



DEPARTMENT NOTICE

21-028
02/19/21

SFPD DIVERSITY STRATEGIC PLAN

The Diversity Strategic Plan was developed in response to the 2016 United States Department of Justice (DOJ) Collaborative Reform Initiative (CRI) which provided an assessment of San Francisco Police Department (SFPD) policies and practices. The review found that while, “The SFPD is to be commended for its diversity in overall staffing,” the organization, “Lacks a strategic plan for diversity including recruitment, retention, and advancement.” The review recommended a comprehensive diversity strategic plan that reflects the department’s commitment to organization-wide diversity; Recommendation 89.1 states:

“As part of the Diversity Strategic Plan, 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 plan should:

- **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.”**

In late 2017, the San Francisco Police Department began developing an inclusive, forward-looking Diversity Strategic Plan that would ensure that the SFPD was ready and equipped to meet the challenges of modern urban policing and earn the trust and respect of our communities. The Diversity Strategic Plan aims to provide a comprehensive approach for organization-wide diversity initiatives that supports the key strategic initiatives developed in the Department Strategic Plan.

The Diversity Strategic Plan outlines the goals and objectives for diversity initiatives in the department, current practices in the department, and next steps for implementing initiatives and subsequently monitoring key metrics on an ongoing basis.

In response to Recommendation 89.1, the SFPD Staff Services Division and SFPD Training Division convened a Diversity Strategic Plan Working Group that developed the goals, objectives and metrics to implement, track and institutionalize initiatives that aim to recruit, hire and retain a diverse and high-performing workforce. The Working Group surveyed current practices and procedures in recruiting, hiring, training and retention; identified current and future initiatives to promote diversity in these areas, based on best practice and peer jurisdiction research; and assessed current data collection methodologies to determine data currently available and data needed in order to track and measure performance toward diversity goals on a standardized and recurring basis.

Diversity Strategic Plan Vision and Values

The Diversity Strategic Plan is the comprehensive roadmap to guide the organization's commitment to department-wide diversity initiatives, and the following Vision Statement articulates the overarching mission upon which the Plan is built.

"TO RECRUIT, HIRE, DEVELOP, PROVIDE EQUAL ADVANCEMENT OPPORTUNITIES FOR AND RETAIN A SWORN AND NON-SWORN WORKFORCE THAT IS CULTURALLY INCLUSIVE, INSIGHTFUL, MULTI-TALENTED, CULTURALLY COMPETENT AND ABLE TO SERVE THE NEEDS OF THE DIVERSE COMMUNITIES OF THE CITY AND COUNTY OF SAN FRANCISCO."

The Diversity Strategic Plan has a corresponding set of Values that are based upon the Vision of the Diversity Strategic Plan noted above, and on the department's core values.

DIVERSITY STRATEGIC PLAN VALUES


Committed to treating the public and members with **respect**
Supporting our members' **professional development**
Committed to **excellent service** internally and externally

The Plan divides the department's vision and commitment to organization-wide diversity into five Strategic Goals, each with both department-wide and unit-level objectives for identifying and implementing diversity initiatives, and plans for collecting, monitoring and analyzing empirical data to monitor performance. Each Strategic Goal section assigns responsibility for implementing initiatives, and tracking and reporting data. Priorities listed in these Strategic Goal sections are both near and long-term.

The Strategic Goal areas are:

- Strategic Goal 1: Diversity in Recruitment.
- Strategic Goal 2: Diversity in Hiring
- Strategic Goal 3: Diversity in Police Officer Training
- Strategic Goal 4: Retention, Support and Professional Development
- Strategic Goal 5: Organizational Accountability

The entire plan can be seen here; [Link to Diversity Strategic Plan](#)


WILLIAM SCOTT
Chief of Police

Per DN 20-150, all sworn & non-sworn members shall electronically acknowledge this Department document in PowerDMS. Members whose duties are relevant to this document shall be held responsible for compliance. Any questions regarding this policy should be made to sfpd.writtendirectives@sfgov.org who will provide additional information.