



**San Francisco Police Department  
Professional Standards & Principled Policing Bureau  
Department of Justice Compliance**

<b>Individual Recommendation Report</b> <b>Rec. Number:</b> 83.2 <b>Assigned To Project Manager:</b> Captain Richard Struckman and Danielle Poole <b>Prepared by:</b> Graig Wells <b>Priority:</b> Low	<b>Reserved For PSPPB Only</b> <input type="checkbox"/> <b>President's Task Force</b> <input type="checkbox"/> <b>Blue Ribbon Panel</b> <input type="checkbox"/> <b>CJTF SF Bar Association</b> <input type="checkbox"/> <b>Department of Police Accountability</b> <input type="checkbox"/> <b>Civil Grand Jury:</b>
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**DOJ Recommendation #:**

*The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidate it seeks to hire.*

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**DOJ Objective: Recruitment, Hiring Personnel Practices**

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**Executive Summary:**

The SFPD has created a hiring committee to continuously improve and streamline the hiring process for Police Officer applicants. This committee will meet quarterly to discuss testing and hiring issues. Unit Order 17-05, issued 5/31/17, directs several key SFPD to meet quarterly to review issues and trends internal and external to SFPD. Part of this review includes the study of national best practices on physical agility testing (PAT).

The SFPD and DHR have determined that the "Trigger Pull" test will be replaced with a dominant hand strength test measured by a dynamometer, effective 6/30/17. Applicants that have failed the trigger pull portion of the PAT over the last 1-2 years will be contacted and offered the opportunity to retest under the new grip strength policy.

SFPD and DHR will administer the modified PAT for applicants, coupled with the POST required Work Sample Test Battery (WSTB) prior to Police Academy graduation. This approach will diminish adverse impact on all applicant groups and meet POST standards, while advancing promising candidates from hiring phase to Academy.

**Purpose:**

SFPD personnel reviewed the SFPD PAT and existing POST requirements. The purpose of this review was to determine if existing SFPD policy was creating an adverse impact on any groups of applicants.



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**Policy:**

The SFPD currently has a two tiered PAT approach, to both ensure fairness to applicants and meet POST requirements. SFPD administers a modified PAT process during the hiring process to:

1. Evaluate each applicant's current physical ability,
2. Determine their likelihood for success in the Academy with additional coaching, training, and assistance.

Once an applicant is hired into the police academy, they are required to pass the POST required Work Sample Test Battery prior to Academy Graduation.

This two tiered approach allows the SFPD to hire promising candidates who would benefit from additional physical conditioning and dietary counseling, who might otherwise be excluded for failing to complete the WSTB prior to hiring.

The PAT is conducted to obtain a baseline measurement of a police applicant's physical ability and condition. By meeting this baseline test, applicants can move forward in the police officer hiring process. The PAT is the pre-cursor to the POST WSTB which is administered and documented in the basic recruit academy as part of the POST training requirement.

The SFPD Training Division has noted approximately 3-5 candidates per class have significant difficulty with parts of the WSTB. In an effort to minimize any adverse impact on SFPD applicants, the SFPD training Division and DHR administer a PAT in the hiring phase, similar to the POST WTSB. This PAT allows the Training Division to determine that the candidate has a baseline of physical fitness that can be improved through coaching, training, and nutritional guidance once the applicant is admitted to the police academy. This modified process allows the SFPD to improve staffing goals while retaining promising applicants that can successfully complete the WTSB by the end of the Academy.

**Audit (if applicable):**

On June 16<sup>th</sup>, 2017, Chief Scott held a meeting the director of the Department of Human Resources Public Safety Team. DHR is responsible for administering the PAT for applicants during the hiring phase. During this meeting, it was determined that the pre-hire PAT will be modified, replacing the "trigger pull" test with a dominant hand grip strength test, measured on a dynamometer. This change will help prevent adverse impact on diverse applicants. Additionally, DHR will review PAT testing conducted within the past 1-2 years to identify any applicants eliminated by the "trigger pull" phase of the PAT, and invite to retake the test under the new grip strength test. DHR is also creating a video for applicants demonstrating the change.

The SFPD Training Division and Department of Human Resources believes this is a reasonable solution to ensure all applicants have the chance to succeed, while minimizing adverse impact on diverse candidates.



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The SFPD Staff Services Division has created a hiring committee to review best practices on hiring on a quarterly basis, including PAT results and trends. This continuing review will provide an audit mechanism on a rolling basis to identify any potential adverse impact on specific groups. This meeting will include a review of race/gender specific pass rates to help identify areas for additional progress. The next meeting is scheduled for September 6<sup>th</sup>, 2017 (See supporting documents, tab #5).

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**Written Directive: (D.G.O., Dept. Manual, Bureau Orders, Dept. Bulletins, etc.)**

Staff Services Unit Order 17-05

DOJ CRI Recommendation Packets for 84.2 and 88.4 (Hiring Committee)

**Supporting Documentation: (Learning Domains, Power points, Lesson Plans, Policies)**

DHR PAT Instructions

**Implementation, training & records (How to prove we did what we said?)**

Applicant Email

Applicant Welcome Letter

PAT Instructions

Quarterly meetings to evaluate adverse impact