

# Departmental Racial Equity Progress Report Annual Report for 2021

## Part A

Submit to ORE by March 1, 2022

Department name: Department of Building Inspection

Date: 04/26/2022

### Reflections from Department Leadership

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

I feel strongly that our department can and should do more to recruit employees from diverse backgrounds by developing strategies to educate people of diverse backgrounds about our department and career opportunities.

**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?**

I meet regularly with our Racial Equity Leaders to get updates and offer my support with any hurdles that arise. I can support them with leadership, support for budget allocations and goal-setting.

**Acknowledged by [name] and [title], [date], [signature]**

Patrick O'Riordan, C.B.O., Director

*Patrick O'Riordan* 5/2/22

## 1. Hiring and Recruitment - Diversify staff to increase representation of BIPOC

### Goals and performance measures

1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.

1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.

1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.

1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.

1.4.1. Maintain a standardized and holistic interview process with structured interview questions.

1.4.2. Ensure a diverse hiring panel for each interview.

1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.

1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.

1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.

### Changes implemented over the 2021 calendar year

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

1.1.2 – Annual RE survey implemented and completed each October

1.2.1 – Priority focus on departments least diverse job classification series. Post recruitments in diversity specific job boards to increase recruitment pool. Working partner in the CCSF Diversity Recruitment working group. Participated in CCSF Citywide Career Fair.

1.2.2 - Priority Outreach to local community colleges, National Society of Black Engineer, National Society of Hispanic Engineers, local college BIPOC alums associations.

1.2.6 - Continue to participate in Citywide RE working group. For DBI specific classifications begin review of job descriptions; work with DHR etc. Most DBI specific classifications do not require a degree (i.e. Permit Techs, Inspectors). Continue to follow CCSF De-identification practices with hiring managers.

1.4.1 – Continue to ensure all DBI interviews include structured interview questions, scoring rubric etc.

1.4.2 – DBI’s interview policy and practice includes demographic diversity.

1.4.5 – All DBI job announcements are shared with all department staff via email and posted on the DBI Careers page.

1.4.6 - All hiring and interviewing processes are standardized. Postings, interview panels,

standardized questions/scoring. General onboarding for staff managed by HR. Onboarding standardization for Permit Technician classification series was completed in 2021 (onboarding specific to job duties).

1.4.7 - All new hires are processed in same manner. General onboarding for staff managed by HR. Onboarding standardization for Permit Technician classification series completed 2021. (onboarding specific to job duties).

**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.*

1.1.1 – Continue to review conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply. – Focus on Engineering Classification Series in 2022.

1.1.3. - Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.

1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.

1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers. 2022 Focus on Engineer Classification Series.

1.4.8 - Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.

**2. Retention and Promotion - Develop consistent, standardized onboarding and training programs across all divisions.**

**Goals and performance measures**

- 2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work)
- 2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.
- 2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.
- 2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.
- 2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers.
- 2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.
- 2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies.
- 2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.
- 2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.

**Changes implemented over the 2021 calendar year**

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

- 2.1.1. – All DSW deployments and assignments tracked by the department.
- 2.1.2 - Budget analysis completed. Strategies developed and published.
- 2.1.3 - Consistently send Health and Safety emails to all staff (DSWs included). Followed-up with DSW workers monthly to check-in on assignment.
- 2.1.4 – Consistently offered and clarified all additional benefits for deployed and “essential” workers.
- 2.1.5 - Caretaking and safe transportation sections included in DSW deployment protocol.
- 2.2.1 – Salary standards against industry standards to ensure parity conducted by DHR.
- 2.2.2 – Standard employee benefits conducted by DHR & communicated to all staff through DHR and/or DBI HR.
- 2.2.3 – PTO Policy reviewed by DHR & additional Holiday (Juneteenth) added to CCSF PTO policy.
- 2.3.3 - DBI has a process for acting/interim roles and follows the CSC rules regarding acting assignment pay.

**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.*

- 2.1.1 - DSW Demographic Information Review - deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.
- 2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.
- 2.3.2. Develop a formal and transparent process for raises and promotions.
- 2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.

Department name: DBI

**3. Discipline and Separation - Develop a transparent, consistent disciplinary process**

**Goals and performance measures**

3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.

3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.

**Changes implemented over the 2021 calendar year**

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

3.1.1 – Continued to log disciplinary actions in DHR data base & review data for any biases against staff of color.

3.1.4 – Provided mediation for various internal disputes.

**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.*

3.1.2 - Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.

3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.

<b>4. Diverse and Equitable Leadership</b>
<p><b>Goals and performance measures</b></p> <ul style="list-style-type: none"> <li>Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.</li> </ul> <p>4.1.1 Adhere to hiring and recruitment policy that citywide racial equity framework and department RE plan</p> <p>4.1.2 Commit to ongoing racial equity training and development for leadership</p>
<p><b>Changes Implemented over 2021 calendar year</b></p> <p>4.1.1 Department continued to increase RE in hiring by ensuring all hiring managers complete RE training; requiring RE responses in interviews; working with DHR in expanding recruitment outreach. The 2021 RE Employee Survey responses includes increases in DBI leadership demonstrating support for RE (57% vs 63%).</p> <p>4.1.4 Implemented an online anonymous employee suggestion process to gain employee input</p>
<p><b>Priority actions for 2022 calendar year</b></p> <p>4.1.1 Increase coordination with DHR</p> <p>4.1.2 Increased budget to expand RE training and development for leadership</p>
<b>5. Mobility and Professional Development</b>
<p><b>Goals and Performance Measures</b></p> <ul style="list-style-type: none"> <li>Increase professional development for staff, particularly those in entry level and front line jobs</li> </ul>
<p><b>Changes implemented over the 2021 calendar</b></p> <ul style="list-style-type: none"> <li>4. Year 1 RE Plan Implementation focused on Permit Technician Series (Permit Techs). DBI HR worked with Permit Tech supervisors and managers to develop Permit Tech standardized onboarding/training plan.</li> </ul>
<p><b>Priority actions for 2022 calendar year, including opportunities staff input and decision making.</b></p> <ul style="list-style-type: none"> <li>Solicit input from Permit Techs on current training/onboarding.</li> <li>Continue to improve Permit Tech training (including Permit Tech input). Implement Permit Tech mentorship program.</li> </ul>
<b>6. Organizational/Culture of belonging and inclusion</b>
<p><b>Goals and performance measures</b></p> <ul style="list-style-type: none"> <li>Create a culture of inclusion through communication, training and policies</li> </ul>
<p><b>Changes Implemented over the 2021 calendar year</b></p> <ul style="list-style-type: none"> <li>6.1.7 The department conducted annual RE survey in Fall of 2021 to gain staff input on racial/equity knowledge, DBI Organizational climate and racial equity issues/concerns. Staff response on racial equity knowledge increased for understanding the purpose of RE Initiative and understanding the basic concepts of RE. 96% of respondents reported positive</li> </ul>

relationships with those in different races. Over the past year, there has been a 3% reduction in respondents who observe racial tensions in the department (34% vs. 31%).
<p><b>Priority actions for 2022 calendar year, including opportunities for staff input and decision-making</b></p> <ul style="list-style-type: none"> <li>• 6.1.6 Expand outreach to staff, including increasing RE Team</li> <li>• 6.4.1 Increase outreach to community</li> </ul>
<p><b>7. Boards and Commissions</b></p>
<p><b>Goals and Performance Measures</b></p> <ul style="list-style-type: none"> <li>• Using a racial and gender equity lens, evaluate and improve DBI’s services, processes and representation on the BIC and related committees.</li> </ul> <p>7.1.3 BIC adopted RE commitment resolution</p>
<p><b>Changes implemented over the 2021 calendar year</b></p> <ul style="list-style-type: none"> <li>• 7.1.6 BIC conducted Ramaytush Ohlone research including working with Dr. Jonathan Cordero of the Ramaytush Ohlone to develop a thoughtful and respectful Land Acknowledgement Resolution.</li> </ul>
<p><b>Priority actions for 2022 calendar year, including opportunities for staff input and decision-making</b></p> <ul style="list-style-type: none"> <li>• 7.1.4 Implement quarterly RE BIC Agenda items.</li> </ul>
<p><b>Department Resourcing for Phase I RE Plan</b></p>
<p>During the development of the Phase I RE Plan, two employees were assigned part-time to develop the plan. Taras Madison, 0953 Deputy Director and Michele Nieve, 1246 HR Manager.</p> <p><b>Additional voluntary staff included:</b> Mauricio Hernandez, 6334 Chief Building Inspector, Gary Love, 1823 Adm. Analyst, Luis Barahona, Senior Housing Inspector, Mia Sutanto, Payroll/Personnel Clerk, Patty Herrera, Records Manager</p> <p>Other staff volunteered for affinity group meetings (anonymously).</p>

**Attachments**

**Workforce and board/commission demographic data**

*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.*

**Racial Equity Action Plan**

<https://sfdbi.org/sites/default/files/DBI%20Racial%20Equity%20Plan%20v1%2012.31.20.pdf>



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## Part B

*Submit final to ORE by April 1, 2022*

*Attend ORE working sessions in January-February 2022 to develop Part B.*

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