



**San Francisco Police Department  
Professional Standards & Principled Policing Bureau  
Department of Justice Compliance**

<p><b>Individual Recommendation Report</b></p> <p><b>Rec. Number:</b></p> <p><b>Assigned To Project Manager:</b> Captain Rainsford #1011</p> <p><b>Prepared by:</b> Sergeant Serrano #1234</p> <p><b>Priority:</b> Low</p>	<p><b>Reserved For PSPPB Only</b></p> <p><input type="checkbox"/> <b>President’s Task Force</b></p> <p><input type="checkbox"/> <b>Blue Ribbon Panel</b></p> <p><input type="checkbox"/> <b>CJTF SF Bar Association</b></p> <p><input type="checkbox"/> <b>Department of Police Accountability</b></p> <p><input type="checkbox"/> <b>Civil Grand Jury:</b></p>
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**DOJ Recommendation #: 85.1**

*The SFPD should continue supporting and overseeing this initiative and ensure the Recruitment Unit continues to implement best practices for recruitment, training, and outreach to improve diversity and cultural and linguistic responsiveness of the SFPD*

**DOJ Objective: Recruitment, Hiring Personnel Practices**

**Executive Summary:**

The San Francisco Police Department’s Recruitment Unit continuously recruits for the positions of Entry-level Police Officer, Lateral Police Officer, Reserve Police Officer, Police Cadet, and Police Intern. Some of the efforts include, but are not limited to, attending job/career fairs, community events, preparing workshops and seminars, giving school and church presentations, initiating examination preparation sessions, actively networking with educational institutions and local, state, and federal government agencies, and advertising through various media outlets.

The San Francisco Police Department’s Recruitment Unit attends and participates in many career fairs and community events to recruit potential applicants. Many of these events are sponsored by the following: High Schools (San Francisco), Colleges and Universities (California, Texas, Atlanta and New York), Technical Schools (Heald and DeVry), Military Bases (California, Nevada, Washington, Colorado, and Texas), Diversity Employment Groups (Phase2Career – 40+, SF LGBTQ, EDD, Military Veterans), and Community Events (Pride events, Women’s expos, Black expos, Asian Heritage), Churches (San Francisco and East Bay).

At these events, the recruiters actively engage the participants by speaking with interested applicants and encouraging them to apply. A mixture of literature is available to the participants, i.e., recruitment flyers and brochures for them to peruse at their leisure. Please see the supporting documents for examples of flyers and brochures. Furthermore, an application steps card with specific steps on how to apply on-line and register for the written examination is distributed to the applicants. Please see the supporting documents to see a copy of this card. Lastly, we ask participants to leave their contact information so that a member of the Recruitment Unit can follow-up and assist when appropriate during the examination process.



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The Recruitment Unit closely follows current and emerging trends regarding recruiting. We conduct our own on-line research and collect information while speaking to applicants, community members, other recruiters at events and other law enforcement agencies. The Recruitment Unit members acquire on the job training while working events which helps the unit stay up to date.

To ensure the Recruitment Unit continues to implement best practices for recruitment, training and outreach, Sgt. Serrano #1234 and Officer Levy #1333 attended a Police Recruitment and Retention Summit on May 22<sup>nd</sup>-23<sup>rd</sup> 2017. After attending the Police Recruitment and Retention Summit, Sergeant Serrano #1234 and Officer Levy #1333 prepared a Training Summary to go along with the class syllabus. All Recruitment Unit members and Lt. Yin #4109 from the SFPD Staff Services Division were provided with copies. Sergeant Serrano and Officer Levy presented the training material to the Recruitment Unit members on May 31<sup>st</sup> 2017. During that in-house training, members were provided with the syllabus, the training summary, and also shown other agency videos and print advertisements. Copies were also provided to Sgt. Ware #66 from the Background Investigations Unit, Captain Struckman #1769 from the Staff Services Division, and Commander Yee #1298 from the Administration Bureau.

The Recruitment Unit is committed to continuous training and is currently in the enrollment phase of sending Officer Greg Pak #1554 and Officer Tina To #3 to a Police Recruitment and Leadership Summit on December 4<sup>th</sup>-5<sup>th</sup> 2017. Since best practices are always changing, the Recruitment Unit will send two members to a police recruitment training each fiscal year. To ensure this will be implemented, Captain Rainsford issued Unit Order 17-07 Recruitment Unit Training & Outreach.

Examples of suggestions that were made at the training summit which the Recruitment Unit already have in place are: the SFPD highlights its benefits along with salary when recruiting and advertising; the SFPD utilizes various social media platforms to connect with candidates; the SFPD utilizes a questionnaire to assess how applicants heard about SFPD. The SFPD provides recruiting materials that picture a wide range of diverse officers; the Recruitment Unit utilizes part-time recruiting officers and various community members to help with SFPD recruiting efforts; the Recruitment Unit has assisted in offsite testing for applicants that live outside of the Bay Area; the Recruitment Unit offers practice tests and workout sessions; and the Recruitment Unit hosts numerous events specifically focused on recruiting more females.

The Recruitment Unit has also put into action the following suggestions that were made at the training summit: the Recruitment Unit improved the "How did you hear about us survey?;" the Recruitment Unit will be recruiting at John Jay University career fair September 14<sup>th</sup> 2017; the suggestion was made to advertise directly to women by making a women's video and changing the colors in the print ads to appeal more to female applicants. Please see the supporting documents for screenshots of the video and a collage of the colorful women's ad campaign. There is also a flyer advertising our most recent women focused event that was held on 8/16/17.

On 7/1/17 Officer Tina To #3 was transferred to the Recruitment Unit. (Bilingual Asian female that also represents the LGBTQ community) The addition of Officer To helps improve the diversity, cultural, and linguistic responsiveness of The SFPD Recruitment Unit.



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The Recruitment Unit utilizes 58 part-time recruiters to supplement our 7 full time recruiters. These are Officers and Sergeants in the SFPD who have formally requested to support the Recruitment Unit's efforts. They have been vetted, interviewed, and trained. The wide range of recruiters represents the diversity of the SFPD. Please refer to the seven page supporting document which displays the racial, gender, and multi-lingual demographics of the recruiters. The data also shows where the part-time recruiters are stationed within the SFPD. The Recruitment Unit is conscientious about the staffing selection for working recruiting events. For example: When we are recruiting at a military event, we attempt to place at least one military veteran police officer recruiter there when staffing allows. We evaluate all events and attempt to apply this recruitment diversity approach.

The Recruitment Unit conducted a community survey during July and August 2017. The survey was very helpful in gauging The Recruitment Unit's outreach and current advertising campaigns. The survey also helped the Unit in collecting numerous suggestions on how to improve our efforts and locations to consider for future recruiting. Please see the survey in the supporting documents section.

Another way the Recruitment Unit measures its outreach is by conducting the previously mentioned "How did you hear about us survey?" This survey is provided to applicants during the background phase of their process. These surveys are returned to The Recruitment Unit and the data is assessed. To provide a view of what that data looks like please reference supporting document: SFPD Academy Classes' Exposure to Recruitment Efforts. The surveys from Academy Classes 255, 256, 257 and 258 were compiled to show how much impact and exposure the Recruitment Unit has with applicants. This data helps the Recruitment Unit select future recruitment efforts.

### **Purpose:**

Ensuring the Recruitment Unit **continues** to implement best practices for recruitment, training and outreach will then **continue** to improve the diversity, cultural, and linguistic responsiveness of the SFPD.

### **Policy:**

On 6/29/17 Department Bulletin 17-141 Position Opening: Part-time Recruitment Officers & Sergeants was issued to supersede Department Bulletin 16-220. It states that the Recruitment Unit continuously accepts applications for Officers and Sergeants who are interested in assisting with SFPD's recruitment efforts. The Recruitment Unit currently has part-time recruiters which helps the Unit to improve diversity, cultural, and linguistic responsiveness of the SFPD.

Unit Order 17-04 Recruiting Event Summary Form was issued by Captain Struckman #1769 on 5/16/17. It states that the Recruitment Unit shall complete an Event Summary Form after each recruiting event. This will help the Unit track the number of events attended, number of prospective candidate contacts, costs for return on investments, and recommendations/feedback for improvements. This will help the Unit to better select which Officers/Sergeants work at recruiting events so that SFPD can display our diverse, cultural, and linguistic police force. By selecting the appropriate Officers/Sergeants at events, SFPD hopes to attract more diverse, cultural, and linguistic applicants.



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Unit Order 17-05 SFPD/DHR Recruiting and Hiring Committee was issued 5/31/17 by Captain Struckman #1769. It states that a hiring committee comprised of The Officer-in-charge of the Staff Services Division, The Officer-in-charge of the Basic Academy, The Sergeant of the Backgrounds Investigation Unit, The Sergeant of the Recruitment Unit and a representative from the San Francisco Department of Human Resources Public Safety Team will meet quarterly. The committee will assess current hiring practices and compare them to nationwide best practices. The committee will strive to make SFPD's hiring process as user friendly as possible for applicants. This will continuously improve the units outreach to applicants.

Unit Order 17-06 Recruitment Unit Social Media Visitor Traffic was issued 6/2/17 by Captain Struckman #1769. It states the Recruitment Unit will record and track the Unit's social media usage. This data will be reviewed at the SFPD/DHR Recruiting and Hiring Committee meetings. This data collection and review will also improve the units outreach to applicants.

Unit Order 17-07 Recruitment Unit Training & Outreach was issued 8/29/17 by Captain Rainsford #1011. It states The Recruitment Unit will send two members to recruitment training annually. Upon returning, those members will develop and present a training syllabus to the rest of the Recruitment Unit. It also states the Recruitment Unit shall conduct a bi-annual community survey to measure the effectiveness of its outreach and events.

**Audit (if applicable):**

Unit Order 17-04 Recruiting Event Summary-This form shall be completed for each recruiting event, The Recruitment Unit Sergeant will review and approve the form and it will be uploaded into The Staff Services-Recruitment shared folder.

Unit Order 17-05 SFPD/DHR Recruiting and Hiring Committee-This order states that the hiring committee will meet quarterly. We recently met on 9/6/17 and had a productive strategy session regarding recruitment, backgrounds and Academy processes.

Unit Order 17-06 Recruitment Unit Social Media Visitor Traffic-This order states that the Recruitment Unit will compile each month's social media data and upload it into The Staff Services-Recruitment shared folder.

Unit Order 17-07 Recruitment Unit Training & Outreach-The Recruitment Unit Sergeant will ensure that two members attend recruitment training annually. Those members shall develop and present a training syllabus to the rest of the Recruitment Unit. It also states that the Recruitment Unit Sergeant shall conduct a community survey annually. The community survey data collection will also be presented to the entire Recruitment Unit. The training syllabus and the community survey will be provided to the Deputy Chief of The Administration Bureau.

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**Written Directive: (D.G.O., Dept. Manual, Bureau Orders, Dept. Bulletins, etc.)**

Department Bulletin 16-220 Position Opening: Part-time Recruitment Officers & Sergeants

Department Bulletin 17-141 Position Opening: Part-time Recruitment Officers & Sergeants

Unit Order 17-04 Recruiting Event Summary



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Unit Order 17-05 SFPD/DHR Recruiting and Hiring Committee  
Unit Order 17-06 Recruitment Unit Social Media Visitor Traffic  
Unit Order 17-07 Recruitment Unit Training and Outreach

**Supporting Documentation: (Learning Domains, Power points, Lesson Plans, Policies)**

Department Bulletin 16-220 Position Opening: Part-time Recruitment Officers & Sergeants  
Department Bulletin 17-141 Position Opening: Part-time Recruitment Officers & Sergeants  
Unit Order 17-04 Recruiting Event Summary Form  
Unit Order 17-05 SFPD/DHR Recruiting and Hiring Committee  
Unit Order 17-06 Recruitment Unit Social Media Visitor Traffic  
Unit Order 17-07 Recruitment Unit Training and Outreach  
How did you hear about us survey?  
SFPD Academy Classes' Exposure to Recruitment Efforts  
Recruiter Demographics  
Community survey of SFPD Recruitment Efforts  
Police Recruitment & Retention Summit Syllabus  
Police Recruitment & Retention Summit Training Summary  
"You Can Do This" advertisement campaign photos  
SFPD Public Safety Women's Hiring Forum flyer  
Screen shots from Female Recruiting Video  
Recruitment flyer, brochures and card

**Implementation, training & records (How to prove we did what we said?)**

On 12/27/16 Department Bulletin 16-220 was issued. At that time, 22 new recruiters completed the vetting, interview, and training process for the part time recruiter position. On 6/29/17 Department Bulletin 17-141 was issued to supersede 16-220. It allows continuous applications. As of 8/21/17, the Recruitment Unit has received 8 additional applications. Those application are in the process of being vetted.

Unit Order 17-04 Recruiting Event Summary was issued 5/16/17. It took effect immediately. The Recruitment Unit now completes this summary after every recruitment event. The Recruitment Unit Sergeant reviews and approves each summary before uploading it into the Staff Services-Recruitment shared folder.

Unit Order 17-05 SFPD/DHR Recruiting and Hiring Committee was issued 5/31/17. It took effect immediately. The first meeting was held on 6/1/17 at 1000 hours and the second was on 9/6/17. The next two are scheduled for 12/6/17, and 3/7/17.

Unit Order 17-06 Recruitment Unit Social Media Visitor Traffic was issued 6/2/17. It took effect immediately. Officer Levy #1333 collected the Recruitment Unit's social media usage for the months of June and July 2017. The Recruitment Unit Sergeant is currently reviewing the data in preparation to upload it to the Staff Services-Recruitment shared folder.

Unit Order 17-07 Recruitment Unit Training and Outreach was issued 8/21/17. It took effect immediately. Regarding the training portion, Officer Levy #1333 and Sergeant Serrano #1234 had previously attended a Police Recruitment and Retention Summit on May 22<sup>nd</sup>-23<sup>rd</sup> 2017. Training was



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provided to all members of the Recruitment Unit on 5/21/17. Officer Pak #1554 and Officer To #3 are in the enrollment process for a Police Recruitment and Leadership Summit on December 4<sup>th</sup>-5<sup>th</sup> 2017. The Recruitment Unit Sergeant will continue to adhere to this unit order and send two members to training annually. The community survey was completed in August of 2017. The Recruitment Unit Sergeant will continue to adhere to this unit order and conduct an annual community survey.