Nomination Form

POST Excellence in Training Award

Application for 2015 Nominees

POST Home
California Home

Section 1 – Nominee
Section 2 – Nominator
Section 3 – Justification
Section 4 – Documentation

Section 1. Nominee Information

1. **Award Category** (select one only)	☐ Individual ☐ Lifetime ☒ Organizational
2. **Nominee**	Los Angeles County SHeriff's Department
3. **Title** (if applicable)	
4. **Agency/Organization** (if applicable)	Los Angeles County Sheriff's Department
5. **Mailing Address**	S
6. **Contact Numbers**	

Section 2. Nominator Information

7. **Name**	Judy Gerhardt
8. **Title**	Captain
9. **Agency/Organization**	LASD
10. **Mailing Address**	
11. **Contact Numbers**	
12. **Department Head/CEO**	
13. **Signature**	

Complete all remaining sections. Attach additional pages if needed.

Section 3 – Justification
Section 4 – Documentation
How to Submit

POST Marked 12-3-15 nb

Nomination Form: POST Excellence in Training Award
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Section 3. Justification for Nomination — REQUIRED

14. Describe the individual's or organization's purpose and training responsibility.

The Los Angeles County Sheriff's Department (LASD) hired and trained over 600 deputy sheriff's in 2015 and intends to continue, or increase, this hiring trend in the coming years. Utilizing innovative and efficient methods, LASD is committed to a hiring process that is timely, efficeint, secure, and fair while preparing applicants for the rigors of the training academy on a physical, emotional, and intellectual level, giving them every opportunity to succeed in their chosen profession.

15. Describe the nominee's overall achievement.

Please see attached.

Nomination Form: **POST Excellence in Training Award**
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Section 3. Justification for Nomination *continued*

16. **Give explanations for each of the following three criteria to support your nomination.**

   a) **Innovation**

   Please see attached.

   b) **Impact**

   The impact of our redesign efforts are both tangible and intangible. The increased efficiencies are easisly identifed. Reducing the hiring time of an applicant by one half to two-thirds, down from 16-24 months to 8 months, is beneficial to the agency and the applicant. The efforts to eliminate non-hirable candidates at the earliest stage allows for the wise investment of precious resources on the most potential applicants. An established electronic system allows for enhanced security because files can be easily tracked, viewed only by those who have a need and right to know. The workflow process allows for a timely transition between the layers of reviewers and approvers. The safeguards built into the system ensure files are complete and timely. The storage of data regarding applicants allows LASD to analyze factors specific to characteristics of successful candidates. Intangible benefits include utilizing technology to maximize our communication with applicants to build loyalty and commitment. The redesign effort demonstrates to our "customers" that we are committed to their success and are willing to invest in their preparation for this career.

   c) **Reputation/Recognition**

   "RunSmarter" Award for Most Significant Workflow Initiative of 2015

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Section 4. Support Documentation — REQUIRED

17. **Provide a brief list of any supporting documents included with this application.**

Copy of e-mail regarding "Run Smarter" Award

To complete your application:

1) Make sure you have filled in all applicable sections.

2) Print and sign form.

3) Attach all supporting documents.

4) Send your completed application to:

Excellence in Training Screening Committee
c/o California POST
Executive Office
860 Stillwater Road, Suite 100
West Sacramento, CA 95605

Application questions: 916.227.2808 — Janice Bullard

The Los Angeles County Sheriff's Department (LASD) hired and trained over 600 deputy sheriff's in 2015 and intends to continue, or increase, this hiring trend in the coming years. Utilizing innovative and efficient methods, LASD is committed to a hiring process that is timely, efficeint, secure, and fair while preparing applicants for the rigors of the training academy on a physical, emotional, and intellectual level, giving them every opportunity to succeed in their chosen profession.

The LASD has designed an efficient, effective, and secure hiring process which is beneficial to applicant and organization. Efforts include:

1. Electronic "supplemental questionnaire" that identifies automatic disqualifiers at the initial application phase. This step reduced the number of applicants moving forward by 25%, thus reducing the manpower necessary to test and conduct backgrounds on these individuals.
2. Instituted an electronic system wherein applicants who pass the initial pre-screener are scheduled and tested for the written exam within two weeks of application. A sworn member of the executive staff greets the candidates to encourage enthusiasm, pride and commitment to the profession.
3. Redesign of the sequence of test components. Recognizing that many applicants (35%) failed the validated physical ability component (VPAT) after already completing an intensive 4-6 month background process, LASD moved the administration of the VPAT component to the pre-background phase, resulting in only conducting background investigations for currently qualified applicants saving resources.
4. Acquisition of a customized electronic records management system (eHire); a content management system with workflow functions which enhances functionality, security, timeliness, and data collection and analysis of the hiring process.
   a. Secured encrypted web forms that enable applicants to submit documents from home computers or cellphones. Documents are stored in the virtual background jacket. (Verification of the forms is performed later)
   b. eHire's efficiency equates to saving costly man-hours! Eliminates a 5-6 week backlog in the Pre-Employment secretariat. It evaluates the PHS, applies a set of business rules, populates request forms,

attaches waivers and creates all the reference letters automatically, searches for stored contact information of law enforcement agencies, sends required documents automatically, no human input required. Letters are sent to references listed in the PHS, including employers, police agencies and DMV's, requesting information from each. The custom tailored web forms are designed for responses to be automatically saved in virtual file.

c. Established safeguards to ensure the file is complete before hiring. The system will not allow investigators to submit a jacket for review until all the required documents are confirmed and current. (Expiration dates are compared to submission dates preventing expired documents.)

d. Once reviewed and approved, eHire will prepare file for a "blind hiring panel." System automatically redacts identifying information and instead of printing three paper copies, the system emails the redacted information to the panel participants for their review. Their decisions are entered into a web form which updates jackets and simultaneously sends applicants an email informing them of their status.

e. Replacing the delivery of paper copies, documents are now sent electronically, password protected, to the psychologist via email. Results are submitted in web form which immediately updates the status, emails applicant, and forwards jackets to the medical doctor. The medical process works in the same secure, expeditious and efficient manner, and when results are entered, files are automatically updated with status and the LASD is notified via email that the jackets are complete.

f. Before appointment, files are electronically reviewed for documents that may have expired during the process, a common issue flagged by POST. Because expirations dates of documents are captured and stored electronically, LASD is able to check all active jackets for expired (or about to expire) documents. The system emails the applicant advising them to upload an updated (current) document before the jacket is finalized.

g. Striving to keep applicants engaged in and committed to the Department and process, applicants receive automatic emails detailing the hiring process, explaining what is needed, identifying

where they are in the process, and listing what to expect next. Communication is essential. We have 18 different points where we email/communicate with the applicant. These notifications include physical fitness training guides, financial plans, and overall encouragement and support of their endeavor to the profession.

5. "Blind hiring panel" enhances integrity after facing allegations of unfair hiring practices and nepotism. A three member panel evaluates applicants who met hiring standards. The panel is provided redacted copies of the files. Names, race, gender, and Department references are redacted. The panel, by consensus, makes final recommendation as to hiring status. Identifying criteria are redacted allowing audit of the process by independent oversight entities. Feedback positive.

6. To ensure recruits are prepared, applicants are invited to:
   a. free pre-academy physical training sessions four days/week led by academy staff instructors,
   b. tutorial sessions for study techniques,
   c. a newly designed academy orientation which provides clear expectations of what to anticipate in the academy and guidance of how to prepare themselves and their families for the intense training environment.

Impact

Reducing the hiring time of an applicant by one half to two-thirds, down from 16-24 months to 8 months, is beneficial to the agency and the applicant. The efforts to eliminate non-hirable candidates at the earliest stage allows for the wise investment of precious resources on the most potential applicants. An established electronic system allows for enhanced security because files can be easily tracked, viewed only by those who have a need and right to know. The workflow process allows for a timely transition between the layers of reviewers and approvers. The safeguards built into the system ensure files are complete and timely. The storage of data regarding applicants allows LASD to analyze factors specific to characteristics of successful candidates. Intangible benefits include utilizing technology to maximize our communication with applicants to build loyalty and commitment. The redesign effort demonstrates to our "customers" that we are committed to their success and are willing to invest in their preparation for this career.

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