

[REDACTED]

From: Gabriel Martinez [REDACTED]

Sent: Thursday, July 1, 2021 11:43 AM

To: [REDACTED]

Subject: Recommendation 27.1

Follow Up Flag: Follow up

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 27.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD assessing its anti-bias trainings to better address issues of bias. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 27.1: The SFPD should develop a training plan based on needs assessment specific to the delivery of anti-bias training as part of an ongoing strategic approach to addressing bias in the SFPD.

Response to 27.1: In response to the DOJ COPS recommendations, in 2016 SFPD partnered with the San Francisco Department of Human Resources (DHR) to review SFPD trainings and create a needs assessment plan for bias trainings. Based on the assessment, DHR has been teaching an implicit bias course to SFPD officers. The course began in 2016 with Lieutenants, captains, and commanders receiving training in a sixteen-hour course. In 2017 and 2018 sergeants were trained in an eight-hour course. And in 2017 recruits and police service aides (including new hires) began receiving the eight-hour training. The training continues presently with all new hires being trained.

Based on the needs assessment, SFPD also decided to create a procedural justice training called Principled Policing: Procedural Justice with Implicit Bias. Additionally, in 2017 SFPD had Stanford University researchers review SFPD's bias trainings, and they recommended that all officers receive training in procedural justice, bias, and fair and impartial policing, and that SFPD improve its cultural competency curriculum. SFPD began its Principled Policing training in 2017 as part of Advanced Officer training. Now all existing officers are required to have attended the Principled Policing training (or refresher course every two years if completed), as well as new officers in Basic Academy and new police service aides. The two-year refresher course surpasses the requirement set by the Racial and Identity Profiling Act of a refresher course at least every five years (California Penal Code Section 13519.4 (i)). The eight-hour class covers procedural justice and implicit bias through five modules: (1) The Interactive Nature Between Procedural Justice, Legitimacy, and Goals in

Policing; (2) Expectations and Legitimacy; (3) Education and Training; (4) Historical and Generational Effects of Policing; and (5) Implicit Bias and Stereotypes. The Police Academy is currently creating the two-hour Principled Policing refresher course and the four-hour Bias and Racial Profiling course for the next Advanced Officer training scheduled in 2021/2022.

Additionally, SFPD has incorporated elements of bias training within regular occurring roll-call training and in recruit training. Some of these roll-call trainings were Procedural Justice – Neutrality; Interacting with Transgender, Gender Variant, and Nonbinary Individuals; and Procedural Justice – Respect. Some of these recruit trainings are Racial Profiling, Cultural Competency, and Transgender Awareness.

On August 12, 2020, SFPD issued revised Department General Order 5.17, “Bias-Free Policing Policy.” The Order mandates officer training consistent with POST on principled policing, racial and cultural diversity, and managing implicit bias. The Order mandates that SFPD’s bias training covers racial identity, cultural differences, community relations, historical discrimination, and impacts of law-enforcement biases.

SFPD and DHR have worked with academic institutions and researchers as part of their plan to improve SFPD’s bias training. They include high profile and well regarded experts such as Dr. Jennifer Eberhardt (Stanford University), Dr. Rebecca Hetey (Stanford University), Dr. Laura Fridell (University of South Florida), Dr. Josh Correll (University of Colorado, Boulder), and Dr. Jack Glaser (UC Berkeley). These academics have provided recommendations on various subject areas including implicit and explicit biases, bias by proxy, bias confirmation, blink responses, and black crime association bias in order to assist in the development and presentation of all SFPD trainings. In 2017, Dr. Rebecca Hetey reviewed SFPD’s training process and provided a written evaluation praising SFPD’s expansion of the Principled Policing training to incorporate gender and sexual orientation, and found that SFPD went beyond a “check the box” approach to engage on issues of bias in criminal justice in training materials. Dr. Hetey’s evaluation stated “[A]t SFPD I observed a genuine embrace of the material and saw evidence of the core team’s work to tailor the material to the agency in order to demonstrate why it matters for all members of the SFPD. Of any agency I have observed, SFPD put the most thought and effort into making the material its own.” SFPD continues to work with Dr. Hetey on investigating SFPD internal culture for improved training.

In 2021, SFPD is planning to improve on its bias training by implementing BiasSync, a program that includes an implicit association test, training for bias mitigation, and dashboards. BiasSync provides a two-hour training session for each officer after their implicit association test as well as monthly micro-learning sessions. After two years, BiasSync will measure and report to SFPD any changes in officer attitudes. This information will help SFPD create a needs assessment on an organizational level going forward. Additionally, in 2020 SFPD assigned an officer from the Professional Development Unit to review and audit all bias trainings, including periodically attending classes to ensure SFPD is teaching course materials effectively. On January 5, 2021, SFPD issued Unit Order 21-02, “Audit and Review of Bias Training Programs,” which codified SFPD’s practice of having officers complete course evaluation forms and having the Training Division review the evaluations for improvements. Additionally, the Training Division now collects second evaluations on bias trainings four months after the trainings to determine which material had a lasting effect (Unit Order 21-01). These audits are compiled in quarterly reports that are sent to the Commanding Officer of the Training Division for review.

Based upon all of the above, the 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 # 27	The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.
Recommendation # 27.1	The SFPD should develop a training plan based on a training needs assessment specific to the delivery of anti-bias training as part of an ongoing strategic approach to addressing bias in the SFPD.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

The San Francisco Police Department engaged researchers and professional organizations to evaluate the department’s delivery of anti-bias education and training. The researchers identified gaps in department training and offered recommendations that would eliminate those training gaps. The department used the recommended solutions and the department’s internal review to develop a strategic approach to bias training that included focused on all areas of the organization, including education and scenario based training.

Under Unit Order 21-02, Review and Audit of Bias Training Programs, the Professional Development Unit is tasked with producing a quarterly report on the effectiveness of bias training and making modifications as needed.

The 96A report to the Police Commission includes a section that describes the nature of complaints against employees; it is another way the department can evaluate the effectiveness of bias training and education.

Compliance Measures		Status/Measure Met
1	Conduct needs assessment for delivery of anti-bias training.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Plan ongoing strategic approach to addressing bias.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Develop and implement a bias training plan based on the needs assessment.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Establish process for evaluation or audit.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

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Compliance Issues

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Finding # 27: The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.

Recommendation # 27.1-The SFPD should develop a training plan based on needs assessment specific to the delivery of anti-bias training as part of an ongoing strategic approach to addressing bias in the SFPD.

Response Date: January 12, 2021

Executive Summary:

Prior to the partnership with the Department of Justice Collaborative Reform Initiative, our Department relied heavily on the Office of the California Police Officers Standards and Training (POST). This organization certifies all law enforcement officers in California. POST provides content and mandated training and timelines of delivery of training such as Academy learning domains and continuing officer education in a recertification every two years.

Since 2002, racial profiling and bias training have been POST mandated courses in both POST Basic Recruit Academy and CPT/AO (continued professional training/ for advance officers).

POST Learning Domain 42- Cultural Diversity/Discrimination and EEO and Discrimination/Harassment (See Attachment #1-SFPD LD 42 Basic Academy Expanded Course Outline (ECO) and The Impacts of Racial Profiling were foundational in all Basic Academies through-out the state. These courses were then followed by The Impacts of Biased Based Policing_in Continued Professional Training for senior officers. The content was produced by POST and was a "one size fits all" type of training. Not all agencies have the same type of diverse work force or diverse communities. San Francisco's unique community required a tailored course that met the needs of its diversity, history, and the statute -13519.4 of the California Penal Code (See Attachment #2-California Penal Code 13519.4).

These aforementioned courses had impactful information on the effects of Bias but lacked the following:

- Unconscious Bias
- Impact of bias on Use of Force
- Medical and mental health stigma
- Negative impacts on the community
- Bias concerning gender and/or sexual orientation
- Effects of bias within the Department



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- Personal politic views
- History of social justice
- Impact of the media and social media

In 2014, PERF Report "Legitimacy and Procedural Justice; A New Element of Police Leadership" ([See Attachment #3-PERF-Legitimacy and Procedural Justice](#)), by Dr. Tom Tyler (Yale) and Dr. Tracy Meares (Harvard) discussed the concepts of partnering with the community to work together to address the needs of the community. This concept revolved around 4 Pillars to Procedural Justice.

- Voice
- Neutrality
- Respect
- Trust

In 2015, The SFPD Command Staff attended Procedural Justice Training (8-hours attachment) in conjunction with Intro to Managing Implicit Bias (8-hours).

Upon review of the training provided in LD 42, the Department and DHR determined there was a lack of local history and understanding of our communities. This review was conducted through a survey internally for a greater understanding of the perspective of its members. Additionally, in our assessment, the training lacked a mental health component that is prevalent in our day-to-day work and to the profession.

San Francisco's unique community required a tailored course that met the needs of its diversity, history, and the statute -13519.4 of the California Penal Code. Based on this the SFPD created the course Principled Policing: Procedural Justice with Implicit Bias. This course included local history to best serve our community.

Based on this report, the Department released four roll call trainings: ([See Attachments #4-Procedural Justice-Principle Pillars](#))

- Procedural Justice -Principle # 1: Voice
- Procedural Justice -Principle # 2: Neutrality
- Procedural Justice -Principle # 3: Respect
- Procedural Justice -Principle # 4: Trust



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Compliance Measures:

1) Conduct needs assessment for delivery of anti-bias training.

The SFPD Professional Standards Unit completed a prescreen meeting with Cal DOJ and Hillard Heintze on 12/17/20 for Recommendation 27.1. During this meeting, the following suggestions were made for this recommendation:

“This recommendation generally looked good. Hillard Heintze asked that SFPD make clear that the experts they list in the Form 2001 are experts on bias, and implicit bias more specifically, and that these experts assessed SFPD’s training based on national standards and best practices nationwide.”

2015/2016:

In 2015 Chief Greg Suhr moved to have the SFPD Academy review Policies and Training. This occurred due to investigations of member involved racists text incidents and reviewing excessive Use of Force incidents (including deadly force). The focus on bias in law enforcement came to the forefront in creating anti-bias policy and training to address and reduce bias in policing. The SFPD started a needs assessment to reengineer training with a focus on bias training. Training improvements incorporated use of force scenarios to combat unconscious bias and include a historical review of race relations in San Francisco.

In January of 2016, then Mayor Ed Lee, requested a voluntary review of the Department from the United States Department of Justice Community Oriented Police Service Office (COPS). Prior to the completion of the COPS assessment, Chief Suhr, partnered with San Francisco Department of Human Resources (DHR) to review the department's training.

Upon review of the training provided in POST-LD 42; “Cultural Diversity/Discrimination and EEO and Discrimination/Harassment”, the Department and DHR determined there was a lack of local history and understanding of our communities. This review was conducted through a survey (internally). This approach was to have a greater understanding of the perspective of its members, (See Attachment #5; SFDHR Needs Assessment Survey Results). The department and the DHR determined that the training lacked a mental health component, which is critical in day-to-day work for the profession.

After careful review of training curriculums from various jurisdictions, the department decided the curriculum to be used for anti-bias training was the model from the Oakland Police Department. The department selected SFPD personnel that attended Procedural



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Justice Training, "Train-the-Trainer". The Command Staff and all Captains received the Procedural Justice Model Course (8-hours) with SFDHR's Intro to Managing Implicit Bias Course (8-hours).

The course was well received, but as the department prepared to deliver the training department-wide, the SFPD gained knowledge that POST was moving to combine Procedural Justice with a Module on Biases and Stereotypes. The SFPD then created an outline course Principled Policing: Procedural Justice with Implicit Bias (See Attachment #6; Principled Policing Expanded Course Outline) and moved to implement the course into the 40-hour AO/CPT Course from 2016/2018.

The SFPD's effort into creating bias training goes beyond just an outline and presentation. The effort was to have it POST Certified. POST Certification means that the state recognizes the class as meeting 13519.4 of the Penal Code, the governing body of POST Training and academic experts certify all requirements are met.

2016/2017

Principled Policing: Procedural Justice with Implicit Bias was POST certified and delivered through an 8-hour course to all sworn personnel and professional staff.

The training focused on adult learning concepts, Relevance, Involvement, Discovery, Experience and Modeling also known as RIDEM. With this type of learning the department was able to illicit conversation and involvement from participants through group exercises and discussion. Each of the 5 modules had Group and Class exercise to provoke a greater mind set and to mitigate "group think".

At the request of the SFPD, the Department of Justice Collaborative Reform Initiatives (DOJCRI) conducted a full review of the following areas:

- Accountability
- Bias
- Community Engagement
- Use of Force
- Recruitment

After this review, a "needs assessment" was conducted in partnership with The San Francisco Department of Human Resources (SFDHR) and through an informal partnership with Stanford Researchers on delivering anti-bias training and cultural exploration.



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The assessment indicated that the SFPD require all members receive training in procedural justice, bias, and fair and impartial policing, and advance its cultural competency.

An SFDHR "needs assessment", conducted through a survey at the beginning of each course, revealed that our Department experienced bias related challenges when in the following area:

1. Recruitment and Hiring
2. Performance Management
3. Systems/ Policies/ Procedures
4. Communication and Outreach

The SFPD has partnered with academic researchers, who are experts in the fields of bias and implicit bias, to understand the science, not just how to present material created by experts in the field. The Department has discussed ideas with Dr. Jennifer Eberhardt (Stanford University), Dr. Rebecca Hetey (Stanford University, Cal POST Instructor, RIPA Contributor) and Dr. Jack Glaser (UC Berkeley) on the science of mitigating negative bias impact to gain an understanding on how law enforcement contributes, both negatively and without intention to stereotypes. This led to Chief Scott recently adopting a policy prohibiting the release of booking photos and contributing to idea of "confirmation bias" through the concept of "Illusory Correlation".

- An illusory correlation occurs when a person perceives a relationship between two variables that are not in fact correlated.

The releasing of booking photos in many ways contributes to the negative beliefs (stereotypes) of specific groups (See Attachment #7: DN 20-112-Department Media Relations and Social Media-Booking Photos and Arrestee Information).

In 2017, Dr. Rebecca Hetey reviewed our training process and provided us with insight and guidance, based on national standards and best practices, on answering tough questions about bias and cultural awareness.

The following are excerpts from the supportive letter authored by DR. Hetey:

- "Since 2017, I have worked with members of the San Francisco Police Department (SFPD) as the agency adopted and has continuously refined its teaching of Principled Policing. I trained 3 of SFPD's members at various POST-sponsored Train the Trainer events and was invited by the agency to advise and teach a Train the Trainer that was held at SFPD's Academy. At that event, I met the agency's trainers, viewed their materials, and observed them teaching, and engaged in various discussions about their pedagogical approaches and, most importantly, the agency's commitment to making the concept of Principled



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Policing a foundational part of the mission and values of the agency as a whole.”

- “This fidelity to the material was made even more powerful by the fact that the trainers themselves reflected the diversity of the department and the City of San Francisco. Notably too, I observed how the course began with a beautifully filmed message from the Chief of Police describing why the agency is committed to Principled Policing and explaining the reasoning behind why all officers and civilian staff are required to complete the training.”
- “SFPD Principled Policing teaching staff also expanded the concept of implicit bias to extend beyond race and ethnicity to also incorporate sexual orientation and bias based on other identity categories to better meet the needs of the population of San Francisco. I interpreted this extension of scope as genuine, and not to “water down” the main message of the module as we at SPARQ designed it. This main message based in scientific evidence is implicit racial bias is real, acting on that implicit bias can give rise to racial disparities in law enforcement activity, and those disparities must be reduced in the name of equity, as well as to restore trust and strengthen the relationship with the community. In fact, SFPD’s teaching of the material goes more into depth on racial disparities in the criminal justice system than I have seen at any other agency.”

For full details, please review the attached report (See Attachment #8: Written Review and Evaluation authored by Dr. Rebecca Hetey)

Based on the need’s assessment, SFDHR began trained frontline supervisors in 2017 in the Creating an Inclusive Environment.

2018

The SFPD continued the delivery of training Creating an Inclusive Environment by SFDHR (See Attachment #9: Creating an Inclusive Environment; Expanded Course Outline) to all front supervisors (Sergeants and above) (See Attachment #10: Bias Training Audit Report).

Based on the needs assessment, SFDHR started to deliver Intro to Managing Implicit Bias (See Attachment #11: Intro to Managing Implicit Bias; Expanded Course Outline) to all sworn and professional staff, (See Attachment #10: Bias Training Audit Report)

2019



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All employees received SFDHR's online course Ensuring a Diverse, Fair, and Inclusive Workplace-Managing Implicit Bias (See Attachment #12: DN 19-242-Ensuring a Diverse, Fair and Inclusive Environment On-line Module).

2020

For 1st Quarter 2021

BiasSync is a tech program that includes an implicit association test customized for the workplace as well as assessments of skills necessary for bias mitigation with anonymization tools, data, and dashboards. The tech allows BiasSync to measure positive and negative attitudes creating a needs assessment dashboard for the organization.

2) Plan ongoing strategic approach to addressing bias

Immediately upon receiving the review of the 5 areas of reform from the DOJ, the SFPD began to expand its curriculum to combine procedural justice concepts with the work of Dr. Jennifer Eberhardt (Stanford University), Dr. Laura Fridell (University of South Florida), Dr. Josh Correll (University of Colorado, Boulder), and Dr. Jack Glaser (UC Berkeley) to include the following social science concepts:

- Implicit and Explicit Biases
- Bias by Proxy
- Bias Confirmation
- Threat/No Threat exercises
- Media Response
- Societal Challenges based on Prison population
- Visual Perceptions
- Blink Responses
- Black Crime Association Bias

I. Principled Policing: A Discussion of Procedural Justice and Implicit Bias was POST Certified through the departments Advanced Officer/Continued Professional Training (AO/CPT). Of the 40-hour bi-annual course, 8 HOURS are dedicated to the concepts described below, through a five-module system.

- 1. Interactive Nature of Procedural Justice, Legitimacy and Policing Goals
- 2. Expectations and Legitimacy
- 3. Procedural Justice
- 4. Historical and Generational Effects of Policing
- 5. Implicit Bias Concepts for Law Enforcement



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- II. The City required all employees to attend training regarding bias. The SF Department of Human Resources delivered two courses:

Course 1: Introduction to Managing Implicit Bias (1 day-course, 8-hours) for Commissioned Officers, managers, supervisors, non-commissioned officers, and professional staff.

- Raising Awareness and Building Inclusion
- The Effects of Bias Decision Making
- Strategies to Creating Inclusion in Our Communities

Course 2: Creating and Inclusive Environment-Managing Implicit Bias (2-Day Course, 16 Hours) managers, lieutenants, and supervisors

- Raising Awareness and Building Inclusion
- The Effects of Bias Decision Making
- Strategies to Creating Inclusion in Our Communities

- III. Crisis Intervention Training (CIT):

This course describes the concept of “Space, Time and Distance” when dealing with persons in crisis. DGO 5.21 Describes a person in crisis as follows:

“Person in Crisis: A person who is experiencing mental and/or emotional distress, including people suffering from the adverse effects of substance abuse, who is in need of assistance and/or poses a danger to the community or themselves.”

The CIT course has an implicit bias component describing the issue behind the stigma in mental health. The core of the training is identifying the symptoms of mental illness and substance abuse and recognizing persons in behavioral crisis. By creating “Space, Time and Distance” the interactions change. The CIT training goal is to have officers provide safety for all persons, to mitigate the immediate judgments that often occur from implicit bias, and to resolve the crisis without using force, whenever possible.

(See Attachment #13: DGO 5.21; The Crisis Intervention Team (CIT) Response to Person in Crisis Calls for Service).

- IV. Critical Mindset Coordinated Response Course:

This course is complex only in that multiple technical skills surrounding “Use of Force” is being taught, involving the concept of “Space, Time and Distance”. The course revolves around the concept of creating better judgement calls to deliver



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safe outcomes. The SFPD FTFO Unit conducted an assessment of the CMCR training as it related to implicit bias and reported the following:

The effects of CMCR on implicit bias:

"Referencing Daniel Kahneman's work in Thinking, Fast and Slow, the organization of cognition into two systems helps us understand the impact of the San Francisco Police Department's CMCR training on the effects of implicit bias. System 1 is quick, instinctive, and requires little or no effort; however, System 1 is only able to operate as quickly as it does because it uses heuristics and biases. System 2 is slower, conscious, and effortful but has limited bandwidth.

A person performing a complex task in System 2 will revert to System 1 or just stop thinking altogether if overloaded. Because bias compression algorithms operate in System 1, this is where mistakes are made. This includes mistakes related to implicit bias. By designation of very specific and simplified job tasks for each individual officer, CMCR seeks to reduce the impact of System 1 thinking. This reduces the likelihood of System 2 being overwhelmed and the officer is less likely to make mistakes associated with System 1."

(See attachment #14 – CMCR and Implicit Bias – FTFO description)

Training Plan 2021: The strategic approach of mitigating negative bias judgement awareness moves to forward thinking courses that include ideologies that allow the acceptance that biases have negative impacts on both the internal and the external communities, with needs assessments that allow for improvement loops.

The following courses and training include algorithms that assess the needs of training, measure the ability to create openness that challenge the societal status quo, implement bias by proxy, and the development of acceptance and inclusion.

1. BIASSYNC LLC- (See Attachment 15: BiasSync Client Roadmap for 2-year Program)

Biassync has developed an algorithm and program deploying the Implicit Association Test, which can summarize and create a dashboard based on the anonymized aggregate results called a Biassync score. The Implicit Association Test (IAT) is a scientifically validated tool developed to measure unconscious bias.



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However, the IAT, alone, is limited because the data collected creates a summary on measured attributes based on race/gender versus attitude. The advantage of Biassync is that the program measures general attitude (positive/negative) thus allowing the ability to measure the individual's openness to learning or accepting new concepts. With the Biassync score, the results are assessed to create skills necessary for bias mitigation within the organization.

After the initial IAT, Biassync presents trainings in a two-hour session for each member with monthly micro learning sessions. At the end of the two-year program a closing IAT test is done to assess and measure any changes in the mindset of our members.

Currently, Biassync is the only program that can measure and create learning opportunities based on the initial assessment. Biassync can measure attitude and openness, giving the organization an advantage on what training is positively affecting the mindset.

2. Leadership Development Institute (See Attachment #16: DB 19-191 and DN 20-146-SFPD Leadership Development Institute).

The Mission of LDI is to:

- Create thought and action through independence and teamwork
- Create course and action through interdependence
- Provide members with knowledge and skills to lead without the "stars and bars".

LDI is facilitated through use of open respectful dialogue and dynamic engagement of shared experiences. The focus is to develop each student in a positive learning environment that encourages inclusion and acceptance.

This course is 12-month long program; it is predicated on available funding. The department is beginning the 3rd cohort, in January of 2021. We have a partnership with Blue Courage LLC. Blue Courage LLC is endorsed by International Association of Directors of Law Enforcement Standards and Training.

3. On-Line Implicit Bias Training: This training is sponsored by SFDHR and is required for all members. This training satisfies the AB 243 language, continuation to the Mayor's Executive Order to ensure a diverse and inclusive, and professional environment.
4. Museum of Tolerance-POST Certified Course: This course focuses on the negative impact of bias in any form in policing.



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- Tools for Tolerance for Law Enforcement is a professional development program which aims to assist law enforcement professionals, as front-line service providers. This program explores the evolving role of law enforcement in a rapidly changing, increasingly diverse and complex society. It has been specifically designed to confront contemporary issues within the law enforcement community and to assist law enforcement professionals in their continuing effort to enhance skills in delivering a more effective level of service to the communities.
5. Looking ahead: The SFPD will continue to ensure that POST certify curriculum is part of the current learning strategy, thus, 2021 will include Updates to Bias and Racial Profiling. This will ensure compliance with 13519.4 (i) of the California Penal Code.
- 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.

3) Develop and implement a bias training plan based on the needs of assessment.

SFDHR and SFPD partnered on the delivery of two courses in 2016.

- Intro to Managing Implicit Bias
- Creating and Inclusive Environment

Concepts learned:

- Raising awareness on the negative impacts of implicit (unconscious bias)
- Building Inclusion

This was completed through the following modules.

1. Module 1-Foundation
 - a. Create a common understanding and shared vocabulary
 - b. Understand the science of bias
2. Module 2-Awareness
 - a. Reflect on our own biases, identities, and values
 - b. Discuss how bias is linked to institutional inequality
3. Module 3-Action



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- a. Review inclusion strategies
- b. Pledge of accountability

Both courses were delivered to our Command Staff, Civilian Directors, Commissioned Officers, Civilian Supervisors, Sworn Supervisors and Officers and Professional Staff (including PSA's, Clerks, and volunteer staff).

The SFPD created Principal Policing Outline including Procedural Justice and Implicit Bias/Stereotypes which was delivered to all our Sworn Officers and Professional Staff (civilians). Based on the concept of the four pillars of Procedural Justice (Voice, Neutrality, Respect and Trust). The Department did not use Fair and Impartial Policing because it lacked the fourth pillar of "Trust" in the curriculum.

Social Science Concepts:

- a. Implicit and Explicit Biases
- b. Bias by Proxy
- c. Bias Confirmation
- d. Threat/No Threat exercises
- e. Media Response
- f. Societal Challenges based on Prison population
- g. Visual Perceptions
- h. Blink Responses
- i. Black Crime Association Bias

The SFPD is in the process of finalizing a Data Usage agreement with Stanford, Dr. Eberhardt and the SPARQ team (Social Psychological Answers to Real-world Questions). We are continuing to partner with SFDHR, and when funds are available, continue to partner with outside training sources like Blue Courage LLC. Outside entities provide the SFPD with training expertise in Socratic Methods and other adult learning modes; visual (see it); auditory (hear it); kinesthetic (do it).

4) Establish process for evaluation or audit.

2017/2018

The SFPD effort has been to understand the science, not just learning how to present material created by experts in the field. We have discussed ideas with Dr. Jennifer Eberhardt (Stanford University), Dr. Rebecca Hetey (Stanford University, Cal POST Instructor, RIPA Contributor) and Dr. Jack Glaser (UC Berkeley) on the science of mitigating negative bias impact, and to understand how law enforcement contributes, both negatively and without intention to stereotypes. This led to Chief Scott recently



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adopting a policy prohibiting the release of booking photos and contributing to idea of "confirmation bias" through the concept of "Illusory Correlation".

- An illusory correlation occurs when a person perceives a relationship between two variables that are not in fact correlated.

The releasing of booking photos in many ways contributes to the negative beliefs (stereotypes) of specific groups (See attachment #7, Department Notice 20-112).

2020

The Training Division's Professional Development Unit (PDU) has an officer assigned to reviewing, coordinating, and auditing all bias related training offered by the department and outside entities it partners with. This officer reviews both class evaluations and follow up impact evaluations as part of this audit. This assigned PDU officer also periodically attends classes to audit for effectiveness in delivery and quality of course and instruction.

The Training Division has an evaluation system for students to complete regarding any training class, including bias training. After the conclusion of each block of instruction, each student will complete the instructor/course evaluation form. Classes pertaining to bias are reviewed by PDU Staff. While this was a long-standing practice, a Unit Order issued by the Training Division spelled out the policy and procedures for the evaluations.

In 2020, the Training Division developed a new process to review and audit the impact of training programs and further assess and review and audit quality of course and instruction. While the evaluations completed directly after the course measure the quality of the course content and the efficacy of the instructor, the impact evaluations will measure how a student was impacted by the class and what they learned.

Included in these evaluations are bias training programs, which are reviewed and audited by PDU. Four months after course completion, the respective unit of the Training Division responsible for the class will email a follow up training impact evaluation to students to audit all training classes for effectiveness of instruction and quality. This way the Training Division can determine what material was effective and meaningfully impacted students in the months after the training was completed. (See Attachment #17: Academy Unit Order # 21-01; Follow Up Training Impact Evaluations)

The above review and audit results, as instituted above, are to be incorporated into a quarterly report memorandum written by the above officer assigned to PDU. The report is reviewed by the Officer in Charge (OIC) of the PDU, who will then forward it to the Commanding Officer of the Training Division for review and any necessary action. (See attachment #18: Academy Unit Order # 21-02; Audit and Review of Bias Training Programs).



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In addition, this assigned PDU officer is a liaison to DHR, which offers the Managing Implicit Bias Class outside training. This assigned PDU officer will periodically attend classes to audit for effectiveness and quality of course and instruction. However, when the Managing Implicit Bias class was instituted to a remote format due to COVID19, the assigned officer audited classes for effectiveness and documented measures to be taken for instructor effectiveness for the now new virtual class. Instructors will evaluate course content based on this input and institute "improvement loops" with instructors to audit new training concepts and instructors (see attachment #19: Follow up email regarding instructor input improvement loop).