

Compliance Measures for Recruitment, Hiring and Personnel Practices Recommendations

Table Key

Highlighted rows are the recommendations identified as Priority One in Phase 1, and the compliance measures have been approved.

Highlighted rows are the recommendations identified for use in Phase 2, and the compliance measures have been approved.

Recommendation contains a reference to a best practice.

Chapter 6 – Recruitment, Hiring and Personnel Practices					
Finding #	81	Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool.	Compliance Measures		Status
Rec #	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	1	Hiring and background standards publicly available and easily accessible to community.	
			2	Hiring and background standards detailed in a clear manner.	
			3	Evidence of activities and resources (e.g., pamphlets, social media outreach, etc.) to support candidate preparation.	
			4	Ongoing review and continuous improvement loop established.	
Rec #	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	1	Establish data collection plan for demographics.	
			2	Collect for each hiring process stage.	

			3	Internally and externally publish statistics annually.	
Rec #	81.3	<p>The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as</p> <ul style="list-style-type: none"> • recruitment sources for applicants who are hired and not hired; • whether applicants are the result of personal referral, Internet, career center, print media, job fair, community or other outreach event, school career center, radio, television, outplacement service, or social media; • passage rate by gender, race, and ethnicity for each major selection hurdle including written test, physical abilities, oral interview, polygraph, psychological assessment, hiring panel, and medical; • selection rates by race, gender, and national origin; • attrition rates by race, gender, national origin, and phase in training. 	1	Develop data collection plan to collect, track and report applicant data – including how and where applicants engage in the recruiting process.	
			2	Evidence of robust data tracking and department use of data at each phase of the process.	
			3	Reports using data for all categories identified in the recommendation.	
			4	Ongoing review and/or audit for identification of trends, issues, process adjustments, etc.	
Finding #	82	The SFPD does not fully engage its applicants throughout the hiring process	Compliance Measures		Status
Rec #	82.1	<p>The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.</p>	1	Evidence of social media posts/website material/other activities conducted to attract candidates.	
			2	Evidence of process and practices for maintaining engagement of candidates.	
			3	Feedback mechanism established to determine efficacy of outreach tools and applicant engagement.	
			4	Ongoing review of results and continuous improvement loop established.	
Rec #	82.2	<p>The SFPD should consider creating information boards and “applicant only” websites and providing ongoing updates and department information to applicants during the hiring process.</p>	1	Consideration of information boards and applicant websites.	
			2	Plan to update and advise applicants during	

				the process.	
			3	Evidence of ongoing updates during the applicant process.	
Finding #	83	The SFPD is not administering a physical ability test (PAT).	Compliance Measures		Status
Rec #	83.1	The SFPD should work with City HR to reinstitute a valid PAT that is aligned with current policing and state POST requirements within 180 days of this report.	1	Evidence that department collaborated with City HR to reinstitute a PAT.	
			2	PAT requirements comport with state POST requirements.	
			3	Evidence that standard PAT practices were reviewed and incorporated, if appropriate, prior to reinstating PAT.	
			4	Evidence that efforts with City HR to reinstitute PAT occurred prior to April 12, 2017.	
			5	Ongoing review of PAT practices and continuous improvement loop established.	
Rec #	83.2	The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.	1	Ongoing review of PAT process for unintended impacts/outcomes and continuous improvement loop established.	
Finding #	84	SFPD recruitment and hiring practices are disjointed.	Compliance Measures		Status
Rec #	84.1	The SFPD should reorganize its recruitment and hiring practices under one bureau to provide cohesion and ensure resources are strategically	1	Single SFPD Bureau established for recruitment and hiring.	

		used toward recruiting and hiring goals.	2	Evidence of strategy addressing bureau goals, objectives, resource use, etc.	
			3	Ongoing review of bureau strategy and continuous improvement loop established.	
Rec #	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.	1	Recruiting/hiring committee established.	
			2	Evidence of actions undertaken to improve and streamline applicant processes.	
			3	Evidence of actions undertaken to support a user-friendly applicant process.	
			4	Recruitment and Hiring Committee conducts continuous review/improvement loop.	
Finding #	85	The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.	Compliance Measures		Status
Rec #	85.1	The SFPD should continue supporting and overseeing this initiative and ensure the Recruitment Unit continues to implement best practices for recruitment, training, and outreach to improve diversity and cultural and linguistic responsiveness of the SFPD.	1	Evidence of continued oversight and support of recruitment activities.	
			2	Ongoing review of best practices for recruitment, training and outreach, and continuous improvement loop established.	
			3	Evidence that recruitment activities support diversity, cultural and linguistic goals.	
			4	Establish measures for determining effectiveness of recruitment activities.	
Rec #	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	1	Evidence of consideration of assigning more community outreach and recruiting officers to support recruitment efforts.	

			2	If decided to act, resources used to support recruitment efforts/engagement with underrepresented communities.	
			3	If decided to act, establish measures for determining effectiveness of recruitment activities.	
Rec #	85.3	The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process.	1	Plan for an ambassador program, including roles and responsibilities.	
			2	Conduct outreach and identify community leaders that include diverse perspectives.	
			3	Training for ambassador program.	
			4	Implementation of ambassador program.	
			5	Continuous improvement loop.	
Rec #	85.4	The SFPD should explore approaches to measure or validate the effectiveness of their recruitment outreach and events. The SFPD could do a community satisfaction survey or conduct GIS analysis to see whether all communities have access to these events.	1	Plan measure effectiveness of recruitment outreach and events.	
			2	Survey or engagement with communities to identify recruiting efforts.	
			3	Review of GIS analysis as an option.	
			4	Evidence of review and analysis of recruitment outreach.	
			5	Continuous improvement loop – indicative of analysis and response.	
Finding #	86	The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.	Compliance Measures		Status
Rec #	86.1	The SFPD should staff the Background Investigation Unit with full-time investigative personnel who have the required training and requisite experience and who are invested in the area of investigations.	1	Background Investigations Unit staffed with full-time investigative personnel.	
			2	Investigative staff have requisite training and experience to conduct backgrounds.	

			3	Performance indicators or measures established for Unit investigative personnel to support professional task investment.	
Rec #	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	1	Evidence of review and activities, if needed, to ensure diversity of background investigative staff.	
			2	Evidence of continued oversight and review to ensure diversity of investigators.	
Finding #	87	The Background Investigation Unit lacks valid performance measures to evaluate background investigators.	Compliance Measures		Status
Rec #	87.1	The Background Investigation Unit should continue the process of developing and implementing performance measures to evaluate the unit's investigators in terms of outcomes such as length of investigations, timeliness of investigations, numbers of contacts with the applicant, consistency of investigative approach, and hiring recommendations.	1	Evidence of ongoing review and development of performance measures.	
			2	Specific performance measures identified and outlined in unit policy as identified in the recommendation.	
			3	Implementation of performance measures.	
			4	Ongoing improvement loop.	
Rec #	87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	1	Evidence of a whole program review of the background investigation process.	
			2	Breakdown of demographics of candidates interviewed and progressed.	
			3	Evidence of ongoing review and improvement.	
Finding #	88	Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.	Compliance Measures		Status
Rec #	88.1	The SFPD should conduct ongoing review and analysis of release rates and their impact on diversity and identify mitigation measures to support the success of diverse candidates.	1	Conduct review and analysis of release rates.	
			2	Identification of any impact on the ability of diverse candidates to succeed.	

			3	Identification of mitigation measures to support the success of diverse candidates.	
			4	Continuous improvement loop and review.	
Rec #	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	1	Evaluation of recruit failures.	
			2	Identification of training support to address identified causes.	
			3	Implementation of mitigation procedures.	
			4	Continuous improvement and review loop.	
Rec #	88.3	The SFPD should evaluate whether orientation for recruits has positively impacted disproportionate termination rates related to Emergency Vehicle Operations Training failure. If not, the SFPD should identify other strategies to assist recruits.	1	Evaluation of whether recruits continue to fail as a result of the EVO.	
			2	Evaluation of the mitigation in place for the EVO and whether it is working.	
			3	Identification of new strategies, as appropriate.	
			4	Implementation of new strategies, as appropriate.	
			5	Continuous review and improvement loop.	
Rec #	88.4	The SFPD should continually audit and review each phase of the hiring process to ensure there are no unintended consequences that limit the advancement of its diversity goals.	1	Documented plan and process for evaluation of each stage of the hiring process.	
			2	Evidence of ongoing review and evaluation of the progression of hiring.	
			3	Identification of whether there is impact on diversity goals.	
			4	Continuous review and improvement loop.	
Finding #	89	The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement.	Compliance Measures		Status
Rec #	89.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a comprehensive diversity strategic plan that articulates the department's vision and commitment to organization-wide diversity initiatives including recruiting, hiring, and retaining a diverse and high-performing workforce. For this recommendation, the diversity strategic	1	Develop and identify a strategic diversity plan for the department.	
			2	Include recruiting, hiring and retention goals and priorities for the department.	

		<p>plan should</p> <ul style="list-style-type: none"> • identify specific diversity recruiting priorities that are informed by empirical data that identify areas of underrepresentation; • identify specific recruiting activities and targets for diversity recruiting emphasis; • establish specific responsibilities for implementing and supporting action items for diversity program staff; • establish performance measures to track progress, solidify commitment, and ensure accountability across the organization for diversity in all ranks and units. 	3	Identify diversity goals for current employees and units within the department.	
			4	Affix specific responsibility for each of the diversity tasks and goals.	
			5	Establish performance measurements linked to the strategic diversity plan.	
			6	Continuous review and improvement loop.	
Finding #	90	The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.	Compliance Measures		Status
Rec #	90.1	The SFPD should regularly and systematically capture and report the demographic composition of its supervisory, management, and senior leadership ranks to establish an ongoing mechanism to conduct comparative analyses against the overall workforce composition.	1	Demographic composition of supervisory, management, and senior leadership ranks captured and accessible for reporting.	
			2	Establish an ongoing, repeatable process to conduct comparative analyses of data and report the results in a transparent manner.	
			3	Ongoing review and continuous improvement loop established.	
Rec #	90.2	The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.	1	Evidence of a plan to ensure transparency and diversity, consistent with Recommendation 90.1.	
			2	Identify an employee development plan that supports the diversity goals established under strategic diversity plan (Recommendation 89.1).	
			3	Implement strategies that advance diversity.	
			4	Continuous review and improvement loop based on measurements against goals.	

Finding #	91	The promotion process is not transparent.	Compliance Measures		Status
Rec #	91.1	The SFPD should increase the level of transparency of the promotion process and should clearly outline the qualifications required to advance for promotion.	1	Provide policy and standards for transparency and communications on promotions.	
			2	Identify and communicate requirements and qualifications for promotion.	
			3	Provide transparency for information on promotional placements.	
			4	Continuous improvement/review loop.	
Rec #	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	1	Evidence of a review and determination of the appropriate feedback for promotional candidates.	
			2	Framework for feedback aimed at improving knowledge and performance for future processes, if review supports such a process.	
			3	Continuous improvement loop.	
Rec #	91.3	The SFPD should ensure that there is diversity on the panel that oversees promotions and should consider adding community members or outside observers (or both) to the panel.	1	Evidence of a plan that ensure diverse panels for promotional testing.	
			2	Evidence of internal review of the placement of community members and/or outside observers to the promotional panel.	
			3	Implementation of Compliance Measures 91.3.1 and 91.3.2 in a manner that ensures diversity in the promotional panel.	
			4	Continuous improvement/review loop.	

Finding #	92	The SFPD does not require the Final Report of the President’s Task Force on 21st Century Policing as required reading for the promotional exam.	Compliance Measures		Status
Rec #	92.1	The SFPD should require the Final Report of the President’s Task Force on 21st Century Policing as reading for all promotions.	1	Policy establishing requirement to read 21 ST Century Policing Final Report for all department promotions.	
			2	Evidence of requirement included in promotional announcements.	
			3	Evidence of 21 st Century Policing Report question(s) included in promotional exams.	
Rec #	92.2	The SFPD needs to require this assessment report as reading for all promotions.	1	Policy establishing requirement to read CRI-TA assessment report for all department promotions.	
			2	Evidence of requirement included in promotional announcements.	
			3	Evidence of assessment report question(s) included in promotional exams.	
Finding #	93	The SFPD’s Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.	Compliance Measures		Status
Rec #	93.1	The SFPD and the Police Employee Groups should look for ways to better institutionalize and incorporate their input into department operations where appropriate. Opportunities may include using members of the PEGs to <ul style="list-style-type: none"> • serve on department panels and committees; • help address issues of bias as part of the department’s ongoing training by bringing forth their experience and perspective; • work as community ambassadors for community members or as recruiters for hiring; • address areas of institutional practices that could be considered biased. 	1	Evidence of review of ways to improve communications between the SFPD and the PEGs.	
			2	Evidence of engaging PEGs on panels and committees.	
			3	Consideration of linking PEGs with the recommendations in Recommendation 85.3.	
			4	Evidence that PEG experience and perspective is included in ongoing bias training.	
			5	Evidence that PEG members are used in initiatives addressing institutional practices for bias.	
			6	Continuous review and improvement loop.	

Finding #	94	The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.	Compliance Measures		Status
Rec #	94.1	The SFPD should identify its data needs for personnel and human resource analysis, including organizational diversity, succession and forecasting, training records, and separation data. The collection of data should allow the agency to conduct a barrier analysis.	1	Identify data needs that will support the staffing and resource planning for the SFPD.	
			2	Assess gaps in the available data.	
			3	Develop a plan to collect available data and establish future data goals and timeline.	
			4	Identify barriers to implementation of the plan.	
			5	Establish planning goals to overcome barriers.	
			6	Continuous review and improvement loop.	
Rec #	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices .	1	Identify key personnel and administrative data, consistent with Rec. 94.1.	
			2	Establish data priorities.	
			3	Develop and deliver data to managers.	
			4	Implement data-led management decisions.	
			5	Identify areas of potential improvement and implement where necessary.	