

[REDACTED]

From: Gabriel Martinez [REDACTED]
Sent: Monday, July 26, 2021 2:47 PM
To: [REDACTED]
Subject: Recommendation 27.4

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 27.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring supervisors are engaging their officers on bias issues. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 27.4: To ensure first line supervisors understand the key role they play in addressing bias, supervisor training should include coaching, mentoring and direct engagement with problem officers.

Response to 27.4: SFPD provides training to supervisors regarding both confronting bias and coaching, mentoring, and engagement with officers. SFPD began its Principled Policing training in 2017 as part of Advanced Officer training. Now, all officers, including all supervisors, are required to attend the Principled Policing training every two years, as well as new officers in Basic Academy and new police service aides. 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. Supervisors are also required to attend trainings on Creating an Inclusive Environment, and an Introduction to Implicit Bias.

Newly promoted SFPD sergeants are mandated to attend an eighty-hour Sergeant's Leadership Seminar soon after promotion. The Seminar focuses on leading, mentoring, and engaging officers, and includes topics such as bias-free policing and discrimination-free workplaces. Supervisors are also trained on SFPD's Early Intervention System, the Performance Improvement Program, and Risk Management procedures. Supervisors must also attend a two-week Peace Officer Standards and Training (POST) training on topics relating to communicating with and providing feedback to officers. Furthermore, supervisors were trained in 2021 on the rollout of a new SFPD dashboard. The dashboard informs supervisors on how an officer compares to other officers on the number of stops on various demographic populations, and the training includes remedial actions

for any issues identified. Finally, SFPD has issued roll-call trainings on procedural justice that include sections on supervisory responsibilities and interventions.

To ensure trainings are effective and continually improved upon, in 2020 SFPD assigned a Professional Development Unit officer 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," that 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.

To clarify sergeants' responsibilities regarding bias, SFPD is currently working with the Department of Police Accountability (DPA) to update Department General Order 1.04, "Duties of Sergeants." While the current Order requires sergeants to oversee officers and ensure compliance with policies (such as the Bias-Free Policing policy, DGO 5.17), the revisions aim to specify that sergeants will mentor officers on bias-free policing, procedural justice, and problem-solving.

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 # 27.4	To ensure first-line supervisors understand the key role they play in addressing bias, supervisor training should include coaching, mentoring, and direct engagement with problem officers.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

First line supervisors receive education and training that stresses their role in leading and directing the performance of officers. The current training includes expanding their knowledge of bias, implicit bias, and procedural justice, and includes leadership seminars, California POST supervisory course, and more. Roll-call training is one platform where first line supervisors have the opportunity to engage in coaching, mentoring and direct engagement with officers. The department is currently amending DGO 1.04 Sergeants Duties to clearly define a Sergeants responsibility to coach, mentor, and engage with subordinates regarding bias and discrimination. For this recommendation, the improvement loop includes soliciting evaluations and opinions regarding the efficacy of training programs. To obtain the best result and consistency, the improvement loop should be expanded to show evaluation of sergeants' work products.

Compliance Measures		Status/Measure Met
1	Conduct training for first-line supervisors.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Focus on ensuring they understand their role in addressing bias.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Training covers: <ul style="list-style-type: none"> • coaching • mentoring • direct engagement with problem officers. 	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Evidence of review loop.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

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 # 27.4 To ensure first line supervisors understand the key role they play in addressing bias, supervisor training should include coaching, mentoring and direct engagement with problem officers.

Response Date: 12/17/2020

Executive Summary:

First-line supervisors (sergeants) occupy one of the most important positions in a police department. Patrol officers have the most direct impact on the community's perception of a department because patrol officers come into contact with community members more frequently than the higher ranking members. Sergeants are the ones who supervise and often direct those daily contacts between officers and members of community they serve.

The San Francisco Police Department (SFPD) recognizes that a diligent effort to promote fair, impartial, and unbiased policing must include training for first-line supervisors in identifying bias not only in themselves, but among the officers they supervise. First-line supervisors must know when to intervene, when to coach and mentor, and when to take corrective action to ensure that their officers possess the necessary skills, knowledge, and mindset to effectively protect and serve the community.

In order to effectively direct and counsel their subordinates regarding issues of bias, first-line supervisors require training specific to recognizing bias as well as training regarding coaching, mentoring, and how to directly engage problem officers.

As part of the SFPD's enduring commitment to engage in bias-free policing, the Department has implemented numerous training courses on multiple platforms. All supervisors are required to attend *Principled Policing and Implicit Bias*, *Creating an Inclusive Environment*, and *Introduction to Implicit Bias*. Additionally, supervisors receive training on discrimination and harassment, DOJ recommendation implementations, and communications in a diverse workforce.

With regards to supervisors coaching, mentoring, and direct engagement with problem officers, they receive training in conflict management, counseling, leadership, communication, evaluating employees, employee relationships, and accountability. Immediately after promotion, new SFPD sergeants are mandated to attend the *Sergeant's Leadership Seminar*, presented by the SFPD. This 80-hour course is provided immediately upon promotion and prior to release into the field as a new SFPD sergeant. This course focuses on leading, mentoring and engaging in the pursuit of bias-free policing & harassment and discrimination-free workplaces. Additionally, all new supervisors are trained on SFPD's Early Intervention System, Performance Improvement Program, and Risk Management procedures.



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Compliance Measures:

1) Conduct training for first-line supervisors.

The SFPD Professional Standards Unit completed a prescreen meeting with the California Department Of Justice and Hillard Heintze on 11/5/2020. During that meeting, the following feedback was provided to the SFPD by Cal DOJ and Hillard Heintze to complete this recommendation:

"For CMs 1 and 2, Cal DOJ asked for SFPD to identify the specific trainings, and point out within those trainings specifically where they (1) focus on the role supervisors play in addressing bias and (2) address coaching, mentoring, and engagement with problem officers to address bias. Hillard Heintze followed up that streamlining this kind of a recommendation would be showing those trainings, providing a summary sheet of the number of supervisors that attended the training, and then explaining how supervisors that did not attend were addressed."

First-line supervisors have a key role in the SFPD. Subordinates look to supervisors for leadership, guidance and assistance on a daily basis. It is incumbent upon supervisors to take an active role in developing the officers they supervise. Supervisors in the SFPD are expected to be able to recognize bias and to coach, mentor, and directly engage with problem officers. SFPD supervisors receive a considerable amount of training to ensure that they are equipped to adequately meet the expectations of the Department. All SFPD supervisors engage in training that includes coaching, mentoring, and direct engagement with problem officers. Additionally, supervisors receive training specifically geared towards inclusivity and recognizing bias.

In 2017 and 2018, all supervisors were mandated to attend a two-day course facilitated by the San Francisco Department of Human Resources called *Creating an Inclusive Environment* (See Attachment #1, *Creating an Inclusive Environment – Course Outline*). Supervisors, along with officers, also attended *Principled Policing and Implicit Bias* training during the 2017/2018 Advanced Officer/Continued Professional Training cycle (See Attachment #2; *Principled Policing, Procedural Justice & Implicit Bias - Course Curriculum*). In December 2019, all supervisors were also mandated to complete a course titled *Introduction to Implicit Bias* (See #3 DB 19-242; *Mandatory On-Line Implicit Bias Training for All Supervisors*).

Each newly promoted sergeant is required to attend and complete the Sergeant's Leadership Seminar, presented by the SFPD. This course was extended from 40 hours to 80 hours in 2017 and was designed to prepare new supervisors to be better prepared for their roles and responsibilities as first-line supervisors. Among other things, the course covers issues of bias, both implicit and explicit, and provides training in mentoring, leadership, and intervention for supervisors. Some of the training topics include:

- Leadership Role of the Sergeant
- Risk Management
- Discrimination and Harassment



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- Performance Improvement Program Review/Early Intervention System
- Procedural Justice
- Professional Standards and Principled Policing: USDOJ Recommendation Implementation

As stated above, this course is mandatory for each new sergeant and must be attended before they receive their supervisory assignments. Every sergeant who has been promoted since October 2017 has attended the above detailed seminar (See Attachment #4: SFPD Sergeant's Leadership Seminar schedule).

In December 2020, the Sergeants Leadership Seminar was updated to include an overview of the newly revised Bias-Free Policing Policy in DGO 5.17 and the newly revised Prohibiting Discrimination, Harassment and Retaliation Policy in DGO 11.07.

The following topics are covered in the Sergeants Leadership Seminar, pertaining to the SFPD's Bias-Free Policing Policy:

1. It is crucial for members to carry out their duties in a manner free from bias and to eliminate the perception of biased policing; members will treat all people with dignity, fairness, and respect.
2. Department members are charged with protecting freedom and the constitutional rights of all people regardless of race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, mental or physical disability, or socio-economic status.
3. Definition review: Racial & Identity Profiling, Biased Policing, Implicit Bias, and Bias by Proxy.
4. Members will police impartially, being particularly mindful of the 1st, 4th, 5th, 8th, and 14th Amendments of the US Constitution and its analogous sections under the California Constitution.
5. Members will prevent the perception of biased based policing by being courteous and professional, answering questions, providing their identifying information, and strictly adhering to the constitutional amendments (above).

The following topics are covered in the Sergeants Leadership Seminar, pertaining to the SFPD's Prohibiting Discrimination, Harassment and Retaliation Policy:

1. The Order manifests the Department's commitment to Federal, state, and City equal employment opportunity (EEO) laws prohibiting discrimination, harassment, and retaliation and affirms the Department's high value it places in the diversity of its workforce and the fair and equal treatment of all.
2. The Department prohibits discrimination or harassment based on actual or perceived membership in protected categories, including age, ancestry, color, national origin, race, religion, disability, HIV/AIDS status, marital status, medical condition, genetic information, parental status, military/veteran status, sex, gender, gender identity, gender expression, sexual orientation, political affiliation, height, and weight.
3. Discrimination against or harassment of any member because of that member's association with a person who is, or perceived to be, a member of any of those protected categories.
4. Definition review: Discrimination, harassment, retaliation and hostile work environment.



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5. Members may make a complaint whenever they reasonably believe they have been subjected to discrimination or harassment based on one or more of the protected categories listed or when subjected to retaliation.
6. Review of internal and external filing procedures, including time limits, complaint description contents, confidentiality, and the complaint review process.
7. All members must know and comply with this order, shall report all reportable behavior (even if not directed toward the member), shall not dissuade someone from making a complaint, and are required to cooperate with the investigation.

(See Attachment #5; SFPD Sergeant's Promotional Course Expanded Course Outline.)

In addition to the SFPD mandated sergeant course, all supervisors must also attend a California POST mandated Supervisory Course within 12 months of promotion to sergeant. This mandatory 2-week training covers many topics critical to being an effective supervisor with a focus on managing subordinates. Some of the course topics include:

- Accountability
- Communications in a Diverse Workforce
- Conflict Management
- Counseling
- Employee Relationships
- Evaluating Employees
- Feedback: Giving and Receiving
- Recognizing and Documenting Employee Performance
- Training Employees

As of 10/28/2020, 99.8% of SFPD sergeants have either completed or are currently enrolled/waitlisted to complete the POST Supervisory Course. Currently, only one member is both out of compliance and not enrolled in a future class; that member is out on extended medical leave (See Attachment #6: Commission on POST Supervisory Course- Topics and Objectives; POST Supervisory Course compliance report)

2) Focus on ensuring they understand their role in addressing bias.

The SFPD recognizes that supervisors play a crucial role in creating the culture of a police department—the customs, traditions, attitudes, and overall approach of officers toward the department's goals and mission. The SFPD is committed to ensuring that its first-line supervisors understand that they are vitally important to achieving its mission of bias-free policing. Supervisors have been made to understand their role in addressing bias through a combination of bias related training, Department General Orders, and Department Bulletins.

The role and expectations for supervisor in the SFPD are clearly outlined in the current DGO 1.04, "Duties of Sergeants". The first three of those expectations are to (1) *Train and lead subordinates*



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in the performance of their duties and set an example of efficiency and deportment; (2) Have immediate control and supervision of assigned members; and (3) Require all assigned members to comply with the policies and procedures of the Department, and take appropriate action when violations occur (See Attachment #7: DGO 1.04, Duties of Sergeants).

Additionally, the SFPD has a working draft of an updated DGO 1.04, Duties of Sergeants. DGO 1.04 is in the process of being revised by the SFPD in collaboration with the San Francisco Department of Police Accountability. The new draft aims to update the policy statement to include sergeant's leadership role to ensure that the Department's vision and goals, including procedural justice, bias-free, and community policing principles are put into effect. The draft includes the additional supervisor responsibility to "mentor subordinates by helping to develop their knowledge, ability, and confidence to make decisions based on the principles of bias-free policing, procedural justice, community policing, and problem solving"

(See Attachment #8: Draft of Revised DGO 1.04, Duties of Sergeants; and Attachment #9 DPA Recommendations for DGO 1.04).

Supervisors are expected to mentor their officers, detect issues with their officers' behavior, and to address those issues once they are detected. In addition to training regarding mentoring, coaching, and direct engagement with problem officers (discussed below in Compliance Measure #3), supervisors in the SFPD also receive training specific to detecting and addressing bias.

The SFPD Training Division, in conjunction with the San Francisco Department of Human Resources, has created a list of courses that make up the department's bias training curriculum. These mandated courses were some of the first steps taken in 2017 towards corrective intervention as they allowed members to acknowledge and recognize possible bias behaviors (See Attachment #10: SFPD Bias Curriculum Outline).

One of those courses is *Procedural Justice and Implicit Bias*. All newly promoted sergeants receive this block of instruction during their attendance at the SFPD Sergeant's Leadership Seminar. In this course, instructors discuss policing approaches that emphasize respect, listening, neutrality, and trust while also addressing the common implicit biases that can be barriers to these approaches.

Additionally, in 2017/2018, all supervisors were mandated to attend a 2-day, *Creating an Inclusive Environment* training class which was presented by the San Francisco Department of Human Resources. The objective of this course was to increase capacity to understand biases through discussion topics including identifying bias, addressing bias, intervention, mitigation, and mentoring.

In 2017 and 2019, the SFPD outlined a supervisor's responsibility related specifically to ensuring that officers' actions support the ideals of Procedural Justice. In Monthly Roll Call Training collectively titled "Procedural Justice- Principles 1-4," the Department made clear the following duties of a supervisor:



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- Leading by example
- Professionally and courteously interacting with the community
- Supporting and guiding members in the performance of their everyday duties
- Making sure all parties have had their opportunity to be heard.
- Championing transparency

In this training, the Department also outlined the following types of intervention that can be made to avoid potential citizen complains of biased policing:

- Review of DGOs, roll-call training, department bulletins, etc.
- Conversations and/or counseling sessions of acceptable behavior and actions
- Performance improvement plans
- Supervisor or peer mentoring or coaching
- Referrals to EAP/BSU services
- Referrals to tactical communications courses

(See Attachment: #11 Monthly Roll Call Training- 2017-002 Procedural Justice Principle #1: Voice, 2017-003 Principle #2: Neutrality, 2019-004 Principle #3: Respect, 2019-006 Principle #4: Trust)

In 2019, DB 19-242 made it mandatory for all supervisors to complete *Introduction to Implicit Bias*, an online course which provided an overview of implicit bias and discussed how bias can impact our decision making (Revisit Attachment #3 DB 19-242; Mandatory On-Line Implicit Bias Training for All Supervisors).

Supervisors, along with all members of the SFPD, also took the "Not On My Watch" Pledge which specifically states, "...I will confront intolerance and report any such conduct without questions or pause...". As of 09/29/2020, 97% of SFPD personnel have signed off on DB-19-240 (See Attachment #12: DB 19-240 and DB 19-240 audit report).

In addition to DB 19-240, the Department made its commitment to bias-free policing very clear in DGO 5.17 *Bias Free Policing*, which was updated and disseminated to all members of the SFPD on August 12, 2020. DGO 5.17 states that it is a fundamental right of all people to have equal protection under the law and that biased based police action is unsafe, unjust, and ineffective. It defines racial and identity profiling, biased policing, implicit bias, and bias by proxy. It mandates that any member of the SFPD who observes or becomes aware of biased policing shall report the behavior (See Attachment #13: DGO 5.17 Bias Free Policing).

The SFPD built on its commitment to serve all members of the community without bias with DGO 5.22 *Interacting with Transgender, Gender-Variant, and Nonbinary Individuals* which was disseminated on 10/03/2018 (See Attachment #14: DGO 5.22, Interacting with Transgender, Gender-Variant, and Nonbinary Individuals).

The San Francisco Police Department and the San Francisco Department of Police Accountability renewed the SFPD's commitment to continue training around issues of bias and created a set of



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mandatory comprehensive implicit bias training courses in 2020 (See Attachment #15: SFPD Bias Related Training; 2020).

As discussed in Compliance Measure #1, the Sergeants Leadership Seminar was updated in 2020 to include an overview of the revised DGO 5.17 and the revised DGO 11.07. This training includes a section on the supervisory roles and responsibilities related to DGO 5.17 and DGO 11.07.

Specific to DGO 5.17, the following topics are covered under supervisory roles and responsibility:

1. Sergeants shall know and comply with this policy.
2. Any member who becomes aware of biased policing, or any other violation of this policy, shall report it in accordance with established procedure.

Specific to DGO 11.07, the following topics are covered under supervisory roles and responsibility:

1. All supervisory members are required to know, comply with, and enforce this General Order, and shall not: direct or give tacit approval to discrimination, harassment, or retaliation, implement a retaliatory transfer, fail to take action to stop potential or reported complaints of discrimination, harassment, or retaliation.
2. Supervisors shall also report the matter in writing to the Commanding Officer of Risk Management Division by the end of their tour of duty.
3. Failing to report a complaint or who otherwise violates this General Order shall be subject to disciplinary action up to and including termination of employment.

(Revisit Attachment #5; SFPD Sergeant's Promotional Course Expanded Course Outline.)

The SFPD Sergeants Leadership Seminar references the newly released Roll-Call training for DGOs. 5.17 and 11.07. The Roll-Call Training for DGO 5.17 discusses the responsibility of members when the encounter bias behavior. The following topics are discussed:

1. What is Bias Free Policing
2. Racial and Identity Profiling
3. Bias Policing
4. Implicit Bias
5. Bias by Proxy
6. Member Responsibility

There is also section specific to supervisors in the Roll-Call Training for DGO 5.17, which mandates the following:

"When you become aware of an incident involving bias you shall report to your Commanding Officer, document and stop such behavior if it is continuing, immediately."

(See Attachment 16; DGO 5.17 Roll Call Training)



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Mandated training, Department Bulletins, and Department General Orders have made it clear that it is the policy of the San Francisco Police Department that all its officers engage in bias-free policing and it is the well-defined responsibility of supervisors in the SFPD to ensure that all assigned members comply with the policies and procedures of the Department (See Attachment #17: DN 20-150, All Department Members Shall Acknowledge Every Department Document Requiring an Electronic Sign-Off).

3) Training Covers:

- Coaching
- Mentoring
- Direct engagement with problem officers

As discussed above, front-line supervisors are trained to recognize bias behaviors and to take necessary intervention measures to address any issues with problem officers. Portions of the supervisor training covers leadership, mentoring, coaching, intervention and corrective action by utilizing direct engagement with problem officers.

a. *Supervisory Training Related to Coaching, Mentoring, and Direct Engagement with Problem Officers*

Sergeants receive training specific to coaching and mentoring subordinates as well as direct engagement with problem officers during both the 80 hour SFPD Sergeant's Leadership Seminar as well as the 80-hour CA POST mandated Supervisory course.

1. SFPD Sergeant's Leadership Seminar (80 hours)

Immediately upon promotion, new sergeants attend the SFPD Sergeant's Leadership Seminar. Over the course of two weeks, these supervisors receive training relevant to coaching and mentoring as well as direct engagement with problem officers.

Relevant courses are summarized in the following subsections (Revisit Attachment #4: SFPD Sergeant's Leadership Seminar schedule, and revisit Attachment #5 SFPD Sergeant's Promotional Course Expanded Course Outline).

A. Leadership Role of the Sergeant

This course was designed to inspire new sergeants to exercise humility, to identify their purpose within the organization, and motivate them to invigorate their teams through mentorship and direct engagement with subordinates.

B. Risk Management

During this section, sergeants are made familiar with the concepts of informal counseling, the procedures for internal investigations of member's possible misconduct, and the Department's Progressive Discipline Model.



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C. Discrimination and Harassment

This block of instruction covers the Department's commitment to provide a workplace in which all members are treated professionally, with courtesy, dignity and respect. Sergeants are made aware that they are expected to recognize incidents of discrimination and harassment and that they required to take immediate corrective action to diffuse situations regarding workplace harassment and provide an initial remedy.

D. PIP/EIS

This course is intended to familiarize new sergeants with the Performance Improvement Program and the Early Intervention System including intervention options such as coaching and counseling.

2. California POST Supervisory Course (80 hours)

Within 12 months of promoting, every new sergeant is mandated to attend the POST Supervisory Course. During this two week long course, sergeants receive training in a variety of topics (Revisit Attachment #6: Commission on POST Supervisory Course- Topics and Objectives; POST Supervisory Course compliance report). Courses relevant to coaching, mentoring, and direct engagement with problem officers are summarized in the following subsections.

A. Accountability:

The objective of this course is to define, describe, and explain how individuals are accountable within an organization. Sergeants are given small group assignments, view video scenarios, and participate in role-playing counseling sessions with actors portraying a subordinate. The new sergeants practice formulating goals, devising action plans, and identify evaluation criteria to improve performance and accountability.

B. Communications in a Diverse Workforce:

In this course sergeants identify, analyze, and dramatize diversity in the workplace. After a facilitated discussion, the students identify legal issues and employee rights relative to harassment and diversity.

C. Conflict Management:

Sergeants develop conflict resolution skills and demonstrate the importance of applying them within their departments. Given a specific conflict scenario, the sergeants prepare for and counsel an actor portraying a factious subordinate. Students identify the conflict, identify the issues and level of seriousness, develop a plan to address the conflict, apply mediation skills, and document their actions when appropriate.



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D. Counseling:

During this course, sergeants participate in role-play counseling sessions during which they assess and apply appropriate counseling techniques relative to employee performance. The student sergeants identify employee needs and behaviors and compare them to organizational expectations and goals and resolve potential conflicts. The sergeants prepare documentation, including a restatement of employee expectations, and identify the needs for follow-up actions.

E. Employee Relationships:

In this course, new sergeants discuss how to development employee relationships to improve performance and enhance professional growth. The students engage in small group discussions to identify ways in which a supervisor's behavior can impact individuals and the organization.

F. Evaluating Employees:

New sergeants develop the ability to establish and communicate goals and performance standards. They also evaluate, construct, and compose employee performance reviews utilizing their department's template.

G. Feedback: Giving and Receiving:

The objective of this course is to develop skills in providing positive reinforcement, eliciting feedback from others, and validating understanding in communications.

H. Recognizing and Documenting Employee Performance:

In this course, the sergeants practice identifying and documenting performance levels for individuals, affirming, praising, and correcting behaviors as warranted. After viewing video scenarios of fictitious employees, the students are tasked with recognizing exceptional, standard, and below-standard employee performances. The sergeants also prepare a performance improvement plan for a fictitious employee.

I. Training Employees:

Sergeants learn how to assess, prioritize, and prepare training opportunities for their subordinates. Utilizing a fictitious officer, the student prepares a training plan to enhance that employee's performance.

On the following page you will find a chart summarizing SFPD sergeant training in coaching, mentoring, direct engagement with problem officers as well as the mandatory supervisory training related to recognizing bias.



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COURSES	AREA OF TRAINING ENCOMPASSED			SOURCE OF TRAINING			
	TITLE	COACHING/ MENTORING	DIRECT ENGAGEMENT/ PROBLEM OFFICERS	BIAS TRAINING	SFPD	CA POST	SF DHR
Leadership Role of the Sergeant	✓				✓		
Risk Management	✓	✓			✓		
Discrimination and Harassment		✓	✓	✓			
PIP/EIS	✓	✓			✓		
Procedural Justice and Implicit Bias				✓	✓		
PSPP: DOJ Recommendation Implementation				✓	✓		
Accountability	✓	✓				✓	
Communications in a Diverse Workforce				✓		✓	
Conflict Management	✓	✓				✓	
Counseling	✓	✓				✓	
Employee Relationships	✓					✓	
Evaluating Employees	✓					✓	
Feedback: Giving and Receiving	✓	✓				✓	
Recognizing and Documenting Employee Performance	✓	✓				✓	
Training Employees	✓					✓	
Creating an Inclusive Environment	✓			✓			✓
Introduction to Implicit Bias				✓			✓



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b. *SFPD Systems/Programs Related to Coaching, Mentoring, and Direct Engagement with Problem Officers*

1. Performance Improvement Program (PIP)

As discussed previously, all new sergeants receive a block of instruction to familiarize them with the SFPD's Performance Improvement Plan Program. It is the policy of the San Francisco Police Department that sergeants who are assigned specific officers to directly supervise, be responsible for monitoring their officers' performance and behavior patterns, and maintain a Performance Improvement Program (PIP) binder for each officer under their direct supervision.

The Performance Improvement Program employs an administrative record keeping system which is designed to assist sergeants so that they can better monitor, counsel, and instruct subordinates in the performance of their duties.

Through the maintenance of important personnel information and documents, supervisors can identify negative behavior patterns and deficiencies, and develop strategies to improve performance. Supervisors can also document and reinforce good performance and professionalism which will assist in the Department in achieving its objective and delivering efficient and professional services to our citizens.

The importance of this program was stressed on 02/07/2020 when the Department issued DB 20-016 reminding all supervisors to complete reviews for their subordinates bi-annually. Additionally, supervisors were notified on 07/23/2020 of an update to the Patrol Officer Semi-Annual Performance Appraisal (SFPD Form 438A) which now includes two new sections titled *Communicating & Interacting with Citizens/Communities* and *Community Policing/Problem Solving Skills*. (See Attachment #18: DGO 3.18, Performance Improvement Program; Attachment #19: PIP, A Supervisor's Guide; SFPD, DM-06; Attachment #20: SFPD DB 20-016; and Attachment #21: SFPD DB 20-118)

2. Early Intervention System (EIS)

As noted above, all new sergeants receive a block of instruction to familiarize them with the SFPD's Early Intervention System. The San Francisco Police Department's Early Intervention System (EIS) is a structured system that identifies and manages behaviors that result in performance related problems by individual members. The intent of this system is to provide non-disciplinary intervention, whenever possible, to assist our members in their professional development in order to provide the highest level of service and satisfaction to the public.

It is the responsibility of the sergeant to supervise and counsel subordinates regarding their performance, behaviors, and work habits. It is also the sergeant's responsibility to counsel officers regarding complaints in an attempt to reduce or



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eliminate them (See Attachment #22: DGO 3.19, Counseling of Members/Early Warning System and Revisit Attachment #7: DGO 1.04, Duties of Sergeants)

3. Leadership Development Institute

Beginning in January 2021, the San Francisco Police Department will launch the third Leadership Development Institute (L.D.I.) cohort. In a series of 12 sessions, the L.D.I. will offer leadership education to members (sworn and professional staff) in order to provide professional and personal development and enhance leadership at all levels. The Department is proud to offer this education in partnership with Blue Courage and the San Francisco Police Officers' Association.

The mission of the L.D.I. is to develop shared leadership through interdependence and teamwork and provide members with the heart-set and mindset to lead ourselves and each other in both formal and informal leadership settings. Through facilitated discussions, open respectful dialogue, dynamic engagement, and shared experiences each student will have an opportunity to develop through a positive learning environment:

- A clear sense of purpose and meaning for their lives
- A language of leadership that enhances awareness and accountability
- A sense of curiosity to disrupt mediocrity and challenge the status quo
- The capacity to be more resilient in times of stress and adversity
- A clear pathway to mastery of the skills required to thrive in personal and professional relationships

All sworn and professional staff of the San Francisco Police Department are eligible to apply. It is the goal of the LDI to comprise 80% of each cohort with Officers, Sergeants, and Professional Staff (See Attachment #23: DN 20-146, Application for the SFPD Leadership Development Institute).

4) **Evidence of Review Loop**

The SFPD is committed to ensuring that their first-line supervisors receive additional in-house training in the areas of coaching, mentoring, and direct engagement with problem officers. The course formerly titled "Leadership Role of a Sergeant," which is the first block of instruction during the SFPD Sergeant's Leadership Seminar, has been renamed "Leadership, Coaching, and Mentoring: Role of a Sergeant." Going forward this course will have a renewed focus on coaching, mentoring, and direct engagement with problem officers (Revisit Attachment #4. Sergeant's Leadership Seminar schedule & Attachment #24 Leadership, Coaching, and Mentoring: Role of a Sergeant course summary). Furthermore, the SFPD Sergeant's Leadership Seminar was updated in 2020 to include training on engaging in the pursuit of bias-free policing & harassment and



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discrimination-free workplaces. This course now includes an overview of the newly revised Bias-Free Policing Policy in DGO 5.17 and the newly revised Prohibiting Discrimination, Harassment and Retaliation Policy in DGO 11.07. Additionally, this training includes a section on the supervisory roles and responsibilities for anti-bias policing. (Revisit Attachment #5; SFPD Sergeant's Promotional Course Expanded Course Outline.)

Further evidence of improvement for the SFPD is the newly released Roll-Call training for DGOs 5.17 and 11.07. The Roll-Call Training for DGO 5.17 discusses the responsibility of members when the encounter bias behavior. There is also section specific to supervisors in the Roll-Call Training for DGO 5.17, which mandates supervisors to report bias behavior to their Commanding Officer, document and stop such behavior immediately if it is continuing. (Revisit Attachment# 16; DGO 5.17 Roll Call Training)

As a commitment to a continuing review loop, as of 10/20/2020, the SFPD Training Division will be soliciting follow-up training impact evaluations from students four months after the completion of a particular course. These evaluations are in addition to the reviews they collect immediately following the completion of the course. These supplementary evaluations will be conducted to ensure that the Training Division continues to deliver high-quality training to those attending its courses (See Attachment #25: Academy Unit Order 21-01; Follow Up Impact Training Evaluations).

Additionally, as described above under Compliance Measure #2, the SFPD has a working draft of an updated DGO 1.04, Duties of Sergeants. DGO 1.04 is in the process of being revised by the SFPD in collaboration with the San Francisco Department of Police Accountability. The new draft aims to update the policy statement to include sergeant's leadership role to ensure that the Department's vision and goals, including procedural justice, bias-free, and community policing principles are put into effect. The draft includes the additional supervisor responsibility to "mentor subordinates by helping to develop their knowledge, ability, and confidence to make decisions based on the principles of bias-free policing, procedural justice, community policing, and problem solving" (Revisit Attachment #8: Draft of Revised DGO 1.04, Duties of Sergeants and Revisit Attachment #9 DPA Recommendations for DGO 1.04).