County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169

LEROY D. BACA, SHERIFF

June 23, 2006

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

RECOMMENDATIONS RE: WORKING GROUP TO EVALUATE THE SHERIFF'S DEPARTMENT'S RECRUITMENT PROCESS

On February 21, 2006, your Board adopted a motion requesting the Sheriff and the Chief Administrative Office (CAO) to establish a working group to address the Sheriff's retention and recruitment issues. Your Board requested that monthly updates be provided with the work being completed within nine months.

The working group was established and is comprised of members from the Sheriff's Department (Department), the CAO, the Association for Los Angeles Deputy Sheriffs (ALADS), the Professional Peace Officer's Association (PPOA), Supervisor Molina's Office, and Supervisor Antonovich's Office. The group's purpose is to explore every feasible idea that would enhance recruitment and retention efforts, as well as completing a thorough review of the process to address time lines, bottlenecks, and all salient issues affecting recruitment, hiring, and training. To date, the working group has met on five occasions since May 2, 2006.

The initial phase of the working group was to develop a full understanding of the Department's efforts, to date, to enhance the hiring process. A brief review of those areas are as follows:

- The Department continues to explore new approaches to its advertising campaign in order to increase the number of applicants. To date, the Department advertises in all areas within Los Angeles, Orange, Riverside, Ventura, San Diego, and San Bernardino Counties. In addition, we are currently advertising in the State of Arizona and in Las Vegas, Nevada.

- In June 2005, funding was allotted for travel to out-of-state events. Since then, the Department has participated in ten out-of-state events including the College Tour (New York, Atlanta, Washington DC, Houston) and a week-long event in Chicago. The Department attends career fairs at selected colleges for those seeking employment in law enforcement.

- Out-of-state applicants are provided special scheduling arrangements so they do not have to travel to California several times to complete the hiring process.

- The Department acquired two Custody Assistants with the additional funding provided for the Recruitment Unit in the FY 05-06 budget. The Department also utilized one Custody Assistant loaned from Custody Division working as a Custody Assistant recruiter. The Custody Assistants have targeted high schools and junior colleges in order to recruit for Custody Assistant and other professional staff positions. Since June 2005, when the Custody Assistants were added to the staff, the numbers of Custody Assistants hired have significantly increased. In 2005, the Department hired 100 Custody Assistants. For 2006, the Department has already hired 115 Custody Assistants and anticipates hiring an additional 100 applicants for classes scheduled to occur this calendar year.

- The Department put more emphasis on military recruitment by hiring a retired sergeant as a 120-day employee to recruit at various military bases. Based on the increased numbers of interested military applicants, the Department hired a second 120-day retired sergeant to add to this effort.

    - Recently, the Department authorized the retired sergeants to administer the deputy written examination for military candidates during visits to the military bases. This will provide the Department an advantage over other agencies who are also recruiting at the military bases.

    - With the assistance of the Department of Human Resources, the expiration date of the deputy written examination was increased from an 18-month expiration date to a four-year expiration date for military candidates. Once the candidates have completed their military tour, it will not be necessary for them to retake an examination; they can simply begin the background process.

- A test taking and informational seminar is conducted twice a month to assist candidates in preparing for the written examination and the academy.

- In May 2005, the deputy written examination testing dates occurred three days a week. In July 2005, the Department increased that to six days a week, with walk-ins available on Saturdays. Generally, there are up to 35 applicants that attend each test.

- Recruitment deputies and the Sworn Exams staff provide off-site testing "road shows" locations to make it more convenient for applicants. There has been 27 off-site tests conducted since July 2005. Since February 2006, the Department has been administering four off-site deputy examinations a month. This is in addition to the testing that already occurs six days a week at the Personnel Building.

- Initially, there was a three-month waiting period for an applicant to retest if he/she failed the deputy written examination. In January 2006, the Department modified that waiting period to 30-days.

- The time allowed for an applicant to return his/her application was three weeks, which included the submission of birth certificates, transcripts, official documents, and a seventeen page application. In an effort to reduce delays, the Department recently decreased that deadline to two weeks. This is being evaluated to monitor the results and establish if this change assists in minimizing the time-line of the background process.

- In September 2004, with only 19 investigators, a Deputy Sheriff Trainee (DST) applicant's background process, without complications, took between eight to ten months to complete. With the streamlined processes that were implemented, along with the additional staff, the same type of background now takes approximately six months.

- The Department implemented a waiver for selected applicants that have successfully completed their background process, but are awaiting medical results. Those individuals are allowed to enter the academy pending the results of their medical and psychological examinations. Only those applicants with excellent backgrounds are offered this waiver. Applicants in the academy who subsequently fail the medical examination are dismissed from the academy. Some dismissed applicants, depending on their qualifications, are offered other jobs on the Department.

- The Department hires DST's as "off-the-streeters" to work prior to the academy. In June 2006, the Department received approval from the CAO to hire Custody Assistants as "off-the-streeters" as well. Generally, once hired by the Department, "off-the-streeters" are less likely to leave for other agencies.

As noted, the Department has made a great effort in increasing the efficiency of their hiring processes. Prior to the implementation of these improvements, the Department set a goal to have an average of 1,000 candidates within various stages of the background investigation process. For the past several months, the Department has consistently maintained up to 1,300 candidates in the process. In addition, since January 2006, the Department has successfully filled each academy class with the maximum number of recruits. Currently, there are 343 deputy sheriffs trainees with an additional 115 to be hired June 20, 2006.

RECOMMENDATIONS

In order to bring additional enhancements to the hiring process, the working group agreed at the June 20, 2006, meeting to recommend the following immediate actions be undertaken:

Administrative Services Division - Recruitment Unit (Attachment 1)

An increase in staffing, associated costs, and advertising funding is recommended to increase the productivity of the Department's recruitment efforts, and ability to screen, process and hire new deputy sheriff recruits. Since January 2006, the Department has utilized over 4,600 hours of overtime for the professional staff to keep up with the pace of hiring. Current staff will be unable to sustain this pace over an extended period of time and additional staffing is required if the Department is to increase its recruitment goals.

With the additional funding, the Recruitment Unit anticipates graduating an additional 200 recruits per year. This would be accomplished by conducting two additional road shows and 24 additional job fairs each month.

Total funding increase of $945,000 (refer to Attachment 1).

Technical Services Division - Polygraph Unit (Attachment 2)

An increase in staffing and associated costs is recommended to increase the volume of polygraph examinations that can be conducted on a monthly basis. With the current staff, the Polygraph Unit is able to complete 400 - 500 polygraph examinations per month, but this is only accomplished by requiring the staff to work at full capacity with extended hours and no absences.

It is anticipated that there will be a need to complete up to 800 polygraphs per month. In order to meet this amount, and avoid any bottlenecks in the hiring process, it is critical that there be an increase in staff.

Total funding increase of $1,211,000 (refer to Attachment 2).

Leadership and Training Division - Training Bureau (Attachment 3)

The Department's Training Bureau is currently funded to conduct three academy classes concurrently. Additional funding is required to conduct up to five concurrent academy classes, which are scheduled to take place in a variety of locations within Los Angeles County, including the Antelope Valley, Whittier (STARS), Biscailuz Center, and the College of the Canyons.

Deputy Sheriff recruits must successfully pass a variety of training areas, which include the academy and emergency vehicle operations. With the anticipation of having up to five concurrent classes, totaling approximately 450 recruits, additional funding is imperative.

Total funding increase of $3,414,000 (refer to Attachment 3).

In order to enhance the Department's current hiring processes, the total increase in funding of $5,570,000 for additional staff, equipment and associated costs is recommended (Attachment 4).

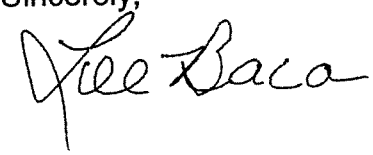
CONCLUSION

An increase in staff and other funding, as recommended, will result in an immediate impact on the overall productivity, subsequently decreasing the Department's current deputy sheriff vacancies. As stated earlier, the approval of the recommended funding will result in the graduation of an additional 200 deputy sheriffs, beyond the 1,000 hires already projected this year. Further, the established working group will continue meeting to examine the Educational Incentive Program, non-monetary issues and other suggestions to further enhance the recruitment and retention efforts of the Department.

Your Board will continue to receive monthly updates on the workgroups progress.

If you have any questions or concerns, please feel free to contact me at (323) 526-5000 or Division Director Victor Rampulla, at (323) 526-5357.

Sincerely,



LEROY D. BACA
SHERIFF

LDB:VCR:BJP:CG
(Personnel Administration)

c: Board of Supervisors, Justice Deputies
Joanne Sturges, Acting Executive Officer, Board of Supervisors
David E. Janssen, Chief Administrative Officer
Sharon R. Harper, Chief Deputy Administrative Officer
Sheila Williams, Departmental Analyst, CAO
J. Tyler McCauley, Auditor-Controller
Paul K. Tanaka, Assistant Sheriff
Victor C. Rampulla, Division Director Administrative Services Division (ASD)
Glen Dragovich, Assistant Division Director, ASD
James R. Lopez, Commander, ASD
Bruce J. Pollack, Captain, Personnel Administration, ASD
Christy Guyovich, Lieutenant, Personnel Administration, ASD
Roland Choi, Lieutenant, Personnel Administration, ASD
Merrill, Ladenheim, Sergeant, ASD
C. Arzate, OA II, ASD
(REPORT BACKS/Working group 06/23/06)

Los Angeles County Sheriff's Department Priority Funding Requests

Priority Funding Requests

Administrative Services Division
Personnel Administration - Recruitment

The Department estimates that through its current recruiting process, approximately 19,000 individuals are being contacted annually. In order to increase the number of individuals who will take the written examination, it is estimated that an additional 11,000 contacts need to be made to meet the Department's goals. With the increase of four recruitment deputies, the Department projects the following to occur:

- Two additional road shows and 24 additional job fairs can be conducted monthly, increasing the number of total contacts and individuals taking the written examination.
- The Department could anticipate 1,380 applicants passing the examination and entering the backgrounds investigation phase.
- Of the 1,380 applicants, the Department estimates that 235 applicants would successfully pass the background investigation and be hired into the academy.
- With a 20 percent attrition rate in the academy, approximately 200 deputy sheriff trainees are estimated to graduate.

The additional staff listed would be administrators of the deputy sheriff examination. Since January 2006, the Sworn Exams Unit utilized over 4,600 hours of overtime in order to facilitate the deputy sheriff examination six days a week plus scheduled road shows.

Advertisement
Additional funds toward the recruitment advertisement would increase the Department's visibility.

- Billboards - Currently, the cost to have six to eight billboards is $50,000 a month. Since billboards advertisements have proven to be successful, the Department would recommend increasing the number of billboards to 12 to 16 a month.
- Radio Advertisement - Presently, the Department spends $204,000 a year on radio advertisements. The Department would like to double the number of radio advertisements to reach a broader audience.
- Television and Stadium Advertisement - Television and stadium advertisement is recommended to reach more applicants. These costs are estimated at $273,000 a year. Recently, the Department began utilizing this type of advertisement; however, to continue with this approach, increased funding is necessary.

Priority Funding Requests

Administrative Services Division
Personnel Administration - Recruitment

Staffing Category	Positions	S&EB
Professional Staff		
Law Enforcement Technician (LET)	5	$288,000
Employment Services Assistant II *	2	$142,000
Employment Services Assistant III	1	$79,000
Senior Typist Clerk *	4	$192,000
Total Professional Staff	12	$701,000
* Salary Savings (offset)		($334,000)
TOTAL	12	$367,000

Other Costs Category	Amount
One-Time Services & Supplies	
Staff Support	$24,000
Total One-Time S&S	$24,000
On-Going Services & Supplies	
Staff Support	$24,000
Advertising	$530,000
Total On-Going S&S	$554,000
TOTAL	$578,000

Category Totals	Cost
Staffing	$367,000
Other Costs	$578,000
GRAND TOTAL	**$945,000**

Priority Funding Requests

Technical Services Division - Scientific Services Bureau
Polygraph Examiners Staffing Request

The Scientific Services Bureau Polygraph Unit is requesting additional staffing to meet the increased workload due to the Department's increased recruitment efforts. Currently, the unit is staffed by one Sergeant, eight polygraph examiners, and two clerical staff. The present staff are able to complete 400-500 polygraph examinations per month, but only by working at full capacity, with extended hours and no absences. The Pre-Employment Section has requested an increase in the number of polygraph examinations to 800 per month. In order to meet this request, to eliminate the polygraph examination as the "bottleneck" in the hiring process and ensure the successful completion of the recruitment and hiring process for critically needed new Department personnel, the Polygraph Unit must have an increase in staff and accompanying training, equipment, and supplies.
(1 Sergeant, 7 Deputy Sheriff - Bonus I, 1 Professional Staff).

Priority Funding Requests

Technical Services Division - Scientific Services Bureau
Polygraph Examiners Staffing Request

Staffing Category	Positions	S&EB
Sworn Staff		
Sergeant	1	$135,000
Deputy Sheriff - Bonus I	7	$793,000
Total Sworn Staff	8	$928,000
Professional Staff		
Intermediate Typist Clerk	1	$43,000
Total Professional Staff	1	$43,000
TOTAL	9	$971,000
Other Costs Category		**Amount**
One-Time Services & Supplies		
Staff Support		$18,000
Law Enforcement Polygraph Training		$192,000
Total One-Time S&S		$210,000
On-Going Services & Supplies		
Staff Support		$18,000
Total On-Going S&S		$18,000
Fixed Assets		
Polygraph machines (2)*		$12,000
TOTAL		$240,000
Category Totals		**Cost**
Staffing		$971,000
Other Costs		$240,000
GRAND TOTAL		**$1,211,000**

*On-Going Funding, estimated at 25%, is also required for the maintenance and replacement of the fixed asset.

Priority Funding Requests

Leadership & Training Division - Training Bureau
Weapons Training Staffing and Equipment Request

With the Department's goal to hire 1,000 deputies annually, the demands on the weapons training staffing to conduct mandated firearms training for academy recruits has increased significantly. With the closing of the Biscailuz Center Range, the Weapons Training staff has inherited greater responsibilities and duties with respect to transporting the mobile ranges to Sheriff's facilities for training purposes.
(1 Sergeant, 5 Deputy Sheriff - Bonus I, and 1 Professional Staff).

Staffing Category	Positions	S&EB
Sworn Staff		
Sergeant	1	$135,000
Deputy Sheriff - Bonus I	5	$566,000
Total Sworn Staff	6	$701,000
Professional Staff		
Law Enforcement Technician	1	$58,000
Total Professional Staff	1	$58,000
TOTAL	7	$759,000

Other Costs Category	Amount
One-Time Services & Supplies	
Staff Support	$14,000
Total One-Time S&S	$14,000
On-Going Services & Supplies	
Staff Support	$14,000
Total On-Going S&S	$14,000
TOTAL	$28,000

Category Totals	Cost
Staffing	$759,000
Other Costs	$28,000
GRAND TOTAL	**$787,000**

Priority Funding Requests

Leadership & Training Division - Training Bureau
Recruit Training Staffing Request

This request addresses an urgent need for additional staffing for the Recruit Training Unit. Currently, the Training Bureau is only funded for three academy classes. Currently, there are four academy classes being conducted concurrently with one team (1 Sergeant, 6 Deputies) per class. In order to accomplish the increased numbers of recruits, the sergeant and deputy items have been loaned to Training Bureau from the Field Operations Regions. Funding these positions will reduce the current impact to patrol stations. Additional academy classes will require additional staff.
(2 Sergeants, 12 Deputy Sheriff - Bonus I, 1 Professional Staff).

Staffing Category	Positions	S&EB
Sworn Staff		
Sergeant	2	$271,000
Deputy Sheriff - Bonus I	12	$1,359,000
Total Sworn Staff	14	$1,630,000
Professional Staff		
Operations Assistant I	1	$55,000
Total Professional Staff	1	$55,000
TOTAL	15	$1,685,000
Other Costs Category		**Amount**
One-Time Services & Supplies		
Staff Support		$30,000
Total One-Time S&S		$30,000
On-Going Services & Supplies		
Staff Support		$30,000
Total On-Going S&S		$30,000
TOTAL		$60,000
Category Totals		**Cost**
Staffing		$1,685,000
Other Costs		$60,000
GRAND TOTAL		**$1,745,000**

Priority Funding Requests

Leadership & Training Division - Training Bureau
Field Operations Training (FOT)
Staffing Request

This proposal requests additional staffing and equipment for the Field Operations Training Unit, based upon the projected increase of recruit training classes. Staffing is required to meet the State Mandates in regard to force training/defensive tactics.
(3 Deputy Sheriff- Bonus I).

Staffing Category	Positions	S&EB
Sworn Staff		
Deputy Sheriff - Bonus I	3	$340,000
TOTAL	3	$340,000
Other Costs Category		**Amount**
One-Time Services & Supplies		
Staff Support		$6,000
Total One-Time S&S		$6,000
On-Going Services & Supplies		
Staff Support		$6,000
Total On-Going S&S		$6,000
TOTAL		$12,000
Category Totals		**Cost**
Staffing		$340,000
Other Costs		$12,000
GRAND TOTAL		**$352,000**

Priority Funding Requests

Leadership & Training Division - Training Bureau
Emergency Vehicle Operations Center (EVOC)
Staffing Request

The Emergency Vehicle Operations Center (EVOC) provides Department members and recruits with classroom, virtual, and practical application training in the area of emergency vehicle operation. The additional staffing requested in this proposal is to accommodate additional academy classes. With four additional staff members, classes can also be scheduled during the evening hours so that the EVOC unit can provide the mandated training. The proposal also includes funding for vehicles.
(4 Deputy Sheriff - Bonus I, 1 Professional Staff).

Staffing Category	Positions	S&EB
Sworn Staff		
Deputy Sheriff - Bonus I	4	$453,000
Total Sworn Staff	4	$453,000
Professional Staff		
Law Enforcement Technician	1	$57,000
Total Professional Staff	1	$57,000
TOTAL	5	$510,000
Other Costs Category		**Amount**
One-Time Services & Supplies		
Staff Support		$10,000
Total One-Time S&S		$10,000
On-Going Services & Supplies		
Staff Support		$10,000
Total On-Going S&S		$10,000
TOTAL		$20,000
Category Totals		**Cost**
Staffing		$510,000
Other Costs		$20,000
GRAND TOTAL		**$530,000**

*On-Going Funding, estimated at 25%, is also required for the maintenance and replacement of the fixed asset.

Priority Funding Requests

Total Priority Funding Requests

Category Totals	Positions	Cost
Recruitment		
Staffing	12	$367,000
Other Costs		$578,000
TOTAL		**$945,000**
Scientific Services Bureau		
Staffing	9	$971,000
Other Costs		$240,000
TOTAL		**$1,211,000**
Leadership & Training - Weapons Team		
Staffing	7	$759,000
Other Costs		$28,000
TOTAL		**$787,000**
Leadership & Training - Recruit Training		
Staffing	15	$1,685,000
Other Costs		$60,000
TOTAL		**$1,745,000**
Leadership & Training - FOT		
Staffing	3	$340,000
Other Costs		$12,000
TOTAL		**$352,000**
Leadership & Training - EVOC		
Staffing	5	$510,000
Other Costs		$20,000
TOTAL		**$530,000**
GRAND TOTAL	51	**$5,570,000**