



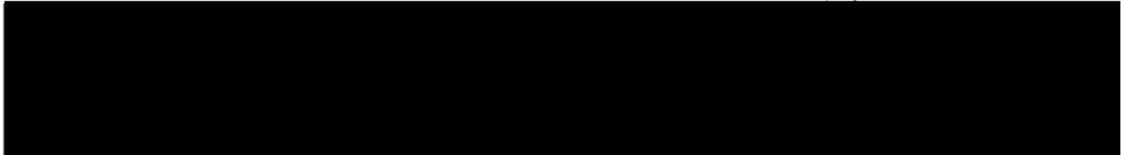


Recommendation 84.1

Gabriel Martinez 

Thu 12/3/2020 8:12 AM

To: Tanya Koshy  McGuire, Catherine (POL)  Scott, William (POL)



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Dear Lt. Altorfer,

Our office has completed its review of the materials related to Recommendation 84.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD restructuring its recruitment and hiring units and analyzing whether recruitment and hiring strategies are successful in meeting SFPD's goals. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 84.1: The SFPD should reorganize its recruitment and hiring practices under one bureau to provide cohesion and ensure resources are strategically used toward recruiting and hiring goals.

Response to 84.1: On March 22, 2017, the Office of the Chief of Police issued Personnel Order No. 6, which restructured the recruitment and hiring divisions. SFPD moved the Recruitment Unit and the Background Investigations Unit under the same chain of command—the Staff Services Division (in the Administration Bureau). This complements other units under the Staff Services Division, the Personnel Unit, and the Staffing and Deployment Units. The restructuring was intended to provide organizational consistency and cohesion throughout the recruitment and hiring process pursuant to this Recommendation. An additional benefit is that these units are now all housed in a single location at Police Headquarters, facilitating regular and frequent meetings and communication among these units.

SFPD has drafted a Diversity Strategic Plan setting forth SFPD's recruitment and hiring goals and strategies. The Plan includes input from the various relevant stakeholders from the Staff Services Division (as outlined above) and the Training Division, including the Academy (Basic Recruit Course), Field Training Office, and the Professional Development Unit. The plan identifies five strategic goals: (1) Diversity in Recruitment; (2) Diversity in Hiring; (3) Diversity in Academy and Field Training; (4) Long Term Retention, Support, and Professional Development; and (5) Organizational Accountability. The Plan describes SFPD's efforts in each area, identifies areas for improvement, and describes how SFPD will evaluate if its programs are working. While the SFPD Diversity Strategic Plan is still in the approval process, the content of the Strategic Plan as it pertains to this Recommendation is already being used to guide the Department's resources and programs. Based on the Strategic Plan, SFPD has utilized metrics and empirical data to review recruitment strategies and implemented programs assisting applicants throughout the application process. These efforts are outlined in the 2019 Recruitment Year End Review Report.



The Year End Review Report process has been formalized in Unit Order 20-02 ("Recruitment Unit - Year End Review Report," issued August 1, 2020). The yearly review includes an assessment of recruitment events and activities, applicant contacts, media advertising, and recruitment strategies. SFPD has also outlined short term and long term strategies for reaching recruitment and hiring goals in the yearly reports including: (1) expansion of recruitment efforts into previously unexplored geographic territory; (2) exploring new cultural/social venues for outreach; (3) advertising focusing on the contemporary workforce/generation's needs and interests by using updated social-media platforms; (4) developing a more robust "farm system" by expanding mentorship of young adults in college; and (5) rethinking benefits packages, work/life support (scheduling/childcare/professional development).

SFPD has also implemented recruitment and hiring improvement processes. On June 9, 2017, SFPD issued revised Unit Order 17-05, "SFPD/DHR Recruiting and Hiring." The Order requires quarterly meetings of a committee to improve processes for police-officer applicants. Committee members include:

- The Officer-in-charge of the Staff Services Division
- The Officer-in-charge of the Basic Academy
- The Officer-in-charge of the Field Training Office
- The Sergeant of the Backgrounds Investigation Unit
- The Sergeant of the Recruitment Unit; and
- The San Francisco Department of Human Resources Public Safety Team

The committee also assesses current hiring practices and compare them to nationwide best practices.

SFPD has a variety of other methods of gathering feedback on its strategies. For example, the Recruitment Unit analyzes demographic data provided by the SF Department of Human Resources. The Officer in Charge of Recruitment and Background Investigations conducts a monthly meeting with the Police Employee Groups (affinity groups such as the Women's Action Committee and the Pride Alliance) to discuss current recruitment strategies as well as suggestions for improvement. SFPD also has begun directing newly hired recruits to complete a detailed survey regarding their experience during the hiring process upon entering the Police Academy. New hires are asked about recruitment efforts such as the usefulness of test preparation programs and advertising.

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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Finding # 84: SFPD recruitment and hiring practices are disjointed.

The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.

Recommendation # 84.1 The SFPD should reorganize its recruitment and hiring practices under one bureau to provide cohesion and ensure resources are strategically used toward recruiting and hiring goals.

Response Date: 09/17/20

Executive Summary: The SFPD recognizes the value of Recommendation 84.1 and improved the Department's organizational structure by aligning the Recruitment Unit, Background Investigations Unit and the Human Resources functions to report under a single chain of command in the Staff Services Division of the Administration Bureau. Effective March 18, 2017, the Recruitment Unit was transferred from the Professional Standards and Principled Policing Bureau to the Administration Bureau. The Human Resource/Personnel Unit, Recruitment Unit, Staffing and Deployment Unit (SDU) and the Background Investigations Unit all report to the Commanding Officer of the Staff Services Division. Additionally, these units are all physically housed in the same location, the Police Headquarters Building. The Training Division, which includes the San Francisco Police Academy, also falls within the Administration Bureau's command. (Attachments # 1 & 2)

This restructure has created synergies and improvements among the units, to include improved communication, better data collection and analysis, improved candidate outreach strategies, and a more efficient hiring process for both the applicant and the Department.



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Some examples of these improvements since April 2017 include:

-Regular and more frequent meetings among the leadership teams directly involved in the recruitment and hiring process, including the Commanding Officer of Staff Services, the Officer-in-Charge and the supervisors of the Recruitment Unit, Background Investigations Unit and Human Resources functions. Ad hoc and spontaneous meetings occur frequently to problem solve and brainstorm in addition to the scheduled standing meetings. During these meetings the teams discuss current and future recruitment efforts and strategies, updates in the flow of applicants in the hiring process, identifying any gaps in hiring process and plans to address these gaps. Examples of improvements that have been realized from these meetings include the implementation of a mass texting service by the Recruitment Unit to communicate with applicants and provide them with necessary updates.

-Improved communication regarding the current status of each candidate involved in the application and hiring process. The enhanced communication and information sharing between the Recruitment Unit and Background Investigations Unit from the organizational realignment allows us to update and track our candidate lists more frequently and with more accuracy. For example, the improved communication enables us to track and assess which recruitment venues and methods yielded more interested and qualified applicants. Please see the attached "Out of Town Recruitment Report" as an example (Attachment #3). Potential modifications in our recruitment efforts are discussed based on this feedback loop. The Data Summary section shows an analytical report of applicants who successfully progressed to the Background phase of hiring. Based on this data collection we can determine the recruitment event where the applicant had been originally contacted. Information sharing such as this did not exist between the units prior to the organizational realignment.

-Collaboration and communication for development of advertising campaigns and recruitment strategies to achieve organizational diversity, including the recruitment of lateral officer applicants. The Staffing and Deployment Unit, which is also aligned with in the Staff Services Division provides department diversity and demographics data which is used as input for recruitment strategies. Please see the attached advertisements (Attachments # 4 & 5) and Power Point SFPD HIRING AND RECRUITING DEMOGRAPHICS AND DIVERSITY (Attachment#11).

-Implementation of an applicant "call back" and follow-up procedure between the Background Investigations Unit and the Recruitment Unit. The units created a collaborative process to personally call and contact applicants to encourage them to continue in the hiring process, including turning in their background packets in a timely manner and providing them with additional individualized assistance during the process. The Recruitment Unit also reaches out to applicants at the background investigation phase that are not progressing because they are out of compliance with SFPD's height /weight requirements. Also, the Recruitment Unit offers advice on dietary and nutrition information



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and encourages these applicants to attend workout sessions hosted by the department. These added layers of communication provide a personal level of engagement between the department and the candidates.

-Recruitment, Background and Training Units work together in collaboration at more recruitment and hiring events. Some examples of multi-unit collaboration at events include:

- On 4/25/19 at the Physical Abilities Test practice session, A Sergeant from the Background Unit conducted a background information session.
- On 4/26/19 at the DVC Law Enforcement Hiring Expo, a Sergeant and 2 officers from the Background Unit attended recruitment event and presented background information for potential applicants.
- On 05/20 the Recruitment Unit, the Academy and DHR communicated electronically to plan future modified PAT testing based on new City Health Department guidelines during the Covid pandemic.

-Quarterly Recruitment and Hiring Committee Meetings with the Deputy Chief of Administration, Commanding Officer of Staff Services, DHR Public Safety Team, Recruitment Unit, Background Investigations Unit and Police Academy. This has become an institutionalized meeting for the SFPD and DHR stakeholders to discuss all phases of the recruitment and hiring process for review and improvement –see attached notes/minutes(Attachment #8).

Compliance Measures:

1) Single SFPD Bureau established for recruitment and hiring.

In March 2017 the SFPD improved its organizational structure by moving the Recruitment Unit and the Background Investigations Unit under the same chain of command to the Staff Services Division in the Administration Bureau. Additionally, the Personnel Unit and Staffing and Deployment Units are also aligned in the Staff Services Division which provides organizational consistency and cohesion throughout the entire recruitment and hiring process.

-Organizational Chart (2020) (Attachment #2)

2) Evidence of strategy addressing bureau goals, objectives, resource use, etc.

Heintze noted that the strategic plan is still in draft form. SFPD clarified that while the strategic plan is still in draft form because it is awaiting approval, SFPD has already committed to implementing the goals and objectives of the plan. Hillard Heintze asked that, for compliance measure 2, SFPD make clear that this strategic plan is still pending approval but SFPD has already operationalized its goals and objectives.



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The Recruitment Unit's principal strategic goal is to explore and develop specific strategies that promote diversity in recruitment and to implement recruiting activities that are informed by empirical data that identify areas of underrepresentation in the department. Details of the overall recruitment strategic plan are included in the Recruitment Section of the attached draft "SFPD Diversity Strategic Plan". (Attachment #13)

The RU is under the guidance of the Commanding Officer of the Staff Services Division and overseen directly by a supervising Sergeant; the unit is comprised of three sworn officers who are full-time recruiters, a civilian recruiter and a senior clerk, and is further supported by a group of 82 vetted part-time sworn officer recruiters.

The RU goals and objectives include continually exploring, developing and implementing recruitment strategies that promote organizational diversity. The RU works towards attaining these goals by using empirical data in partnership with the Staffing and Deployment Unit and the City Department of Human Resources (DHR). Together they identify areas of underrepresentation in the Department and work to develop specific recruiting activities to foster improved diversity.

The SFPD Recruitment Unit implements this strategy by conducting outreach to potential candidates and operating focused recruitment events throughout the year locally, outside of San Francisco, and nationwide. The RU continually recruits and mentors candidates for Entry-Level Police Officer positions, Lateral Police Officers, Reserve Police Officers, Police Interns, Police Cadets and PAL Cadets.

The focus of many recruitment efforts is to create a diverse Police Department that mirrors San Francisco's diverse population. Some of RU's core responsibilities are listed below:

- Attend job/career fairs, community events, and multi-cultural events
- School outreach and presentations at High Schools, Technical Schools, Colleges, Universities and Police Academies
- Recruit at Military Bases
- Partner with Diversity Employment Groups
- Partner with Police Employee Groups
- Conduct presentations at Bay Area churches
- Prepare and host local workshops, workout and examination preparation sessions
- Attend/Host community Public Safety Fairs
- Interact with the public on social media
- Advertise in various media outlets
- Participate in TV or radio interviews
- Create additional video segments showcasing SFPD's diversity
- Produce advertisement materials, banners, flyers and video commercials
- Publish job postings online, job boards and in publications



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- Applicant tracking, contact, support and mentorship
- Conduct surveys to gather feedback, assess the recruiting efforts and implement improvements

Evidence of implementation of short term recruitment strategies, which expand on traditional recruitment models include: Expansion of recruitment efforts into previously unexplored geographic territory (Hawaii, Nevada, Arizona, universities throughout California and the East Coast); Recruitment Unit searching for and participating in previously unexplored events such as sports/fitness expos, less conventional cultural/social venue, and military outreach; Develop a new advertising campaign focused to appeal to the contemporary workforce/generation's needs and interests by using updated social-media platforms. Streamlining the entire hiring process and timelines (recruitment/application/testing/backgrounds) –see attached 2018 and 2019 Year End Review Reports (Attachment #12) which include evidence of these strategies.

RU long term recruitment strategies (to be accomplished within 3 years): Developing a more robust "farm system" by expanding mentorship of young adults in college, cadet programs and community programs for young adults to consider a career in policing; Complete a comparative analysis of competing LE agency wages, benefits, and incentives as well as a cost of living expenses and ensure SFPD stays competitive; Rethink and advocate for benefits packages, work/life support (scheduling/childcare/professional development) and other incentives catered to current job seekers; "Lateral call-back" program for separated members; Continued focused recruitment of female and underrepresented demographic groups; Leverage technology to move the Department's recruitment strategies forward.

The RU plan for continuous improvement includes analyzing demographic data provided by DHR and SDU, command staff review of annual RU reports and Quarterly Recruitment and Hiring Committee meetings-see attached documents (Attachment #8 & 12). The Officer in Charge of Recruitment and Background Investigations conducts a monthly meeting with the Police Employee Groups (affinity groups) to discuss current recruitment strategies as well as suggestions for improvement. Further, the RU has improved communication with candidates through feedback and recommendations from DHR, external resources and additional internal resources (Police Academy, Police Employee Groups, etc.). An example of the implementation of this strategy was a substantial modification of the Physical Ability Test for entry level officers instituted through a partnership with DHR and the RU. The "Trigger Pull" test was replaced with a "Grip Strength" test, which significantly improved the passing rate for female applicants –see attached Power Point SAN FRANCISCO'S POLICE OFFICERS: RECRUITING & HIRING IN A NEW ERA (Attachment #15).

Supporting documents as evidence of implementation of strategic recruitment and hiring practices in the Staff Services Division include: SFPD RU 2018 and 2019 End of Year Summary, Quarterly Hiring Meeting minutes, Background Investigations Monthly Hiring



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Meeting Summary, Power Point SAN FRANCISCO'S POLICE OFFICERS:
RECRUITING & HIRING IN A NEW ERA

While the SFPD Diversity Strategic Plan is still in a draft form and in the approval process, the content of the Strategic Plan as it pertains to this recommendation has been operationalized. Several examples of the operational achievements include having in excess of the 80 part time recruiters, utilizing metrics and empirical data to review recruitment strategies, as well as assisting applicants throughout the application process. Significant efforts and progress to attend and review the effectiveness of recruitment efforts as outlined in the 2019 End of year summary. (Attachment # 12) The SFPD will continue to operate pursuant to the Diversity Strategic Plan through the approval process as well as after formal adoption.

3) Ongoing review of bureau strategy and continuous improvement loop implemented.

The Recruitment Unit along with the Background Investigations Unit are in constant communication since the organizational realignment into a single Bureau. There are frequent and numerous formal and informal meetings and discussions to make constant adjustments and improvements in the recruiting and hiring process.

Unit Order 17-05 (Attachment #7) was implemented 06/09/2017 that required the Department leadership, Recruitment Unit, the Background Investigations Unit and Department of Human Resources (DHR) Public Safety Team to have quarterly meetings to discuss any current hiring trends and ways of making improvements to the hiring process. The Commanding Officer of Staff Services and the Deputy Chief of the Administration Bureau host the meeting, review quarterly hiring meeting minutes and implement follow up action items. An example of a significant change implemented as a result of this meeting was a newly developed protocol between DHR and the Recruitment Unit in September 2018. At the request of Staff Services, DHR now provides applicant contact information to the Recruitment Unit in the very beginning stage of the hiring process. This enabled members of the RU to personally contact every applicant early in the process to offer individual support and encouragement, which was previously done in the latter stages of the hiring process.

The following processes have been created in order to ensure a continuous review and improvement loop: SDU creates a Backgrounds Investigations Unit monthly hiring meeting summary for updated hiring demographic breakdowns. The report is reviewed for trends in diversity in each group of potential new hires. - see sample of past data created by Units of SDU used in past meetings (Attachment#14). The Recruitment Unit generates a Year End report which is reviewed by the leadership of the Administration Bureau. Regular internal communication with SDU, the Public Policy Director, the Strategic Communications Director and external communication with City leadership/elected officials such as Board the of Supervisors and the Mayor's Office for



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input and feedback regarding department hiring metrics and demographics. Demographic data from multiple sources such as DOSW, DHR, and SDU are reviewed regularly by the leadership of the Staff Services Division, which prompts potential adjustments to recruitment plans and advertising strategies.

Another example of an improvement from the realignment and improved communication among the Recruitment Unit, Backgrounds Unit and Training Division is the development and implementation of the "Academy Preview" program. In 2018 the Staff Services Division created an "Academy Preview" event to provide applicants, who have significantly progressed through the background investigations process, a preview of the expectations of Academy training and transition to Academy (para-military) life. The Recruitment Unit and Background Unit worked together with the Academy staff on the creation of this event in response to the feedback that candidates upon hiring had not been ready to transition to the para-military culture of law enforcement training. The event consists of a meeting at the Police Academy, where candidates meet the Academy Director and staff. During the event candidates view current recruit training in progress and are provided with an opportunity to ask questions or express concerns. The goal of the Academy Preview program, as part of an improved hiring process, is to give candidates realistic expectations of law enforcement training during the hiring process (Attachment #9).

Another example of implementation of a continuous improvement loop includes directing newly hired recruits to complete a detailed survey regarding their experience during the hiring process upon entering the Police Academy. These candidates are asked if they took advantage of any test preparation, if they were exposed to any SFPD advertisements and how the SFPD could improve our recruitment outreach. The Background Investigation Unit and the Academy staff assisted in creating and improving the administration and content of the survey. Please refer to the Year end Review Reports which explains the use of the surveys (Attachment #12). The survey results are reviewed by the Administration Bureau leadership for review and feedback.

The Recruitment Unit has also attended on-going recruitment and retention training, summits and related events for updates regarding law enforcement recruitment best practices and emerging trends nationwide (San Diego/Philadelphia) to improve our current hiring process. Additionally, the RU reviews news and publications, such as the 2019 PERF report on Hiring and Recruitment, related to recruitment trends.

In 2019 SFPD consulted with a private/external advertising firm, Epic Recruiting, to explore updating our Department's "branding" for an upgraded multi-channel marketing strategy, which would include an emphasis analytics to ensure we are reaching our underrepresented communities. If an advertising firm is hired, the Department will move beyond traditional and outdated recruitment strategies and implement a robust on-line strategy to include search engine optimization, improves analytics, and measurable



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monthly goals and tracking, thus enabling the RU to make adjustments based on analytical data.

The Staff Services Division has created Unit Order 20-02 that addresses the implementation of the RU Year End Review report and community collaboration efforts (Attachment #10). The community collaboration efforts include regular mandates and review of community outreach collaborations with Police Employee Groups, the Community Engagement Unit and District Station community groups which further establishes our commitment to continuously review Bureau goals, strategies and resources.