



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

Sent Via Electronic Mail

September 9, 2021

NOTICE OF CIVIL SERVICE COMMISSION MEETING

SUBJECT: ANNUAL REPORT ON CERTIFICATION OF ELIGIBLES – ENTRY AND PROMOTION – UNIFORMED RANKS OF FIRE, POLICE AND SHERIFF.

The above matter will be considered by the Civil Service Commission at a virtual meeting (WebEx) to be held on **September 20, 2021 at 2:00 p.m.**

This item will appear on the Consent Agenda. Please refer to the attached Notice for procedural and other information about Commission hearings.

Attendance by you or an authorized representative is welcome. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

CIVIL SERVICE COMMISSION

/s/

SANDRA ENG
Executive Officer

Attachments

Cc: Chief Jeanine R. Nicholson, Fire Department
Chief William Scott, Police Department
Sheriff Paul Miyamoto, Sheriff Department
Carol Isen, Department of Human Resources
Kate Howard, Department of Human Resources
Dave Johnson, Department of Human Resources
Anna Biasbas, Department of Human Resources
Mawuli Tugbenyoh, Department of Human Resources
Scott Dewolfe, Department of Human Resources
Porsche Bunton, Department of Human Resources
Commission File
Commissioners' Binder
Chron

NOTICE OF COMMISSION HEARING POLICIES AND PROCEDURES

A. Commission Office

The Civil Service Commission office is located at, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. The telephone number is (628) 652-1100. The fax number is (628) 652-1109. The email address is civilservice@sfgov.org and the web address is www.sfgov.org/civilservice/. Office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday.

B. Policy Requiring Written Reports

It is the policy of the Civil Service Commission that except for appeals filed under Civil Service Commission Rule 111A Position-Based Testing, all items appearing on its agenda be supported by a written report prepared by Commission or departmental staff. All documents referred to in any Agenda Document are posted adjacent to the Agenda, or if more than one (1) page in length, available for public inspection and copying at the Civil Service Commission office. Reports from City and County personnel supporting agenda items are submitted in accordance with the procedures established by the Executive Officer. Reports not submitted according to procedures, in the format and quantity required, and by the deadline, will not be calendared.

C. Policy on Written Submissions by Appellants

All written material submitted by appellants to be considered by the Commission in support of an agenda item shall be submitted to the Commission office, no later than 5:00 p.m. on the fourth (4th) business day preceding the Commission meeting for which the item is calendared (ordinarily, on Tuesday). An original and nine (9) copies on 8 1/2-inch X 11 inch paper, three-hole punched on left margin, and page numbered in the bottom center margin, shall be provided. Written material submitted for the Commission's review becomes part of a public record and shall be open for public inspection.

D. Policy on Materials being Considered by the Commission

Copies of all staff reports and materials being considered by the Civil Service Commission are available for public view 72 hours prior to the Civil Service Commission meeting on the Civil Service Commission's website at www.sfgov.org/CivilService, and in its office located at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. If any materials related to an item on this agenda have been distributed to the Civil Service Commission after distribution of the agenda packet, those materials will be available for public inspection at the Civil Service Commission's during normal office hours (8:00 a.m. to 5:00 p.m. Monday through Friday).

E. Policy and Procedure for Hearings to be Scheduled after 5:00 p.m. and Requests for Postponement

A request to hear an item after 5:00 p.m. should be directed to the Executive Officer as soon as possible following the receipt of notification of an upcoming hearing. Requests may be made by telephone at (628) 652-1100 and confirmed in writing or by fax at (628) 652-1109.

A request for a postponement (continuance) to delay an item to another meeting may be directed to the Commission Executive Officer by telephone or in writing. Before acting, the Executive Officer may refer certain requests to another City official for recommendation. Telephone requests must be confirmed in writing prior to the meeting. Immediately following the "Announcement of Changes" portion of the agenda at the beginning of the meeting, the Commission will consider a request for a postponement that has been previously denied. Appeals filed under Civil Service Commission Rule 111A Position-Based Testing shall be considered on the date it is calendared for hearing except under extraordinary circumstances and upon mutual agreement between the appellant and the Department of Human Resources.

F. Policy and Procedure on Hearing Items Out of Order

Requests to hear items out of order are to be directed to the Commission President at the beginning of the agenda. The President will rule on each request. Such requests may be granted with mutual agreement among the affected parties.

G. Procedure for Commission Hearings

All Commission hearings on disputed matters shall conform to the following procedures: The Commission reserves the right to question each party during its presentation and, in its discretion, to modify any time allocations and requirements.

If a matter is severed from the *Consent Agenda* or the *Ratification Agenda*, presentation by the opponent will be for a maximum time limit of five (5) minutes and response by the departmental representative for a maximum time limit of five (5) minutes. Requests by the public to sever items from the [*Consent Agenda* or] *Ratification Agenda* must be provided with justification for the record.

For items on the *Regular Agenda*, presentation by the departmental representative for a maximum time of five (5) minutes and response by the opponent for a maximum time limit of five (5) minutes.

For items on the *Separations Agenda*, presentation by the department followed by the employee or employee's representative shall be for a maximum time limit of ten (10) minutes for each party unless extended by the Commission.

Each presentation shall conform to the following:

1. Opening summary of case (brief overview);
2. Discussion of evidence;
3. Corroborating witnesses, if necessary; and
4. Closing remarks.

The Commission may allocate five (5) minutes for each side to rebut evidence presented by the other side.

H. Policy on Audio Recording of Commission Meetings

As provided in the San Francisco Sunshine Ordinance, all Commission meetings are audio recorded in digital form. These audio recordings of open sessions are available starting on the day after the Commission meeting on the Civil Service Commission website at www.sfgov.org/civilservice/.

I. Speaking before the Civil Service Commission

Speaker cards are not required. The Commission will take public comment on all items appearing on the agenda at the time the item is heard. The Commission will take public comment on matters not on the Agenda, but within the jurisdiction of the Commission during the “Requests to Speak” portion of the regular meeting. Maximum time will be three (3) minutes. A subsequent comment after the three (3) minute period is limited to one (1) minute. The timer shall be in operation during public comment. Upon any specific request by a Commissioner, time may be extended.

J. Public Comment and Due Process

During general public comment, members of the public sometimes wish to address the Civil Service Commission regarding matters that may come before the Commission in its capacity as an adjudicative body. The Commission does not restrict this use of general public comment. To protect the due process rights of parties to its adjudicative proceedings, however, the Commission will not consider, in connection with any adjudicative proceeding, statements made during general public comment. If members of the public have information that they believe to be relevant to a matter that will come before the Commission in its adjudicative capacity, they may wish to address the Commission during the public comment portion of that adjudicative proceeding. The Commission will not consider public comment in connection with an adjudicative proceeding without providing the parties an opportunity to respond.

K. Policy on use of Cell Phones, Pagers and Similar Sound-Producing Electronic Devices at and During Public Meetings

The ringing and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Information on Disability Access

The Civil Service Commission normally meets in Room 400 (Fourth Floor) City Hall, 1 Dr. Carlton B. Goodlett Place. However, meetings not held in this room are conducted in the Civic Center area. City Hall is wheelchair accessible. The closest accessible BART station is the Civic Center, located 2 ½ blocks from City Hall. Accessible MUNI lines serving City Hall are 47 Van Ness Avenue, 9 San Bruno and 71 Haight/Noriega, as well as the METRO stations at Van Ness and Market and at Civic Center. For more information about MUNI accessible services, call (415) 923-6142. Accessible curbside parking has been designated at points in the vicinity of City Hall adjacent to Grove Street and Van Ness Avenue.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week. For American Sign Language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact the Commission office to make arrangements for the accommodation. Late requests will be honored, if possible.

Individuals with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities should call our ADA coordinator at (628) 652-1107 or (628) 652-1100 to discuss meeting accessibility. In order to assist the City’s efforts to accommodate such people, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government’s duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people’s business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people’s review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: sotf@sfgov.org, or on the City’s website at www.sfgov.org/bdsupvrs/sunshine.

San Francisco Lobbyist Ordinance

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code Section 2.100) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Ave., Suite 220, San Francisco, CA 94102, telephone (415) 252-3100, fax (415) 252-3112 and web site <http://www.sfgov.org/ethics/>.



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

Refer to Civil Service Commission Procedure for Staff - Submission of Written Reports for Instructions on Completing and Processing this Form

1. Civil Service Commission Register Numbers: **n/a**
2. For Civil Service Commission Meeting of: **September 20, 2021**
3. Check One:
 - Ratification Agenda
 - Consent Agenda
 - Regular Agenda
 - Human Resources Director's Report
4. Subject: **Annual Report on Certification of Eligibles – Entry and Promotion – Uniformed Ranks of Fire, Police, and Sheriff**
5. Recommendation: **Adopt the report.**
6. Report prepared by: **Dave Johnson** Telephone number: **415.557.4871**
7. Notifications: **(Attach a list of the person(s) to be notified in the format described in IV. Commission Report Format-A).**
8. Reviewed and approved for Civil Service Commission Agenda:

Human Resources Director:

A handwritten signature in blue ink, appearing to read "Carol H.", written over a horizontal line.

Date: 08.20.21

9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to:

**Executive Officer
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102**

10. Receipt-stamp this form in the ACSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

CSC RECEIPT STAMP

Attachment

NOTIFICATIONS

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DATE: August 20, 2021
TO: The Honorable Civil Service Commission
THROUGH: Carol Isen, Human Resources Director
FROM: Dave Johnson, Manager, Public Safety Team
SUBJECT: Annual Report on the Certification of Eligibles - Entry and Promotion - Uniformed Ranks of Fire, Police, and Sheriff

Background

The Department of Human Resources [DHR] summarizes examination and hiring activities for the San Francisco Fire and Police Departments, and Sheriff’s Office in an annual report to the Civil Service Commission [CSC]. This report covers the fiscal year July 1, 2020 through June 30, 2021. Also, based on interest expressed by the CSC last Fall, this report includes information on separations. Some selection processes are discussed in consecutive annual reports because those processes occur across fiscal years.

FY 2020-21 Public Safety Appointments

New hires and promotions in the three entities during the past fiscal year were as follows:

	Job Title	Class	#
	Firefighter	H002	21
	Emerg. Med. Tech. [EMT]	H003	20
	Inspector, Prevention	H004	7
	Investigator, Investigation	H006	3
	Lieutenant, Suppression	H020	23
	Lieutenant, Prevention	H022	4
	Captain, Suppression	H030	8
	Captain, Prevention/Invest.	H032	3
	Captain, EMS	H033	3
	Battalion Chief	H040	6
<hr/>			
	Police Officer	Q002	54
	Lieutenant	Q060	9
	Captain	Q080	6
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	Deputy Sheriff 1	8302	15
	Deputy Sheriff	8504	9
	Sheriff’s Sergeant	8308	15
	Sheriff’s Lieutenant	8310	4

FY 2020-21 Separations

In the Fall of 2020 this Commission requested and DHR provided information on separations from Police and Sheriff. To put the above hiring data into context, DHR compiled data from the three entities on separations in FY 2020-21.

	Job Title	#
	Firefighter/EMT	49
	Firefighter Paramedic	12
	Prevention/Investigation	3
	Lieutenants	21
	Captains	7
	Chiefs	8
	Police Officer	117
	Sergeant	21
	Lieutenant	6
	Captain	4
	Deputy Chief	1
	Deputy Sheriff 1	6
	Deputy Sheriff	28
	Senior Deputy	4
	Sheriff's Sergeant	2
	Sheriff's Lieutenant	2
	Chiefs	1

Hires versus Separations FY 2020-21

- Fire hired 41 new members compared to 100 separations.
- Police hired 54 new members compared to 149 separations.
- Sheriff hired 24 new members compared to 43 separations.

FY 2020-21 Examination Activities

San Francisco Fire Department (SFFD)

H002 Firefighter - DHR posted the initial eligible list for the Continuous Testing Program on May 11, 2015. As of June 30, 2021, we have received 22,036 qualified applications since opening this program and tested 11,930 candidates using the FireTEAM test through the National Testing Network [NTN].

Over 8,600 candidates submitted a valid California EMT certification after passing the written test to earn a place on the eligible list and be available for consideration for hire. This selection process continually provides a diverse, well-qualified pool of candidates for the Fire Department.

Testing at the Test Center at 1740 Cesar Chavez that was suspended as of March 16, 2020, in response to the COVID-19 pandemic was restarted in August 2020 with reduced-capacity at 50 per

session in the Main Test room, and under strict virus-spread mitigation protocol. Testing was suspended again in January 2021 for approximately one month due to a surge in virus spread. Although the virtual testing option through the NTN portal continues to be a popular choice for candidates, we will continue to host in-person testing as needed.

Concern has been expressed that the FireTEAM test from NTN may not be the most effective instrument for meeting the diversity goals of the Fire Department. We are collaborating with the Fire Department to ensure that the test used for H002 Firefighter is the most valid test for predicting success as a firefighter and maximizes the probability of SFFD meeting its diversity goals.

H020 Lieutenant, Fire Suppression - DHR has a contract with Industrial Organizational Solutions, Inc. for the development and administration of the selection process for H020 Lieutenant. The process began in June 2021 with job analysis. A discussion of test development/administration and eligible list promulgation will be included in the Fiscal Year 2021-22 Annual Report.

H030 Captain, Fire Suppression - The job announcement was posted on June 1, 2020 and closed on July 31, 2020 after application filing was extended upon request of the Fire Department and Local 798. The extension enabled the administrative resolution of five appeals from applicants who did not qualify under the terms of the original announcement. One-hundred and sixty-five Fire Department members applied during the filing period. Eight applications were rejected for not meeting the minimum requirements.



Test component development in collaboration with consultant Berkeley Research Group commenced in July 2020. The meetings were a combination of in-person under strict virus mitigation protocol and virtual through MS Teams. One-hundred and nineteen of the 157 qualified candidates participated in the first test component [a management exercise] administered on September 9 and 10, 2020 and in the second test component [a tactical exercise] administered on September 17, 2020. This test was administered under strict protocol to mitigate the spread of the COVID-19 virus including health screening, physical distancing, masking, surface sanitizing, etc.

Due to COVID-19 restrictions in place at the time, rating of the 119 candidate responses was moved to a virtual platform rather than the traditional in-person ratings. A diverse group of sixteen fire officers from the West coast to the East coast were retained to assist with the ratings. Teams were comprised insofar as possible for the same or neighboring time zones. Once training and calibration were accomplished, raters had the latitude to set their own schedules within certain time parameters and subject to daily check-in meetings.

All 119 candidates were deemed to have met the minimum standard of performance on the test and are named on the eligible list. DHR posted the tentative eligible list on December 24, 2020 and adopted on January 5, 2021. The list has a 24-month duration and may be extended upon request for an additional 12 months.

H040 Battalion Chief - DHR issued the job announcement on November 2, 2020 and deemed qualified 57 of the 60 applications received during the filing period which closed on November 13,

2020. Two candidates withdrew from the process. Fifty-one of the 55 qualified candidates who were scheduled for the two test components successfully completed the selection process. Three candidates did not show for the test, and one candidate is on hold pending an accommodation. The test consisted of a two-component, one-day, assessment center: an in-basket exercise, and a management exercise. The test was administered with sequestering such that no candidates were released after taking the test until the final group of candidates was checked-in and monitored.

All 51 candidates were deemed to have met the minimum standard of performance on the test and are named on the eligible list. DHR posted the tentative eligible list on February 22, 2021 and adopted on March 1, 2021. The list has a 24-month duration and may be extended upon request for an additional 12 months.

H050 Assistant Chief, Fire Suppression - DHR has a contract with Ergometrics & Applied Personnel Research, Inc. for the development and administration of the selection process for H050 Assistant Chief. The process began in June 2021 with job analysis. A discussion of test development/ administration and eligible list promulgation will be included in the Fiscal Year 2021-22 Annual Report.

H120 Pilot of Fireboats - DHR issued the job announcement on November 25, 2020 and received 59 applications during the filing period. Four applicants were deemed not qualified, 13 withdrew from the selection process, and 42 candidates self-scheduled for the test. The test consisted of a job task simulation wherein candidates piloted the Fireboat St. Francis through various exercises on the San Francisco Bay and described what they were doing and thinking. The test was administered over a four-day period. Two candidates did not meet the minimum standard of performance on the test. The remaining 40 candidates met the minimum standard of performance on the test and are named on the eligible list. DHR posted the tentative eligible list on February 22, 2021 and adopted on March 5, 2021. The list has a 36-month duration and may be extended upon request for an additional 12 months.

San Francisco Police Department (SFPD)

Q002 Police Officer - The suspension of testing/hiring in line with the Board of Supervisors resolution to review hiring and promotion for law enforcement classes was lifted in March 2021. The suspension was positive in that it precipitated a top-to-bottom review to ensure our processes reflect best practice in identifying applicants whose history is contraindicated with effective policing, but the number of hires during the fiscal year is less than half of the prior year. The challenge going forward will be to make up that deficit in an era when hiring for Police Officer continues to be a challenge both locally and nation-wide.



As a result of the review of the selection process, the Public Safety Job Suitability Assessment component of law enforcement testing is now a required element. This component further differentiates among candidates regarding biases toward groups and propensity to overuse authority. A more complete description of that component is contained in Attachment A.

One positive development from the pandemic is the evolution of virtual testing through National Testing Network. The candidate shift to the virtual platform has resulted in hosted in-person

testing at the Test Center once every three months rather than monthly. We do, however, proactively track demand and are ready to add in-person sessions as necessary.

With the relaxing of virus mitigation protocol, we have also pivoted back to in-person Oral Interviews for Police Officer candidates. While the virtual platform remains an option for extenuating circumstances, the in-person environment enables a more accurate assessment of candidate potential for success as an officer.

Q050 Sergeant - The recruitment initially posted in January 2020 for Q050 Sergeant was ultimately cancelled and a new recruitment opened in November 2020. It was determined that this was the most efficient way to address delays in the process due to the COVID-19 pandemic. Prior to opening the recruitment, DHR worked with the consultant, Ergometrics and Applied Personnel Research, Inc., and Police Department subject matter experts to review and revise test components developed in 2019-20 to ensure that:

- Policies and procedures related to bias and misuse of force were being measured
- The test content reflected current policy and procedure

The job announcement was posted on November 20, 2020. The application filing period was from 8:00 AM on November 20 to 4:00 PM on December 3, 2020. DHR received and deemed qualified 577 applications during the filing period.

The written test was scheduled to be administered in December 2020. Because of surges in virus spread, this was delayed to the week of January 25, 2021, and again delayed to the week of April 12, 2021. Four hundred and ninety-seven of the 577 candidates invited to the written test participated. Four hundred and sixty-one candidates met the minimum standard and were invited to participate in the Assessment Center components administered on May 17 and 18, 2021. The Assessment Center consisted of verbal responses to a critical incident and to five separate situational questions. There were multiple parallel forms of the Assessment Center components to enable randomization across candidates to protect the integrity of test content. Four hundred fifty-two candidates participated in the Assessment Center.



Following the administration of the Assessment Center, a diverse group of 27 raters from across the country were convened at the Test Center at 1740 Cesar Chavez in June 2021 to evaluate candidate responses. This was the first instance of in-person ratings since the beginning of the pandemic. Virus-spread mitigation protocol was enforced during the rating period.

All 452 candidates met the minimum standard of performance in the assessment center and are named on the eligible list. DHR posted the eligible list on June 23, 2021 and adopted on June 30, 2021. The list has a 36-month duration and may be extended upon request for an additional 12 months. One candidate, on hold pending return from military deployment, will be added to the list upon testing successfully.

Q080 Captain - As discussed in the last report, 57 scheduled candidates participated in the selection process and all met the minimum standard of performance. The 57 candidates are named on the eligible list which DHR posted on August 12, 2020 and adopted on August 18, 2020. The list

has a 36-month duration and may be extended upon request for an additional 12 months. The list was clerically amended on October 15, 2020 to include one candidate who successfully tested upon return from military deployment.

The “Interview with the Chief” component of making selections from the eligible list included questions about attitudes and bias that could perpetuate racism as discussed in the last report.

San Francisco Sheriff’s Department (SFSD)

8302 Deputy Sheriff 1 - DHR continues to collaborate with the Sheriff’s Office to host testing for Deputy Sheriff using the REACT test from Ergometrics.

8504 Deputy Sheriff - After lengthy discussion, DHR opened a continuous recruitment for 8504 Deputy Sheriff on March 26, 2021. This provides an expedited direct path to consideration for employment for applicants who immediately qualify at the rank [defined as lateral hires] in accordance with CSC Rule 114.20. Previously, these candidates had to navigate through the 8302 recruitment process then were split out as “lateral” hires. This new process has proven to be more efficient. As of June 30, 2021, 161 applications had been submitted. Direct appointees to this class serve a 2080-hour probationary period.



Test Center

The City’s dedicated Test Center at 1740 Cesar Chavez was shuttered effective March 17, 2020 in conjunction with the COVID-19 virus spread mitigation protocol. As discussed in the last report, DHR submitted and got approval for a “Test Center Re-Opening” plan outlining the COVID-19 virus-spread mitigation protocol that would be implemented. The plan was approved in early July, and the Assessment Center for Q080 Captain was the first test under health-order protocol.

The Test Center re-opened in August 2020, but as previously mentioned, was closed again for one month in early 2021. Mostly because of virus-spread-mitigation closures, use of the facility over the course of the year was down significantly from previous fiscal years. Most of the usage [approximately 80%] was for development and administration of Public Safety tests knowing that not meeting published schedules has in the past had serious negative consequences. Other City departments have had priorities other than testing under COVID-19 conditions.

During FY 2020-21, the facility’s main test room was used 129 days, the computer lab 47 days, and the interview rooms 28 days. This, as well as usage over the last five fiscal years, is shown in the table below.

Days of Facility Usage Across Fiscal Years

Fiscal Year	Main Test Room	Computer Lab	Interview Rooms
2015-16	206	120	73
2016-17	246	148	104
2017-18	209	113	96
2018-19	183	106	71
2019-20	149	53	90
2020-21	47	129	28
Totals	1040	669	462

We are optimistic that facility usage will approach norms in FY 2021-22.

Test Plan for Fiscal Year 2021-22

DHR will work on public safety tests in the coming fiscal year for the following classifications: H002 Firefighter [continuous], H003 Level 1 EMT [continuous], H004 Fire Prevention Inspector, H020 Fire Suppression Lieutenant, H022 Fire Prevention Lieutenant, H024 Fire Investigation Lieutenant, H050 Assistant Chief, Q002 Police Officer [continuous], 8302 Deputy Sheriff 1 [continuous], and 8504 Deputy Sheriff [continuous].

Recommendation

The DHR Public Safety Team appreciates the opportunity to present this report, and respectfully recommends that it be adopted as submitted.

Attachments:

Public Safety Job Suitability Assessment

c: Kate Howard, Managing Deputy Director
Anna Biasbas, Deputy Director, Employment Services



Public Safety Job Suitability Assessment



Overview

National Testing Network (NTN) offers a complete testing system for law enforcement candidates. Our comprehensive suite of exams ensures that your department can screen for critical job dimensions and identify the most qualified candidates for the job. The newest addition to our testing systems is the Public Safety Job Suitability Assessment. This exam includes supplemental components that measure job fit in candidates, as well as critical areas in law enforcement such as integrity, bias, and use of force.

As a national testing company, NTN continues to advance the entry-level police officer hiring process. This includes adding new exams to address contemporary policing challenges. The NTN testing platform provides opportunity to test candidates through a personal online account. This offers significant flexibility to increase the coverage of testing. Candidates take exams through their secure online portal with test security features built into the exam.

Importance of Implementing Bias, Integrity, Inappropriate Use of Force and Commitment to Equality Exams

National Testing Network NTN has been at the forefront in law enforcement testing and measuring biases toward groups and propensity to overuse authority. NTN law enforcement exams have long covered bias and ethics, along with many other critical factors related to identifying people suited to the job of police officer. Over the past two years, NTN has been working on the development of several additional tests specifically designed to target elements critical to equitable policing.

These new components focus on specific biases present, as well as the potential for biases to evolve over time as an officer. This also relates to the manifestation of behavior that can stem from these biases. This is one of the most critical issues faced by law enforcement agencies across the nation. While some people have biases to begin with, much of police work has the potential to create biases for those most susceptible. This tool is the most comprehensive evaluation of potential officers available and is the best possible method that can be employed at this stage of an officer's career. It is critical that organizations continue this by evaluating officers on the job for changing thoughts and behaviors. This is an ongoing process that requires continued internal effort.

Test Components

Below is a description of the Public Safety Job Suitability Assessment components, including the number of questions, the length of time to complete it, and the form of administration. For administration purposes, the Job Suitability Assessment is divided into two tests that the candidates can take at different times. The scores on these two components will be combined to create the Job Suitability score. Both components are completed by candidates remotely online within the NTN online platform.



Test Component	Description	# of Items	Length	Administration
Component 1	Measures general work attitudes related to integrity; developed specifically for public safety environments.	219	60 minutes	- Online - Parallel forms
Component 2	This exam has several types of questions, including having the candidate review and make judgments about situations in photographs and multiple-choice questions. Candidates also read statements and respond with how much they agree or disagree.	309	90 minutes	- Online

Dimensional Coverage

The following table highlights the robust coverage of dimensions the Public Safety Job Suitability Assessment measures for law enforcement candidates. It is critical to understand that dimension rating information is not appropriate to be the basis of hiring decisions. Dimension rating information is appropriately used as a guide for areas to further explore in a behavioral interview, and especially as a guide to identifying potential contraindicated behaviors that should be addressed through remediation before they become an issue in the workplace.



Dimensions	Description
Group Bias	<p>Makes decisions based on the situation rather than group stereotypes. Generally positive or neutral attitude towards people from all groups. Approaches relationships and interactions with others with an attitude of respect. Favors a non-hostile partnership approach when dealing with people different from themselves.</p> <p>Sub-dimensions measured:</p> <ul style="list-style-type: none"> • Implicit Bias • Stereotyping • Implicit Dominance
Use of Force	<p>Remains calm in new and/or developing situations. Willing to ignore own discomfort when dealing with others in stressful situations. Does not mind having authority or power go unacknowledged. Exercises control over others minimally or in a restrained manner. Prefers to use a minimal amount of force if a situation escalates. Controls their own emotions and reactions when making decisions.</p> <p>Sub-dimensions measured:</p> <ul style="list-style-type: none"> • Calm Approach • Ethical Approach • Impulse Control
Commitment to Equality	<p>Prefers a community collaboration approach to public service. Values learning about the challenges faced by the communities they serve. Willing to speak up when witnessing others being treated negatively. Open to new ways of understanding others.</p> <p>Sub-dimensions measured:</p> <ul style="list-style-type: none"> • Social Awareness • Advocating for Others • Bias Training Readiness
Integrity	<p>Does not use one's position for personal gain. Maintains confidentiality when appropriate. Avoids unethical and illegal actions. Prefers keeping professional bearing at work. Does not have an inflated sense of authority or self-importance.</p> <p>Sub-dimensions measured:</p> <ul style="list-style-type: none"> • Appropriate Use of Power • Honesty and Rule Abidance • Work Ethic and Values

