



County of Los Angeles
Chief Executive Office

PUBLIC SAFETY CLUSTER AGENDA REVIEW MEETING

DATE: Wednesday, September 11, 2019

TIME: 10:00 a.m.

LOCATION: Kenneth Hahn Hall of Administration, Conf. Rm. 830

SACHI A. HAMAI
Chief Executive Officer

AGENDA

Members of the Public may address the Public Safety Cluster on any agenda item by submitting a written request prior to the meeting. Two (2) minutes are allowed for each item.

1. **CALL TO ORDER**
2. **INFORMATIONAL ITEM(S)** [Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices with advance notification]:
 - A. **NONE**
3. **PRESENTATION/DISCUSSION ITEM(S):**
 - A. Board Briefing:
IACP HIRING REPORT ON SHERIFF HIRING AND RECRUITMENT
Speaker(s): Carl Maupin (IACP) and John McBride (Sheriff)
4. **PUBLIC COMMENT**
(2 minutes each speaker)

CLOSED SESSION:

- CS-1 CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION**
(Subdivision (a) of Government Code Section 54956.9)

William Cordero of v. County of Los Angeles, et al..
Los Angeles Superior Court Case No. BC488483

Department: Sheriff

5. **ADJOURNMENT**

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6. UPCOMING ITEM(S):

- A.** Board Letter:
REQUEST TO AUTHORIZE THE ACQUISITION OF ONE QUICK RESPONSE ARMORED VEHICLE WITH INTEGRATED FIRE SUPPRESSION EQUIPMENT
Speaker(s): Jack W. Ewell and Brad A, Molner (Sheriff)
- B.** Board Letter:
APPROVAL OF AMENDMENT NUMBER NINE TO EXTEND AGREEMENT NUMBER 77655 WITH PUBLIC COMMUNICATIONS SERVICES, INCORPORATED, FOR INMATE TELEPHONE SYSTEM AND SERVICES
Speaker(s): Christina Baker and Irma Santana (Sheriff)
- C.** Board Letter:
AUTHORIZATION TO EXTEND CONTRACTS WITH APPLEONE EMPLOYMENT SERVICES, INC. TO PROVIDE CLERICAL SERVICES FOR THE LOS ANGELES COUNTY PROBATION DEPARTMENT
Speaker(s): Robert Smythe and Reaver Bingham (Probation)
- D.** Board Letter:
AUTHORIZATION TO EXTEND CONTRACT NUMBER 78146 WITH HEALTHRIGHT 360 TO PROVIDE COMPREHENSIVE SERVICES TO THE ASSEMBLY Bill (AB) 109 POPULATION FOR THE COUNTY OF LOS ANGELES PROBATION DEPARTMENT
Speaker(s): Robert Smythe and Reaver Bingham (Probation)
- E.** Board Letter:
AGREEMENT FOR DISPATCH SERVICES BETWEEN THE CITY OF VERNON AND THE CONSOLIDATED FIRE PROTECTION DISTRICT OF LOS ANGELES COUNTY
Speaker(s): Christopher Anderson and Lorraine Buck (Fire)
- F.** Board Briefing:
PUBLIC SAFETY DEPARTMENTS BUDGET BRIEFING
Speaker(s): Public Safety Budget Staff (CEO)



FACT SHEET

Sheriff Recruitment, Hiring, Training, and Retention Process Improvement Report

Background

In October 2018, the Los Angeles County Sheriff's Department (LASD) partnered with the International Association of Chiefs of Police (IACP) and its collaborative partner the Human Resources Research Organization (HumRRO) to conduct a two-part systematic evaluation of the specific areas of the department. The first part focused on recruitment, hiring, and retention practices and the second part on the training academy.

Summary of Overall Findings

Overall, this study provides 105 recommendations, following several major themes:

Strategic Planning

- Engage a planning process to strategically align the department's training operations
- Implement strategies to reduce Deputy Sheriff Trainee attrition
- Engage a process to strategically plan for future training facility needs
- Implement strategies to reduce training injuries, including enhancing safety protocols and formal injury analysis to create a culture of safety in the Training Academy
- Continuing to support career development and exploration

Process Improvement

- Recruit, hire, train, and retain sworn department members for the specific job tasks they will be performing
- Assure that the timing and sequence of training closely aligns with staffing assignments
- Streamlining and enhancing the hiring process
- Assure that testing standards are reasonable and measure job requirements
- More closely align the disciplinary culture in recruit training with 21st century policing principles

Technology

- Implementing data-driven strategic planning processes designed to operationalize and align department and training academy goals
- Improving data collection and management to support analysis and metrics tracking
- Updating technology capacity



FACT SHEET

Sheriff Recruitment, Hiring, Training, and Retention Process Improvement Report

Summary of Key Findings by Focus Area

The report examines four primary areas: hiring process, background investigations unit, the training academy, and recruitment and retention programs. Key findings were identified for each area.

Hiring Process Report

1. The hiring process is time-consuming
2. Some steps of the hiring process are ineffective or inefficient
3. LASD lacks a modern talent management infrastructure

Background Investigations Report

1. The LASD lacks a department-wide strategic plan for recruitment, hiring, and retention of personnel
2. The LASD would benefit from utilizing a data-driven approach in its recruitment, hiring, and retention efforts
3. The LASD would benefit significantly by investing in the strategic development of its Background Investigative personnel

Training Academy Report

1. Assess job classifications and assignments
2. Attrition at the Basic Academy is significant and is higher than at other agencies studied for this review
3. The Academy's Physical Training (PT) program should more closely conform to evidence-based practices for injury reduction

Recruitment and Retention Programs Report

1. The current approach to recruiting is effective
2. Understanding the reasons for turnover is difficult