

LOS ANGELES POLICE DEPARTMENT



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The Honorable Public Safety Committee
& Personnel, Audits, and Animal Welfare Committee
c/o Patrice Lattimore
Office of the City Clerk
Room 395, City Hall
Los Angeles, California 90012

Honorable Members:

The Committees requested that the Los Angeles Police Department (Department) report on ways to expedite hiring sworn and civilian employees, including any recommendations for policy and governance changes and background review requirements.

The response was provided by the Department's Administrative Services Bureau for civilian hiring and Training Bureau for sworn hiring.

Administrative Services Bureau

Personnel Division has reviewed the request and has the following recommendations to enable the Department to expedite civilian hiring, attract potential candidates, and retain current employees:

Recommendations

- 1. Increase Hours of Operation for Medical Exams and Fingerprinting:** It is recommended that the Los Angeles City's Personnel Department (Personnel Department) increase hours of operation for medical exams and fingerprinting to include early, late, and/or weekend appointments to accommodate candidates who are unable to attend during normal business hours.
- 2. Prioritize Vaccination Requirement for Future City Employees:** In accordance with the Los Angeles City Ordinance No. 187134, *COVID-19 Vaccination Requirement for All Current and Future City Employees*, it is recommended that verification of vaccination status be prioritized in the hiring process. Currently, the Department does not verify the vaccination status of future City employees until *after* the candidate has been cleared from their background check and medical exam. For candidates requesting

a vaccination exemption, this delays the process as certification requests reach their expiration dates, and the selected candidate cannot be appointed without proof of vaccination or an approved exemption. In turn, the Area/division must repeat the selection process, which causes a delay in hiring.

3. **Hiring Plans and the Exam Calendar:** It is recommended that the Department continue to work with the Personnel Department on the “Aspire to Hire” campaign. The purpose of this project is to allow the Personnel Department to prioritize, schedule, and execute their plan to fill the multitude of vacancies throughout the City. Personnel Department is prioritizing these Citywide vacancies. Personnel Department is going to base their prioritization and scheduling of exams based on each City department’s hiring plan. This flexibility will allow the Department to direct its hiring efforts to the most critical positions while leveraging Department engagement and therefore decreasing the hiring process time.
4. **Appoint Trainees to Entry-Level Civil Service:** It is recommended that the Department be granted the authority from Personnel Department to appoint a trainee to an entry-level civil service classification after a trainee has completed the required on-the-job training, has met the expectations of the entry-level civil service classification, and has received an excellent performance review since their appointment to the trainee position.
5. **Add Job Classifications to “Bridge to Job” and “Targeted Local Hire” Programs:** It is recommended that Personnel Department expand the eligible job classifications to the “Bridge to Jobs” and “Targeted Local Hire” programs. This will allow for more diversity and will better reach other qualified candidates for entry-level classifications such as Security Aide and Audio-Visual Technician. By utilizing these programs, the Department will be able to fill vacancies and meet hiring needs at a potentially faster rate than waiting for an eligible list to be established.

Personnel Division continuously works with Personnel Department and the Department’s Command Staff to fill civilian positions. A standing meeting is held the third Thursday of every month with Personnel Department’s Assistant General Manager Aram Kouyoumdjian to specifically address the Department’s hiring needs. Hiring workshops and community engagement events have been used to provide on-site testing for sworn applicants and job booths for civilian positions. Unfortunately, hiring has been challenging and the Department is having a difficult time finding qualified candidates to respond, interview and accept our job offers. The current obstacle facing both the Los Angeles Police Department and Personnel Department are the reduction in applications filed and those applicants that do file are being disqualified either through the medical process or the background process.

Training Bureau

Training Bureau oversees Recruitment and Employment Division who maintains the responsibility to recruit, mentor, and attract the most qualified candidates to serve and protect the City of Los Angeles as police officers. Recruitment and Employment Division works closely with Personnel Department to achieve those hiring goals. An integral part of Recruitment and Employment Division’s process includes regularly conducting performance audits of candidates

at different steps of the hiring process to determine whether staff from certain units need to be allocated to other units to assist with cases.

Retention and Engagement Methods:

1. **Personal History Statement (PHS) Workshops:** These workshops are a newly implemented program which provides candidates guidance in completing the document accurately, honestly and efficiently, and allows them the opportunity to ask questions regarding their PHS. These workshops are completed twice a month, and encourage candidates to complete and submit their PHS.
2. **Candidate Advancement Program (CAP):** This program is designed to help candidates improve their physical fitness and keep them engaged during the hiring process:
 - The candidate advancement program is open to all candidates who have taken and passed the Multiple-Choice Test (MCT);
 - The program is conducted Monday through Thursday, and Saturdays at the Ahmanson Recruitment Training Center (ARTC), Elysian Park Academy, and Devonshire Community Police Station; and,
 - Recruitment and Employment Division has added a fourth CAP location in the Inland Empire at San Bernardino Valley College.
3. **Virtual Oral Prep Seminars:** These seminars help candidates prepare for their Department Interview by going over practice questions, etiquette, presentation, and practical application. These are seminars, not exams, and are conducted four times a month.

Cannabis Policy

According to current hiring guidelines, candidates may be disqualified based on the prior use of cannabis. However, the Department's position is to be consistent with the laws of the State of California and the City of Los Angeles. Consequently, the prior legal use of cannabis may not necessarily be considered an automatic disqualifier for appointment as a police officer. Although cannabis is legal to consume in the City of Los Angeles, it is not permitted for consumption by members of the Department. Recruitment and Employment Division continues to work with the City of Los Angeles Personnel Department on updating the sworn hiring guidelines specific to cannabis use. It is the position of the Department that use of cannabis by candidates should be evaluated similarly to the use of alcohol. Personnel Department and the City Attorney both concur with updating the cannabis guidelines to reflect the change in the laws. Personnel Department has drafted a correspondence to the Los Angeles City Council for approval to revise the candidate guideline for cannabis use.

Expedited Hiring

The Los Angeles Police Department has set a measurable goal of appointing candidates in a 90-day or less hiring process. As of June 13, 2022, the Personnel Department has responded by creating a revised expedited hiring process. In the new configuration, candidates will be able to

register for the expedited process at the time of application. When they register for expedited testing, they will be required to agree to the following conditions:

- Complete both the Multiple-Choice Test (MCT) and the PHS within 15 calendar days of submitting an application; and,
- Schedule for Department interview, Physical Fitness Qualifier, medical examination, and polygraph examination appointments within two weeks from the date of passing the PHS.

If the candidates are unable to meet the expedited requirements they will be reassigned and returned to the standard testing process. In this new process, participants who pass all test parts without experiencing any deferrals or unforeseen delays are expected to be appointed to an academy class within four months of submitting their application. A large portion of candidates do not adhere to these conditions as they are heavy commitments to accomplish in a short period of time. Therefore, the expedited process is reserved for those likely to complete it successfully.

Additionally, it is anticipated that additional polygraph examiners will be hired in the near future. This will allow for candidates to schedule polygraph examination appointments in a shorter timeframe.

Should you have questions regarding this matter, please contact the Office of Support Services, at (213) 486-8410.

Respectfully,



MICHEL R. MOORE
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