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Recommendation 82.1

Tanya Koshy ████████████████

Mon 1/11/2021 11:55 AM

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 82.1 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 82.1:

The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.

Response to 82.1:

SFPD has an active social media and website presence, which it uses in part for recruitment purposes. It recently revamped its website to make it more user-friendly. It also posts regularly on three social media platforms—Facebook, Twitter, and Instagram—on a wide range of issues, including issues that are intended to reach potential applicants. As an example, SFPD recently posted on its social media platforms about workout events with the Department and noted that "[b]eing in a good physical shape for the Academy is important." It also posted about Pride Month, which is another example of how SFPD tries to attract diverse range of applicants. The Recruitment Unit keeps track of these social media posts through a calendar of past and upcoming posts related to recruitment. To better understand SFPD outreach efforts and user engagement, the Media Relations Unit [MRU] also keeps track of web analytics, which is the measurement, collection, analysis, and reporting of web data.

SFPD also recently issued Recruitment Unit Order (20-01), which details SFPD's procedure for ongoing review and analysis of its social media efforts. Under that order, the MRU issues a report on a monthly basis to the Sergeant-in-Charge of the Recruitment Unit, which comes in the form of an email to the Sergeant, showing, among other things, the posts that were made that month and the reactions and comments to those posts. SFPD provided a few examples of these reports and the Sergeant's response emails, which have asked for feedback on upcoming ideas for posts and suggestions for particular events/dates about which the Recruitment should post. These email exchanges show that there appears to be an iterative approach to improving social media engagement.

The Recruitment Unit also issues surveys to recruits, which in part ask about SFPD's social media efforts. It issues a survey to any recruit who has reached the stage where the Department is investigating their backgrounds. In that survey, SFPD asks how the recruit was initially introduced to SFPD, and includes SFPD's website and social media platforms as options for the recruit to select. The Recruitment Unit also surveys all recruits hired through the Department's Police Academy. In that survey, SFPD asks several questions related to its social media and website presence, including whether the recruit was exposed to any of SFPD's advertisements on social media

platforms or its website, and ways SFPD can improve its recruitment efforts. SFPD states that it uses these surveys as a way to evaluate the effectiveness of its website and social media presence.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Please let us know if you have any questions or would like to discuss this further. Thank you.

Tanya

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Finding #82: The SFPD does not fully engage its applicants throughout the hiring process. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.

Recommendation # 82.1: The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.

Response Date: October 14th, 2020

Executive Summary:

The SFPD has a new and modern website along with an expansive social media presence.

The SFPD Recruitment Unit social media accounts and website:
Facebook: https://www.facebook.com/SFPDRecruitment
Twitter: https://www.twitter.com/SFPDRecruitment
Instagram: https://www.instagram.com/joinsfpd
SFPD Recruitment Website: https://www.sfpdcareers.com

The Recruitment Unit (RU) mainly uses 3 social media platforms: Facebook, Twitter and Instagram. The Recruitment Unit is constantly reviewing and analyzing these platforms. Most of the unit's interaction with potential candidates is via Facebook by responding to peoples comments or through its messenger feature. Twitter currently has more followers, because people use Twitter to get short news updates and they can see current or future recruitment efforts. Twitter is not the most effective platform for lengthy posts due to the word limit. Instagram is a good platform for the RU to show pictures of various officers doing job related tasks.

Number of recruitment followers per social media platform as of 10/14/20:
- Facebook = 2,207 followers
- Twitter = 2,800 followers
- Instagram = 1,310 followers

The SFPD social media accounts and website that are managed by the Media Relations Unit:
Facebook: https://www.facebook.com/SFPD
Twitter: https://twitter.com/SFPD
Instagram: https://www.instagram.com/sfpdofficial
Nextdoor: https://nextdoor.com/agency-detail/ca/san-francisco/sfpd
Vimeo: https://vimeo.com/sfpd
TikTok: https://www.tiktok.com/@sfpdofficial
The SFPD Website: https://www.sanfranciscopolice.org

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The Media Relations Unit handles all social media analytics for SFPD. By creating posts via Twitter, Instagram, or Facebook, SFPD Social Media accounts have a greater chance at reaching users who have accounts on those platforms. Media Relations could share a news link from the official SFPD website in a Tweet, or Facebook post so that it is immediately sent out to users on those social media platforms that subscribe to (or 'follow') SFPD's social media accounts (SFPD Twitter, SFPD Facebook, SFPD Instagram, etc.).

When a user sees this SFPD news post on their social media timeline (or feed), they can then click the link and be directed automatically to the SFPD official website where that news item lives. Social media accounts are separate from the official SFPD website. Social media is used as an advertising vehicle to drive traffic to that site.

Compliance Measures:

1. Evidence of social media posts/website material/other activities conducted to attract candidates.

In 2019 the department launched the new website design, with a more user friendly look and navigation. The main page (https://www.sanfranciscopolice.org) includes direct links to the departments social media platforms (facebook, twitter, vimeo, instagram and nextdoor). The main page has these links in two places: in the "News" section and the "Contact us" section. The main page also has a "Breaking news" section with the department's Twitter feed posted. The main website's recruitment page (https://www.sfpdcareers.com) includes direct links to the Recruitment Unit's Facebook and Twitter pages. These links can be found under the "Have Questions?" section. The Recruitment's Twitter feed is also posted in that section. This allows more up-to-date news about the department and access to the Recruitment unit for the candidates throughout the application process.

Evidence of social media posts that are used in an effort to attract candidates can be found in the RU social media calendar (Attachment #1). Details regarding all RU social media posts for 2020 are included in this calendar and it is further described in Compliance Measure 2. The SFPD WEB Analytics report (Attachment #2) was completed by the SFPD Media Relations Unit and the SFPD Technology Division. This report includes information about specific SFPD social media posts to recruit candidates.

See Attachment #1 Social Media Calendar
See Attachment #2 SFPD WEB Analytics see page 4

2. Evidence of process and practices for maintaining engagement of candidates.

Recruiter Luciana Ng currently maintains all three RU social media platforms. She posts regularly each week. She also responds to all communications/questions that are sent to the

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RU via each individual social media platform's comments/feed section or the platform's direct messenger feature.

The RU has created a social media calendar to (Attachment #1) ensure the RU engages with candidates regularly. The first part of the calendar documents the RU social media posts from January 2020 to present. The second part of the calendar is a projected outline from the present to the end of 2020. This calendar serves as a guide for the content and the frequency of posting.

See Attachment #1 Social Media Calendar

In addition to the social media calendar, the RU maintains engagement with candidates by using the comments section and the messaging feature in each social media platform. The RU also utilizes surveys to gauge its effectiveness in reaching applicants and eliciting feedback regarding how to improve its online presence. See Compliance Measure 3 for further details.

3. Feedback mechanism established to determine efficacy of outreach tools and applicant engagement.

Comments section as a feedback mechanism:
The RU's Facebook platform has a comments section included in each individual post.
The RU's Twitter platform has a comments section included in each individual post.
The RU's Instagram platform has a comments section included in each individual post.

Direct messaging feature as a feedback mechanism:
The RU's Facebook platform has a direct messaging feature.
The RU's Twitter platform has a direct messaging feature.
The RU's Instagram platform has a direct messaging feature.

Survey's as a feedback mechanism:
The five 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. Each of these surveys asks for feedback or suggestions related to social media.

- The RU continues to collect the, "How Did You Hear About Us?" surveys (Attachment #3). 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 (website and social media are options to

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select), 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 (Attachment #4). 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 (website and social media are options to select), 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 survey report and reviews it.

- As of 08/16/19, a General Feedback survey (Attachment #5) 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 (website and social media are options to select), 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.

- RU meets with the Police Employee Groups (PEG groups) yearly to elicit suggestions, recommendations and assistance in recruiting outreach and events. The PEG groups represent and serve not only police officers but they also represent and serve many different communities in San Francisco and the Bay Area. At the beginning of 2019 the RU met with the PEG groups individually. A summary of those meetings was generated (Attachment #6). At the beginning of 2020 the RU met with the PEG groups for a single group meeting. The 2020 meeting began with a review of the 2019 meeting summary and the RU presented which suggestions from the previous year had been implemented. The RU's usage of social media and future improvements was a topic of discussion. This information was captured in the 2020 PEG group meeting minutes.

- Based on DOJ Recommendation 85.3, the SFPD RU has implemented a Recruitment Community Ambassador Program. This program is design to

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identify community leaders who are willing to assist in SFPDs recruitment efforts. One component of this program is a yearly survey of the community members who participate in the program. This survey allows the RU to elicit feedback and suggestions from community members regarding recruitment efforts. The first survey collected numerous suggestions regarding RU social media efforts. It also encourages the community members to assist in recruitment efforts. One option is for the community members to share our recruitment information on their social media platforms (Attachment #7).

See Attachment 3 "How Did You Hear About Us Survey?"
See Attachment 4 Class #270th, #271st and #272nd
See Attachment 5 General Feedback Survey
See Attachment 6 PEG group meeting summaries for 2019 and 2020
See Attachment 7 Recruitment Community Ambassador Program survey

4. Ongoing review of results and continuous improvement loop established.

Surveys: Ongoing reviews discussed in Compliance Measure 3.

Social Media Calendar: The Recruitment Unit constantly reviews the various surveys that are collected from people at all stages in the hiring process. The consistent recommendation is to post more frequently on social media and expand our social media platforms. To ensure that the RU posts more frequently, the social media calendar was created.

See Attachment #1 Social Media Calendar

Social Media Coordinator: In 2019 the SFPD hired a Social Media Coordinator who manages the department media platforms. Nicholas Ortiz is the SFPD Social Media Coordinator. Nicholas Ortiz's primary responsibility is to assess and analyze the department's social media platforms and their effectiveness. With the intent of improving effectiveness.

The Departments Technology Division along with Social Media Coordinator have put together a document titled SFPD WEB analytics. This document describes how web analytics are measured, collected and analyzed so that the SFPD can better understand our website and the web application usage. There is a specific comparison between the old website and the new website that indicates there was a significant traffic increase after rolling out the new website. The number of page views averaged in the hundreds during 2018 and in 2019 topped out at nearly 200,000 after the launch of the new website

See Attachment #2 SFPD WEB Analytics

Monthly Social Media Report: The Media Relations Unit recently began generating a monthly social media report. This report will document and analyze the department's online presence,

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including number of followers, number of posts, current trends, platform interactions, most notable posts from previous month and future recommendations. This report is presented and discussed internally in the Media Relations Unit and also provided to the Recruitment Unit. The Sergeant in charge of the Recruitment Unit will review the report and discuss any applicable changes to the next month's online recruitment strategies with the Social Media Coordinator. The social media report (Attachment #8) and the review process will be stored in the Staff Services-Recruitment shared desktop folder (Attachment #9).

See Attachment #8 August and September social media reports and review.
See Attachment #9 Unit Order 20-01 Recruitment Unit-Social Media Report and Review

Areas for improvement: The RU has identified these two areas needed for improvement. The first is, utilize a Text Messaging Platform to communicate with potential applicants. This text messaging platform asks each user to identify how they initially became interested in or found out about the SFPD (website and social media are options to select). The company would provide monthly analytical data so the RU could effectively assess how many applicants it reaches through the website and social media.

We selected a text messaging platform called Interview Now and got approval to work with them. Just as we started using the Text Messaging Platform, the SF Mayor initiated a hiring freeze for the SFPD. We have not been able to continue using this platform but we intend on moving forward with this company again as soon as the hiring freeze is lifted.

The second is hire a Marketing Company to assist with SFPD recruitment branding. The company will also assist with improving our online presence, creating recruiting advertisements and posting them on the RU's social media platforms. The company would provide monthly analytical reports. Those reports would assist the RU in analyzing what works well and identifying what does not work well so that improvement could be implemented.

We selected a marketing company named Epic Productions 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.

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