

Recommendation 92.1

Tanya Koshy [REDACTED]

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To: McGuire, Catherine (POL) [REDACTED]; Scott, William (POL) [REDACTED]
[REDACTED]
[REDACTED] Altorfer, Eric (POL)
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Dear Acting Captain Altorfer,

Our office has completed its review of the Recommendation 92.1 package that SFPD submitted as part of the collaborative reform process. Recommendation 92.1 is that SFPD should require reading the Final Report of the President's Task Force on 21st Century Policing (21st CP Final Report) for all promotions.

After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Response to 92.1 package: SFPD issued Department Bulletin (DB) 16-216 on December 27, 2016, which required all Department members to read and have working knowledge of the 21st CP Final Report. SFPD issued DB 19-135 on June 25, 2019, reminding all members of this required reading. By requiring all Department members, not just those seeking a promotion, to read and have working knowledge of the 21st CP Final Report, SFPD went beyond the directive of compliance measure 1, which required SFPD to have a policy requiring reading of the 21st CP Final Report for the purposes of department promotions.

Consistent with the DB 16-216 policy, the preparation guide for the lieutenant promotional exam prepared by the City of San Francisco's Department of Human Resources (DHR) lists the 21st CP Report as one of the documents of which sergeant candidates should have working knowledge. Similarly, the preparation guide for the sergeant promotional exam notes that questions on the written test will be based in part on the 21st CP Report.

Finally, the Department selected 8-10 sworn members to serve as subject matter experts (SMEs) to provide input to DHR's Public Safety Team in its development of SFPD's promotional exams. Many of the chosen SMEs have had direct involvement in the collaborative reform process as project managers, finding managers, or as members of the Professional Standards & Principled Policing Unit. With the SMEs' input, DHR has incorporated questions in promotional exams that assess candidates' working knowledge of the principles outlined in the 21st CP Report.

Based on the above, Cal DOJ 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.

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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.

Recommendation # 92.1 The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.

Executive Summary:

The San Francisco Police Department is committed to establishing the knowledge and understanding of the Department of Justice Collaborative Reform Initiative (DOJ CRI) report as a necessary component of all promotional exams. Department Bulletin 16-216 issued on December 27, 2016 required all Department members to read the DOJ CRI assessment and well as the President's Task Force on **21st** Century Policing Report. Department members were mandated to electronically acknowledge the required and recommended reading materials (attachment #1, Department acknowledgement reports). This Department Bulletin was re-issued again 06/25/19 DB 19-135 requiring all Department members to read the DOJ CRI assessment as well as the President's Task Force on 21st Century Policing Report (attachment #2, copies of DB 16-216 and 19-135). Department members are mandated to electronically acknowledge the required and recommended reading materials (attachment # 3, DB 19-070 & DB 19-156, 20-081).

Further, the Department has prioritized the DOJ CRI by advocating with the City's Department of Human Resources (DHR) to incorporate the assessment report reform goals into the promotional testing process. By design, the Department has minimal direct input into the police promotional exams, which are created and administered by the DHR Public Safety Team and their contracted independent consultant(s). This process was adopted, in part, to eliminate or minimize potential bias from the testing process by using an independent party and focusing on essential and core job functions. However, the Department may formally request that the DHR Public Safety Team take into consideration the tenets in the DOJ CRI assessment, without directly interfering with the promotional testing process.

The direct input from Department members for the development of each of the promotional exams are from a small group (usually 8-10 members) of sworn members, who serve as subject matter experts (SME's). The SMEs for each test are assigned to participate in a series of meetings with the DHR Public Safety Team to provide input and feedback about the essential job functions of the position to be tested (attachment #4, DB 19-170 - exam announcement, DB 19-190 SMEs for Lieutenant exam, DB 20-005 SME's for the Sergeant's exam, DB20-031- SMEs for Captain's exam). Since these members have direct input into the development of a promotional exam, the Department can ensure the SMEs chosen have a strong understanding of the issues and challenges facing the Department as described in the DOJ CRI. SMEs with a strong working knowledge of the DOJ CRI assessment could directly present these concepts as core knowledge and as a Department priority for consideration in



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promotional exams. Many of the SMEs chosen have been directly involved in the DOJ CRI either as project managers, finding managers, or as members of the Professional Standards & Principled Policing Unit who are responsible for overseeing the CRI project. All SMES sign a confidentiality form prior to participating in the process.

On October 2nd 2019 the Quarterly SFPD/DHR Hiring Meeting (an on-going, regular, and institutionalized meeting) was held and the incorporation of the DOJ CRI as a testing measure was an agenda item for this meeting as evidenced by meeting minutes (attachment #5). In addition there have been meetings between SFPD Administration Command and the DHR Public Safety Team to prioritize the DOJ CRI report into promotional exams. As a result of these meetings DHR has included policing principles from 21st Century Policing and the Collaborative Reform Initiative in all SFPD promotional exams as evidenced by a DHR Document where Manager Dave Johnson confirms that 21st Century Policing principles and Collaborative Reform Initiatives have been and are "being measured in assessment center type exercises" for all three promotional ranks (attachment #6).

The 2019 Lieutenant promotional examination has also included DOJ CRI concepts as evidenced the Lieutenant promotional examination Preparation guide pg. 24 (attachment #7) where the reading list includes "the Final report of the President's Task Force on 21st Century Policing, collaborative Reform initiative- An assessment of the San Francisco Police Department".

There are numerous examples of the DOJ CRI concepts regarding leadership, accountability and professionalism" highlighted in the Lieutenant promotional examination job announcement. The 'Abilities" section (attachment # 7, pp. 17-20) of this announcement included substantial and comprehensive categories such as Leadership, Personal Maturity and Judgement, Supervision, Analysis and Planning, and Oral Communication," which are core components of the DOJ CRI. The Lieutenant Job announcement highlights professionalism, cultural sensitivity and awareness as well as Community relations skills (attachment #7, pp. 19). All meeting exercises e.g. subordinate meeting exercise, sergeant meeting exercise and community meeting exercise all have an accountability factor built in i.e. expected follow up ensuring that what was identified as an action item is completed and that applies to both the subordinate meetings as it does to community meetings (attachment #7, pp. 25-30).

A Q50 promotional exam is scheduled for 2020 and the preparation guide (attachment #8) for this exam also includes the President's Task Force on 21st Century Policing and the Department of Justice SFPD Collaborative Reform Initiative as reading materials upon which the multiple choice questions will be based (attachment #8 pg. 11).

The Department recognizes that newly promoted supervisors need to continue to implement and reinforce the recommendations of the DOJ CRI in their new assignments throughout the Department. As part of the training for newly promoted supervisors during the Sergeant, Lieutenant or Captain's Leadership Seminar (since 2017), a class dedicated to the DOJ CRI and Strategic Management Bureau is scheduled and currently facilitated by Director Catherine McGuire (attachment # 9, course/seminar schedules). The Department prioritizes the DOJ CRI



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by not only advocating for the inclusion of the concepts in the promotional exams, but also post-promotion in the mandated leadership training.

Compliance Measures:

- 1) Policy establishing requirement to read CRI-TA assessment report for all department promotions:** Pursuant to this RFI, in 2019 Hillard Heintze determined SFPD completed compliance measure 1 as part of the department's initial response.

The San Francisco Police Department is committed to establishing the knowledge and understanding of the Department of Justice Collaborative Reform Initiative report as a necessary component of all promotional exams. Department Bulletin 16-216 issued on December 27, 2016 required all Department members to read the DOJ CRI assessment and well as the President's Task Force on 21st Century Policing Report. This Department Bulletin was re-issued again on 06/25/19, DB 19-135, requiring all Department members to read the DOJ CRI assessment as well as the President's Task Force on 21st Century Policing Report (attachment#2, DB 16-216 and 19-135). In both of the most recent promotional announcement for the Lieutenant's and Sergeant's exams, both the DOJ CRI assessment and well as the President's Task Force on 21st Century Policing Report are on the reading list (attachments 7 & 8). In addition, please refer to the DHR Document (attachment #6) where Manager Dave Johnson confirms that 21st Century Policing principles and Collaborative Reform Initiatives have been and are "being measured in assessment center type exercises" for all three promotional ranks.

- 2) Evidence of requirement and comprehension of same included in promotional announcement.**

In 2019 we had one promotional exam the Q60 Lieutenant's exam where the reading list included "the Final report of the President's Task Force on 21st Century Policing, collaborative Reform initiative- An assessment of the San Francisco Police Department" (See attachment #7, p. 24). A Q50 Sergeant promotional exam is scheduled for 2020 and the preparation guide for this exam also includes the President's Task Force on 21st Century Policing and the Department of Justice SFPD Collaborative Reform Initiative as reading materials upon which the multiple choice questions will be based (See attachment #8 pgs. 8 & 10). The Q80 Captains Promotional exam is also scheduled for 2020 however the preparation guide has not been released. Based on the document provided by Manager Dave Johnson that test will also have both the President's Task Force on 21st Century Policing and the Department of Justice SFPD Collaborative Reform Initiative included in the Q80 Captains Preparation Guide (attachment # 7 DHR Document). In this document Manager Dave Johnson confirms that 21st Century Policing principles and Collaborative Reform Initiatives have been and are "being measured in assessment center type exercises" for all three promotional ranks.



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3. Evidence of 21st Century Policing Report questions included in promotional exams.

DHR has included policing principles from 21st Century Policing in all SFPD promotional exams as evidenced by the DHR Document (attachment #6) where Manager Dave Johnson confirms that 21st Century Policing principles and Collaborative Reform Initiatives have been and are "being measured in assessment center type exercises" for all three promotional ranks. This inclusion was as a result of numerous discussions with the department leaders at different levels.