	2
Airport	0	0	0	0	0	1	1
Controller	0	0	0	0	0	1	1
Technology	1	0	0	0	0	0	1
All Others*	3	0	1	1	0	5	10
Total	44	4	6	17	5	38	114

* Includes reports received about departments with fewer than 200 authorized FTE positions. The names of these departments are excluded to protect the confidentiality of those who reported. The City has over 50 departments, of which 26 have fewer than 200 FTE positions.






To continue to manage the sustained, high number of reports received, the program has a multidisciplinary team of Controller staff that uses a coordinated referral and follow-up process with the City Attorney, District Attorney, Ethics Commission, and others with jurisdictional oversight. Together, the Whistleblower Program and its partners collectively possess the experience and expertise to address the diverse range of allegations received. Further, this multiagency, coordinated referral and follow-up process creates safeguards that mitigate investigative conflicts of interest when reports are received about certain departments or department heads.

REPORT INTAKE CHANNEL

Of the 192 reports filed in Quarter 3, 160 (83 percent) came through the Whistleblower Program's online report form. The Whistleblower Program is available to anyone, including city employees, contractors, and members of the public. Multiple intake channels ensure the program is readily accessible to potential reporters. The Whistleblower Program's goal is to offer any potential reporter a channel with which they are comfortable. The majority (122, or 64 percent) of reports were filed anonymously.

Exhibit 5 summarizes reporters' use of various channels to file reports with the Whistleblower Program.

Exhibit 5: 160 of the 192 reports received in Quarter 3 came through the online report form

Channel	Reports Filed		Reports Filed Anonymously	
 Online	160	83%	108	56%
 Phone	17	9%	8	4%
 Mail	8	4%	6	3%
 Email	6	3%	-	-
 Others (Fax and Walk-In)	1	1%	-	-
Total	192	100%	122	64%*

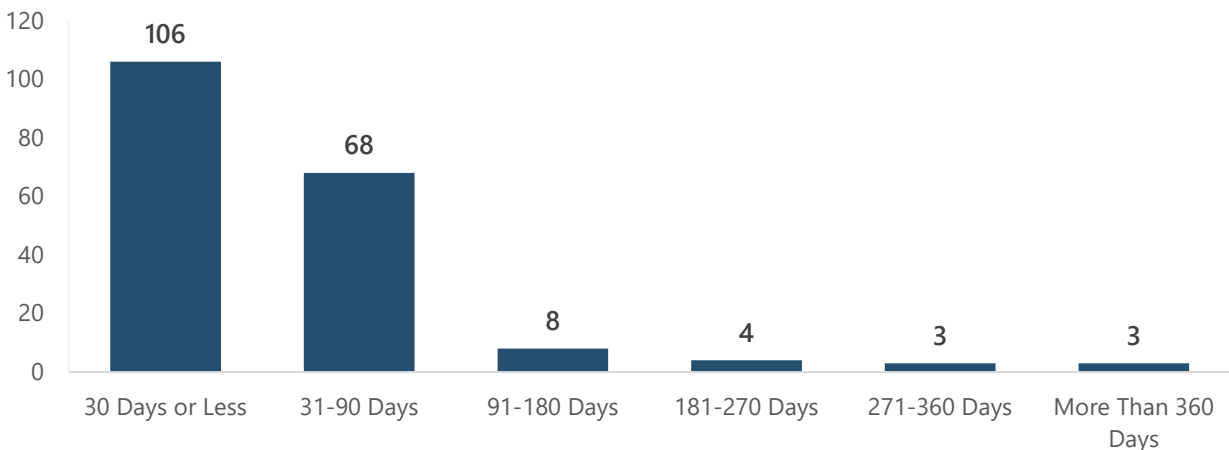
* Percentages do not sum to total due to rounding.

Regardless of the reporting channel used, each report is assigned a unique tracking number and is systematically reviewed so it can be addressed as efficiently and effectively as possible while also ensuring investigation protocols and ethical safeguards are met. Having the Whistleblower Program as the City's central point for report intake and coordinated referrals helps ensure that reports are promptly assigned and investigated so city management can address them and identify risk trends.

REPORT CLOSURE TIME

In Quarter 3 the Whistleblower Program closed 192 reports and did so in an average of 48 days. Closed reports include reports that were retained and addressed by the Whistleblower Program and reports that were referred to other departments that have Charter jurisdiction over the alleged issues. (See Exhibit 11 for a complete summary.) The program closed 174 (91 percent) of the 192 reports within 90 days of receipt, exceeding its goal to close at least 75 percent of all reports within 90 days. Exhibit 6 shows the age of reports closed in Quarter 3.

Exhibit 6: 91 percent of reports closed in Quarter 3 were closed within 90 days



If reports are not resolved in a timely manner, reporters may conclude that their allegations are not being taken seriously or not being acted on. However, several factors can influence report closure time, including the:

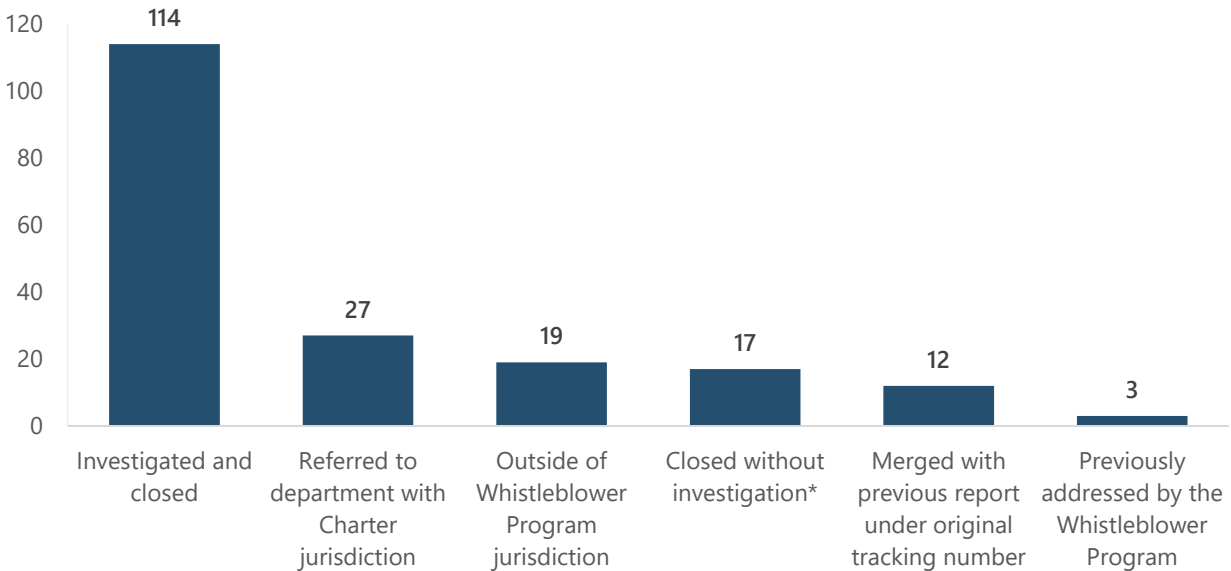
- Complexity of the report's allegations.
- Number of allegations made in the report.
- Availability of corroborating witnesses and evidence.

The Whistleblower Program uses a co-sourced investigation model to resolve reports and is required to refer certain reports directly to the City Attorney, District Attorney, Ethics Commission, or organizations that are required by law, contract, or policy to resolve them. Whistleblower Program staff leads certain investigations, whereas other reports may be referred to another city department involved in the allegation for investigation and response. By coordinating with other departments, the Whistleblower Program uses the expertise of all involved and leverages resources to ensure all allegations are effectively addressed. Management of the department associated with the report must respond to the Whistleblower Program regarding any corrective or preventive action taken in response to the report.

DISPOSITION OF CLOSED REPORTS

Exhibit 7 summarizes the disposition of the 192 reports the program closed in Quarter 3. Of these reports, **114 (59 percent)** reached closure after an investigation by the Whistleblower Program.

Exhibit 7: 114 of the 192 reports closed in Quarter 3 were investigated



* Closed without investigation refers to reports that contain insufficient information for investigators to meaningfully address through investigation or referral.

The remaining 78 closed reports (41 percent) fall into one of the following categories:

- Referred to department with Charter jurisdiction. Report was referred to the city department with Charter-granted jurisdiction over the alleged issue.
- Outside of jurisdiction. Reporter provided information for a matter that falls outside the Whistleblower Program's jurisdiction and is within the jurisdiction of a federal, state, or other noncity government agency or is a suggestion or general report about decisions that are within management's discretion. When possible, the Whistleblower Program advises reporters to file such reports with another agency if one is available and appropriate.
- Closed without investigation. Reporter provided insufficient information to investigate. For example, the department or employee involved was not named.
- Merged with previous report. Reporter provided information for a matter that is already under investigation.
- Previously addressed. Reporter provided information for a matter that the Whistleblower Program previously addressed in a separate report.

REPORTS INVESTIGATED AND CLOSED, BY DEPARTMENT

The Whistleblower Program investigated and closed 114 reports in Quarter 3. The majority (104, or 91 percent) of the investigations occurred at city departments with more than 200 authorized FTE positions. Exhibit 8 summarizes the number of reports investigated and closed at these departments in the last four quarters (April 2023 through March 2024).

Exhibit 8: Reports investigated and closed in the last four quarters, by department

Department	Reports Investigated and Closed in the Last Four Quarters (April 2023 – March 2024)	Ratio of the Percentage of Reports Investigated and Closed Divided by Department's Percentage of City Workforce ^a
Public Health	70	0.96
Municipal Transportation	45	0.75
Human Services	20	0.94
Fire	19	1.06
Public Utilities	19	0.82
Public Works	19	1.31
Building Inspection	18	6.53
Police	14	0.52
City Administrator	13	1.40
Airport	8	0.46
Planning	8	4.25
Public Library	7	1.08
Recreation and Park	7	0.74
Controller	5	1.76
Emergency Management	5	1.72
Sheriff	4	0.40
Homelessness	3	1.25
Human Resources	3	1.12
City Attorney	2	0.68
Technology	2	0.73
Assessor-Recorder	1	0.57
District Attorney	1	0.35
Public Defender	1	0.50
Treasurer & Tax Collector	1	0.52
All Others ^b	44	2.67
Total	339	

Notes:

^a Per its annual salary ordinances, the City had the following authorized FTE positions:

Fiscal Year	Number of FTE Positions
2023-24	40,452
2022-23	39,813

The ratio assigns value to 2022-23 and 2023-24 FTE totals based on the number of fiscal year quarters included in the ratio.

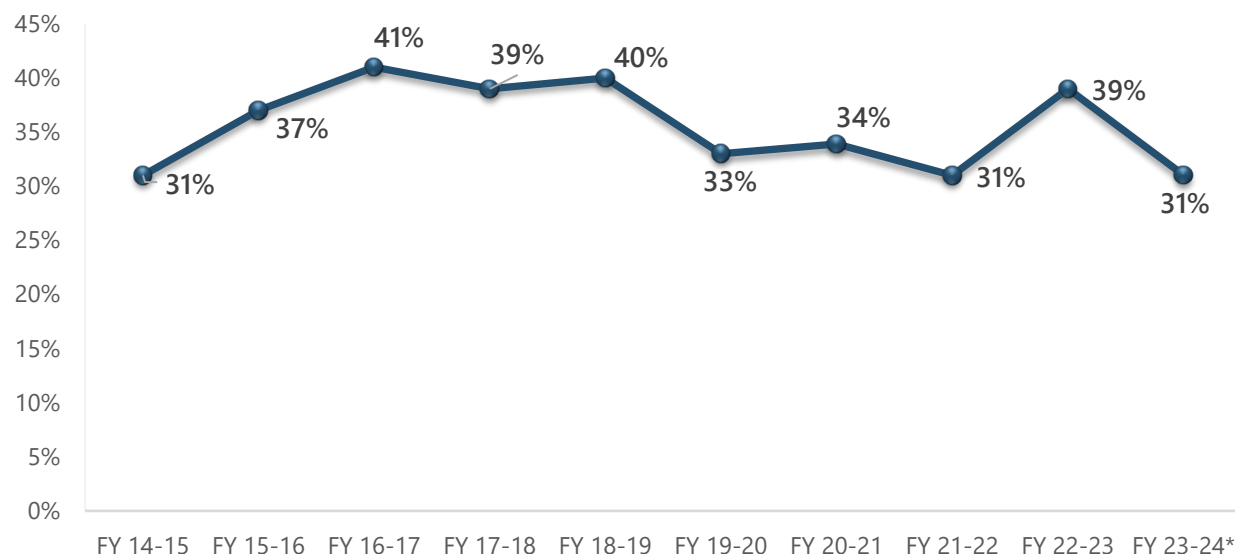
^b Includes reports investigated and closed at departments with fewer than 200 authorized FTE positions. The names of these departments are excluded to protect the confidentiality of those who reported. The City has over 50 departments and divisions, of which 26 have fewer than 200 FTE positions.

Ratio Legend	
<= 1	Low
> 1 but <= 1.25	Medium
> 1.25	High
A lower ratio means there are fewer reports in comparison to total FTEs, while a higher ratio means there are more reports in comparison to total FTEs.	

REPORT OUTCOMES

Of the 114 investigations closed in Quarter 3, 27 (24 percent) resulted in a department taking 32 corrective or preventive actions. Exhibit 9 shows the percentage of investigated reports that resulted in a corrective or preventive action each year since fiscal year 2014-15.

Exhibit 9: Percentage of investigated reports that resulted in corrective or preventive action



* Reflects year-to-date percentage through Quarter 3.

Exhibit 10 shows the 32 corrective or preventive actions taken by departments in response to 27 investigations in Quarter 3.

Exhibit 10: Report outcomes in Quarter 3

Action Taken	Quarter 1	Quarter 2	Quarter 3	Total
Personnel Action				
<i>Employee Counseled (Verbal/Written Warning)</i>	3	4	4	11
<i>Employee Suspended</i>	1	-	-	1
<i>Employee Terminated</i>	-	-	1	1
<i>Contractor Employee Terminated^a</i>	-	-	-	-
<i>Employee Resigned During Investigation</i>	-	1	-	1
<i>Personnel Action Pending</i>	6	7	8	21
Other Corrective Action^b	4	6	-	10
Restitution/Repayment	1	-	1	2
Policies/Procedures Changed/Reinforced	13	20	18	51
Referred to Audit	1	-	-	1
Total	29	38	32	99

Notes:

^a Employees of city contractors may also be the subject of whistleblower reports and face personnel actions.

^b Includes corrective actions such as requiring employees to attend training or to submit secondary employment paperwork or for departments to develop and administer a performance improvement plan for an employee.

REPORTS REFERRED TO OTHER AGENCIES

The Whistleblower Program must refer some of the reports it receives to other organizations that are required by law, contract, or policy to resolve them. The Whistleblower Program retained and investigated 114 (59 percent) of 192 reports closed in Quarter 3. Exhibit 11 shows the number of reports the program referred to other agencies in the quarter.

Exhibit 11: Reports referred to other city departments in Quarter 3^a

Department to Which Report Was Referred	Quarter 1	Quarter 2	Quarter 3	Total	Total % of Referrals
Human Resources	5	11	12	28	32%
Civil Service	8	8	10	26	30%
Ethics	1	2	3	6	7%
City Attorney	1	2	2	5	6%
District Attorney	-	2	3	5	6%
Labor Standards and Enforcement	2	1	2	5	6%
Disability (Mayor's Office)	1	-	1	2	2%
Police	1	-	1	2	2%
Sunshine Ordinance	-	1	1	2	2%
Contract Administration	-	-	1	1	1%
Human Services	1	-	-	1	1%
Municipal Transportation	1	-	-	1	1%
Police Accountability	-	1	-	1	1%
Public Health	-	1	-	1	1%
Public Works	1	-	-	1	1%
Total	22	29	36	87	100%^b

Notes:

^a Includes reports that the Whistleblower Program investigated and closed and or closed without investigation in this fiscal year that were referred to other city departments and oversight units for appropriate action.

^b Percentages do not sum to total due to rounding.

The Whistleblower Program also tracks outcomes related to reports that were referred to other city departments with jurisdiction over certain allegations filed with the program. The Whistleblower Program must refer these reports to those departments. Exhibit 12 shows how many of the referred reports over the last three fiscal years remain open as of January 2024².

² The Whistleblower Program follows up with departments and updates semiannually.

Exhibit 12: Status of reports referred to other departments over the last three fiscal years

Department to Which Report Was Referred	Number of Referrals	Number of Referrals Closed*	Closed Referrals Resulting in Corrective Action*	% of Closed Referrals Resulting in Corrective Action
Human Resources	68	34	6	18%
Civil Service	60	36	3	8%
Ethics	30	30	5	17%
City Attorney	23	10	4	40%
District Attorney	17	11	-	-
Police	9	9	1	11%
Police Accountability	8	2	-	-
Sunshine Ordinance	4	4	1	25%
Disability (Mayor's Office)	3	3	3	100%
Building Inspection	2	2	-	-
Human Services	2	2	1	50%
Health Service System	1	1	-	-
Economic and Workforce Development	1	1	1	100%
Labor Standards and Enforcement	1	1	-	-
Sheriff	1	1	-	-
Total	230	147	25	17%

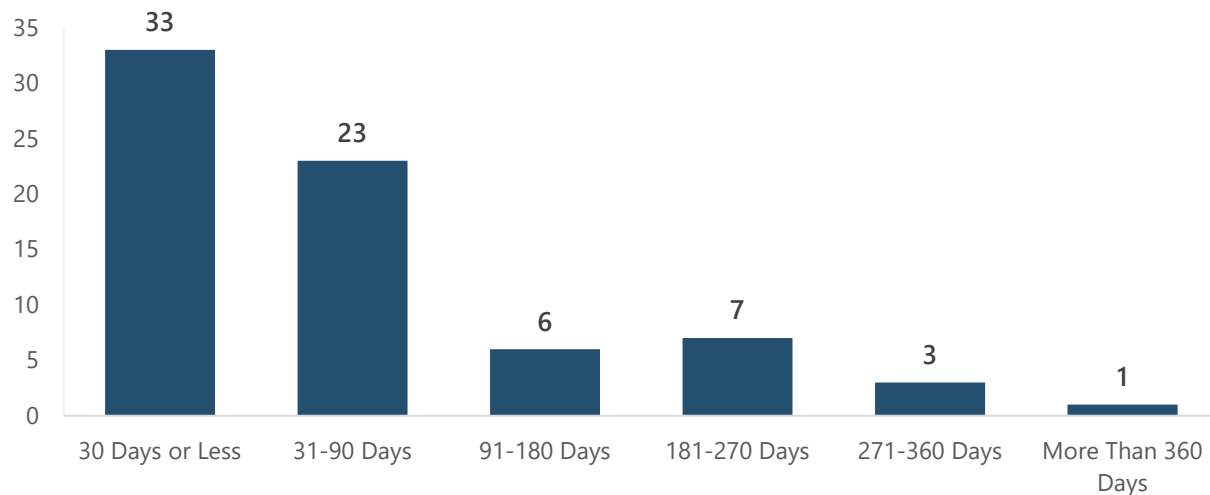
* The Whistleblower Program follows up with departments and updates the values in this column semiannually.

Source: When possible, the departments listed in the first column provide updates for closed referrals and referrals resulting in corrective action. These reports were referred to those departments as required by San Francisco Campaign and Governmental Conduct Code, Section 4.107(b).

REPORTS OPEN WITH THE WHISTLEBLOWER PROGRAM ON MARCH 31, 2024

Of the 73 reports open at the end of Quarter 3, 56 (77 percent) were 90 days old or less at that time. Exhibit 13 shows the age of reports open on March 31, 2024.

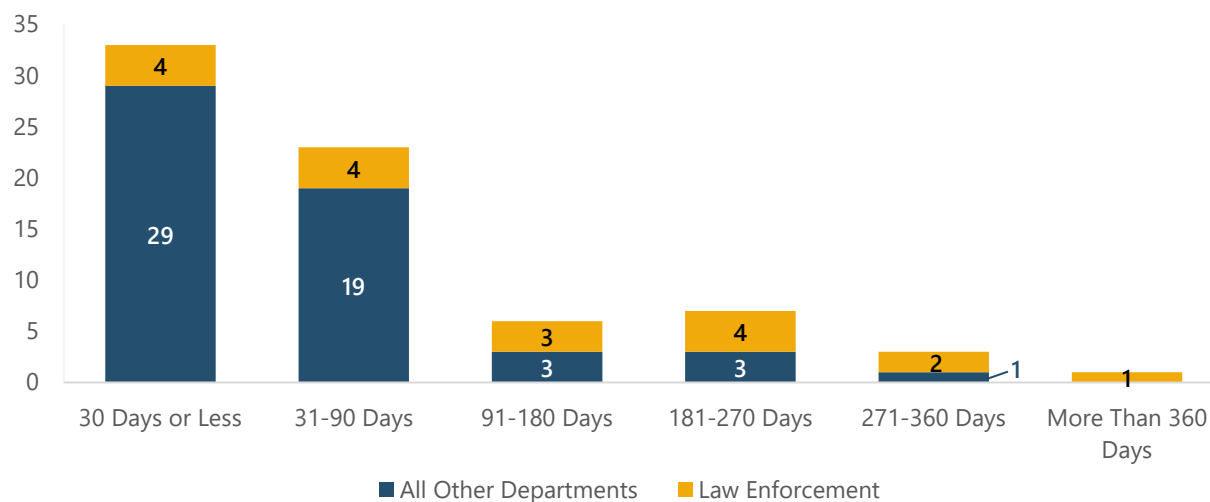
Exhibit 13: 56 of the 73 reports open at the end of Quarter 3 were 90 days old or less



The Whistleblower Program examines the factors that delay report closure and, in some cases, works with departmental leaders to address these issues. The program has focused on training departmental employees responsible for investigating reports to standardize the investigation processes they use, increase their investigative skillsets, and ensure they have a uniform understanding of the responsibilities entrusted to them to carry out Whistleblower Program investigations.

77 percent of all open reports at the end of Quarter 3 were 90 days old or less. Of the 17 reports over 90 days old, 10 (59 percent) pertain to law enforcement agencies. Exhibit 14 shows the reports that pertain to law enforcement agencies open on March 31, 2024.

Exhibit 14: 18 of 73 reports open at the end of Quarter 3 pertain to law enforcement agencies



WHISTLEBLOWER RETALIATION

Retaliation against whistleblowers is illegal. Protections exist for city officers and employees who in good faith file, or attempt to file, reports with the Whistleblower Program, Ethics Commission, District Attorney, City Attorney, or their own department, or who provide any information in connection with or otherwise cooperate with a whistleblower investigation.³

Whistleblower protections also apply to city contractors and their employees who file reports with any supervisor in a city department or who provide any information in connection with or otherwise cooperate with a whistleblower investigation.⁴

The Ethics Commission is the city department responsible for investigating reports alleging whistleblower retaliation. The Ethics Commission did not report results for Quarter 3 and reports that it will provide updates annually on the number of retaliation reports the Ethics Commission received, closed, and sustained. Exhibit 15 summarizes the results most recently reported by the Ethics Commission.

Exhibit 15: Whistleblower retaliation reports the Ethics Commission received and closed in Quarter 2

Retaliation Reports With the Ethics Commission*	All Retaliation Reports	Retaliation Reports Related to the Whistleblower Program
Open on October 1, 2023	6	3
Received	3	1
Closed	4	1
Sustained (<i>of those closed</i>)	-	-
Open on December 31, 2023	5	3

Source: Ethics Commission.

* Based on the Ethics Commission's most recent update. As of this reporting period, the Ethics Commission will update the information in this chart annually, not quarterly.

To establish retaliation, a reporter must demonstrate by a preponderance of the evidence that the reporter's engagement in a protected activity was a substantial motivating factor for an adverse action that a city officer or employee took against the reporter. Reports of retaliation must be filed within two years after the date of the alleged retaliation.⁵

The Ethics Commission's [website](#) has more information on whistleblower protections, retaliation investigations, and available remedies in the event retaliation occurred.

² San Francisco Campaign and Governmental Conduct Code, Article IV, Section 4.115(a).

³ Ibid., Section 4.117(a).

⁴ Ibid., Section 4.115(b)(i).

Investigation Results

Investigations highlighted in this section resulted in a department taking corrective or preventive action. The diversity of these allegations and resolutions demonstrates the breadth and complexity of the Whistleblower Program's investigative work. A complete list of reports published in previous reporting periods can be found on the [Whistleblower Program Summary Reports](#) page.

SUMMARY OF ALL INVESTIGATIONS RESULTING IN CORRECTIVE OR PREVENTIVE ACTION IN QUARTER 3

The investigations highlighted in this section addressed allegations that resulted in a department taking corrective or preventive action in Quarter 3.

Allegation	Resolution Based on Investigation
Allegations Fully Substantiated	
An employee uses a city vehicle for personal purposes.	The investigation substantiated the allegation. The employee was counseled to stop using city vehicles for personal purposes and was reminded of city vehicle policies and procedures.
An employee has unauthorized secondary employment while on workers' compensation leave.	The investigation substantiated the allegation. The employee was directed to file a secondary employment authorization request. Concerns regarding the employee's activity while on workers' compensation leave were referred to the Department of Human Resources.
An employee uses a city vehicle for personal purposes during work hours.	The investigation substantiated the allegation. The employee was verbally reprimanded and reminded of city vehicle policies.
Employees used city resources to charge personal vehicles.	The investigation substantiated the allegation. Management stopped the practice.
Two employees did not comply with their department's telecommuting policy agreement by failing to work in the office on the days they are required to do so.	The investigation substantiated the allegation. Corrective action is pending.

Allegation	Resolution Based on Investigation
An employee left city assets in an inappropriate location.	The investigation substantiated the allegation that employees of several departments regularly left city assets at an inappropriate location. The departments counseled the employees to stop this behavior. Multiple departments updated their policies on where city assets should be stored and or reminded employees of their existing policies. The department responsible for enforcing regulations related to these assets also learned that it had failed to enforce the relevant policies for some departments at locations throughout the City. This department reported that it will begin enforcing these city policies at the identified locations.
An employee stole property from members of the public and lied to investigators about having done so.	The investigation substantiated the allegation. The department terminated the employee.
An employee posted inappropriate content on a department's social media account.	The investigation substantiated the allegation, finding that the department's social media posts were inappropriate and provoked concerns from the public. The department will ensure that its future social media posts are more neutral and convey only factual messages.
Allegations Partially Substantiated	
A manager falsifies time entries for themselves and their colleagues.	The investigation found that the manager and other division employees overstated hours worked on timesheets because they followed an incorrect procedure established by a prior division manager. The manager and other division employees were retrained on proper time-reporting procedures.
An employee did not use sick leave when they missed work due to illness, instead submitting the time as regular hours worked. Management was aware of the inaccurate time reporting yet allowed it to occur.	The investigation found that the employee incorrectly reported their time because of a clerical error. The employee's leave balance was corrected to accurately reflect their sick leave use.
An employee driving a city vehicle nearly collided with and yelled obscenities at a member of the public.	The investigation found that the employee driving a city vehicle did nearly collide with a member of the public but the employee stated they were unaware they had endangered the person. The investigation did not substantiate that the employee yelled obscenities at the person. The department counseled the employee in writing and reminded them of city vehicle policies.

Allegation	Resolution Based on Investigation
A contractor inappropriately hired a family member to conduct mandatory trainings.	The investigation found that the contractor did not adhere to contractually required hiring practices when hiring a family member to conduct trainings under the contract. The investigation found that the trainings were not mandatory, but that the contractor encouraged their staff to enroll. The contracting department will continue to monitor the contractor and the contractor agreed to enroll in a training program to improve its oversight, training, and organizational health.
An employee's managers allowed them to sleep at their job site while on call and not working. The managers also allowed the employee to violate parking restrictions on multiple occasions.	The investigation found that management allowed an employee to sleep at their job site while on call and not working but did not find that the employee was allowed to violate parking restrictions. The department counseled the employee's supervisor and informed the employee that they cannot sleep at their job site while on call. The department reinforced its policy against sleeping at the job site.
An employee verbally abused staff on multiple occasions, inappropriately accessed restricted information, violated regulations related to the performance of job duties, was deficient in the performance of job duties, and received preferential treatment from a supervisor.	The investigation found that the employee verbally abused staff on multiple occasions. The other allegations were not substantiated. The department counseled the employee.
Employees are using office space in a manner that violates city policy and causes them to violate city time and attendance policies.	The investigation found the employees misused the office space for personal purposes but did not substantiate a violation of time and attendance policies. The department issued a policy reminder to all staff regarding the proper use of office space.
A manager claimed to be working from home on two occasions when on vacation out of state.	The investigation found one instance of the manager violating the department's telecommuting policy. The department reminded the manager of the relevant policy and the duty to adhere to it.
A community-based organization (CBO) inappropriately modified its budget to use city funds in a manner inconsistent with its grant agreement. A manager of the department funding the CBO selectively helped the CBO during a grant process.	The investigation found that the CBO's funding department was aware of the inappropriate budgetary activity and began taking action to recover the misused funds. The allegation of selective assistance was not substantiated, but the department reminded staff involved with grant processes about the importance of avoiding the perception of providing selective assistance to grantees.

Allegation	Resolution Based on Investigation
Management allows employees to work in the office less than the required three days per week. Also, an employee engages in activities related to their secondary employment while on city time and using city resources.	The investigation found that the employee was engaging in personal activities and activities related to their approved secondary employment while on city time and using city resources. The employee was counseled on the appropriate use of city resources and to request leave if personal activities occur during work hours. The other allegation was not substantiated.
A manager bullies colleagues during meetings by interrupting them and putting them down if their opinions differ from the manager's.	The investigation did not substantiate the allegation but found that multiple team members tend to interrupt each other during meetings. The department will address this issue by reminding team members not to interrupt those who are speaking during meetings. Corrective action is pending.
A manager received both overtime pay and regular pay for the same hour of work, received overtime pay for hours not worked, works more overtime than is appropriate for their role, and inappropriately approves overtime pay to employees for duties completed during regular work hours. The department was aware of the matter but did not take appropriate action.	The investigation found that the employee received overtime pay and regular pay for the same hour of work but did not substantiate the other allegations. The department corrected the overpayment of wages and issued an overtime recovery memorandum to the employee.
An employee sleeps while on duty.	The investigation substantiated the allegation but found that the employee disclosed to their previous manager a medical condition that causes them to sporadically fall asleep for short periods, including while on duty. The employee is seeking an updated reasonable accommodation for this ongoing medical condition.
Allegations Not Substantiated but That Led to Preventive or Corrective Actions	
Several employees falsify their time entries by taking extended lunch breaks. Their supervisor is aware of the practice yet allows it to continue.	The investigation did not substantiate the allegations, but the department will regularly remind staff regarding the meal break policy.
A team regularly accrues overtime inappropriately, and management allows other employees to falsify their time entries.	The investigation found that the team's accrual of overtime is appropriate, but that the department did not monitor the team's overtime accrual. The team's manager and that manager's manager now monitor the group's overtime accrual and are reprioritizing tasks to reduce the need for overtime. Also, management implemented a procedure for the team to document its justifications for overtime. The investigation did not substantiate the allegation that time entries were falsified.

Allegation	Resolution Based on Investigation
Multiple employees failed to obtain authorization for secondary employment.	The investigation did not substantiate the allegation but found that the department did not follow procedures for reporting secondary employment. Corrective action is pending.
An employee arrived late to work on two occasions.	The investigation did not substantiate the allegation. However, the department reminded employees of their duty to adhere to time and attendance policies, including policies on arriving to work on time.
A supervisor is habitually late for work and does not arrive in proper attire.	The investigation did not substantiate the allegations. However, the department reminded the supervisor of their duty to adhere to relevant policies.
An employee leaves work early and sometimes does not provide advance notice before failing to report for scheduled shifts. The employee's supervisor is aware of this behavior yet allows it to continue.	The investigation did not substantiate the allegations. However, the department will continue to remind its staff of the importance of time and attendance accountability.

File a Whistleblower Report

Report the misuse of funds, waste, or mismanagement in City and County of San Francisco programs and operations by contacting the Whistleblower Program.

Internet: <http://sfcontroller.org/whistleblower-program>

Telephone: 311 or, if outside the 415 area code, 415-701-2311

OR download a [report form](#) and return it via:

E-Mail: whistleblower@sfgov.org

Mail: Office of the Controller
Attention: Whistleblower Program
1 Dr. Carlton B. Goodlett Place, Room 316
San Francisco, CA 94102

Fax: 415-554-7856

**INVESTIGATIONS ARE CONFIDENTIAL.
REPORTERS MAY REMAIN ANONYMOUS.**

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