



SAN FRANCISCO SHERIFF'S OFFICE

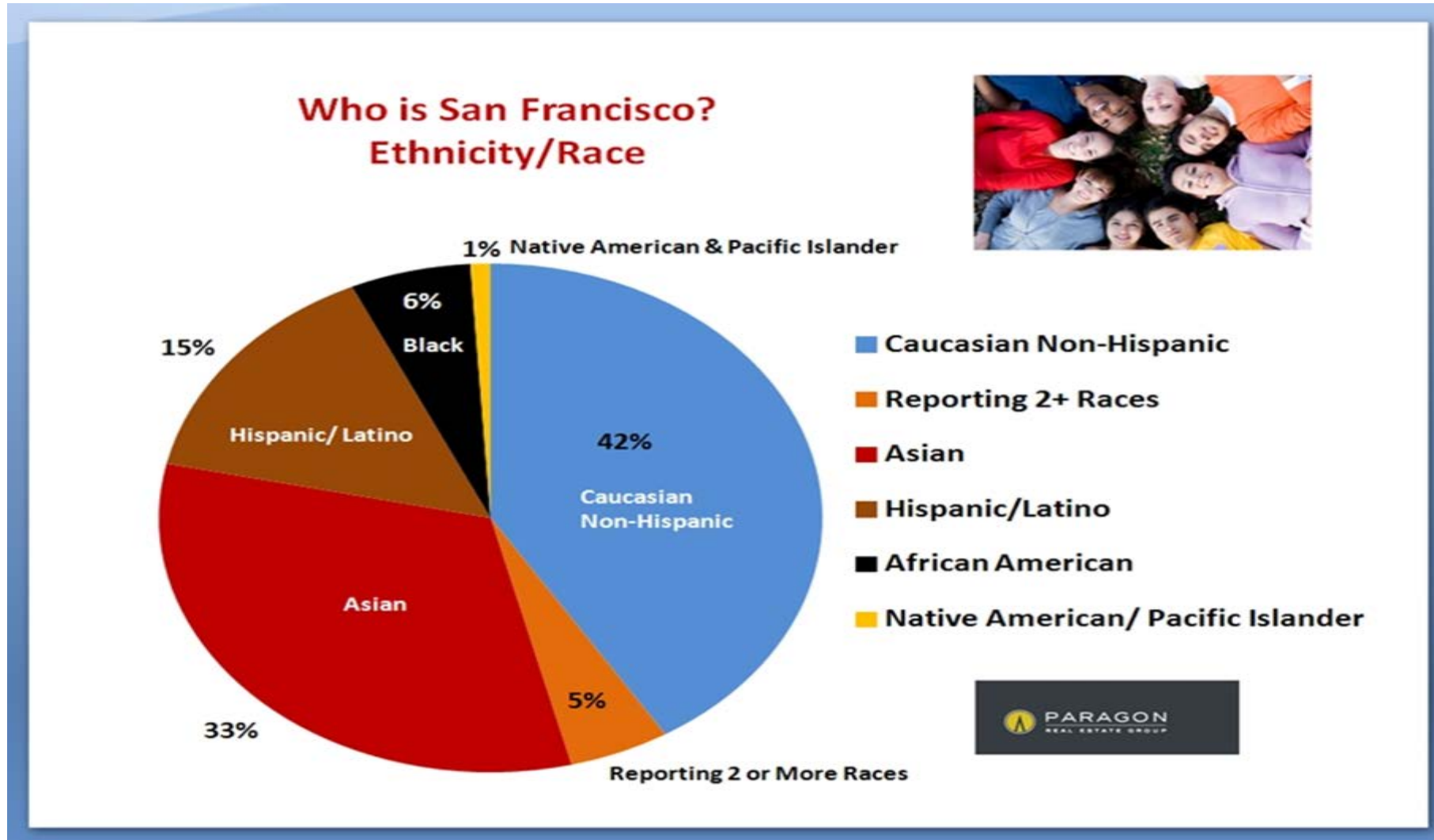
Hiring, Recruitment and Retention

*Presentation for the Board of Supervisors
GAO Committee*

July 30, 2020

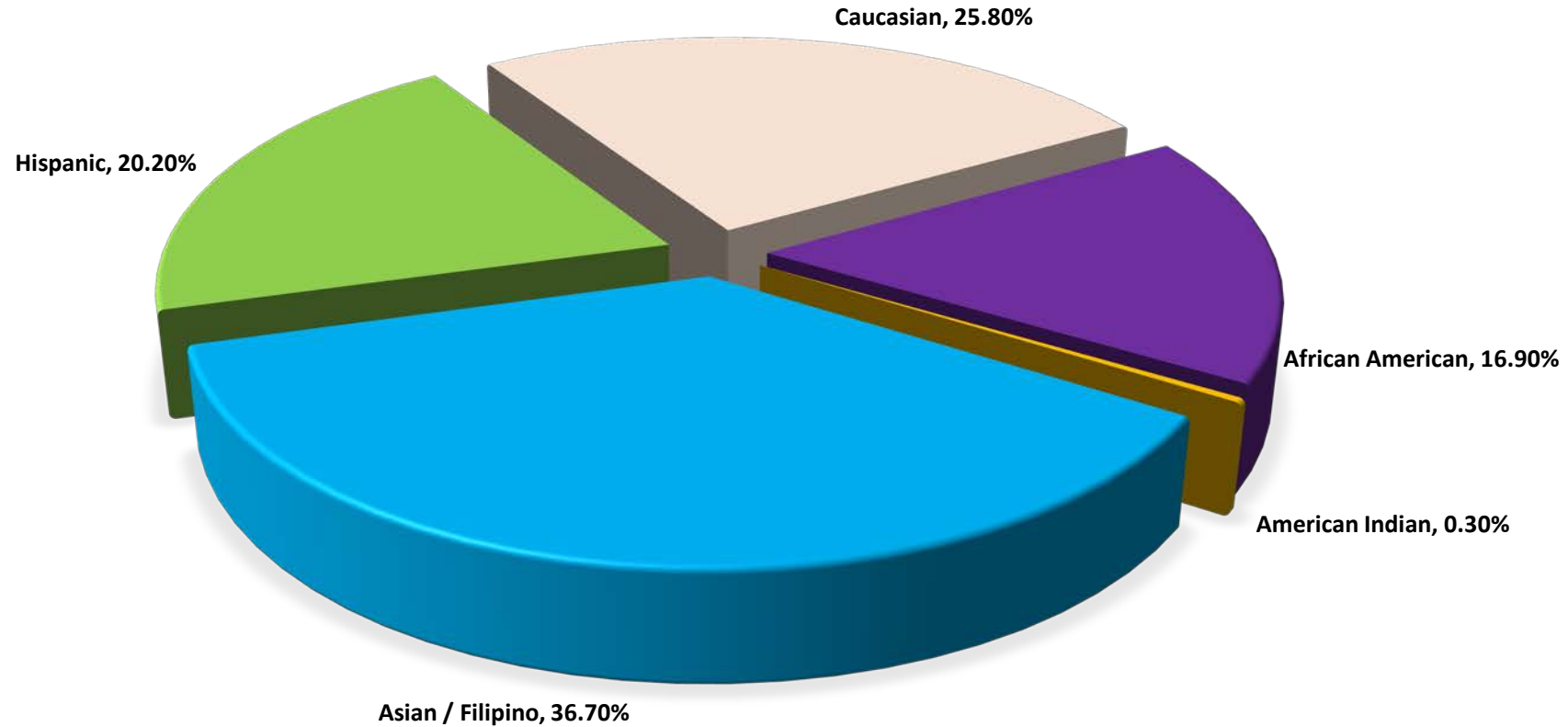


One of the goals of the SFSO is to be representative of the diversity of the community we serve. The following chart depicts demographic information of the residents of San Francisco, as described in the 2010 Census of San Francisco.





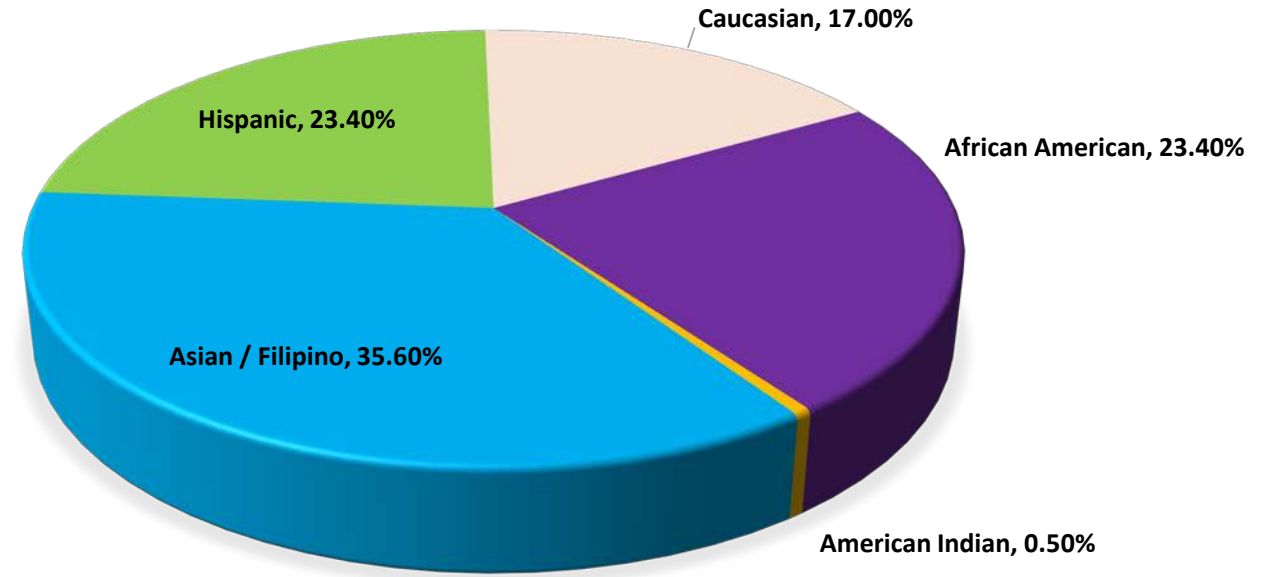
ALL EMPLOYEE DEMOGRAPHICS



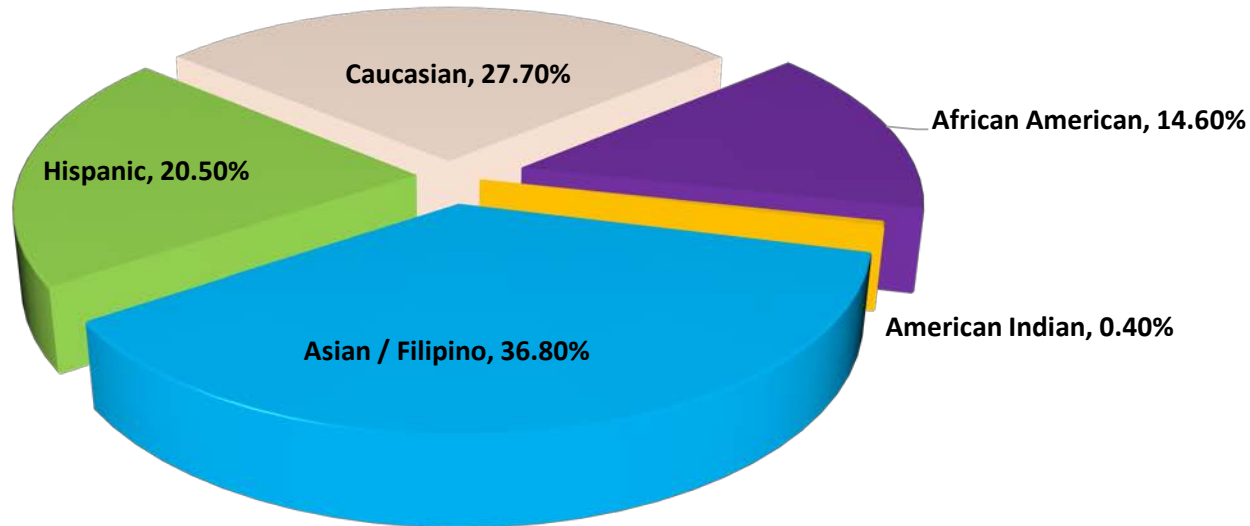
Comparing the San Francisco Sheriff's Office employee demographics to that of the San Francisco general community, data indicates that the department is more diverse in three of the five identified demographic categories (African American; Asian/Filipino and Hispanic).



SFSD CIVILIAN DEMOGRAPHICS



SFSD Sworn Demographics





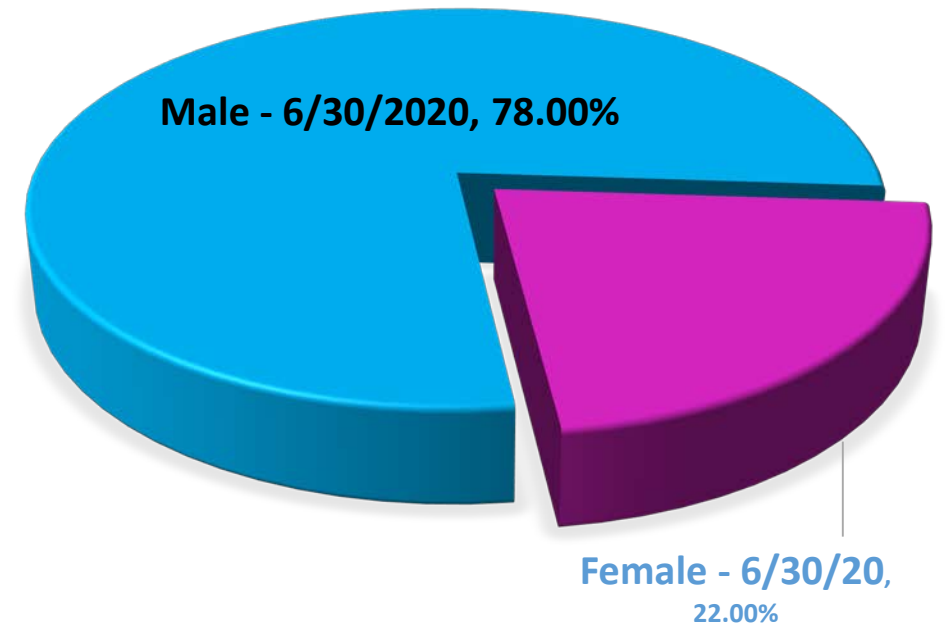
- Sworn staff gender demographic trend (last 3 years):

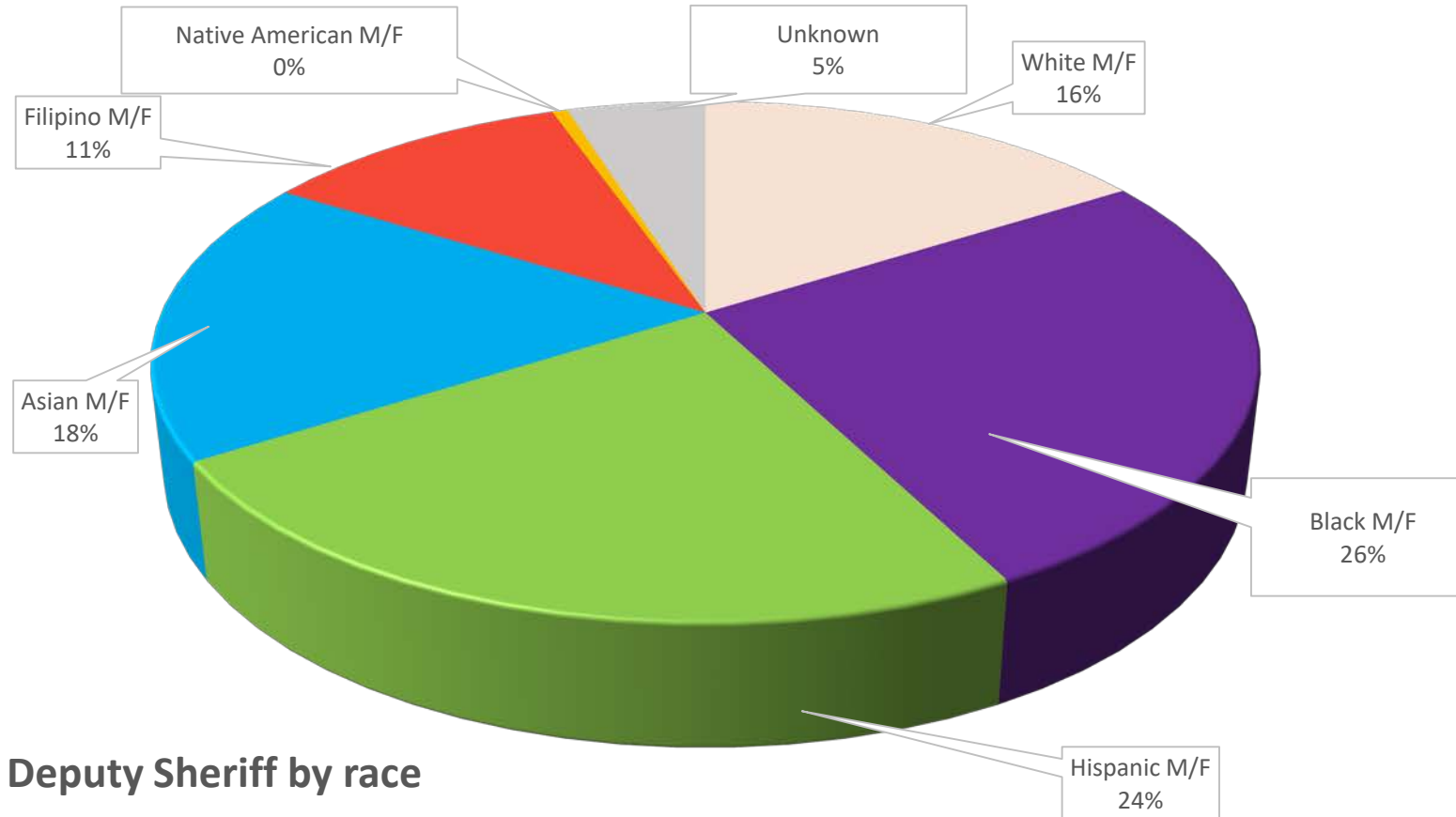
	Male	%	Female	%
2018	719	84.7%	130	15.3%
2019	730	85.0%	129	15.0%
2020	722	85.6%	121	14.4%

- Professional staff gender demographic trend (last 3 years):

	Male	%	Female	%
2018	90	46.6%	103	53.4%
2019	84	44.7%	104	55.3%
2020	83	44.4%	104	55.6%

SFSD GENDER BREAKDOWN FOR ALL EMPLOYEES





Application for Deputy Sheriff by race

Strict conclusions cannot be made about these demographics, but the data may reflect:

- Efforts to reach out to diverse communities have resulted in a more diverse applicant pool
- The department's own cultural diversity provides a welcome platform



Applicants	1018	100%	100%
Qualified to take Written	950	93%	73%
Passed Written Test	589	58%	62%
Reported for Physical Ability Test	329	32%	56%
Passed the Physical Ability Test	282	28%	85%
Passed the Interview/Scenario	201	20%	71%
Turned in Backgrounds Packet	118	12%	59%
Passed the Background Process	69	5%	58%
Hired	48*	5%	66%
Hired/Completed Academy	27	3%	86%

*From the 48 hired:

- 39 were non-academy trained, 9 were academy trained.
- From the 37 who were non-academy trained:
 - 4 resigned during Pre-Academy training and 27 completed the academy.

For every 38 applicants, there is 1 academy-graduated deputy sheriff.



In summary, the hiring projection for entry level deputies, compared to the actual hired over the past three fiscal years is as follows:

FY	Hiring Projections	Actual Hired	% of Goal
2015/16	40	44	110%
2016/17	70	80	114%
2017/18	66	82	124%
2018/19	80	58	73%
2019/20	100	52	52%

In the past five years, the department set the cumulative goal to hire 356 sworn employees, and in fact hired 316, **11% under goal**.



Sworn Hiring Plan for FY 2020/21

The department's total number of authorized sworn Full Time Equivalents (FTE's) is 946.

	2020/21 Projection
Academy Class	80
Academy Trained	20
Total Hire	100



Recruitment:

A survey of recently hired sworn employees indicated that:

- The majority of newly hired sworn employees first heard about the department through friends and family
- The vast majority had applied with more than one agency
- The most significant challenge to employment was the preparation and assembly of documents for the background process

Strategies will continue to include:

- small community recruitment events/career fairs
- community engagement events with youth
- a long-distance recruitment event in Georgia
- recruit non-affiliates in academy classes (*further cultivate our relationship with local academies and expand the search to academies throughout the state*)



Recruitment:

In an effort to reduce barriers to employment:

- The department has hired a Proposition F employee whose task is to reach out to applicants in order to facilitate their appearance at written exams, physical tests and background interviews.
- The department scheduled 5 physical ability test (PAT) practices. These provide the opportunity for individuals to learn what is in the test as well as give them the opportunity to ask questions in person.

**PAT practices cancelled due to COVID-19*



Retention:

Promotional Ranks (Current Overall)

Demographic Group	# Sworn Supervisors @ 8/8/2020	% SFSD Sworn Supervisors	San Francisco General Population
African American	24	15.38%	6%
American Indian	1	0.64%	1%
Asian/Filipino	38	24.36%	33%
Hispanic	26	16.67%	15%
Caucasian	67	42.95%	42%
Total:	156		

New Promotions (8/8/20)	Sergeant	Lieutenant	TOTAL
AMERICAN INDIAN			0
ASIAN	2		2
BLACK	6	1	7
FILIPINO	2		2
HISPANIC	1		1
WHITE	4	3	7
Total:	15	4	19



Sheriff's Alliance For Equity:

Sheriff's Alliance For Equity *DRAFT*



RACIAL EQUITY & INCLUSIVITY

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Executive Summary

The women and men of the San Francisco Sheriff's Office are ready to prioritize systemic change and racial equity within the San Francisco City government on behalf of all workers and communities. Creating an inclusive workplace means aligning with the lived realities of people of color. Due to the persistence of structural racism and inequities within City workplaces, more work will need to be done by all City agencies to ensure that our worksites are supportive for all employees.

Operationalizing and prioritizing equity – including an explicit focus on racial equity and social justice – are core strategies to ensuring transformative change in government practice and policy



In July 2019, the Office of Racial Equity (ORE) (Ordinance No 188-19) was created as a division of the San Francisco Human Rights Commission.

ORE was legislated in response to the City's growing racial disparities, and as a means to address the history of structural and institutional racism in San Francisco's delivery of services to the public and its own internal practices and systems.

Creating ORE was the result of successful advocacy and organizing by Black City workers, labor leaders and community members.

The legislation requires that City departments designate employees as racial equity leaders acting as a liaison to the Office, and requires the Department of Human Resources to assess and prioritize racial equity with the City's workforce.

RACIAL EQUITY ACTION PLAN

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A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity Indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs.
ORE Legislative Mandate, Ordinance No. 188-19

ACTION 8 : specific acts to accomplish to achieve departmental goals

RESOURCE 8 COMMITTED :

what is needed to perform actions; financial, human, and/or material

INDICATOR 8 : quantifiable measure of an action's success; how much, how well, or is anyone better off?

TIMELINE : dates denoting the start and end of the action

IMPLEMENTATION : detailed plan on how the action will be accomplished; month, quarter, and/or year

STATUS : the action's current status, updated regularly [ongoing | in-progress | completed | not started]

LEAD : staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

[Department] RACIAL EQUITY ACTION PLAN | 1

PROCESS

Please describe how your RE Action Plan was developed and who was involved.

DEPARTMENT BACKGROUND

The sections below provide context for your department's RE Action Plan, including history and the San Franciscans you serve.

Department History

San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community.