



### Recommendation 88.1

Tanya Koshy [Redacted]

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 88.1 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 88.1:

The SFPD should conduct ongoing review and analysis of release rates and their impact on diversity and identify mitigation measures to support the success of diverse candidates.

Response to 88.1:

SFPD has developed a process to conduct ongoing review and analysis of release rates and their impact on the diversity of recruits. The Training Division issued Unit Order 17-001, which mandates quarterly review meetings of release and attrition data. The Training Division formed a Review Committee, consisting of the Commanding Officer of the Training Division, the Basic Academy Director, the Basic Academy Coordinator, the Officer in Charge of the Training Division, and the Field Training Office Sergeant. The Review Committee Meeting meets quarterly, consistent with Unit Order 17-001, and they review various data sets on release and attrition of recruits. The data sets are prepared from a computer tracking system that tracks each recruit's progress through basic training and field training. SFPD uses this tracking tool to determine when a recruit is released (that is, fails a portion of the training program) or voluntarily resigns from training, and for what reason, as well as the race and gender of that recruit. The Review Committee uses the data sets compiled from the tracking system to (1) identify any release or attrition trends and (2) conduct a barrier analysis, to determine if there are any systemic barriers that are driving those trends.

The Review Committee also reviews Exit Interview forms completed by the Basic Recruit Course Academy and Field Training Program Lieutenant. The forms Lieutenant completes the form following an exit interview of any person released or resigned from the Academy. As part of the exit interview, the Lieutenant asks various questions designed to identify additional barriers contributing to release or attrition trends —such as whether there was anything that impacted the interviewee's ability to successfully complete the Academy.

Unit Order 17-001 requires the Commanding Officer of the Training Division to prepare a report after each quarterly meeting for the Deputy Chief of the Administration Bureau, explaining, among other issues, any identified trends found in the Academy and Field Training, and any identified solutions to address those trends. SFPD provided examples of these reports in this package, which provided detail information consistent with the requirements of Unit order 17-001.

Through this review process, SFPD has already noticed a release trend, which is that two primary reasons why trainees were released was that they either failed the Emergency Vehicle Operations Course (EVOC) or Scenario







Training. These two courses were the primary bases for release for people of all races. Though this Recommendation did not require SFPD to demonstrate it has made changes in response to any release rate trends, SFPD went beyond this Recommendation and implemented changes.

The changes SFPD made to EVOC to reduce release rates are described in more detail in SFPD's package from Recommendation 88.3 (The SFPD should evaluate whether orientation for recruits has positively impacted disproportionate termination rates related to Emergency Vehicle Operations Training failure. If not, the SFPD should identify other strategies to assist recruits.) In short, SFPD implemented several changes, including 1) increasing the number of training hours to 80 hours (double the California Commission on Peace Officer Standards and Training (POST) requirement of 40 hours); 2) assessing the amount of driving experience a recruit has prior to training to determine which recruits would need additional assistance; 3) providing 1-on-1 training to each recruit in any component of the course where they are identified as deficient; and 4) providing optional basic driving skills training. The changes SFPD made to the EVOC has resulted in a 72% drop in the number of diverse (i.e. non-White male) candidates released from training.

With respect to the Scenario Training, SFPD made several changes, including adding a new Scenario Coordinator in late 2018 and additional staff who have completed the POST Scenario Manager Course to assist the Scenario Coordinator with training. SFPD also provides more training hours (roughly 20-24 hours) than POST requires, which provides recruits more time to practice scenarios. To improve evaluation of recruits on scenarios, the Scenario Training staff will go through each of the scenarios as if they were recruits, with evaluators present, just prior to the start of testing. Going through the scenario testing prior to testing keeps the evaluators up to date on the training provided to recruits. The changes SFPD made to the Scenario Training has resulted in a 47% drop in the number of diverse (i.e. non-White male) candidates released from training.

In addition to the quarterly review meetings and the exit interviews, SFPD has taken additional steps to broadly support the success of diverse candidates in completing training. SFPD has instituted a 2-day resilience training as part of the Basic Academy. As part of this training, trainees work with an outside consultant and members of the Department's Behavioral Science Unit peer support team to learn about resiliency and how to manage stress. In a similar vein, SFPD has introduced a training called "Blue Courage" which also looks into stress management, and other issues.

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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<b>Finding # 88</b>	<b>Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.</b>
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<b>Recommendation # 88.1</b>	<b>The SFPD should conduct ongoing review and analysis of release rates and their impact on diversity and identify mitigation measures to support the success of diverse candidates.</b>
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<b>Recommendation Status</b>	<b>Complete</b>	<b>Partially Complete</b>	<b>In Progress</b>
	<b>Not Started</b>	<b>No Assessment</b>	

**Summary**

The Department of Human Resources (DHR) controls the hiring and retention of recruits, based upon internal SFPD standards once a candidate enters the academy. Recruits fall under the purview of the Training Division which has a rewritten policy requiring quarterly meetings with a focus on recruit retention, including diverse candidates. The SFPD implemented a new database to track this information which has a dashboard feature. It demonstrates an awareness of key variables and focus on overall demographics. A review of the data is evident in the file. SFPD additionally identified negative impact to diverse candidates in two areas and targeted these areas for improvement. With regards to mitigation, Recommendation 88.3 is directly on point with an improvement area identified in the data analysis. The SFPD has shared the work and analysis directed at developing and instituting mitigation measures and as reviewed in 88.3 demonstrates substantial compliance. Additionally, the second point of highest failure was revisited by the department with a rework of the scenarios. The data show an improvement in the outcomes as a result of the analysis and mitigation.

The department has engaged in a targeted focus and continues to review and address its recruitment practices to ensure qualified and diverse candidates.

Compliance Measures	Status/Measure Met
1 Conduct review and analysis of release rates.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2 Identification of any impact on the ability of diverse candidates to succeed.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3 Identification of mitigation measures to support the success of diverse candidates.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4 Continuous improvement loop and review.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**





## Collaborative Reform Completion Memorandum

**Finding # 88:** Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits. Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.

**Recommendation # 88.1** The SFPD should conduct ongoing review and analysis of release rates and their impact on diversity and identify mitigation measures to support the success of diverse candidates.

**Response Date: 10/29/20**

### Executive Summary:

The Training Division has a written policy (Unit Order 17-001) regarding mandatory quarterly meetings with a focus on recruit retention of diverse candidates.

Through data analysis and review, the Training Division identifies trends with a goal to improve personnel retention and enable the Department to meet its overall diversity goals. The Commanding Officer of the Training Division hosts a quarterly review committee (Basic Academy Director, Basic Recruit Coordinator, and Field Training Office FTO) meeting to review the data and findings. This analysis and review is designed to identify trends in which recruits and trainees are released from the Basic Recruit Course Academy or from the FTO program. The Review Committee examines release and attrition rate disparities within Academy classes and the FTO program, and also compares demographic release and attrition data.

To that end, a new computer tracking tool to conduct this ongoing review and analysis of release/resignation rates and their impact on diversity is operational since 2019. This program was developed by an analyst from the Staffing and Deployment Unit, and the system is regularly updated.

The tracking system—utilizing a dashboard feature—is designed to provide a thorough, standardized picture for all recruits who enter the SFPD Academy and tracks their progress through the basic training and Field Training Program. With the new tracking tool in place, the SFPD is able to review and analyze release and resignation rates and determine if there are any mitigating measures to support the success of diverse candidates.

### **Compliance Measures:**

#### **1. Conduct review and analysis of release rates.**

A review of race and gender data of recruits entering the Academy starting with class 214 through class 254 (2012-2016 classes) is as follows (Chart #1)

(See attachment # 1):





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### ACADEMY ENTERING DATA FOR CLASS 214 to 254 (Chart #1)

Race	White	Black	Hispanic	Asian	Filipino	Native American	Other
Percent	50	8	18	17	3		3

Gender	Male	Female
Percent	84	16

Release and resignation data does not go back to class 214 (Chart #1) in the new Tableau Reader. Therefore, no analysis was done of release/resignation data for this group. However, as noted below in the racial and gender breakdown, the percentage of White candidates entering the Academy has dropped significantly in recent years (50% to 29%).

The data below helps the Training Division when analyzing recruits who either resign or get released from training.

A review of race and gender data more recently with class 255 through class 270 (2017-2020) entering the Academy is as follows (Chart #2 below)

(See attachment #2):

### ACADEMY ENTERING DATA FOR CLASS 255 to 270 (Chart #2)

Race	White	Black	Hispanic	Asian	Filipino	Native American	Other
Percent	30	12	28	20	5		5

Gender	Male	Female
Percent	83	17

Separation data (Release and resignation) for class 255 through 270 is as follows: 634 recruits entered the Academy and 429 entered FTO. 43 recruits resigned (21%) and 162 recruits were released (79%).

A race and gender breakdown of release/resignation for same classes as Chart #2 is as follows (in Chart #3 below) (See attachment # 3):

### ACADEMY SEPERATIONS DATA FOR CLASS 255 to 270 (Chart #3)

Race	White	Black	Hispanic	Asian	Filipino	Native American	Other
Percent	23	11	29	24	6		7

Gender	Male	Female
Percent	82	18





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These charts are an example of data that is analyzed during the quarterly recruit retention meeting outlined in Unit Order 17-001.

### 2. Identification of any impact on the ability of diverse candidates to succeed.

There are two types of Academy separation: resignation and release. The resignation occurs when a recruit resigns typically due to job satisfaction, personal reasons or has found another job. Release occurs when a recruit fails some portion of the training program, sustains an injury (medical), or for disciplinary reasons. All of this data is tracked and can be broken down by gender and race. (See attachment # 4)

**SEPARATION DATA FOR CLASS 255 to 264 (Chart #4)**

Separation Reason	White Males	All Demographics
<i>Resign (other job, personal, satisfaction)</i>	26.9	22.7
<i>DT</i>	11.5	11.7
<i>Disciplinary</i>	7.7	4.3
<i>EVOC</i>	23.1	27.6
<i>LD</i>		5.5
<i>Medical</i>	15.4	7.4
<i>PT</i>		
<i>Range</i>	3.8	2.5
<i>Report Writing</i>		
<i>Scenarios</i>	11.5	18.4

EVOC and Scenarios Testing were identified as two of the biggest reasons for Academy separations for both white males and diverse candidates. The Training Division identified these failures as requiring specific mitigation efforts to stem these particular testing failures.

Recommendation 88.3, which states on the following, "*The SFPD should evaluate whether orientation for recruits has positively impacted disproportionate termination rates related to Emergency Vehicle Operations Training failure. If not, the SFPD should identify other strategies to assist recruits*", directly addresses EVOC failure rates and steps SFPD has taken to assist candidates succeed thus improving the amount of recruits passing EVOC as shown in attachment #5.

Other than resignation, the second biggest category for separation was scenario testing. A new Scenario Coordinator joined the team in late 2018. The procedures for scenario demonstrations, scenario practice, and the management and training of scenario evaluators was revised with the goal to increase retention. The following implemented changes included:





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- Additional staff, who have successfully completed the POST Scenario Manager Course, have been added to assist the Training Division's Scenario Coordinator in the training/preparation of the recruits.
- In the schedule, the SFPD provides more than the POST required hours for the Scenario demonstration. More opportunities are offered for the recruits to practice Scenarios after they have been demonstrated. Typically, the recruits receive approximately 20-24 hours of supervised optional practice sessions in addition to their required 19 hours mandated by POST.
- To maintain the high standard already in place, training staff now complete each of the Scenarios (acting as a recruit) on the day of the test with the evaluator and role players at each site, prior to the start of the testing. This allows the opportunity to teach or re-train some of our evaluators to keep them up-to-date on training that the recruits received prior to the testing. This process also maintains consistency among evaluators and role players.
- If a Recruit fails a scenario test, the Evaluator who failed the recruit must go over the evaluation sheet with the Recruit and explain what he/she did wrong and what they did right. The Recruit Training Officer (RTO) who will be remediating the recruit is also present. By doing this, there is less confusion for the Recruit and the RTO member, during the remediation.

The implementation resulted in a measurable increase in the success rate of all candidates, and increased the number of diverse candidates entering the FTO program.

The chart below lists the numeric breakdown of candidates entering the Academy from class 256 to 269 by their race and gender. These classes were specifically chosen to examine how changes to both EVOC and Scenario Testing affected release rates for 5 classes preceding changes and 5 classes following changes.

Race/Gender	White Men	Females	Black	Hisp	Asian	Filipino	Native A	Others
256	12	10	14	16	9	1	0	0
257	12	9	9	12	13	6	0	2
258	12	6	11	10	13	0	0	6
259	16	9	6	20	9	1	1	1
260	12	6	7	13	11	1	0	5
261	12	7	4	14	14	0	0	7
263	16	11	5	21	4	6	0	0
264	7	7	2	17	8	4	0	1
265	6	8	5	6	9	5	0	3
267	8	10	1	10	6	2	0	3
268	6	4	0	8	6	3	0	2
269	11	7	4	10	6	1	0	1
270	13	5	2	8	12	2	0	1





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Updates to Scenario Testing began with class 261 so there is a comparison of release data for the 5 classes preceding and 5 classes following the change.

\*Female recruits are counted as total females released and are double counted when race is other than white.

This data shows a **47% drop** in diverse candidates being released for Scenarios failures.

Scenarios	White Men	Females	Black	Hisp	Asian	Filipino	Native A	others
256 (4 total)	1	0	0	2	0	1	0	0
257 (4 total)	0	1	1	1	1	1	0	0
258 (8 total)	1	1	0	1	3	0	0	2
259 (3 total)	1	0	0	0	2	0	0	0
260 (1 total)	0	0	0	0	1	0	0	0
261 (1 total)	0	0	0	0	1	0	0	0
263 (4 total)	0	2	0	2	1	1	0	0
264 (1 total)	0	1	0	1	0	0	0	0
265 (2 total)	0	1	0	2	0	0	0	0
267 (1 total)	0	0	0	0	1	0	0	0

The EVOC testing changes took place with class 265 so there is a comparison of release data for the 5 classes preceding and the 5 classes following the change.

\*Female recruits are counted as total females released and are double counted when race is other than white.

This data shows a **72% drop** in diverse candidates being released for EVOC failures.

EVOC	White Men	Females	Black	Hisp	Asian	Filipino	Native A	others
259 (6 total)	1	1	1	3	1	0	0	0
260 (5 total)	0	2	1	2	1	1	0	0
261 (6 total)	1	3	0	2	1	0	0	0
263 (8 total)	3	1	0	4	1	0	0	0
264 (9 total)	0	4	1	4	3	0	0	1
265 (3 total)	1	1	0	0	1	1	0	0
267 (2 total)	2	0	0	0	0	0	0	0
268 (4 total)	0	1	0	0	3	0	0	1
269 (2 total)	1	0	0	0	0	1	0	0
270 (1 total)	0	0	0	1	0	0	0	0





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### 3. Identification of mitigation measures to support the success of diverse candidates.

- Per Unit Order 17-001 (see attachment # 6), the Training Division meets quarterly to capture and analyze human resource training and performance data to assess the impact on personnel retention during the Basic Recruit Course and the Field Training phases.

Through data analysis and review, the Department may be able to identify trends to improve personnel retention and enable the Department to meet its overall diversity goals. (See Attachment # 7 of Meeting Minutes.)

- Another key tracking mechanisms to identify any barrier for diverse candidates to succeed is the Exit Interview Form which is completed if a recruit is released or resigns. (See Attachment # 8)

Questions asked during the exit interviews are the following:

- 1) *Why are you resigning or being released from the Police Academy?*
- 2) *Is there anything that impacted your ability to successfully complete the Police Academy?*
- 3) *Are there any personal reasons (work related or not) that contributed to your decision to resign, or to the reason you were released from training? If so, are you willing to discuss those issues with us?*
- 4) *Is there anything that the Police Academy could have done to assist you in training?*
- 5) *Did all Police Academy cadre and staff treat you with dignity and respect? If not, please explain.*
- 6) *Did the Police Academy cadre and staff foster an inclusive culture and make you feel like part of a team? If not, please explain.*
- 7) *Do you have any additional comments, concerns, or questions? If yes, please address them here.*

NOTE: Staff Services now handles ALL exit interviews exclusively.

- Resilience Training (2-day and several follow-up visits through Academy) has been introduced in the Basic Academy with Class 264 and has continued since. This class is completed before the first week of the Basic Academy.

This is done in conjunction with an outside consultant and members of our Behavioral Science Unit peer support team. The recruits are provided with general information about resiliency and specific tools they can use to manage stress both at the Academy and later on in their police career.

This is done through didactic training and exercises. They have members of our department speak on the issue of recovering after critical events and making it through the Academy. On the second day of training the instructors





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invite the recruits to bring family members and loved ones to a presentation on stress and how they can best help their recruits make it through the Academy. A panel of senior recruits or recently graduated officers answer questions and provide insights into their own experience.

- “Blue Courage” training has been introduced with Class 267 and will continue.

This is a transformational process that focuses on the human development of law enforcement professionals. Blue Courage addresses personal challenges many officers face, such as cynicism, identity, judgment, integrity, leadership and stress management. (See Attachment 9)

- In addition to the Training Division quarterly review meetings, there is a Recruitment and Hiring Committee Quarterly meeting hosted by the Commander of Administration Bureau where all units work together to address any issues.

#### **4. Continuous improvement loop and review.**

The Basic Academy, the FTO office and the Review Committee review the separation rates continuously to identify areas where recruits are having the most difficulty and make adjustments.

As provided earlier, one example is the identification of EVOC as a primary reason for recruit release. The steps the Training Division took is an example of the success of the continuous improvement loop and review process.

The Training Division quarterly Review Committee (Unit Order 17-001) will continue to review and analyze release data and their impact on diversity in an effort to identify mitigation measures to support the success of diverse candidates. The new tracking system blends together data into one system on an easy to navigate dashboard within a Tableau Reader. Prior to this new tracking system, the information was stored on multiple systems.

In addition to the Training Division quarterly Review Committee, the Basic Academy and FTO office are part of the “Recruiting and Hiring Committee” hosted by the Commander of Administration which meet quarterly to discuss any proposed changes necessary in recruiting, hiring and/or recruit training.