



## Recommendation 51.1

Gabriel Martinez [Redacted]

Tue 1/5/2021 10:16 AM

To: [Redacted]  
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[Redacted]  
[Redacted] Altorfer, Eric (POL) [Redacted]  
[Redacted]

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 51.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD providing ongoing procedural justice and bias trainings informed by best practices. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 51.1: The SFPD should provide procedural justice and explicit and implicit bias training to all department personnel including civilian staff. This training should become a permanent part of the Academy's curriculum and should be reviewed with each officer during the department's annual officer training sessions.

Response to 51.1: Beginning in 2017, SFPD began offering regular its current procedural justice and bias classes. The Principled Policing and Procedural Justice training, which addresses explicit and implicit bias, has been taught to all sergeants and officers in the Advanced Officer, Continuing Professional Training. The eight-hour course was created in conjunction with Stanford's SPARQ Think-tank Group (Social Psychological Answers to Real World Questions), ensuring SFPD used an evidence-based approach to the training. The training development include using statistics from course evaluations to show training effectiveness and attitude changes of participants. Additionally, the training has been integrated into the basic recruit academy curriculum in two courses, Principled Policing and Managing Implicit Bias.

Beginning in August 2019, the San Francisco Department of Human Resources began offering a course on implicit bias, "Managing Implicit Bias: Creating Awareness and Building Inclusion." Through individual trainings at the Academy and its inclusion in the basic recruit Academy, the course is being completed by nearly all SFPD officers. SFPD's audits of its courses show that ninety-eight percent of officers have completed their bias and procedural justice courses, and SFPD follows up with officers who have not been trained to ensure that training will occur.

To ensure continuing training on procedural justice and bias, SFPD has instituted a series of roll-call trainings, codified in Department Bulletin 19-152, "Monthly Roll Call Training" (July 18, 2019). The monthly trainings focus on leadership, procedural justice, fair and impartial policing, and the President's Task Force on 21<sup>st</sup> Century Policing. For example, a recent roll call training focused on the relationship between procedural justice and police legitimacy, and provided a sample scenario of an officer interaction with the public for discussion. The trainings also have a section regarding the role of supervisors.



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Additionally, SFPD plans to offer a course called "Bias and Racial Profiling" beginning in 2021 as part of the advanced officer training. The course will focus on the historical context of bias and how bias affects decision making. On August 12, 2020, SFPD published revised Department General Order 5.17, "Bias Free Policing." The Order requires the Training Division to ensure that officers attend training on Principled Policing and Procedural Justice, Racial and Cultural Diversity and Racial Profiling, and Managing Implicit Biases, among other trainings. Draft Department General Order 1.08 also requires officers to attend community policing training every two years.

Based upon all the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further. Thank you.

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## Collaborative Reform Completion Memorandum

**Finding # 51:** Training curricula do not address the complex emerging community issues in the current law enforcement environment.

**Recommendation # 51.1** The SFPD should provide procedural justice and explicit and implicit bias training to all department personnel including civilian staff. This training should become a permanent part of the Academy's curriculum and should be reviewed with each officer during the department's annual officer training sessions.

**Response Date: 10/09/2020**

### Executive Summary:

Goal 4 of the Community Policing Strategic Plan focuses on Relationship Building. Under this goal, (Focusing on Objective 4.2) The San Francisco Police Department is committed to providing unbiased, dignified, and equal treatment to all community members with emphasis on building cohesion and trust between the diverse communities of San Francisco and the Police Department. The Department provided procedural justice and implicit bias training to all department personnel and civilian staff to ensure that every member of the Department understands and embodies these principles. When officers perform their duties in a procedurally just way, members of the public believe law enforcement officers are legitimate and are more willing to cooperate with police, provide information to police, and willing to obey the law. The San Francisco Police Department believes that Procedural Justice is not just for the communities we serve, but is an organizational philosophy that applies to treatment of its members as well. The Department emphasizes to the members that it is also important to remember that procedural justice should be practiced within SFPD. It is important that all officers and civilian employees treat one another with the same tenants of Procedural Justice (Voice, Neutrality, Respect, and Trustworthiness) that we expect them to treat the public. For that reason, all members of the San Francisco Police Department are required to attend Procedural Justice/Police Legitimacy and Implicit Bias training, which is now a permanent part of the training curriculum.

### **Compliance Measures:**

- 1) Plan to establish procedural justice and bias training, that is informed by best practices and scientific studies, as part of a permanent curriculum.**

### **Principled Policing: Procedural Justice and Implicit Bias Course**

The Principled Policing/Procedural Justice training class which addresses explicit and implicit bias awareness has been taught to all San Francisco Police Department sergeants and officers during the 2017/2018 Advanced Officer/continuing Professional Training (AO/CPT) cycle (See Attachment 1 Advanced Officer Training Schedule).





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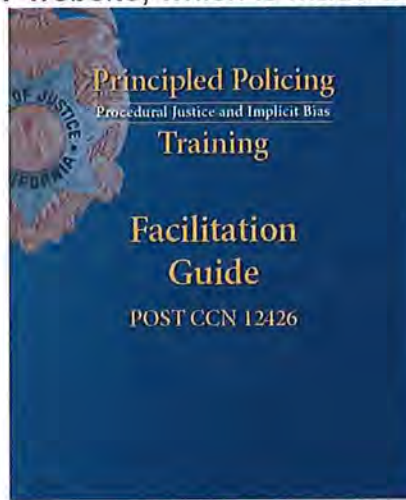
Police Service Aids (PSA) and civilian staff are also being trained in Principled Policing/Procedural Justice. The Principled Policing/Procedural Justice course has been integrated into the Basic Recruit Academy Curriculum since January 2017. Recent Basic Recruit Class #270 Schedule is attached showing two courses, "Principled Policing" and "Managing Implicit Bias"  
(See Attachment 2 Basic Recruit Academy Class Curriculum)

**"...is informed by best practices and scientific studies..."**

The department's most comprehensive course *Principled Policing: Procedural Justice and Implicit Bias* is an 8-hour course. The course was created by the California Department of Justice and Stanford SPARQ (Social Psychological Answers to Real-World Questions) Think-tank Group.  
(See Attachment #3 PowerPoint Presentation of Course Content)

The creation of the course is explained in a White Paper Publication released by Stanford SPARQ. Several agencies collaborated to create an evidence-based course aimed at improving police-community relations. The White Paper includes statistics from course evaluations showing the effectiveness and attitude changes from before and after participants took the course.  
(See Attachment #4 CAL DOJ, SPARQ White Paper)

The course documents include a step by step guide for facilitation of the course on the California POST.CA.GOV website, which is made available to course instructors.



A Partnership Among:  
• Commission on Peace Officers Standards and Training

[LINK TO Principled Policing Procedural Justice POST 8 Hour Facilitation Guide](#)



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### **Implicit Bias Training Course:**

The City and County of San Francisco Department of Human Resources offers a course on Implicit Bias, which was mandated for all supervisors across all city departments since August 2019. The course "Managing Implicit Bias: Creating Awareness and Building Inclusion" is being completed by all SFPD Department Members when offered at the academy, and has also been incorporated into the Basic Recruit Academy Curriculum since April 2016.

See Attachment #5: Managing Implicit Bias: Creating Awareness and Building Inclusion Course Announcement, San Francisco DHR Course Description

### **Bias and Racial Profiling Course:**

The SFPD Academy has planned to continue a focused course in the concepts of Bias in Policing in the Advanced Officer 2021-2022 Continuing Education cycle. (See Attachment #6 Proposed 2021-2022 AO Schedule)

The course titled "Bias and Racial Profiling" was created by P.O.S.T. and is described as follows:

*The goal of this training program is to provide law enforcement with an understanding of historical contexts and how they affect law enforcement's ability to serve. This training will review the idea of history as it relates to racial bias and community perceptions, review potential ways biases may affect decision making, reveal how bias and profiling impact the profession and influences public perception, identify various communities' perspectives and concerns, and reflect on diversity within law enforcement agencies.*

The course combines instruction through scenarios and videos, and is followed by a facilitated discussion and assessment tests to gauge understanding and retention of the concepts.

From course materials:

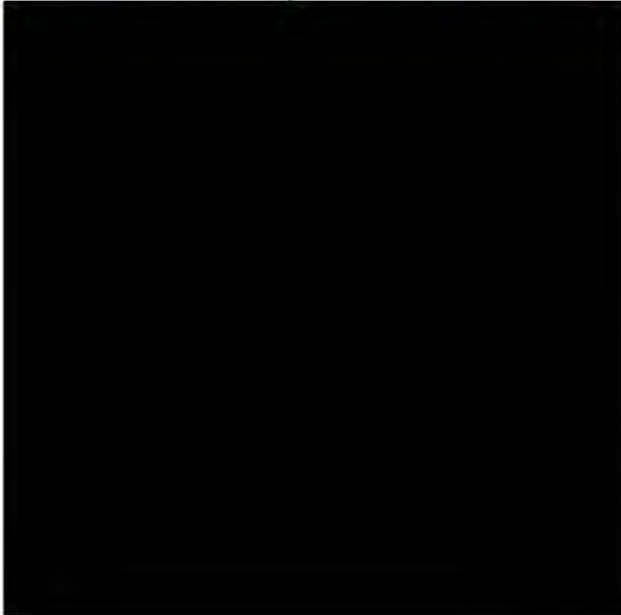
*Successful completion of this program meets the two-hour refresher requirement for Racial Profiling Training pursuant to Penal Code section 13519.4(i) and Regulation 1081 only when this program is facilitated in a group setting by a qualified racial profiling instructor (i.e., an instructor who has completed the requirements prescribed in Regulation 1070), or when viewed by an individual participant and the completed Participant's Guide self-assessment is reviewed by a qualified racial profiling instructor.*





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(See Attachment #7 Bias and Racial Profiling Participant's Guide)



Penal Code 13519.4 Describes California Law Enforcement Training mandates:

"(a) The commission shall develop and disseminate guidelines and training for all peace officers in California as described in subdivision (a) of Section 13510 and who adhere to the standards approved by the commission, on the racial and cultural differences among the residents of this state. The course or courses of instruction and the guidelines shall stress understanding and respect for racial, identity, and cultural differences, and development of effective, noncombative methods of carrying out law enforcement duties in a diverse racial, identity, and cultural environment....

(i) Once the initial basic training is completed, each peace officer in California as described in subdivision (a) of Section 13510 who adheres to the standards approved by the commission shall be required to complete a refresher course every five years thereafter, or on a more frequent basis if deemed necessary, in order to keep current with changing racial, identity, and cultural trends."

### **2) Evidence of procedural justice training to all personnel.**

Upon attending the Principled Policing/Procedural Justice and Implicit Bias training, each member's attendance is recorded in their HRMS training profile. A participation audit was generated on July 27, 2020 for **ALL** courses related to Bias Training showing 98% participation in courses related to Bias.

(See Attachment #8 Bias Training Audit Report)

### **3) Evidence of explicit/implicit bias training to all personnel.**

Upon attending the Principled Policing/Procedural Justice and Implicit Bias training, each member's attendance is recorded in their HRMS training profile. A participation



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audit was generated on July 27, 2020 for **ALL** courses related to Bias Training showing 98% participation in courses related to Bias.

(See Attachment #8 Bias Training Audit Report)

### **4) Evidence of annual review with each officer.**

On 10-15-2020, members from SFPD Professional Standards participated in a conference call with members of Hillard Heintze and the California Dept of Justice. During the prescreening, suggestions and guidelines were discussed for this recommendations as described below:

For compliance measure 4, SFPD will take out language regarding SFPD and Cal DOJ's conversation on October 1, 2020 since Cal DOJ was providing only preliminary observations about what types of documentation could be responsive. (To be clear, SFPD should still include in a Form 2001 any feedback provided to SFPD following a pre-screening meeting where Cal DOJ and Hillard Heintze had the opportunity to review draft packages and could provide more substantive feedback.)

SFPD will also remove references to the performance appraisal program and instead focus on the roll call training, since this compliance measure is focused on an annual review of training, rather than an annual review of personnel's performance.

### **Roll Call Trainings**

At the station level, Roll Call Trainings are a way to frequently train and reinforce concepts to line personnel. In response to the Collaborative reform initiative, the department created an additional training plan outlined in Department Bulletin 19-152 Monthly Roll Call Training (Attachment #9)

The focus of the monthly roll call trainings are the principles of procedural justice: Voice, Neutrality, Respect, and Trust. The trainings include scenarios and discussion questions that encourage dialogue amongst participants. Attached are examples of training facilitation guides for Principle #3- Respect and Principle #4- Trust.

(Attachment 10)

During the training, the principles are reviewed with the Officers in attendance. With completion of the training, an entry is made in the HRMS training profile. Completion of these training periodically remind and reinforce concepts that have been trained to line officers.





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### 5) Review or audit to ensure ongoing compliance with training mandate.

The academy maintains training records of all those trained on Principled Policing/Procedural Justice and Implicit Bias training. As mentioned before, any training that has been entered into an officer's HRMS profile can be audited for attendance.

Training Coordinators at district stations audit training records of station personnel and ensure members are up to date with all required courses and are detailed to any necessary training/mandatory to for continuing education.

(See Attachment #8 Bias Training Audit Report)

Department General Order 1.08 Community Policing\* summarizes our practices for evaluating training needs:

#### *"COMMUNITY POLICING TRAINING*

*The Commanding Officer of the Youth and Community Engagement Unit within CED is responsible for ensuring the Department remains abreast of national policing best practices and will work closely with the Training Division to ensure that the training curriculum is consistent with such practices and includes contemporary examples of successful practices both within the Department and nationwide. The Community Policing and Problem Solving Oversight Committee will be responsible for the ongoing review process to review national policing best practices and update the training curriculum. On an annual basis, the Community Policing and Problem Solving Oversight Committee will convene to discuss emerging community policing practices and provide a brief public report of its findings or recommendations.*

*All Department members (sworn and non-sworn) shall attend Community Policing training every two years. This training shall be developed by the Training Division in consultation with the Community Engagement Division and a minimum of 2 hours in length. Training should include best practices in community policing, community engagement, customer service, and problem solving. Non-sworn Department members are also required to receive training in community policing. At the Basic Academy level, academy training will include discussions, tours, and other interactions with a range of communities and neighborhoods as part of the Academy's Community*

*The Field Training Office of the Department's Training Division is required to direct Field Training Officers to develop and deliver training to a recruit during Field Training which includes key community policing concepts as a way to augment and expand training provided in the Basic Academy."*

\*DGO 1.08 is complete and was voted on for adoption by the San Francisco Police Commission on 10/07/2020. (Attachment 11 DGO 1.08)