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

Individual Recommendation Report	**Reserved For PSPPB Only**
Bureau: Administration	
Rec. Number: 27.5	☒ **President's Task Force**
Assigned To Project Manager:	☒ **Blue Ribbon Panel**
Lt. Wilfred Williams	☒ **CJTF SF Bar Association**
Prepared by: Captain Greg Yee	☒ **Department of Police Accountability**
Priority: High	☒ **Civil Grand Jury:**

DOJ Recommendation #: *27.5*
All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.

DOJ Objective: Bias

Executive Summary:
Initially upon reviewing this recommendation there was some overlap between DOJ Recommendation 27.5 which states "***All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report***, *"and DOJ Recommendation 27.2* it became imperative to examine existing San Francisco Police Department policies, practices and training in order to ascertain if existing policies and training are acceptable. The Project Manager and the working groups met with key members of the community which included Educators and Consultants. The goal was to develop anti-bias and cultural competency training. The outcome was the development of a course of training entitled "Principled Policing". The "Principled Policing" provides and introduction to the concepts of procedural justice and how it strengthens the relationship of trust between police and communities, and to present the concept of implicit bias.

Secondly, the SFPD Academy working group provided course syllabi (e.g. learning domains concerning Ethics, cultural competency, implicit bias, and procedural justice) and course outlines (e.g. expanded course outlines for Advance Officer/Continuing Professional Training (AO/CPT). The Academy staff modeled the training around research conducted by Dr. Tom Tyler and Dr. Tracy Meares on Procedural fairness, and Dr. Jennifer Eberhardt and Dr. Laura Fridell's research studies on Implicit Bias. The Academy staff is currently conducting AO/CPT training dealing with Procedural Justice & Implicit Bias, and Tactical Communications. The AO/CPT focuses on criteria set for in the President's Task Force on 21st Century Policing. Additionally, all SFPD training complies with the California's Police Officer Standards of Training (POST), which is a California regulatory commission that focuses on police training.

UPDATE June 22, 2017

As we study the term "Cultural Competency," we realize that competency can not be achieved or accomplished through "cultural competency training". It can be achieved either through immersion of a specific culture or a series of courses allowing the officer to holistically embrace the differences in all people.

Immersion is not an option; we don't have the time for this approach. However, in selecting classes and combining them with courses that we have already set in motion, we now realize that we have created a pathway towards Cultural Competency. The chart below gives insight into a Cultural Competence Model. We reviewed many continuum models and we took this one created by a firm (The Winters Group) that specializes in Diversity Training. Although many models spoke of the same concepts, theirs was the easiest to understand.

Cultural Awareness	Cultural Knowledge	Cultural Sensitivity	Cultural Competence
"Me-Centered" Analysis What are my values, beliefs, norms, customs, traditions, styles, biases, stereotypes and behaviors? (Who am I?) **"Other-Centered" Analysis** What are other's values beliefs, norms, customs, traditions, styles, biases, stereotypes and behaviors?	**Knowledge Analysis** How are my values beliefs, norms, customs, traditions, styles, biases, stereotypes and behaviors the same or different from others? What additional cultural knowledge, awareness and/understanding do I need?	**Sensitivity Analysis** Am I open to accepting and respecting differences? Why or why not? What are the benefits? What are the challenges for me? Can I avoid assigning judgments, be better or worse, right or wrong, to cultural differnces? Why or why not?	**Competence Analysis** What adjustments both in the way I think and behave do I need to make in order to effectively operate in a different cultural context?

Below: Courses that we are currently engaged in at the Academy, and the areas they cover.

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Principled Policing

Procedural Justice w/ Implicit Bias

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Blue Courage

The Heart and Mind of the Guardian

Two-Day Course

↑ ↑ ↑

Inclusive Leadership

The Core of a Champion

Three-Day Course

As mentioned prior, the above chart is the easiest way to understand the pathway to achieving Cultural Proficiency. This four-step process is an ongoing progression to achieving transformation in the person, rather than the police officer. This allows the better person to become a more effective police officer. Achieving respect for all people is at the core. Example: If there was a course talking about Sikh versus Muslim head dress, the course would explain how both are from different cultures and their significance. But would the course cover, for the Officer, the essence of accepting the difference of both, and being respectful to both? Below the chart are courses that have been recently implemented and courses that we have been attempting to find funding for to achieve awareness, knowledge and sensitivity, and the areas they cover in the continuum chart.

The approach to self-transformation requires resources, funding, patience and time - not a mandate or strict time frame.

According to the US DOJ-Community Relations Service Division:

Developing cultural competence in law enforcement requires police agencies to:

- Seek human resource management strategies that promote diversity;
- Institutionalize and document the agency's commitment to cultural competence;
- Implement training and socialization strategies that promote a high service ethic for diverse populations;
- Commit to organizational policy assessments, and individual evaluations to measure the development of cultural competence.

I believe that the two latter points speak to the cultural competence continuum chart laid out above. Can a one-day course be designed to accomplish this recommendation? Would it achieve the intent of this recommendation? The recommended path would be to continue to bring an external neutral source (trainer) to lead us in that transformational path that we seek for our Officers - a holistic approach that starts with our internal community that will transcend outward.

We have made significant progress with the Principled Policing Course through our mandated POST AO/CPT Curriculum. We have completed training of approximately 25% of our Department staff. All Sergeants, Officers, and civilian personnel will have received the training by the end of the 2018 calendar year.

We have met with CFO McGuire, who has an available 100K from the DOJCRI fund for this fiscal year. We have received a proposal from Blue Courage, LLC for them to continue to provide us with training that targets the Cultural Continuum Model needs. Inclusive Leadership: The Core of a Champion should be mandated training for all Lieutenants and above, to include all Civilian Managers and Directors.

Summary

As we progress in our training, Principled Policing Training will be compledted by the end of 2018. We have made significant progress as the awareness of biases. As to cultural competency, we now understand that this can not be accomplished through a one time class, but a series of classes to establish the transformation of the

officer. So that officer is not limited by stereotyping or the prejudgement of a person, but rather understands and is able to make decisions without those obstacles to making good decisions. We do believe that an outside service or consultant is better in assisnting us through those necessary classes, so that we are not limited by our on internal prejudgement or policitcs.

NOTE: We have mentioned other services in this recommendation that could help towards additional Cultural Competency training. However, funding is a constraint.

Purpose:
The SFPD should begin anti-bias and cultural competency training of department members immediately and should not await the outcome of the training needs assessment. All officers should complete implicit bias training and cultural competency training, which should include the following topics

Policy:
DGO 5.17 which states The San Francisco Police Department is commitment to unbiased policing. It further states to clarify the circumstances in which officer can consider race, color ethnicity, national origin, religion, gender, age , sexual orientation or gender identity when making law enforcement decisions and to reinforce existing policies and procedures that serve to assure the public that the SFPD is providing service and enforcing laws in an equitable manner. This DGO is inclusive to all department training.

Audit (if applicable):
San Francisco Police Department Training Records

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

Supporting Documentation: (Learning Domains, Power points, Lesson Plans, Policies)
SFPD Advanced Officer/Continuing Professional Training Expanded Course Outlines
*Procedural Justice & Implicit Bias (Principled Policing)
* Tactical Communication-Domestic Violence

Implementation, training & records (How to prove we did what we said?)
SFPD Training Records