



## STAFF REPORT

**Meeting Date:** December 1, 2015

**To:** Honorable Mayor & City Council

**From:** Dominick Rivetti, Chief of Police

**Subject:** Update on Implementation of Recommendations from Management Partners' Review of Police Department Hiring and Disciplinary Practices

**Attachments:** 1. Implementation Matrix

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### **INTRODUCTION**

During FY14/15, the City entered into an agreement with Management Partners, a professional management consulting firm specializing in helping government leaders improve their operations, to review the Police Department's hiring and disciplinary practices. On June 16, 2015, Management Partners' findings and recommendations were transmitted to the City Council. On September 10, 2015, an overview on how staff intended to implement the recommendations was provided to the City Council. This report provides an update on staff's progress on this work and a summary of additional resources that are needed to fully implement the recommendations.

### **DISCUSSION**

The consultant's report concluded with 24 recommendations for improving the Police Department's operations in areas such as hiring, promotions, discipline, succession planning, communication, strategic planning, and team building. As of November 24, 2015, 14 of the 24 recommendations have been implemented. Eight (8) of the remaining 10 recommendations are anticipated to be implemented by February 2016, and two (2) will be addressed by the City's permanent Chief of Police in 2016. In order to provide ongoing support for the recommendations already implemented, fully implement remaining recommendations, and provide the type and level of support needed to ensure the sustainability of all strategic and ongoing objectives, additional Human Resources and Police Department staffing will be requested. Additional staffing,

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as well as the implementation of recommendations which will be accomplished by consulting firms, will require the provision of an additional budget appropriation.

### **Recommendations Implemented**

The department has put serious and considerable effort into implementing the Management Partners recommendations, and substantial progress has been made towards that goal. Over the past four months, over half of the consultant's recommendations have been implemented. Additionally, staff has continued to refine the City's Police Officer recruitment process to address issues identified both by consultants and the Chief of Police. Below is a summary of work that has been recently completed:

- Initiated the involvement and support of Human Resources as a strategic partner throughout the entire Police Officer recruitment and hiring process.
- Established a formal BHPD Recruitment Team made up of a diverse cross-section of staff.
- Implemented a pre-screening process to identify applicants with disqualifying factors at the time of application.
- Changed policy regarding criminal offenses affecting consideration for employment to no longer automatically disqualify candidates solely for the commission of the following offenses:
  - Experimental, misdemeanor use of narcotics over 10 years ago.
  - DUI conviction over 5 years ago.
- Changed the Physical Ability Test (PAT) process to broaden the pool of candidates available for consideration including:
  - Changes to the endurance running event to better align with police academy standards and reflect the fact that lateral officers are not required to complete an academy again.
  - Changes in policy to allow candidates to attempt to pass the PAT exam up to three (3) times in a six (6) month period.
  - Establishment of a coaching program to prepare prospective candidates for the PAT aspect of the recruitment process and the rigors of the police academy.
- Completely re-worked the first round interview process for Police Officer positions including:
  - Development of written standards for assessing candidates.
  - Revision of interview questions, rating sheets, and rating categories to focus on job-related competencies and improve objectivity in candidate assessment.
  - Modification of the interview panel to include a Police Lieutenant, a senior experienced Police Officer, and a representative from Human Resources.
  - Development of a training program to teach interviewing and assessment skills to staff serving on interview panels.
- Conducted Team Building workshops to enhance the department and address the challenges facing it.

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- Improved communications among all levels of the organization by establishing standing committees that provide employees with a voice in the decisions made within the department.
- Reinforced efforts to recruit candidates for Police Explorer, Police Cadet, and Police Officer positions at Southern California colleges and universities, including targeted “one-off” promotional videos.

As it relates to staff’s ongoing efforts to recruit Police Officers, the City currently has 10 sworn Police Officer vacancies and 10 well-qualified candidates in the hiring process awaiting final interviews, background investigations, and medical screenings to be complete. Additionally, the department is preparing for up to five (5) sworn officers to retire by June 30, 2016.

In terms of the future, the department currently has a cadre of nine (9) young adults in its Police Cadet program. These part-time employees receive exposure, training, and experience in police work while they attend college and/or prepare for full-time careers in law enforcement. This program has been highly successful in recent years with four (4) of the past six (6) entry level Police Officers hired and ultimately graduating from the police academy having originated in this program. Three (3) of the candidates now in the City’s background investigation process for the position of Police Officer are currently employed as Police Cadets with BHPD. The department is authorized for and making tangible steps towards hiring a total of 14 Police Cadets.

One of the consultant’s recommendations to address issues within BHPD was to conduct Team Building workshops and training exercises focused on team skills that involve members from throughout the department. To this end, the department hired PMW Associates, a consulting firm specializing in problem-solving within law enforcement agencies, to facilitate a series of Team Building workshops for its staff. PMW Associates is certified by the California Commission on Peace Officer Standards and Training (POST) as part of its Team Building Workshop Program and is highly respected for its work in law enforcement. POST places a high value on this program and reimburses local agencies for much of the expenses incurred during the Team Building process. The workshops were conducted throughout September and October and resulted in a host of action items that the department will be working to implement over the next year.

In addition, an outgrowth of the Team Building process has been the establishment of a number of standing committees which have been formed to improve communication and provide employees with a voice in the decisions made within the department. These committees meet on a regular basis and provide recommendations to the department’s management team. The department received a tremendous response from personnel interested in being assigned to these committees, which is a testament to the high level of engagement that employees of the Beverly Hills Police Department bring to their jobs. Below is a list of the committees that have been formed and their responsibilities:

- **Facility Committee** - Review issues related to the use of the facility, including areas in need of repair and requests for remodeling/upgrade, and make recommendations as appropriate.
- **Recruitment Team** - Work with the department’s Personnel and Training Bureau and Human Resources to regularly conduct outreach about the department’s

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career opportunities, participate in recruitment fairs, mentor candidates, and conduct other recruitment-related tasks.

- **Reporting System Committee** - Review the department's use of the New World CAD/RMS, including workflow processes that need to be addressed and software issues that need to be resolved, and make recommendations as appropriate.
- **Rotation Committee** - Explore the feasibility, opportunities, and challenges with implementing policies requiring Police Officers to rotate assignments at specific intervals and make recommendations to the Chief of Police.
- **Technology Committee** - Review the department's use of technology and recommend new technology projects that should be pursued.
- **Vehicles Committee** - Review the department's use of vehicles, identify issues that need to be addressed, and recommend new vehicles to be purchased.
- **Weapons and Safety Equipment Committee** - Review the department's use of weapons, identify issues that need to be addressed, and recommend new weapons to be purchased.

**Recommendations in Progress**

While much has been accomplished over these past four months, there are still a number of recommendations from the Management Partners report that are in progress. The summary status of the outstanding recommendations from this report is as follows:

#	RECOMMENDATION	ESTIMATED COMPLETION DATE	NOTES
1*	Prepare a formal recruitment plan that contains goals, milestones and timetables for achievement.	02/29/2016	An HR consulting firm will be engaged to perform this work. If directed by the City Council, a request for appropriation to fund the consultant's agreement will be submitted at its December 15, 2015 meeting. While the formal recruitment plan is estimated for completion in February of 2016, additional HR staffing will be necessary for the implementation of this recruitment plan to be sustainable.
12	Initiate a review of the promotional process and involve employees in discussions.	01/31/2016	An HR consulting firm has been identified to assist the PD in reviewing this process and providing recommendations for improvement.

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#	RECOMMENDATION	STATUS/ESTIMATED COMPLETION DATE	NOTES
13	Establish written competencies and associated success factors for the position of sergeant, lieutenant and captain for promotional purposes.	02/29/2016	Will occur in conjunction with #12 (review of promotional process). An HR consulting firm has been identified to conduct this work.
14	Create a tiered ranking system for promotions and eliminate precise scores.	02/29/2016	Will occur in conjunction with #12 (review of promotional process). An HR consulting firm has been identified to conduct this work.
15	Develop a comprehensive succession plan that engages all employees within the department. Once developed, communicate the plan to all employees.	TBD	Recommendation will be implemented by the permanent Chief of Police in 2016.
16	Rotate special assignments on a three to four year basis to provide professional development opportunities to a variety of personnel.	02/29/2016	Staff is working with HR, the City Attorney, and a committee of employees to explore. Decisions regarding the framework for any applicable policy are anticipated to be complete by February 2016.
17*	Incorporate the support of the Office of Human Resources as a strategic partner throughout the entire recruitment and hiring process.	Implemented/Ongoing	Additional HR staffing will be needed to effectively support PD recruitment efforts and fully implement and maintain this recommendation on an ongoing basis.
18	Revise the BHPD department manual to incorporate standards related to disciplinary practices published by the Commission on Accreditation for Law Enforcement Agencies	12/31/2015	Policies have been drafted. Formal adoption of policies will occur in December 2015.
19	Explore the development of a disciplinary matrix to guide discipline based on offense.	01/31/2016	PD staff is working with HR, the City Attorney, and a committee of employees to explore. Decisions regarding implementation and framework for a matrix are anticipated to be complete in January 2016.

\* Additional staffing and resources will be required to implement and maintain this recommendation.

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#	RECOMMENDATION	STATUS/ESTIMATED COMPLETION DATE	NOTES
20*	Assign additional resources to the Professional Standards Unit to complete investigations in a timely manner.	12/31/2015	An additional Police Sergeant and an additional Executive Assistant I (EA) for the Professional Standards Unit are necessary to fully implement this recommendation. If directed by the City Council, formal requests will be submitted in December 2015.
22	Initiate a strategic planning process for the department.	TBD	Teambuilding work, which is a precursor to strategic planning, was completed in September and October 2015. Actual strategic planning development and implementation will be led by the permanent Chief of Police in 2016.

\* Additional staffing and resources will be required to implement and maintain this recommendation.

**Recommendations Requiring Additional Resources**

- *Recommendation #1: Prepare a formal recruitment plan that contains goals, milestones and timetables for achievement.*

One of the key recommendations from Management Partners was the development of a formal recruitment plan to fill the department’s vacant Police Officer positions. Staff has identified a qualified Human Resources consulting firm to assist with this work. In order to proceed with these professional services, an additional appropriation of \$25,000 is needed. If directed by the City Council, this appropriation request will be submitted at its December 15, 2015 meeting.

While the initial development of this plan will be completed by a consulting firm, the resulting recommendations and 3-5 year strategic plan with milestones will require dedicated support from the Office of Human Resources. Accordingly, the request made at the December 15<sup>th</sup> meeting will include provisions for additional staffing, which is explained further in the following recommendation.

- *Recommendation #17: Incorporate the support of the Office of Human Resources as a strategic partner throughout the entire recruitment and hiring process.*

Staff from the Police Department and Human Resources (HR) collaborate on recruitment-related issues, and a representative from HR now participates on the first round interview panel for Police Officer recruitments. In order to maintain this level of support for the Police Department’s hiring on an ongoing basis, additional staffing is needed. If directed by the City Council, the Administrative Services Department will submit a request for additional staffing in HR at the December 15, 2015 City Council Meeting. The staffing resources requested will increase personnel to maintain dedicated support for police hiring and selection processes and provide a higher level of analytical/strategic support for the

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ongoing administration of all recommendations from the Management Partners' report. This level of resources will be devoted to public safety and can also be tapped into to support upcoming recruitment anticipated to occur in the Fire Department.

Estimated annual salaries and benefits costs for staffing resources:

- Human Resources Analyst - \$125,887
- Human Resources Associate I - \$119,686

- *Recommendation #20: Assign additional resources to the Professional Standards Unit to complete investigations in a timely manner.*

The Police Department has identified the need for an additional Police Sergeant and an additional Executive Assistant I (EA) to assist with the workload and enhance audit compliance capabilities associated with the Professional Standards Unit (PSU). The PSU investigates complaints regarding BHPD personnel and has both statutory and internal deadlines to meet in order to properly convey findings to the Chief of Police. If directed by the City Council, the request for authorization for the EA will be submitted for approval at its December 15, 2015 meeting. The request for the additional Police Sergeant would be submitted as part of the PD's budget enhancement requests for FY16/17.

Estimated annual salaries and benefits costs for staffing resources:

- Police Sergeant - \$200,402
- Executive Assistant I - \$113,380

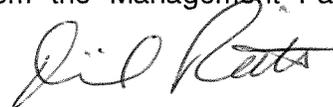
**FISCAL IMPACT**

The cost for the recommended positions and additional consulting services are estimated as follows:

- One Time Consulting Services - \$25,000
- Annual Salaries and Benefits - \$559,355

**RECOMMENDATION**

Staff recommends the City Council to provide direction on the resources needed to implement the remainder of the recommendations from the Management Partners report.



Dominick Rivetti, Chief of Police

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Approved By

# **Attachment 1**

# IMPLEMENTATION MATRIX FOR RECOMMENDATIONS FROM MANAGEMENT PARTNERS REPORT

Updated 12/01/2015

#	RECOMMENDATION	NOTES	STATUS/ ESTIMATED COMPLETION	AUG	SEP	OCT	NOV	DEC	JAN	FEB
3	Assign members of the department to provide coaching to individuals close to passing the physical ability test to prepare them to pass at a later time.		Implemented/ Ongoing	✓						
17	Incorporate the support of the Office of Human Resources as a strategic partner throughout the entire recruitment and hiring process.	Additional HR staffing will be needed to effectively support PD recruitment efforts and fully implement and maintain this recommendation on an ongoing basis.	Implemented/ Ongoing	✓						
8	Create a short pre-screening questionnaire to obtain information about disqualifying factors (e.g., prior drug use, criminal history, traffic citations) to be given to candidates at the time of application.		Implemented/ Ongoing	✓						
4	Modify the composition of the first interview panel to include a lieutenant, a senior experienced police officer, and a staff member from the City's Office of Human Resources in each interview.		Implemented/ Ongoing	✓						
24	Establish teams comprised of members of the department and Human Resources to create action plans for implementing recommendations in the Management Partners report.		Implemented/ Ongoing	✓						
2	Establish a formal recruitment team comprised of a diverse representation of officers and sergeants, along with staff from the Office of Human Resources.		Implemented/ Ongoing			✓				
21	Improve communications within the department through a variety of formal and informal communications channels.		Implemented/ Ongoing			✓				
23	Conduct teambuilding workshops and training exercises focused on team skills that involve members from throughout the department.		Implemented/ Ongoing			✓				
6	Develop written standards, including qualities and characteristics, for assessing police officer candidates.		Implemented				✓			
7	Revise the questions used in the first interview to focus on job-related competencies.		Implemented				✓			
9	Develop a rating sheet that incorporates the written standards for an ideal candidate into rating factors upon which candidates can be objectively assessed.		Implemented				✓			
10	Establish categories for rating candidates in the first interview.		Implemented				✓			
11	Create a summary sheet that combines the results of interview panel members for each candidate and establish a rating level that a candidate must achieve to move forward to management-level interviews.		Implemented				✓			
5	Develop a training program to teach interviewing and assessment skills to Police Department employees who will serve on interview panels.		Implemented				✓			

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18	Revise the BHPD department manual to incorporate standards related to disciplinary practices published by the Commission on Accreditation for Law Enforcement Agencies.	Policies have been drafted. Formal adoption of policies will occur in December 2015.	12/31/2015							
19	Explore the development of a disciplinary matrix to guide discipline based on offense.	PD staff is working with HR, the City Attorney, and a committee of employees to explore. Decisions regarding implementation and framework for a matrix are anticipated to be complete in January 2016.	1/31/2016							
12	Initiate a review of the promotional process and involve employees in discussions.	An HR consulting firm has been identified to assist the PD in reviewing this process and providing recommendations for improvement.	1/31/2016							
13	Establish written competencies and associated success factors for the position of sergeant, lieutenant and captain for promotional purposes.	Will occur in conjunction with #12 (review of promotional process). An HR consulting firm has been identified to conduct this work.	2/29/2016							
14	Create a tiered ranking system for promotions and eliminate precise scores.	Will occur in conjunction with #12 (review of promotional process). An HR consulting firm has been identified to conduct this work.	2/29/2016							
1	Prepare a formal recruitment plan that contains goals, milestones and timetables for achievement.	An HR consulting firm will be engaged to perform this work. Request for appropriation to fund this agreement will be submitted to the City Council at its December 15, 2015 meeting.	2/29/2016							
16	Rotate special assignments on a three to four year basis to provide professional development opportunities to a variety of personnel.	Staff is working with HR, the City Attorney, and a committee of employees to explore. Decisions regarding the framework for any applicable policy are anticipated to be complete by February 2016.	2/29/2016							
22	Initiate a strategic planning process for the department.	Teambuilding work, which is a precursor to strategic planning, was completed in September and October 2015. Actual strategic planning development and implementation will be led by the permanent Chief of Police in 2016.								
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