



**OFFICE OF THE CONTROLLER**  
CITY AND COUNTY OF SAN FRANCISCO

Ben Rosenfield  
Controller  
Todd Rydstrom  
Deputy Controller

August 18, 2023

The Honorable Anne-Christine Massullo  
Presiding Judge, Superior Court of California, County of San Francisco  
400 McAllister Street, Room 008  
San Francisco, CA 94102

Dear Judge Massullo:

The following is in response to the 2022-2023 Civil Grand Jury report, *Time to Get to Work: San Francisco's Hiring Crisis (June 21, 2023)*. In accordance with California Penal Code §933, our response is being submitted to the Presiding Judge.

Thank you for the opportunity to comment on this Civil Grand Jury report. If you have any questions, please contact me at [Todd.Rydstrom@sfgov.org](mailto:Todd.Rydstrom@sfgov.org).

Respectfully submitted,

Todd Rydstrom /s/  
Deputy Controller

cc: Ben Rosenfield, Controller  
Mark de la Rosa, Director of Audits  
Claire Stone, Manager of Special Projects and Key Initiatives  
Anatolia Lubos, Civil Grand Jury Analyst  
Stephanie Cabrera, Board of Supervisors Clerk

**Office of the Controller - Findings and Recommendations - FY2023 CGJ Report – Time to Get to Work**

| #  | Finding  | Respondent Assigned by CGJ               | Response               | Response Text   |
|----|--|--|------------------------|---|
|    |  |  | Agree with the finding | No explanation needed   |
|    |  |  | Disagree, partially    | Specify portion disputed and reason   |
|    |  |  | Disagree, wholly       | Specify disputation and reason  |
| F6 | It is difficult to evaluate the success of the City’s hiring strategy due to lack of transparency in the hiring process. | MYR, DHR, Civil Services Commission, CON | Disagree, partially    | While information regarding time to hire has historically been difficult to track and report on, recent improvements have enabled more meaningful internal reporting for management purposes and permitted much improved internal tracking and reporting on challenges in the hiring process. However, we concur with the CGJ that improvements are needed to report on these metrics to the public and other key stakeholders, and the Controller’s Office is available to assist DHR and others with those efforts. |

| #             | Recommendation   | Respondent Assigned by CGJ | Response                 | Response Text  |
|---------------|--|----------------------------|--------------------------|--|
|               |  |                            | Has been implemented     | Summary regarding implemented action   |
|               |  |                            | Will be implemented      | Timeframe for implementation   |
|               |  |                            | Require further analysis | Explain scope and parameter of analysis, timeframe (should not exceed 6-months)  |
|               |  |                            | Will not be implemented  | Explain thereof  |
| R6.1 [for F6] | By July 1st, 2024, the Department of Human Resources should work with the City Controller and City Administrator to produce a public dashboard, updated monthly, that reports time-to-hire and vacancy rates for critical service positions and departments. | MYR, DHR, CON, ADM         | Will be implemented      | As discussed in our response to the related finding, the Controller’s Office is available to support DHR and others to develop public dashboards and other regular public reporting, at their direction. |