Recommendation 81.3

Tanya Koshy ███████████████████████
Thu 8/5/2021 4:56 PM

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To:

- ████████████████████████████
- McGuire, Catherine (POL);
- Scott, William (POL);
- ████████████████████████████

+7 others

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Dear Acting Captain Altorfer:

Our office has completed its review of the materials related to Recommendation 81.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 81.3: The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as

- 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.

Response to Recommendation 81.3: SFPD has developed a multi-pronged approach to data collection concerning applicant tracking and hiring. Four different entities are involved at tracking data at each stage of the hiring process: the San Francisco Department of Human Resources (DHR) as well as SFPD's Recruitment Unit (RU), Background Investigations Unit (BIU), and the Training Academy. The RU keeps track of all individuals it contacts via recruiting efforts, such as college fairs and advertising campaigns. DHR collects information on all people who apply for a SFPD position, including their race, gender, and the way the applicant learned about SFPD's job

application. DHR shares this data with SFPD so it is able to generate its own reports, which it does on a weekly basis. The RU then tracks applicants' passage or failure on the first three testing components of the hiring process (the written test, the physical ability test (PAT), and the oral interview) as well as the race, gender, age of those applicants. For applicants who pass the first three testing components, the BIU continues to track information about them, including race and gender, and the investigator's efforts to communicate with the applicant. Once applicants pass the background investigation, the Academy will then track them through the academy and specifically track their race, gender, and passage/failure/release/resignation data for each testing component at the Academy, including emergency vehicle operations testing and scenario training.

SFPD holds quarterly meetings with members of the Staff Services Division (the Recruitment Unit, the Backgrounds Unit, and the Staffing and Deployment Unit), the Training Division (the Academy), and DHR. The units discuss the demographic data they have tracked through the hiring phases and identify ways to address any disparities observed in the data.

The RU, BIU, and the Academy then use the data and accompanying reports to make adjustments to components of the hiring process where there appear to be disparities. For example, SFPD observed a high failure rate for female applicants for the trigger pull test, which was part of the PAT. As described in more detail in the package for Recommendation 83.1, SFPD replaced this test with a handgrip test, which a third-party entity SFPD hired concluded would not compromise the fairness or validity of this component of the PAT.

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 these further.

Tanya

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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.
Recommendation # 81.3	The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as • 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.

Recommendation Status	<mark>Complete</mark> Partially Complete In Progress Not Started No Assessment

Summary

The SFPD has significantly increased its reliance and focus on metrics in the evaluation of the hiring process since the original assessment. The collection and use of data through the life of a SFPD candidate demonstrates a thoughtful and focused approach.

Compliance Measure #1 – the department has worked with the Department of Human Rights (DHR) to establish a shared practice for data collection and evaluation. While not formally outlined, the data plan accounts for the specific roles of the each of the involved agencies – with sharing of data as part of the overall reporting process which aligns with each phase of the recruiting process. There is evidence of engagement and discussion as to the build out of existing and new data platforms which inform the collection activities.

Compliance Measure #2 – the department provides evidence of a robust data collection process through the various platforms that track and capture the application and hiring process. The data is reviewed internally by each agency and as part of the quarterly meetings between SFPD and DHR. From the SFPD end – they are using the data to better support candidates by assigning a recruiter to applicants to help shepherd them through the process. The Background Investigations Unit uses the data to track progress and ensure consistency in the process.

Compliance Measure #3 – the data collected aligns with the bullet points of the recommendation. The SFPD does not routinely collect national origin data but relies upon race and gender as the primary capture sources.

Compliance Measure #4 – the department provides evidence of ongoing review for issues, trends and process adjustments. By way of evidence, such adjustments reflect national access for candidates to test to have a broader reach; adjustments to specific tests and timing of tests if there is failure based upon challenges for certain categories of applicants; and specific orientation programs to facilitate better passage rates for all candidates.

Compliance Measures		Status/Measure Met
1	Develop data collection plan to collect, track and report applicant data –	√ Yes ☐ No ☐ N/A

		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.	√ Yes ☐ No ☐ N/A
3		Reports using data for all categories identified in the recommendation.	√ Yes ☐ No ☐ N/A
4		Ongoing review and/or audit for identification of trends, issues, process adjustments, etc.	√ Yes ☐ No ☐ N/A

Administrative Issues

Compliance Issues

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. A lack of community engagement perpetuates this perception over hiring requirements.

Recommendation # 81.3 The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as:

- 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

Response Date: 04/13/2021

Executive Summary:
Collecting, tracking, and reporting of applicant data is a shared responsibility between four separate units involved in the hiring process. The San Francisco Department of Human Resources (DHR) utilizes the JobAps platform, the San Francisco Police Department Recruitment Unit (RU) utilizes an Applicant Tracking Sheet, the San Francisco Police Department Background Investigations Unit utilizes a Case Status Tracker, and the San Francisco Police Academy utilizes an Academy (Basic) Separations Workbook. Each data collection system is maintained by the individual unit and the supervisors in those units ensure continued review and conduct their own periodic audits for identification of trends or issues to make process adjustments.

Recruitment Source is collected, passage rate by race and gender for each major selection hurdle is collect, Academy selection by race and gender is collected and Academy attrition rates by race and gender are collected. Numerous reports are generated yearly to assist with the continued review, pattern analysis and creating actionable strategies for improvement.

Compliance Measures:

1. Develop data collection plan to collect, track and report applicant data – including how and where applicants engage in the recruiting process.

Collecting, tracking, and reporting of applicant data is a shared responsibility between four separate units involved in the hiring process. The San Francisco Department of Human Resources (DHR), the San Francisco Police Department Recruitment Unit (RU), the San

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Francisco Police Department Background Investigations Unit and the San Francisco Police Academy.

On 4/8/21 SFPD Profession 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 asked SFPD to provide more specific detail about the data-collection plan among the four entities referenced in Compliance Measure 1.

In response to that suggestion: The data collection plan is for DHR to collect every applicant referral source and passage rate by race and gender for the written test, physical test, and the oral boards test. The RU connects with numerous people at recruiting events and not all of them submit applications to DHR. The RU will collect referral source for each interested candidate they encounter. The RU will obtain testing passage rates from DHR for all candidates being tracked in their data base. The Background Investigation Unit will collect passage rates by race and gender for each major selection hurdle during the Background phase, including polygraph, psychological assessment, hiring panel, medical and Academy selection. The Police Academy will collect passage rate by race and gender for each testing phase in training. Below is further information about each Units tracking and report systems.

DHR utilizes the JobAps platform to collect, track and report on all applicant information. https://jobapscloud.com/SF/sup/bulpreview.asp?R1=CCT&R2=Q002&R3=060667 Applicants are asked for their referral source. The selection choices are: City website, Other, Friend/Relative, City Employee, Unknown, Indeed, LinkedIn, SanFranJobs, Job Fair, Bulletin Board (other), CareersInGovernment, Facebook, E-mail Notification, BA Jobs, Bulletin Board (1 South Van Ness), Twitter, Newspaper Ad, Trade/Professional Website, Craigslist, Monster, City Phone Job Line, Transmission and Distribution World, Job Trak, Energy Central Jobs. The JobAps application also collects the race and gender of each applicant. DHR conducts the first three testing components; NTN Written Test, Physical Ability Test (PAT) and the Oral Interview. The testing results are also stored in JobAps. Below is a screenshot of JobAps information that would be entered by a applicant and a screenshot of the Excel document that would be generated when running a report through JobAps.

DHR is currently transition from the JobAps platform to the SmartRecruiter platform. DHR and SmartRecruiter employees presented a status update on the transition and provided a demonstration of the new product at the February 23rd, 2021 Diversity Working Group meeting. They are moving into the product testing phase, with hopes for citywide implementation in the next few months.

The RU utilizes an Applicant Tracking Sheet on SFPD's One-Drive Office 365 server to collect, track and report on recruitment contacts. Below is a screenshot of a blank Applicant Tracking Sheet. The RU generates recruitment contacts at recruiting events and through various advertising campaigns. Typically, an interested candidate provides their information on an interest list sheet. See attachment 1 for a blank interest list sheet. When completing the interest list sheet, each person provides the information that they feel comfortable sharing at that point. They are not required to provide any information since this stage is not an actual

application. After making that contact, the RU enters the provided information into the Applicant Tracking Sheet. Tracking information includes these sections: name, ethnicity, gender, age, address, phone number, email address, school, the event location they were recruited and date of initial recruitment contact. The RU also uses the Applicant Tacking Sheet to track the applicants initial three testing components status'- NTN Written Test, Physical Ability Test (PAT) and the Oral Interview. This includes the date the tests were taken and the results (Pass or Fail). Under the category "Notes", additional information can be added, such as if the applicant has concerns, the reason test was postponed or reasons why applicant failed a test and when he/she is scheduled to retake it. Some of this data is provided to the RU by DHR and some is provided by the applicant themself.

Previously DHR would run a report at the beginning of each week including all new applicants. DHR would provide that report to the RU and all new applicants would be entered into the Applicant Tracking Sheet. In 2020, DHR began providing access to the JobAps platform so that SFPD could access all applicant information. At that time, the SFPD hiring freeze prevented the RU from generating a weekly report with the new applicant information. The SFPD hiring freeze was just lifted and the RU has begun running a weekly report to collect all new applicant information.

Individual recruiters are assigned follow-ups with each applicant to engage them throughout the process. The recruiters provide assistance and mentorship. The recruiter updates all information on the Tracking Sheet.