

## Recommendation 84.2

Gabriel Martinez [REDACTED]

Tue 3/9/2021 3:02 PM

[REDACTED]

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 84.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD creating a recruiting and hiring committee focused on improving processes for applicants. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 84.2: The SFPD should establish a recruiting and hiring committee to continuously improve and streamline processes for applicants. The process should be as user friendly as possible.

Response to 84.2: On June 9, 2017, SFPD issued Unit Order 17-05, "SFPD/DHR Recruiting and Hiring Committee." The committee includes representatives across the department, including recruitment, background investigations, the academy, and the field training office, as well as a representative from the San Francisco Department of Human Resources. Under the Order, the committee meets quarterly and discusses ways to improve the efficiency of the application process. For example, the committee's October 2020 meeting minutes show that members discussed Racial Equity and Inclusion Plan data processes, applicant test preparation offered, the physical agility test, fee waivers, and virtual recruitment. Similar meetings were held in July and February 2020, and quarterly since the committee was formed. The meeting minutes also list meeting action items that are updated and reviewed each meeting to ensure follow up.

SFPD has improved several processes as a result of the committee's work. For example, SFPD now allows applicants to take certain tests remotely to eliminate unnecessary applicant trips to San Francisco. Additionally, SFPD expanded social media outreach of recruitment events (such as free workout sessions), began using Eventbrite to ease registration for recruitment events, and established a webpage with information on the application process. A suggestion at a committee meeting in 2018 regarding a virtual job fair became a practice in 2019 of attending the virtual job fair that continued in 2020. The committee also reviews SFPD Recruitment Unit surveys of applicants regarding the recruitment and hiring process.

To continue to improve its processes, SFPD is now using the Interview Now text-messaging platform to communicate with applicants and collect information about how applicants were found. The platform allows SFPD to conduct cost/benefit analyses on various recruitment programs. SFPD is considering partnering with a consulting firm regarding reaching applicants in diverse communities, and is hiring a company (Epic Recruiting) to help with SFPD's recruitment-outreach marketing plan that will include video, outdoor advertisements, and social media content. Epic Recruiting will provide analytical reports

to help SFPD determine which recruiting programs are most cost effective, down to the most effective locations where SFPD places advertising.

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 # 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 # 84.2** The SFPD should establish a recruiting and hiring committee to continuously improve and streamline processes for applicants. The process should be as user-friendly as possible.

**Response Date: 12/22/2020**

**Executive Summary:** 84.2 recommends that the SFPD establish a recruiting and hiring committee. The committee was established on 06/01/17. The committee consists of member of the Department of Human Resources, SFPD Recruitment Unit and SFPD Background Investigation Unit. A Unit Order for Staff Services Division- Recruitment Unit and Backgrounds Investigation Unit was developed and issued on 05/31/2017. In the Unit Order an Officer in charge from the Basic Academy and an Officer in charge in the Field Training Office were included in the recruiting and hiring committee. The recruitment and hiring committee meets quarterly to discuss ways to continuously improve the process for applicants.

### Compliance Measures:

**1) Recruiting and hiring committee established. (Compliance Measure met)**

Pursuant to this RFI, in 2019 Hillard Heintze determined SFPD completed compliance measure 1 as part of the department's initial response. The Recruiting and Hiring Committee was established on 06/01/2017 which consists of the Department of Human Resources, SFPD Recruitment Unit, SFPD Backgrounds Investigative Unit, Officer in



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charge of Basic Academy and Officer in Charge of the Field Training Office. Refer to Unit Order 17-05 (Attachment 1)

### 2) Evidence of actions undertaken to improve and streamline applicant process. (Compliance Measure met)

Pursuant to this RFI, in 2019 Hillard Heintze determined SFPD completed compliance measure 2 as part of the department's initial response. A unit order (attachment 1) for Staff Services Division-Recruitment Unit and Backgrounds Investigations Unit was developed and issued on 05/31/2017 which states that a recruitment and hiring committee would be established to work towards the approval and implementation of any changes that would be beneficial and more efficient for the San Francisco Police Department in regards to hiring.

**Per Hillard Heintze review sheet on 84.2,**

**"The Department instituted a committee with a quarterly meeting schedule that is tasked with this recommendation. Historically, all applicants were required to make at least 4 to 5 round trips to San Francisco during the examination process. SFPD is now able to have the written test administered remotely by NTN proctors, have the Physical Abilities Test (PAT) administered by certified SFPD proctors, and the Oral Board Interview (OBI) administered via Skype which potentially eliminates up to 3 round trips to San Francisco as part of the initial testing engagement. Additionally, the Recruitment Unit has implemented the use of Eventbrite which simplifies candidate registration."**

### 3) Evidence of actions undertaken to support a user friendly applicant process. (Compliance Measure met)

Pursuant to this RFI, in 2019 Hillard Heintze determined SFPD completed compliance measure 3 as part of the department's initial response. SFPD has made changes as to how the tests are administered. Applicants are now able to take the written test via NTN proctors, have the PAT administered by a certified SFPD proctor and offer Oral Board Interviews via Skype which grants those out of the area the ability of going through the process without having to travel multiple times back and forth to San Francisco. The Recruitment Unit has also had social media outreach informing current applicants and potential candidates about upcoming events such as free workout sessions. The Recruitment Unit also uses Eventbrite to inform applicants of upcoming events and registering them. SFPD has also established in their website a link with detailed information about how to apply, the qualifications and the process.

The SFPD has created a separate web address that links to the SFPD Career's homepage on the SFPD's website: [www.SFPDcareers.com](http://www.SFPDcareers.com)



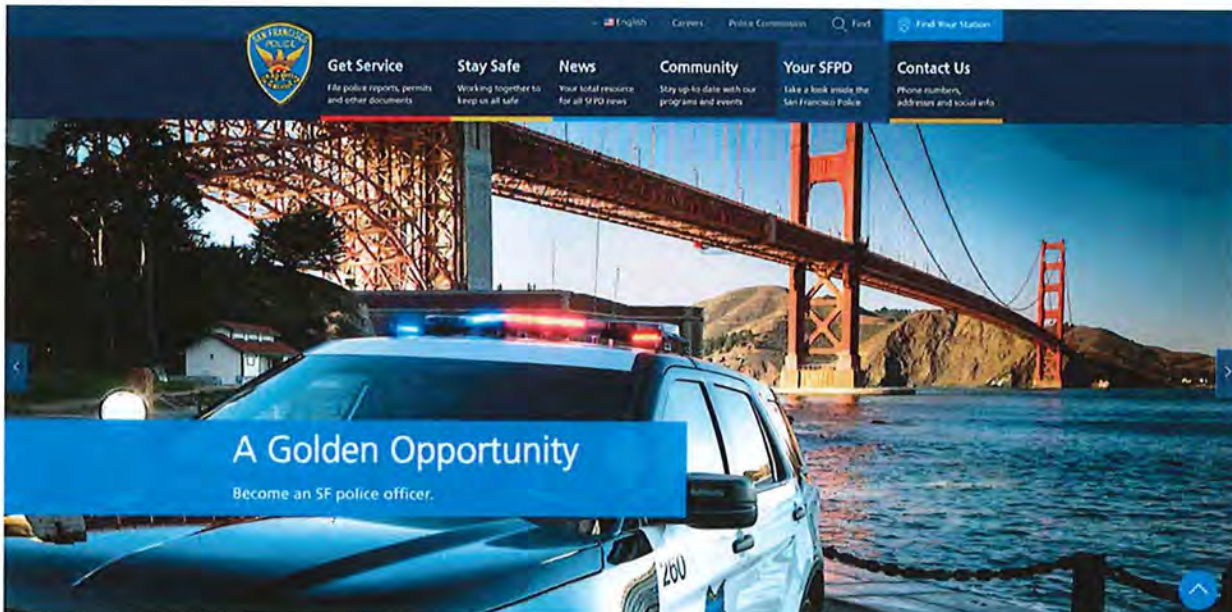
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This web address leads to <https://www.sanfranciscopolice.org/your-sfpd/careers>, which is the hub for all the career opportunities within the Police department, which includes both Sworn (Entry Level Q-2 Police Officers, Lateral Officers, Reserve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

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

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

Screenshots of the new SFPD website can be seen below:





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## Join the SFPD – and be part of San Francisco's finest!

San Francisco is a world class city with a world class police force. From Fisherman's Wharf to Golden Gate Park and from Nob Hill to the Tenderloin, whether we're on foot patrol, horseback, or in squad cars, investigating felonies, responding to emergencies or leading classes on public safety, we're working with you to help keep our community safe.

*"The San Francisco Police Department offers qualified men and women the opportunity to make a positive difference in our citizens' daily lives. I encourage you to apply today to see how you can become one of San Francisco's finest."*

— Chief William Scott

SWORN JOB OPENINGS

CIVILIAN JOB OPENINGS

## APPLYING IS EASY! //

### ENTRY LEVEL POLICE OFFICER APPLICATION PROCESS

1

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

2

Go to [www.nationatestingnetwork.com](http://www.nationatestingnetwork.com), choose law enforcement and register to take the San Francisco Police Department written exam. Choose an available and convenient exam date. You will receive an email confirming your exam date, time and location.

## Have Questions?

Contact the San Francisco Police Department Recruitment Unit

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

Phone:

Fax: 1-415-575-6095

Email:

SFPD RECRUITMENT FACEBOOK

SFPD RECRUITMENT TWITTER

## SFPD Twitter

SFPD Recruitment @SFPDRecruitment

You got the experience and we want you on our team and become one of San Francisco's finest! Salary of \$39,550 to \$116,095/year and \$5,000 Signing Bonus! Details about the Lateral Entry Program on this link: [www.sfdcares.com/yourapplications](http://www.sfdcares.com/yourapplications)



Nov 7, 2015

SFPD Recruitment @SFPDRecruitment

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





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## Employment Information

### Civilian Job Openings

#### Civilian Job Openings >

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

#### SFPD Cadet Program >

Become a future leader by preparing for a law enforcement career

#### Internship Programs >

Earn college credit by learning about career options in law enforcement

#### Police Service Aide (PSA) >

Provide service and support to the public and sworn police officers

### Sworn Job Openings

#### Sworn Job Openings >

Join San Francisco's Finest

#### Salary and Benefits >

Our Department offers excellent compensation for those who join

#### Lateral Entry Program >

SFPD welcomes qualified, currently employed law enforcement officers

#### Reserve Police Officer >

Build a second career and help protect San Francisco

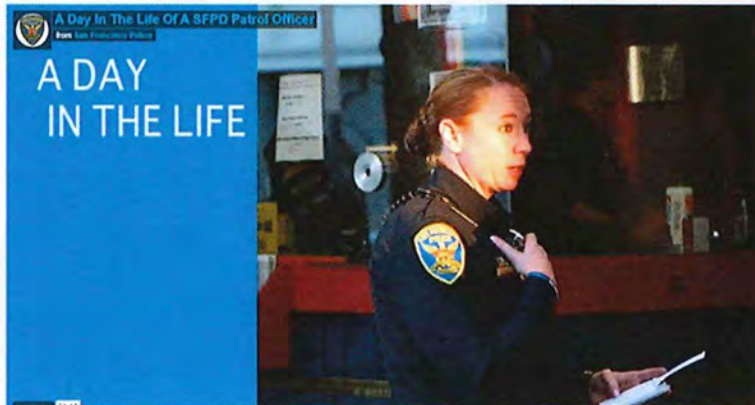
### Academy

#### SFPD Academy >

Learn the steps to take to become a sworn officer

### A Day in the Life of a SFPD Patrol Officer Video

Spend a day in the life of a SFPD patrol officer and see the story behind the badge.



### SFPD Recruitment Video

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





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The screenshot shows the San Francisco Police Department website. At the top, there is a navigation bar with links for Contact Us, Career Opportunities, Police Commission, and Accessibility. Below this is a header section with the City and County of San Francisco logo and a date stamp: Updated December 07, 2019 11:51 PM PST. A blue banner below the header says "We welcome your feedback. Please click & Rate". Below the banner is a navigation menu with links for Get Service, Stay Safe, News, Community, Your SFPD, and Contact Us. The main content area features a large heading: "Sworn Job Openings Entry Level Police Officer". Below the heading, there is a sub-heading: "We are accepting Entry Level Police Officer applications. To apply please follow the 2 step process:". The process steps are: 1. Apply with the City and County of San Francisco at [www.jobaps.com/Entry Level \(Q 2\) Police Officer](http://www.jobaps.com/EntryLevel(Q2)PoliceOfficer); 2. Go to [www.nationaltestingnetwork.com](http://www.nationaltestingnetwork.com), choose law enforcement and register to take the San Francisco Police Department written exam. A note below the steps states: "As part of this process, you will need to establish an account with NTN. A fee is required to take the written examination. Candidates with demonstrated financial hardship may submit a request to have the fee waived prior to test registration. See "Candidate FAQ #27" on the NTN website (<https://nationaltestingnetwork.com/publicsafety/jobfaqs.cfm>) to learn more on how to apply for a fee waiver." Below the text is a yellow button that says "APPLY NOW TO BECOME A POLICE OFFICER". At the bottom of the screenshot, there is a list of links: Salary and Benefits, Application Process, Programs, General Information and Qualifications, Application and Selection Procedures, Physical Ability Test, Oral Examination, Background Investigations, Basic Academy, Lateral Entry Program, and Reserve Police Officer.

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

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

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

- Introduction
- Working Conditions and Benefits
- Eligibility Requirements: Citizenship, Age, Driver’s License, Education, Judicial Record, Desirable Qualifications
- Application and Selection Procedures





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- Step 1: First, complete and submit an online application with the City and County of San Francisco.
- Step 2: Next, schedule yourself to take the "FrontLine National" law enforcement examination administered by the National Testing Network (NTN)
- Step 3: Candidates that attain passing scores on the FrontLine National examination will be invited to take the Physical Ability Test (PAT) and Oral Interview.
- The Physical Ability Test (PAT)
- The Oral Interview
- Eligible List / Certification Rule
- Personal History Questionnaire (PHQ) Evaluation
- Employment, Character, and Background Investigation
- Review of Judicial and Driving Records
- Polygraph Examination
- Testing for Use of Controlled Substances
- Psychological Examination
- Medical Examination
- Vision Testing
- Hearing Testing
- Special Notes
- Veteran's Preference



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A screenshot of the DHR website can be seen below:

The screenshot shows the City & County of San Francisco Department of Human Resources website. The main content area displays a job posting for a **Police Officer** under recruitment #CCT-Q002-060667. The job details are as follows:

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

Below the table are links for [Go Back](#), [Apply](#), and [View Benefits](#). A blue bar labeled **INTRODUCTION** contains the following text: *Civically amended to reflect updates to the Working Conditions and Benefits, Application and Selection Procedures, Appeal Rights and Visitors Testing.*

#### 4) Recruitment and Hiring Committee conducts and implements continuous review/improvement loop.

On 11/23/2020 @1030 hours, SFPD Professional Standards members participated in a conference call with members of Hillard Heintze and the California Department of Justice. During the prescreening, suggestions and guidelines were discussed for this recommendation as described below.

***“Hillard Heintze requested additional information on SFPD’s plan for continual improvement, including whether the survey referenced in the Form 2001 was ongoing. Hillard Heintze suggested that SFPD expand that the recruitment and hiring committee will continue to meet quarterly and will discuss areas for improvement, such as the virtual job fair and other examples. SFPD agreed that it could restructure and expand on the improvement loop.”***



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The Recruitment and Hiring Committee holds quarterly meetings where the current hiring process and ways of improving the hiring process are discussed. The Hiring Committee consists of the Commanding Officer of the Staff Services Division and supervisors from the Recruitment Unit, the Background Unit, the Police Academy and the Department of Human Resources (DHR). This meeting has been on-going and institutionalized since, May 2017 which is also established to be a recurring meeting with RU Unit Order 17-05 (attachment 1). The meetings have continued during the COVID pandemic. The participants are sent invites and reminders for the meetings via email and Outlook calendars, the highest-ranking officer of the Administration Bureau chairs the meeting with a formal agenda and during the meeting previous action items are updated and reviewed. Additionally, new action items may be proposed, discussed and assigned for follow-up. Meeting minutes are recorded by a one of the meeting coordinators and distributed to the attendees from the various participating units. This formal process ensures a continuous review and improvement loop has been implemented and in practice by the Recruitment and Hiring Committee.

Action items that were discussed during a previous meeting and implemented are reviewed for successes or for additional changes. These meetings and associated minutes illustrate the departments commitment to this recommendation and compliance measure.

Illustrated in this memorandum are the attached minutes which also shows who was in attendance during the meetings (attachment 2), demonstrating the continuous evolution and improvement of our committee and its effectiveness. Attached (attachment 2) are the minutes of the quarterly meetings that were held on:

March 7, 2018	July 10, 2019
June 13, 2018	December 2, 2019
September 19, 2018	February 5, 2020
December 5, 2019	July 8, 2020
March 11, 2019	October 15, 2020

An example of implementation of an improvement in the hiring process that the Recruitment and Hiring Committee has executed and completed is included in the minutes from the 12/05/2018 meeting. During the meeting held on 12/05/2018, ██████ suggested Recruitment Unit participate in a Virtual Job Fair to attract possible applicants who use social media and or technology more as means of communication. On 05/17/2019 and 07/02/2019 the Recruitment Unit applied the improvement suggestion from the meeting and attended a Virtual Job Fair. Recruitment Unit has continued to attend Virtual Job Fairs in 2020 since. Attached are the Event Summary forms and the flyers for each of the Virtual Job Fairs attended (Attachment 3).



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Another example of an on-going discussion item for improving and streamlining the hiring process was initiated during the Recruitment and Hiring Committee meeting on October 2019. Sergeant Lloyd Martin discussed a review and potential update of the Department's current drug screening policy to consider more modern cultural norms for substances. This topic will be an on-going action item to be researched for discussion at a future meeting.

Recruitment Unit also collects surveys on an ongoing basis which is evidence of SFPD's commitment to this recommendation and also to the continuous review/improvement loop of the applicant process. The surveys are discussed in detail in CAL DOJ Rec 85.2. The following surveys listed below are collected on an ongoing basis. They are reviewed by the RU and forwarded to supervisors through the chain of command. When each survey/report is completed it is presented at the next scheduled quarterly SFPD/DHR Hiring Committee Meeting. All members present at the meeting are provided with a copy and members who were invited but did not attend are sent a digital copy.

- The RU continues to collect the, "How Did You Hear About Us?" surveys. The Background Investigation Unit includes this survey when sending out their background packet information to applicants that have reached that stage in the hiring process. These are people who are approximately half way through the hiring process and they represent a wide range of diverse communities. The survey asks for the person to identify where or how they initially were exposed to the SFPD, if they had any contact with the RU specifically, if they attended any of the RU's test prep sessions, suggestions for other RU events and general suggestions. When the applicant mails in their survey it is forwarded to the RU. The RU reviews the information and generates survey reports.
- Since 11/21/18, the RU surveys all recruits when hired for the San Francisco Police Academy by using SurveyMonkey. A link is sent to them by email and each recruit is required to complete the survey. These people have made it through a long and selective hiring process. They represent the most qualified and successful applicants. They also represent a wide range of diverse communities. These surveys collect information related to where they were recruited from, background information, education, exposure to SFPD recruitment advertisements, exposure to RU members, access to test prep sessions, experience during the hiring process, general feedback and suggestions. The RU prints the completed surveys and reviews them.



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- As of 08/16/19, a General Feedback survey is sent to every person the RU makes contact with at a recruiting event. A SurveyMonkey link is sent to their email. The survey collects information related to the event where they made contact with the RU, their initial perception of the RU staff, their satisfaction regarding the time and attention provided to them, what other events they suggest for the RU to attend, information regarding the RU test prep sessions and general feedback. The RU prints the completed survey report and reviews it.

### (Surveys - Attachment 4)

On 12/17/2020 at 1000 hours, SFPD Professional Standards members participated in a conference call with members of Hillard Heintze and the California Department of Justice. During the prescreening, suggestions and guidelines were discussed for this recommendation as described below.

*This recommendation generally looked good and Hillard Heintze noted that SFPD should include additional information to support Compliance Measure 4. Specifically, in the packages for 85.3 and 85.4, SFPD noted that it is working with a third-party company to look at the Department's recruitment practices and analyze what does and does not work with respect to those practices. SFPD noted that that work is on hold because of budgetary constraints but Hillard Heintze advised including that information because it is evidence of SFPD's long term plans.*

On 12/18/2020, Hillard Heintze sent a clarifying email with the following comment in regards to Rec 84.2,

*I referenced recommendations 85.3 & 85.4 as examples of concepts the department has identified to review data in evaluating recruiting efforts.*

### **Long-Term Strategy for future improvements to the RU's effectiveness**

The Staff Services Division leadership, as part of a long-term strategy for constant improvement to our hiring process, decided to explore hiring an external consulting firm, specializing in maximizing outreach to diverse communities. A consulting firm would also use omni-channel marketing and analytics to bolster efficiency for recruitment. The hiring of experts would help fill Department gaps in these areas.

The RU hired a company called Interview Now to provide a text messaging platform to communicate with applicants. Every applicant that chooses to communicate through the text messaging platform is automatically directed to provide information regarding how they were directed to the SFPD. Examples are: social media, billboard advertisement, bus advertisement, magazine advertisement, referral from a friend, a recruitment event. The applicant is also asked to be even more specific. For example, specify which social media outlet, or which magazine or which recruiting event. The applicant also indicates which job posting they are interested in (Police, Intern, Cadet, etc.). The members from the SFPD Recruitment Unit have the ability to log in the costs



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associated with each advertising placement and each recruiting event. One of the most significant benefits of this new platform would be the analytic reports generated from the above listed data. The analytical reports and the subsequent review of them would allow the RU to specifically identify which advertising placements generated the most interest from and which ones were the most cost effective. The reports would also identify which events generate the most interest and which ones were the most cost effective.

The RU is also in the process of hiring a company [REDACTED] to create an expansive marketing plan for the SFPD to assist in our recruitment outreach. This will include creating and producing video content, outdoor advertisements, social media content, etc. This company will strategically place all creative content to reach our targeted audiences. After content placement, this company will provide the RU with analytic reports. The analytical reports will include very detailed information related to the RU's online and social media presence. It will identify which social media platforms are the most successful for locating applicants and interacting with them. It will also identify which advertising placements are the most successful. These types of reports will allow the RU to retarget the most interested/invested applicants with additional advertisements. The review of these reports will also allow the RU to be more selective and cost effective when choosing advertising and recruiting locations.

Both of these company's analytical reports will measure the effectiveness of recruitment outreach and events. This will improve the RU's selection of outreach and events. It will also allow for a quicker selection time regarding recruitment outreach and events.

The other part of our future plan is to hire a Marketing Company. We selected a company called [REDACTED] and got approval to start initial branding work with them but COVID-19 restrictions and the hiring freeze have prevented us from starting this work. Our intention is to still move forward towards working with a Marketing Company when we are able to.

Actions Items, Follow-Ups and Updates from every Hiring Committee Meeting have included numerous topics for streamlining and improving the efficiency of the Department's hiring process such as: applicant testing processes, effectiveness of screening procedures, review of minimum qualifications, lateral hiring processes, Academy preview program, review of applicant demographic data, etc. The implementation of this meeting which includes a formal agenda with open discussion, updates, review and follow-up among the Department leadership from Human Resources, Recruitment, Background Investigations, the Police Academy and Staff Services has institutionalized a continuous review and improvement loop for recruitment and hiring.