

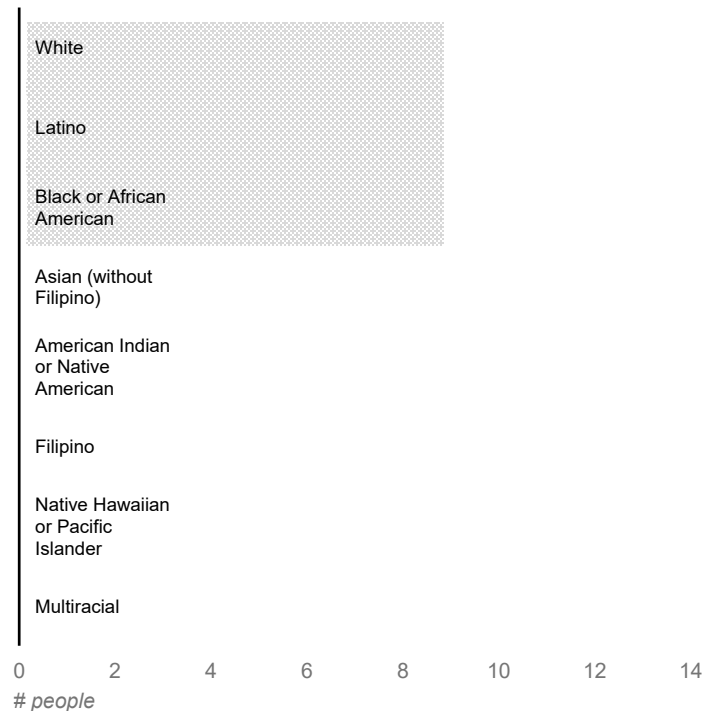
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# **Office of the City Attorney**

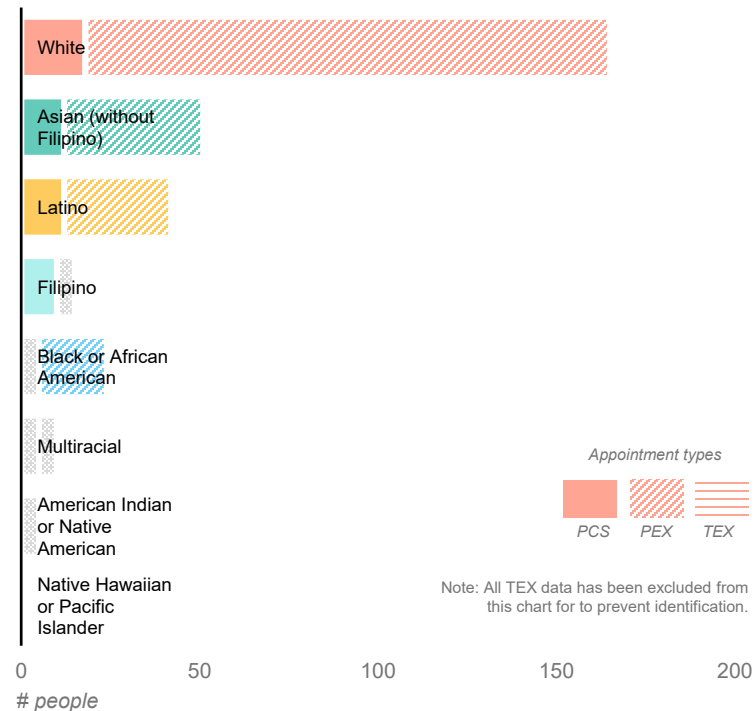
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# Office of Racial Equity Data

## CAT: Senior management demographics (MCCP)



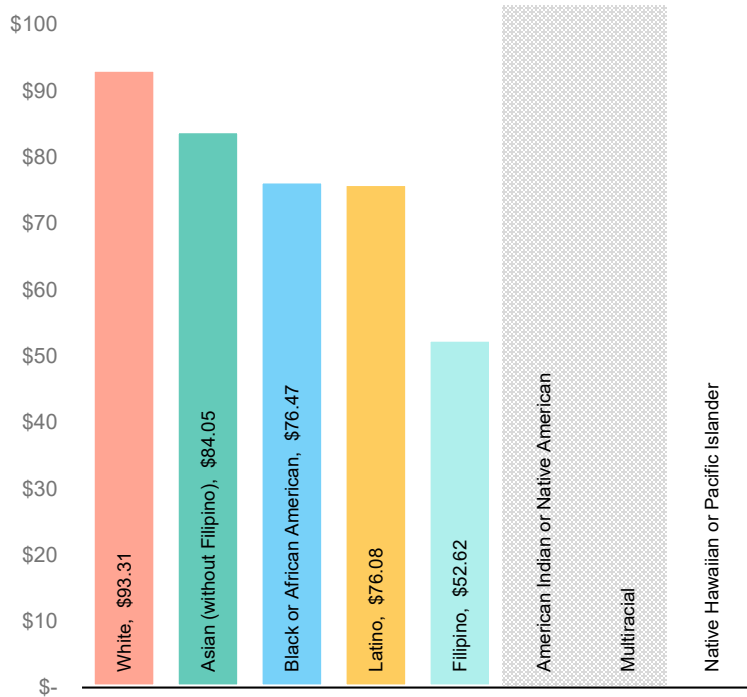
## CAT: Overall department demographics



Note: All TEX data has been excluded from this chart for to prevent identification.

# Office of Racial Equity Data

### CAT: Average hourly pay for all employees

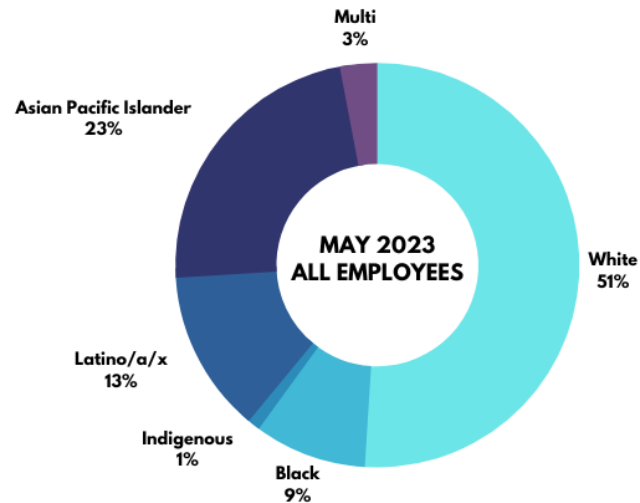
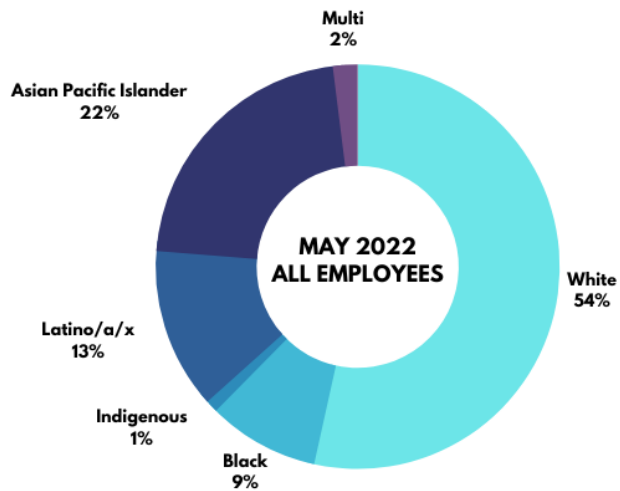
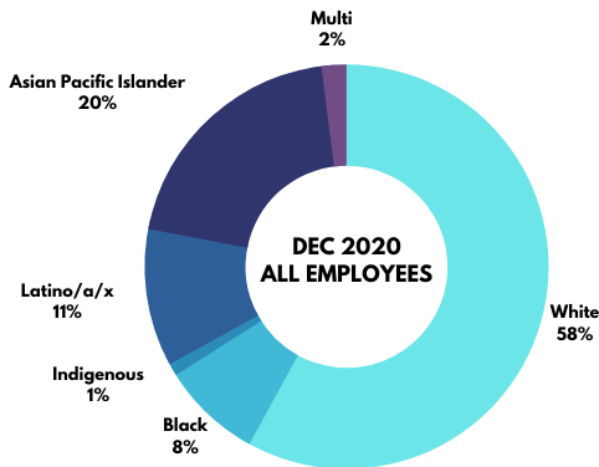


### CAT: Number of terminations, promotions, new hires

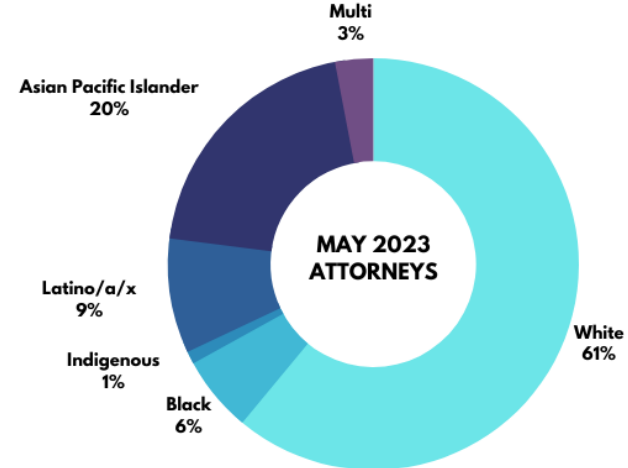
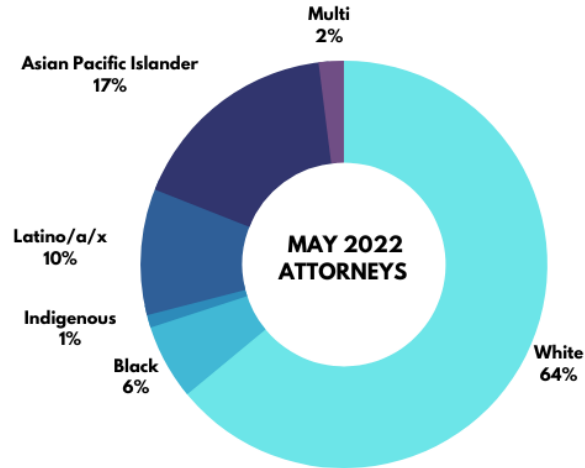
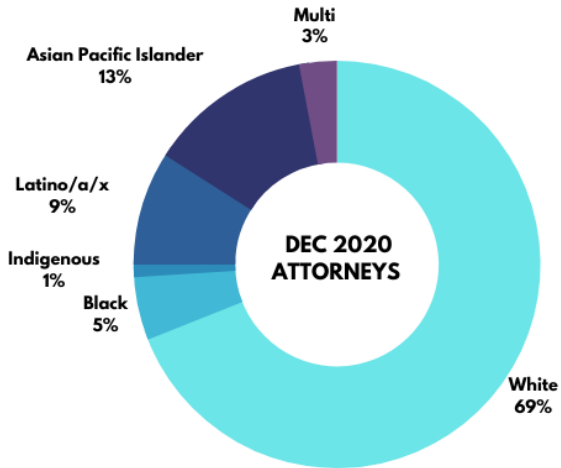


# SF City Attorney's office

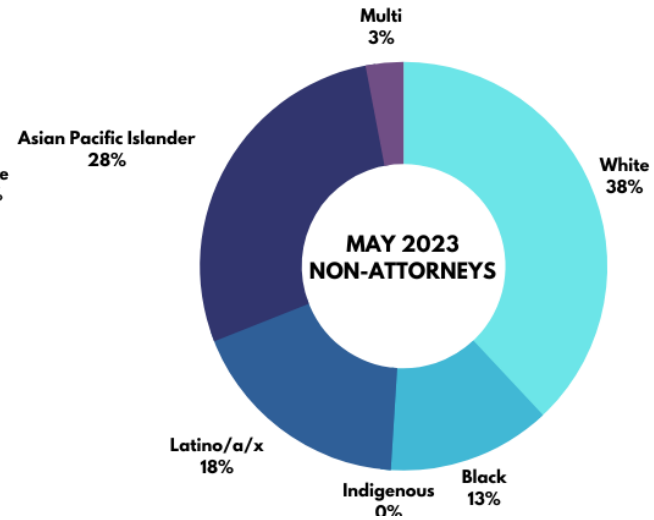
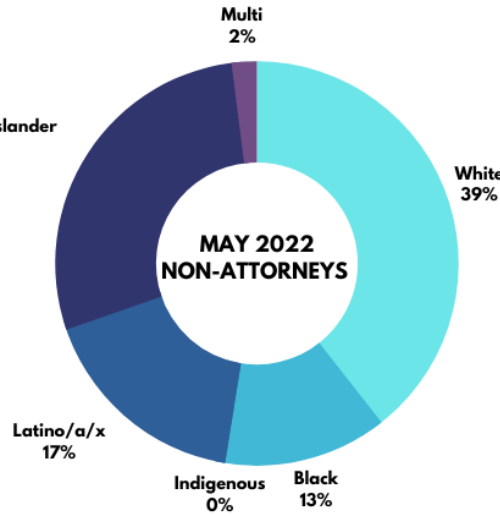
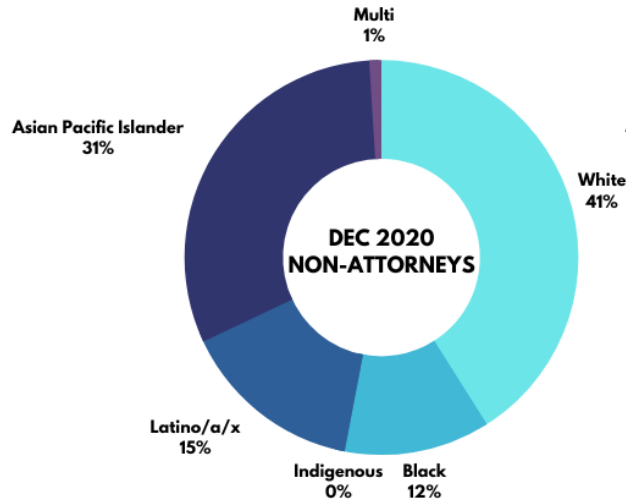
## All Employees



# SF City Attorney's office Attorneys



# SF City Attorney's office Non-Attorneys



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

- Created a draft Hiring Guide and provided training focused on mitigating bias in the hiring process.
  - Mitigating bias through written guidance and training close to the time of hiring is important to our department because bias in hiring can impact departmental diversity and we want teams to treat all candidates fairly and consistently.
  - Produced comprehensive Hiring Guide emphasizing importance of disseminating job opportunities widely to find a diverse candidate slate and mitigate bias in resume review, interviewing, evaluating, and selecting candidates. Training focused specifically on interrupting bias in the hiring process.
  - Four teams have taken the “Mitigating Bias in Hiring” training. We measure outcomes by tracking the diversity of our new hires and the number of teams taking the training.
  - Goals for the next year include promoting participation in the training and adherence to the guide so candidates have a consistent experience.

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

- Promotion and Retention: Implemented a policy entitled “Procedure to Apply for Internal Transfer and Promotional Vacancies in Exempt Positions.”
  - Prioritized transparency in advertising promotive opportunities pursuant to REAP section 2.3, “Create paths to promotion that are transparent and work to advance equity.”
  - Shared all promotional opportunities, including exempt positions, internally and allowed open competitive application process.
  - Since the commencement of this policy in November 2021, we promoted 41 employees, of which 61% were employees of color (see slide entitled Race/Ethnicity: Promotions).
  - Follow-up work includes ensuring new employees are aware of opportunities for internal transfers and promotions as well as tracking any impact on diversity.



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

- Leadership team of 40+ people participated in the Intercultural Development Inventory (IDI), an assessment and learning exercise focused on navigating cultural differences.
  - Team leaders can help “set the tone” for racial equity and acceptance of those who are historically underrepresented. IDI assessment helps leaders determine their strengths and areas for improvement with respect to cultural acceptance, while 1:1 coaching and a learning plan help them progress on their racial equity journey.
  - The office hired a certified IDI administrator to (1) lead an introductory discussion, (2) administer a 50-question assessment, (3) discuss results in 1:1 meetings with each team leader and (4) debrief/provide macro-level feedback to the whole leadership team.
  - Although we anticipate participants will benefit from the assessment and surrounding discussions, we will measure progress in the future through a repeat assessment.
  - We will conduct at least one check in during the year to discuss progress on individual learning plans.

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

- Created and filled new position for Director of Diversity, Equity, and Inclusion (DEI) as a member of the Executive Team with a direct report to the City Attorney.
  - The priority was to bring in a full-time employee with relevant DEI expertise to serve as a leader, advisor, and advocate, focused on infusing DEI into all Office programs and activities, and responding to the recommendation to add this position from the Racial Equity Task Force (RETF) and Affinity Groups.
  - The Office conducted a public recruitment with a structured screening, interview, and selection process, involved the RETF in that process, and hired the DEI Director effective October 2022.
  - To date, in partnership with the RETF and other groups, the DEI Director has advanced multiple initiatives, including: restructured and reconstituted the RETF, with recognition for outgoing RETF members; finalized the Hiring Guide; finalized a pilot Mentorship Program; and provided DEI trainings officewide, as well as an Intercultural Development Inventory assessment for the leadership team.

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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 a pilot Mentorship Program open to all Office employees.
  - Creating a structured Mentorship Program—as opposed to relying on organic mentorship relationships developing—is critical to our Office so all employees can have the guidance, support and advice needed to progress in their careers.
  - Diverse working group designed a Mentorship Program, drafted a mentorship guide, collected resources and retained a trainer to educate employees on being an effective mentor and mentee. The Office will launch the program in late spring.
  - We will measure success through participant satisfaction, gauged by a designated Mentorship Coordinator through structured check-ins.
  - The Office will finalize the program and guide based on feedback from pilot program participants.

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

- Our Affinity Groups (AG) continue to thrive, promote inclusion, and serve as a safe space for underrepresented groups.
  - Creating AGs was a priority, especially in a hybrid work environment, so that employees from underrepresented groups could support each other, develop connections across teams, and learn from each other.
  - We provided: (a) time/space to meet, (b) a billing number for time spent attending AG meetings, and (c) a cross-AG forum (all AG meeting) to support allyship among the AGs.
  - AGs continue to find new ways to support employees through social events, office-wide education programs, and feedback to the office. In addition, AGs support the hiring pipeline by connecting with and mentoring students.
  - One challenge is defining and discussing the role of allies, whether that is through some form of participation in existing AGs or through an Allies AG.

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

- Explore paid internship and fellow opportunities.
  - Unpaid internships and fellowships create barriers for students without financial means who are often from underrepresented groups.
  - We requested funding in the FY2021-22 budget for intern stipends but did not receive funding. We also created a paid and benefitted one-year Law Fellow classification for law students directly from law school, before and immediately after Bar exam results.
  - We will explore alternate options to fund internships and add Law Fellow positions and will confer with other departments to identify fundings streams.
  - Success would involve finding enough funding for at least a cost of living stipend for our summer interns, and adding 2-3 Law Fellow positions to the Office.

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

- To create an objective process to provide meaningful feedback to all employees.
  - People from underrepresented groups often receive less feedback than those in the majority and, when feedback is given, it often contains more biased language. Our Office would benefit from a office-wide process for providing employees with feedback.
  - Certain managers and groups have a feedback or evaluation process, but we need to explore options for creating a standard process.
  - We would like to (1) potentially borrow best practices or templates from other departments and (2) obtain recommendations regarding 3rd party performance evaluation or feedback tools.
  - In one year, we should have a pilot program in place.