



Recommendation 82.2

Tanya Koshy [Redacted]

Mon 1/11/2021 11:57 AM

[Redacted]

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 82.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 82.2:

The SFPD should consider creating information boards and "applicant only" websites and providing ongoing updates and department information to applicants during the hiring process.

Response to 82.2:

The City of San Francisco's Department of Human Resources (DHR) manages the hiring process for SFPD personnel. Given this, SFPD can consider creating information boards and applicant-only websites, but it must do so in coordination with DHR.

SFPD represents that, in the past, it considered creating an applicant-only platform but decided against it because the cost was prohibitive and the software for these types of platforms was, at the time, new. More recently, the Staffing and Deployment Unit identified a number of long-term goals to improve the hiring process and one of them was to work with DHR to create an online applicant-only portal to provide applicants updates on hiring. SFPD then presented this long-term goal to DHR. DHR advised SFPD that it was in the process of transitioning away from its existing platform on which applicants can apply for jobs to new platform in the near future. Because the new platform may have some of the features SFPD would want in its own applicant-only platform, DHR advised SFPD to hold off on securing its own platform. Both SFPD and DHR are also concerned about data transfer compatibility between two different platforms. Given these issues, SFPD is holding off on securing its own applicant-only platform.

In the meantime, SFPD has worked to make its website more helpful for applicants by providing various information on the application and hiring process, such as videos on what to expect in the Physical Ability Test and tips on taking the oral examination. SFPD also notes that DHR has its own applicant-only portal, which keeps applicants abreast of the status of their applications.

SFPD also identified a number of ways it keeps in regular touch with applicants throughout the hiring process. The Recruitment Unit assigns every applicant a recruiter to keep in touch with the applicant. The recruiter keeps track of their communication with the applicant through an Applicant Tracking Sheet. DHR also sends regular emails and letters to applicants regarding the application, reminders on testing, pass/fail testing notifications, among

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[REDACTED]

other issues. If and when an applicant reaches the background investigation phase of their application, the Background Investigations Unit takes over keeping in regular touch with the applicant. Like the Recruitment Unit, the Background Investigations Unit also keeps track of communication with an applicant through a tracking spreadsheet. SFPD also provided a redacted chronological report, summarizing the various communications a background check investigator had with an applicant, which provides evidence of SFPD's regular communication with applicants.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Please let us know if you have any questions or would like to discuss this further. Thank you.

Tanya
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[REDACTED]
[REDACTED]

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Finding # 82	The SFPD does not fully engage its applicants throughout the hiring process.
Recommendation # 82.2	The SFPD should consider creating information boards and “applicant only” websites and providing ongoing updates and department information to applicants during the hiring process.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

SFPD identified that the Department has consider applicant specific information boards and websites, but due to the ownership of the process residing with DHR and the cost, it is using its’ website as a means to inform people about SFPD jobs but does not have an “applicants only” location or ongoing engagement process. San Francisco DHR has mirrored this process with a detail listing of the hiring requirements and job description for a police officer. It provided evidence of good faith review and decision relative to applicant websites and a desire for coordination with DHR, which controls the application process. This meets compliance measure 1.

As for compliance measure 2, DHR maintains the portal to update applicants. It requires the applicant to log on rather than feed information, but it provides the applicant the current job status. SFPD supports recruit application and engagement through a variety of outreach programs predicated upon personal touch. This too is coordinated with DHR – where DHR advises SFPD of applicants that would benefit from mentorship. While this compliance measure is technically not applicable to the SFPD, the work in coordinating with DHR and outreach to applicants is in line with the recommendation – as it is joined up approach.

For compliance measure 3, the SFPD provided sufficient evidence of engagement by both the department and DHR to demonstrate compliance.

Compliance Measures		Status/Measure Met
1	Consideration of information boards and applicant websites.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Plan to update and advise applicants during the process.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Evidence of ongoing updates during the applicant process.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



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Finding # 82: The SFPD does not fully engage its applicants throughout the hiring process. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.

Recommendation # 82.2 The SFPD should consider creating information boards and “applicant only” websites and providing ongoing updates and department information to applicants during the hiring process.

Response Date: 11/12/2020

Executive Summary: The San Francisco Police Department and the San Francisco Department of Human Relations (DHR) are committed to engaging candidates early in the hiring process and keeping them interested and involved. To ensure that applicants are provided ongoing updates and department information, the SFPD and DHR have web pages containing extensive information for Entry Level Q-2 Police Officer applicants. Both agencies maintain constant communication with applicants throughout the hiring process by email, standard mail, phone calls, text messages, social media and in person meetings.

Compliance Measures:

1. Consideration of information boards and applicant websites.

“Cal DOJ and Hillard Heintze thought that SFPD has explained how it (and DHR) keeps in contact with applicants and notifies them of progress. The recommendation was aimed in part at having SFPD consider a portal where applicants could log on and see their progress in the process. SFPD explained that it has considered a portal but due to part of the process being controlled by DHR and financial constraints it has gone forward with its current plan. SFPD will add this explanation to compliance measure 1 as well as additional information regarding how DHR provides updates to applicants.”

The SFPD has created a separate web address that links to the SFPD Career’s homepage on the SFPD’s website: www.SFPDcareers.com

This web address leads to <https://www.sanfranciscopolice.org/your-sfpd/careers>, which is the hub for all the career opportunities within the Police department, which includes both Sworn (Entry Level Q-2 Police Officers, Lateral Officers, Reserve Police Officers) and Civilian positions (Police Cadets, Police Service Aides). Interested applicants will need to complete an application with the San Francisco Department of Human Relations (DHR). A link is provided in our career’s webpage.



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It also contains very extensive and detailed information on the hiring process for the Entry Level (Q-2) Police Officer's position, including:

- Salary and Benefits
- General Information and Qualifications
- Application and Selection Procedures
- Physical Ability Test (includes a video displaying testing components)
- Oral Examination
- Background Investigations
- Basic Academy

Screenshots of the new SFPD website can be seen below:





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APPLYING IS EASY! //

ENTRY LEVEL POLICE OFFICER APPLICATION PROCESS

1

Apply with the City and County of San Francisco at www.jobaps.com/sf (Entry Level (Q-2) Police Officer)

2

Go to www.nationaltestingnetwork.com, choose law enforcement and register to take the San Francisco Police Department written exam. Choose an available and convenient exam date. You will receive an email confirming your exam date, time and location.

Have Questions?

Contact the San Francisco Police Department Recruitment Unit

1245 3rd Street, 5th Floor
San Francisco, CA 94158

Phone:

Fax: 1-415-575-6095

Email:

[SFPD RECRUITMENT FACEBOOK](#)

[SFPD RECRUITMENT TWITTER](#)

SFPD Twitter

SFPD Recruitment @SFPDRecruitment

You get the experience and we want you to join our team and become one of San Francisco's finest! Salary of \$29,656 to \$135,080/year, and \$8,000 Signing Bonus! Details about the Lateral Entry Program on the link: sanfrancisco.gov/sf/recruitment

NOW ACCEPTING LATERAL APPLICATIONS

sfpcareers.com

Nov 7, 2016

SFPD Recruitment @SFPDRecruitment

Volcano Valley Hong Fair is happening today! We'll be here from 10-2pm. Stop by our table and find out how to start a rewarding and exciting career in law enforcement!

#VolcanoValleyHongFair #SanFrancisco #Police #Recruiting #SFPD

Employment Information

Civilian Job Openings

Civilian Job Openings >

Help keep our City safe by serving our community and supporting our sworn members

SFPD Cadet Program >

Become a future leader by preparing for a law enforcement career

Internship Programs >

Earn college credit by learning about career options in law enforcement

Police Service Aide (PSA) >

Provide service and support to the public and sworn police officers

Sworn Job Openings

Sworn Job Openings >

Join San Francisco's Finest

Salary and Benefits >

Our Department offers excellent compensation for those who join

Lateral Entry Program >

SFPD welcomes qualified, currently employed law enforcement officers

Reserve Police Officer >

Build a second career and help protect San Francisco

Academy

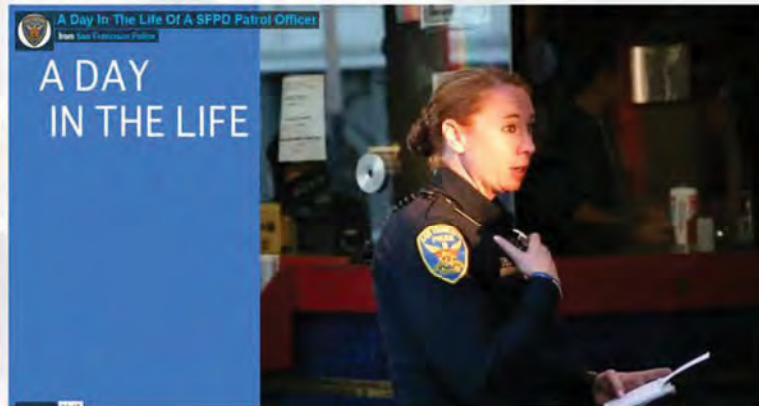
SFPD Academy >

Learn the steps to take to become a sworn officer



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A Day in the Life of a SFPD Patrol Officer Video
Spend a day in the life of a SFPD patrol officer and see the story behind the badge.



SFPD Recruitment Video
View our recruitment video and learn how you can become one of San Francisco's Finest.



<p>Contact Us</p> <ul style="list-style-type: none"> Emergency Phone 5-1-1 Non-Emergency Phone 1-415-553-0123 City Services & Questions 3-1-1 	<p>Career Opportunities</p> <ul style="list-style-type: none"> • Civilian Job Openings • Sworn Job Openings • SFPD Academy • Salary & Benefits 	<p>Police Commission</p> <ul style="list-style-type: none"> • Policies • About the Commission • Commission Meetings • Commissioner Rios • Command an Officer • Department of Police Accountability 	<p>Accessibility</p> <ul style="list-style-type: none"> • Language Assistance Services • Sitemap <p>GO TO SUBMIT SFPD FEEDBACK</p>
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The screenshot shows the San Francisco Police Department website. At the top, there is a navigation bar with the department logo, a feedback link, and a search bar. Below the navigation bar, there are several menu items: 'Get Service', 'Stay Safe', 'News', 'Community', 'Your SFPD', and 'Contact Us'. The main content area features a large heading 'Sworn Job Openings' and a sub-heading 'Entry Level Police Officer'. Below this, there is a 3-step application process: 1. Apply with the City and County of San Francisco at www.jobaps.com, 2. Go to www.nationaltestingnetwork.com, and 3. Take the San Francisco Police Department written exam. A yellow button labeled 'APPLY NOW TO BECOME A POLICE OFFICER' is prominently displayed. At the bottom of the screenshot, there is a light blue sidebar with links for 'Salary and Benefits', 'Application Process', and 'Programs'.

DHR has created a section of their website specifically for information related to the SFPD Entry Level (Q-2) Police Officer’s position. Applicants can also complete an application there.

<https://jobapscloud.com/SF/sup/bulpreview.asp?R1=CCT&R2=Q002&R3=060667>

It contains very extensive and detailed information on the hiring process for the Entry Level (Q-2) Police Officer’s position, including these sections:

- Introduction
- Working Conditions and Benefits
- Eligibility Requirements: Citizenship, Age, Driver’s License, Education, Judicial Record, Desirable Qualifications
- Application and Selection Procedures
- Step 1: First, complete and submit an online application with the City and County of San Francisco.
- Step 2: Next, schedule yourself to take the “FrontLine National” law enforcement examination administered by the National Testing Network (NTN)
- Step 3: Candidates that attain passing scores on the FrontLine National examination will be invited to take the Physical Ability Test (PAT) and Oral Interview.



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- The Physical Ability Test (PAT)
- The Oral Interview
- Eligible List / Certification Rule
- Personal History Questionnaire (PHQ) Evaluation
- Employment, Character, and Background Investigation
- Review of Judicial and Driving Records
- Polygraph Examination
- Testing for Use of Controlled Substances
- Psychological Examination
- Medical Examination
- Vision Testing
- Hearing Testing
- Special Notes
- Veteran's Preference

A screenshot of the DHR website can be seen below:



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CITY & COUNTY OF SAN FRANCISCO
DEPARTMENT OF HUMAN RESOURCES

SEARCH

[EMPLOYEES](#) [JOB SEEKERS](#) [HR PROFESSIONALS](#) [RESOURCES](#) [ABOUT US](#)

[HOME](#) / [JOB SEEKERS](#) / [JOB OPPORTUNITIES](#)

Job Opportunities

- [Open Jobs](#)
- [My Applications](#)
- [Update My Contact Info](#)
- [Notify Me of Future Jobs](#)
- [Closed Jobs](#)
- [Job Descriptions](#)

Police Officer

Recruitment #CCT-Q002-060667

DEPARTMENT	Public Safety Q2
ANALYST	[REDACTED]
DATE OPENED	11/7/2013 8:00:00 PM
FILING DEADLINE	Continuous
SALARY	\$89,856.00 - \$125,034.00/year
JOB TYPE	Continuous CBT
EMPLOYMENT TYPE	Full-Time

[Go Back](#) [Apply](#) [View Benefits](#)

INTRODUCTION

Clerically amended to reflect updates to the Working Conditions and Benefits Application and Selection Procedures, Appeal Rights and Vision Testing.

The DHR “applicant only” portal allows applicants to login and access their application along with their testing status. This portal is titled “Application-Personal Status Board”. If you are hired by the SFPD, this portal access stays with you. You would utilize it for your future promotional applications and your promotional testing status. Below are screenshots of the DHR “Application-Personal Status Board” portal and a redacted example of a member’s access to the portal being maintained and used for promotional application submission.



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DEPARTMENT OF HUMAN RESOURCES



EMPLOYEES **JOB SEEKERS** HR PROFESSIONALS RESOURCES ABOUT US

HOME / JOB SEEKERS / JOB OPPORTUNITIES

Job Opportunities

- Open Jobs
- My Applications
- Update My Contact Info
- Notify Me of Future Jobs
- Closed Jobs
- Job Descriptions

My Applications - Personal Status Board

To **Finish** an application, click on the **Job Title** of the application to Finish. [Return to Job Opportunities](#)

To **Review** a completed application or one for which the deadline has passed, click on the **Job Title** of the application to Review.

To **Print** an application, click on the Job Title for that application. If the application is unsubmitted, click the Review tab and then click the "Print My Application" button at the top of the page. If the application has been submitted, the application will open on the Review tab where applicants may click "Print My Application" to print the application.

To view an application confirmation notice or to follow-up on a notice sent to you regarding the status of a submitted online application, click on the link under the **Last Notice** column for that job.

Application Template

Use your **Master Application** as a working draft to copy for any job. We recommend that you keep the application up to date with any changes to your work or education history. **This is not an actual job application. The City & County of San Francisco will not review master applications when looking to fill vacant positions.** Click on **Master Application** below to **Review/Update** your application template.

Practice Application PRO-0000-000000	You have not created your Practice Application. Click the job title link to get started.
Master Application AF0-0000-000000	You have not yet created your Master Application.

Unsubmitted Applications

These are your **Unsubmitted** applications. Click the Job Title to **Finish and Submit** any of the applications in this section. Take note of the Deadline date for submission.

Job Title/Bulletin Number	Deadline	Recruitment Status
No unsubmitted application records to display.		



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Submitted and Unfinished Applications

This section contains your **Submitted** applications along with any **Unfinished** applications for which the deadline has passed. Click the Job Title to **Review** any of the applications in this section.

Job Title/Bulletin Number	Date Sent	Deadline	Last Notice	Application Expires	Recruitment Status
Sergeant (Police Department)	10/14/2016 10:43:37 PM	10/27/2016 4:00:00 PM	08/05/2019		View Status
	04/04/2008 4:59:41 PM	04/16/2008 11:59:00 PM	06/23/2008		View Status
	02/21/2008 4:45:41 PM	09/12/2008 09:00:00 AM	02/21/2008		View Status
	11/15/2007 01:01:48 AM	11/21/2007 5:00:00 PM	11/15/2007		View Status
	11/15/2007 01:00:26 AM	11/21/2007 5:00:00 PM	11/15/2007		View Status
Police Officer	11/01/2007 2:51:54 PM	10/10/2008 10:00:00 AM	11/01/2007	04/08/2010	View Status
	09/14/2007 12:00:00 AM	07/08/2008 08:00:00 AM		07/29/2010	View Status
	08/01/2007 3:08:27 PM	08/03/2007 11:59:00 PM	08/01/2007		View Status



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The SFPD previously considered an applicant only platform numerous times over the years. At those times, the SFPD chose not to pursue purchasing these platforms due to the cost and the software being too new. A few of the platforms previously considered were eSOPH and Guardian Alliance Technologies. More recently the SFPD has again considered an applicant only platform. In 2019, the SFPD Staffing and Deployment Unit conducted an extensive assessment of the SFPD hiring process. One of the long term improvement suggestions was "Work with DHR to create an online tracking system (candidate portal) that updates in real time." Attachment 12 is a presentation that was created from some of the review findings. See Attachment 12 page 8 for the above listed suggestion. The Staffing and Deployment Unit also suggested researching these company's platforms: Airtable, Salesforce, NEOGOV and eSOPH.

When SFPD presented this information to the DHR Public Safety Team, DHR informed the group that they would be moving away from using their current JobAps platform in the near future. The DHR Public Safety Team suggested that SFPD wait until after that transition before purchasing a separate platform for SFPD to use. The new DHR platform might have some of the access and applications already built in and therefore the SFPD might not need to purchase a separate platform. Both SFPD and DHR were concerned about the data transfer compatibility between multiple platforms. Both agencies did not want the SFPD to spend money on a platform that may or may not be compatible with their future application system. For those reasons, the SFPD decided to wait for DHR to transition to their new application platform before considering purchasing an additional one for SFPD use. To date, DHR has not transitioned to the new application platform.

See **Attachment #12** Diversity Strategic Plan-Process Mapping (page 8)

2. Plan to update and advise applicants during the process.

The RU's main forms of communication are through email, phone call, text message, social media and in person. All interested applicants receive an initial email regarding the hiring process which includes a link to the job application. See the sample email scripts attached.

See **Attachment #1** Greeting Email Script (sent to interested candidates met at events)

See **Attachment #2** MMQ Applicants Initial Email (sent to applicant after application submission)

The RU communicates most effectively with candidates over the phone or in person. The candidates are able to get all questions answered immediately without having to



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search online through lots of information. For that reason, advertising, social media and the website direct interested candidates to call the RU directly. The RU assigns every candidate to a SFPD recruiter for continuous communication. The RU recruiters call all candidates who are assigned to them. They are instructed to leave a message if they do not connect with the call recipient. All information is updated on the RU Applicant Tracking Sheet. The Sergeant in charge of the RU conducts audits of the Applicant Tracking Sheet and if they identify candidates that need additional communication, the Sergeant will instruct the assigned recruiter to call that person for further follow up.

The RU sends email reminders to eligible applicants offering our test prep help options. Candidates who are scheduled for test prep help are emailed a week before the scheduled practice session as a reminder.

See **Attachment #3** Test Prep Help Email

See **Attachment #4** 2019 & 2020 Recruitment Unit Test Prep Calendar

DHR's main form of communication with the applicants is through emails. DHR sends applicants emails regarding their application, registering for testing components, reminders about upcoming tests, pass/fail testing notifications, and email nudges to eligible candidates who are not progressing through the process.

On a weekly basis, DHR sends a list of all applicants to the RU for further follow up using the "High Touch Approach". The "High Touch Approach," is a process where the recruiters provide a high level of mentorship by following up with each individual applicant. This way ALL applicants are offered the same level of one-on-one mentorship. The RU communicates with these applicants by emails, phone calls, text messages, and in person meetings.

See **Attachment #5** DHR Email Scripts to Applicants

Applicants who successfully passed all three initial testing components move on to the Background Investigations phase of the hiring process. The Background Investigation Unit's main form of communication is through email, standard mail, phone calls and in person meetings. Once an applicant makes it to the Background Investigation phase, they are sent an email asking them to complete their background packet and submit it by mail. The applicant receives a confirmation email when the Background Investigation Unit receives the packet.

See **Attachment #6** Background Investigation Unit Email Scripts to Applicants

The background packets received are reviewed by the Sergeant in charge of the Background Investigation Unit. If the applicant is eligible to progress further in the hiring



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process, they are assigned to a Background Investigator. If the applicant is not eligible to progress in the hiring process, they are mailed one of three letters. They are mailed either a non-select letter, a substance abuse policy violation letter (also referred to as a SARs letter) or an administrative waiver letter.

See **Attachment #7** Background Investigation Unit Mailed Letters to Applicants

The Background Investigators individually call each applicant assigned to them. The Investigators communicate where the applicant is in the process, assist them with scheduling interviews, assist them with scheduling further testing, conduct follow up regarding their investigation, communicate test results and request more information/documentation. The Investigators communicate with their applicant by phone or email at least once every two weeks.

See **Attachment #8** Unit Order 18-01 Mandatory Contact with Applicants in Background Investigations

The Background Investigators conduct an in-person initial intake interview, conduct an in-person home visit and conduct a second in-person interview when the applicant is offered a Conditional Offer of Employment. If the applicant is selected for an academy class, they receive a phone notification and an email notification.

The Background Investigation Unit reaches out to the RU when they require additional assistance communicating with applicants. The two most frequent examples are: When applicants are asked to turn in their background packet but fail to do so in the indicated time frame and when applicants do not meet the SFPD height/weight requirements. The RU then calls those applicants and encourages them to become compliant.

3. Evidence of ongoing updates during the applicant process.

The RU enters all contact information in the Applicant Tracking Sheet and follows up with the applicant to documents updates as they progress through phases of the hiring process. [REDACTED]



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[REDACTED]

Any update with applicant is indicated on the Applicant Tracking Sheet. [REDACTED]

[REDACTED]

See **Attachment #9** Redacted section of RU Applicant Tracking Sheet

As stated above, DHR's main form of communication with applicants is through emails. Please see the attachment below for examples of email communications between DHR and applicants as evidence of on-going updates.

See **Attachment #10** Redacted DHR Email Communications

The Background Investigation Unit enters all contact information in the Case Status Tracker and follows up with the applicant to document updates as they progress through each phase of the hiring process. [REDACTED]

[REDACTED]

[REDACTED]

The individual Background Investigators update the Case Tracker and also their Investigation Chronological Report. [REDACTED]

[REDACTED]

[REDACTED]