



## AGENDA REPORT

**Meeting Date:** December 15, 2015

**Item Number:** F-1

**To:** Honorable Mayor & City Council

**From:** Dominick Rivetti, Chief of Police  
Shelley Ovrom, Assistant Director of Administrative Services/Human Resources

**Subject:** **REQUEST FOR AUTHORIZATION TO APPROPRIATE \$524,499 FROM GENERAL FUND REVENUE TO FUND TWO POSITIONS IN THE POLICE DEPARTMENT AND TWO POSITIONS IN HUMAN RESOURCES; AND**  
**AUTHORIZATION TO APPROPRIATE \$25,000 FROM GENERAL FUND REVENUE TO FUND HUMAN RESOURCES PROFESSIONAL SERVICES**

**Attachments:** 1. Proposal from CPS HR Consulting

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### **RECOMMENDATION**

Staff recommends that the City Council move to appropriate \$524,499 from the General Fund Revenue to fund two positions in the Police Department and two positions in Human Resources. Staff also recommends that the City Council move to appropriate \$25,000 from the General Fund Revenue to fund one-time human resources professional consulting services.

### **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.

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 December 10, 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.

At the December 1<sup>st</sup> City Council Study Session, an update on the implementation was provided to the City Council along with the need for additional resources to achieve the full implementation of the Management Partners' recommendations. The City Council approved the concept and asked for additional details to be provided to justify the request. This report provides a comprehensive analysis to support the additional staffing request.

## **DISCUSSION**

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 staffing in the Police Department and in Human Resources is needed. Additionally, one-time funds are needed to engage a consultant to assist the City with developing a formal recruitment plan for Police Officers.

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

The Management Partners report recommended that the City develop a formal Police Officer recruitment plan that states the objectives of recruitment activities, the skills and qualities being recruited for, and proactive steps that will be taken to encourage people to apply with the Beverly Hills Police Department. This plan would include turnover projections, an assessment of the results of current recruitment methods, new avenues for recruitment, and specific goals, milestones, and timetables for filling vacant Police Officer positions.

While many law enforcement agencies are facing challenges finding qualified Police Officers, Staff is not aware of any marketing firms that have an expertise or specialty with developing recruitment and marketing plans targeted at facing this challenge. In response to the recommendation for a recruitment plan, the deliverable will be a 3-5 year strategic plan that will provide a framework for how to best target recruitment efforts and leverage staff resources and time to achieve results, complete with distinct timetables and milestones. In order to implement this recommendation, Staff sought to identify a consulting firm that would have the unique capability to merge knowledge of statewide Police Officer recruitment with strategic planning efforts. To that end, Police Department and Human Resources staff looked considered two firms to complete this work, Darany and Associates, who developed the revised Police Officer interview materials, and CPS HR Consulting. After evaluating each of their capabilities, staff has identified CPS HR Consulting (CPS) as the preferred consultant to develop this plan. This selection was based upon the fact that CPS provides services related to testing, recruitment & selection as well as organizational strategy and strategic planning, specific to the public sector. While the development of a formal strategic recruitment plan for Police Officers is not a typical request from public sector clients, CPS was able to formulate a proposal targeted to the City's distinct needs that will be carried out by a project team of seasoned Human Resources and law enforcement professionals with experience in both the private and public sectors.

By way of background, CPS is a public agency headquartered in Sacramento, California and governed by regulations and public sector concerns. As a Joint Powers Authority,

its board of directors is comprised of top senior managers and Human Resources professionals from municipal and county agencies across the nation. CPS's core competency is its knowledge of and expertise in the public sector. It has unique expertise in delivering Human Resources management and consulting services, employment testing, and assessment services to government agencies throughout North America.

In regards to the City's Police Officer recruitment needs, CPS has proposed to develop the recruitment plan recommended by Management Partners. As part of this work, CPS will conduct interviews with relevant stakeholders. The stakeholders will include, Police Personnel, Human Resources Personnel, City Management, Council Members and Community Members. CPS will also consult with other law enforcement agencies to identify opportunities for improving the City's recruitment efforts, and develop a plan to market the Beverly Hills Police Department as the employer of choice for prospective Police Officer candidates. After conducting stakeholder interviews, CPS will assist the City in developing a long-term strategic recruitment plan, which will aim to ensure the City is targeting and attracting prospective applicants who are strong candidates for Police Officer positions within the City. CPS will also ensure there is training on the implementation of best practices to ensure the ongoing success of the strategic staffing plan to meet long-term demands and challenges (see attached proposal).

*In order to contract with CPS for the development of the recruitment plan, a one-time appropriation of \$25,000 is needed.*

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

During its review, Management Partners found that the Office of Human Resources played a limited role in the recruitment of Police Officers and that Human Resources personnel were not included in most steps of the hiring process. This was in contrast to the approach taken by the rest of the City's operating departments where the Office of Human Resources was found to be involved in most to all steps of the hiring process. Therefore, the incorporation of Human Resources staff into the Police Department's recruitment program is an entirely new and much higher level of service than has ever been provided to this large and active department. The Human Resources Division has managed this additional workload so far by reprioritizing the recruitment needs of other departments and by hiring contractors for some recruitments that were too time-sensitive to delay. However, to maintain this new level of service for the long-term, additional staffing is being requested, which will be discussed in more detail below.

The Office of Human Resources has responsibility for overseeing employee recruitment and selection for the City of Beverly Hills, with the goal of attracting the most highly qualified and talented workforce possible. Human Resources staff are also responsible for ensuring that the workforce and operating departments adhere to City policies regarding employment and other personnel matters. Management Partners reported that cities with successful employment practices incorporate Human Resources personnel as a strategic partner in the delivery of municipal services. While operating departments fulfill their respective roles in serving their community and best understand how to provide those services, Human Resources can act as a strategic partner in supporting the departments' efforts in delivering those services with a productive, quality workforce.

Over the past six (6) months, the strategic partnership recommended by Management Partners has been forged between the Police Department and the Office of Human Resources. Staff members from both departments are collaborating on both recruitment-related issues and workforce management issues. Additionally, a representative from Human Resources now participates on the first round interview panel for all Police Officer recruitments. Evidence of the benefits of this interdepartmental collaboration can be seen in the time it now takes for candidates to get from the date of application submission to their date of hire. In 2015, motivated Police Officer candidates have been able to get through the City's hiring process in less than four (4) months, with the average taking less than six (6) months. These timelines are significantly less than the eight (8) month average that Management Partners identified during its analysis of data from prior years. Human Resources and Police Department staff are continuing to work together to further reduce the total time-to-hire for an incoming Police Officer.

The immediate implementation of Management Partners' specific recommendations required the reprioritization of workload and demands of existing staff and created an impact to service levels to other departments within the City. As a result of prioritizing the Police Department's needs, the Human Resources Office has contracted out for other significant recruitments at a high dollar cost that would otherwise have been handled internally. The full implementation of recommendations, the proper monitoring of milestones associated with the long-term strategic recruitment plan that will be developed by CPS, and the continued support of Human Resources as a collaborative strategic partner will require dedicated support from the Office of Human Resources for years to come. In order to establish and maintain this level of Human Resources support for the Police Department on an ongoing basis—which is already producing promising results—additional staffing is needed.

While staff resources have been temporarily reallocated to address the immediate action plan to implement recommendations from the Management Partners report, additional staff is needed to support all of the Police Department's recruitment and workforce management needs at the appropriate level on an ongoing basis. Specifically, Staff is requesting the City Council authorize one (1) additional Human Resources Analyst and one (1) additional Human Resources Associate I to maintain dedicated support for police hiring and selection processes and provide a higher level of analytical/strategic support for the ongoing administration of all 24 recommendations from the Management Partners report. The intent of the additional Human Resources staffing is to provide sound and defensible guidance for all personnel management processes. The goal of this type and level of support is for Human Resources to be involved with solutions to potential personnel management issues and concerns early on in the process to avoid more costly outcomes.

#### Additional Human Resources Analyst

An additional Human Resources Analyst will provide the Office of Human Resources with the ability to serve as strategic partner on all aspects of the recruitment, selection, hiring and workforce management for Police Department personnel. Some of the major workload items that would be assigned to this position include:

- Administration of the formal recruitment plan as developed by the consulting firm, coordinating the efforts of all involved parties for accomplishing identified goals, milestones, and timetables

- Participation on the Police Department's Recruitment Team, conducting and leading follow-up activities related to recruitment efforts including outreach to criminal justice programs and academic institutions, participation at career fairs and campus programs, visiting high schools and academies, targeting outreach to potential candidates, and coordinating advertising and marketing programs.
- Tracking of statistics and metrics related to the ongoing efforts for Police Officer recruitment, including the success of various recruitment strategies and outreach;
- Analyzing data to inform the recruitment plan and processing, recommending and implementing changes and updates to the formal recruitment plan.
- Spearheading recruitment efforts related to the recruitment outreach, including minority, women's groups, cultural organizations, broad community base, veterans' organizations, schools, etc.
- Working collaboratively with Police Department regarding the development and administration of promotional testing.
- Assisting the Police Department with guidance and support on the administration of succession planning efforts.
- Assisting the Police Department in the update, development and administration of policies, procedures; Assist with the interpretation and administration of MOUs, Administrative Regulations, department manuals, etc.
- Assisting the Police Department with job analysis, classification and compensation reviews, job description updates, etc.
- Working closely with the Police Department to provide staff training and education on various Human Resources topics such as supervision and performance evaluations, interview guidelines and protocols, preparation and education for participating in promotional processes, etc.
- Providing management-level support and guidance for topics such as performance management, discipline, and employee issues and questions.
- Providing additional support and guidance as above for the Fire Department.

*The annual salary and benefit costs associated with the proposed additional Human Resources Analyst total \$124,195.*

#### Additional Human Resources Associate I

An additional Human Resources Associate I will allow the Office of Human Resources to maintain its level of effort in supporting Police Department recruitment efforts and expand staff's capacity to address Human Resources-related issues. Some of the major workload items that would be assigned to this position include:

- Screening of applications and preparation of materials for testing
- Scheduling, administrating, scoring, notifying candidates and following up with other agencies regarding the continuous administration of the written exam.
- Completing the scoring process relating to interview panel materials, rating sheets, and inputting of scores into the automated tracking system.
- Supporting for follow-up activities of the Recruitment Team.
- Assisting with the collection and tracking of data related to participation in the testing process and sources of recruitment success.
- Review of personnel transaction forms to ensure compliance with policies, guidelines and the MOU, answering employee questions and concerns, working collaboratively with department on the processing of personnel paperwork and actions.

- Sharing the responsibility with the Human Resources Analyst to participate on each first round interview panel for Police Officer testing.
- Coordinating outreach with candidate pools and various recruitment sources.
- Coordinating and facilitating the on-boarding process of new employees.
- Providing additional support and guidance as above for the Fire Department.

*The annual salary and benefit costs associated with the proposed additional Human Resources Associate total \$104,345.*

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

The Police Department's Professional Standards Unit (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. Currently, PSU is staffed by one Police Sergeant. While additional resources are made available at times through the reassignment of minor cases to direct supervisors and contracted trained investigators when necessary, this Police Sergeant is the primary individual assigned by the department to investigate formal complaints. Additionally, the PSU Sergeant has other collateral, back-up administrative duties including responding to certain types of Public Records Act (PRA) requests, preparing for and attending Pitchess motion hearings, and handling media relations.

From January 1, 2010 to December 31, 2014, the department had 114 formal complaints against sworn personnel that could have potentially led to disciplinary action. This workload, coupled with collateral duties of the PSU sergeant, impacted PSU's ability to complete the investigation of cases in a prompt manner. The amount of time required to investigate complaints can vary based on the type of offense. While the department has established a policy for investigations to generally be completed within 60 days<sup>1</sup>, it is not uncommon for complex investigations to take an excess of six months to complete from the inception of the investigation, to the determination of findings and the administration of discipline.

A survey of surrounding jurisdictions determined that time limits dictated by law enforcement policies are generally treated as guidelines, with flexibility afforded to investigators needing to exceed standard limits when investigations are complex or as workload demands. All agencies reported that they attempt to complete their personnel complaint cases as soon as practical, and most within 60-90 days. However, most also acknowledged that any time limits suggested or imposed by their policies were routinely exceeded. All agencies reported that their upper limit on completing investigations was one year, as dictated by state law (Peace Officers Bill of Rights: Government Code Section 3300-3313).

For discipline to be effective, it must be fair, commensurate with the nature of the offense, and consistently applied. It must also be timely to both correct the behavior as well as set an example for others in the department. Given the size of the Beverly Hills

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<sup>1</sup> During the December 1, 2015 City Council meeting, staff reported that the established deadline was 90 days. This was a misstatement. Established BHPD policy requires investigations to be complete within 60 days. Any extension of the 60 day time limit requires the specific approval from the Chief of Police or his designee.

Police Department, Management Partners found that existing staffing levels in PSU were not commensurate with the workload associated with this unit. As part of its findings, Management Partners recommended that additional resources be assigned to PSU in order to complete investigations in a timely manner.

The Police Department has determined that additional staff is needed to ensure the timely resolution of disciplinary matters. Specifically, the department recommends that one (1) additional Police Sergeant and one (1) additional Executive Assistant I be authorized by the City Council to assist with PSU workload and enhance the proactive audit compliance responsibilities associated with this unit.

#### Additional Police Sergeant

With the addition of another Police Sergeant, the duties of PSU's sworn investigators would be shared and the terms of their assignments staggered to ensure continuity of unit operations and retention of institutional knowledge. The senior PSU Sergeant would be responsible for handling all major PSU investigations and related duties, including:

- Major Use of Force Cases
- Officer Involved Shootings
- Race Based Complaints
- Internally Generated Complaints
- Back-up Public Information Officer

The junior PSU Sergeant would handle the other responsibilities of PSU, including:

- Assisting the Senior PSU Sergeant with conducting all interviews (2nd chair).
- Investigating all minor complaints and service complaints.\*
- Working with administrative staff to track and analyze personnel complaint, use of force incident, traffic accident, and early warning notification data.
- Maintaining and updating departmental policy and procedures.
- Auditing in-car technology and body camera videos for policy compliance.
- Serving as the department's backup litigation coordinator and Custodian of Records for Pitchess Motions and secondary back-up Public Information Officer.

\*Currently, minor investigations are returned to Patrol Bureau Sergeants for investigation. With the implementation of the second PSU Sergeant, Patrol Sergeants would be relieved of this administrative duty and allowed to focus more attention on activities occurring in the field.

*The annual salary and benefit costs associated with the proposed additional Police Sergeant total \$199,423.*

#### Additional Executive Assistant I

A significant portion of the time spent by the existing sworn Police Sergeant assigned to PSU relates to administrative and clerical work that can more efficiently be performed by professional staff (civilian employee). Some of the major workload items that would be assigned to this additional Executive Assistant I (EA) include:

- Administration of PSU case tracking and policy management software.

- Assembly, review, and editing of personnel investigations.
- Transcription of personnel investigation interviews.
- Coordination with other departments and divisions on PRA requests.
- Generation of disposition letters to BHPD personnel and complainants.
- Monitoring of injuries on duty as related workers compensation claims.

*The annual salary and benefit costs associated with the proposed additional Executive Assistant I total \$96,535.*

If approved by the City Council, staff will immediately begin the recruitment efforts to fill the Executive Assistant I, Human Resources Analyst, and Human Resources Associate I positions. The Police Sergeant position will be filled in the coming months. While this delay in assigning additional sworn resources to the Professional Standards Unit is not ideal, current staffing constraints in the Patrol Bureau will not allow the department to make this assignment until additional Police Officers are hired and current probationary Police Officers complete their training. This assignment is anticipated to occur by the end of FY15/16.

**FISCAL IMPACT**

The costs for the recommended positions and consulting services are as follows:

- One-Time Consulting Services: \$ 25,000
- Annual Salaries & Benefits: \$ 524,499

  
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Don Rhoads  
Finance Approval

  
\_\_\_\_\_  
Dominick Rivetti  
Approved By

  
\_\_\_\_\_  
Shelley Ovrom  
Approved By

# **Attachment 1**

PROPOSAL

# City of Beverly Hills

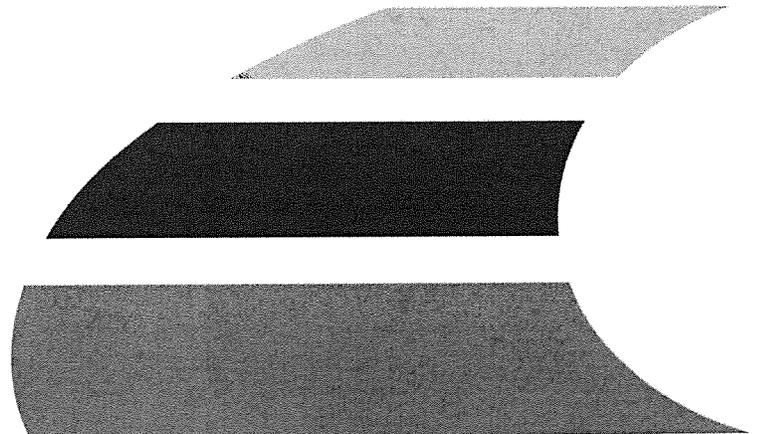
## Development of Recruitment Plan for Police Officers

November 20, 2015

SUBMITTED BY:  
VICKI QUINTERO BRASHEAR  
*Director of Products and Services*

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Your Path to Performance

November 18, 2015

Lisa Jenkins, Human Resources Manager  
City of Beverly Hills  
455 N. Rexford Drive  
Beverly Hills, California 90210

***Submitted via email to: [ljenkins@beverlyhills.org](mailto:ljenkins@beverlyhills.org)***

Dear Ms. Jenkins:

CPS HR Consulting (CPS HR) is pleased to submit our proposal to the City of Beverly Hills (City) to develop a Recruitment Plan for the City's Police Department.

## Our Understanding of the Scope of Work

This letter proposal describes (i) a proposed work plan for the engagement; (ii) the project team's resumes; and (iii) an estimated cost for providing these services. While this plan of work is based on the methodology suggested in your Request for Information email, please note that we have tailored several tasks and actions to improve overall results.

We thank you very much for the opportunity to submit this proposal, and look forward to discussing it with you. Once you have had an opportunity to review the proposal, please feel welcome to contact our Project Lead, **Jeff Hoyer** at **(916) 471-3109** or via email at [jhoyer@cpshr.us](mailto:jhoyer@cpshr.us).

We look forward to hearing from you.

Best Regards,



Vicki Quintero Brashear  
Director of Products and Services

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# Overview of CPS HR Consulting

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## About CPS HR

CPS HR Consulting (CPS HR) has been assisting organizations with their talent management needs *for 30 years*. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America.

CPS HR's core competency is its knowledge of and expertise in the public sector. As a public agency, we understand the challenges and issues facing our client base. As a self-supporting public entity, we also understand the need for innovative yet practical results. CPS HR can provide expertise that is unique because we share with our clients a common perspective. There is no competitor in the industry that can make this claim.



OUR VISION:  
Enabling people to realize the  
promise of public service

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR is a public agency governed by regulations and public sector concerns. We understand what it is to work with and within government. Unlike other public sector organizations, CPS HR is self-supporting. We employ the strategy, innovation, and flexibility found in the private sector to the client's advantage. CPS HR's unique position in the public arena attracts professionals from both public and private sectors who are driven to help the client reach its organization's vision and mission. We work collaboratively with the client to generate solutions that are creative yet practical, to meet the organization "where it is" while also moving it to the next level.

CPS HR currently has a staff of 87 full-time employees and more than 1,200 subject matter experts and contract employees who have a wide variety of government, public, and private sector human resources experience. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Rockville, Maryland and Austin, Texas.

**Consulting Services**

Our Joint Powers Authority charter commits us to providing services only to other public sector or non-profit agencies, which means that all our tools, consultants, strategies, and products are focused and designed specifically for our clients in federal, state, and local government, and non-profit organizations. This singular position provides us with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients’ operational and business needs.

<b>LIST OF CPS HR CONSULTING SERVICES</b>	
<p><b>ORGANIZATIONAL STRATEGY</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Workforce &amp; Succession Planning</li> <li><input type="checkbox"/> Organizational Assessment, Redesign and Re-Engineering</li> </ul>	<p><b>TESTING, RECRUITMENT &amp; SELECTION</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Job Analysis</li> <li><input type="checkbox"/> Develop/Deliver Assessment Center Services</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Performance Management</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Executive Search</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Employee Engagement</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Test Development*</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Change Management</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Test Administration*</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complaint Investigations &amp; HR Outsourcing</li> </ul> <p><b>CLASSIFICATION AND COMPENSATION</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Classification</li> <li><input type="checkbox"/> Compensation</li> </ul>	<p>*(for employment and licensing certification)</p> <p><b>TRAINING AND DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Training</li> <li><input type="checkbox"/> Coaching</li> <li><input type="checkbox"/> Accelerated Leader 360° Assessment™</li> <li><input type="checkbox"/> Leadership Development</li> </ul>

## Proposed Work Plan

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**Task 1 - Confirm Objectives and Strategy:** Confirm the outcomes we are trying to achieve with the development of the Strategic Recruitment Plan, as requested and as detailed herein.

- The CPS HR Project Manager will meet with the City of Beverly Hills HR manager and key stakeholders to confirm the project goals, objectives, deliverables, discuss and agree upon approach, and confirm the timeline.
  - CPS HR recognizes that there is an Officer Recruiting Team that will provide valuable input to this project. Therefore, we will coordinate with internal staff and provide appropriate input to external consulting staff. This coordination is important since data and decisions discussed will be instrumental for the strategic plan.

**Task 2 – Current State Analysis:** The project team will gather and analyze data, facilitate conversations with City staff and key stakeholders, conduct a best practice review and make recommendations on opportunities to improve efficiencies, clarify requirements, and ensure consistency. Specific details of the proposed recruiting practices analysis are listed below.

- **Data Gathering & Key Stakeholder Assessment** - It is our recommendation that a series of individual interviews, as well as focus group meetings, be conducted with staff and key stakeholders within City of Beverly Hills PD (including Officer Recruiting Team). The goal for these meetings will be to gather individual/group views on the following topics. Not all groups will be asked the same questions since the discussions will be focused on each individual and/or group's role within the context of the specific topic areas:
  - **Current Recruitment and Outreach Strategy** – What is your understanding of current recruitment and outreach strategy?
    - ◆ Top issues that you believe represent challenges in obtaining qualified candidates for positions
    - ◆ Top issues as identified by stakeholders
  - **Recruitment and Outreach Process** – What is your understanding of the recruitment and outreach process?
    - ◆ What specific rules and regulations govern the activities performed?
    - ◆ Current and anticipated future needs

- ◆ Identify challenges with hard to fill classifications (i.e., at what part in the process do we lose candidates, and why)
- ◆ Identify what a successful and un-successful recruitment looks like
  
- **Demographics** – What is your understanding of department internal demographics? What external demographic challenges need to be considered for short and long term recruiting initiatives?
  
- **Recruitment and Outreach Process Assessment** – CPS HR will conduct an in-depth analysis reviewing recruitment, retention data and trends. CPS HR will work with key staff to determine available data and conduct a turnover and demographic analysis. Specifically, the assessment will include areas such as:
  - Review policies and practices - Identify systemic and self-imposed impediments.
  - Review what tools/technology is available and used.
  - Review employment announcements – job posting format, website, social media, advertising methods, etc.
  - Review the current outreach process – job specific associations, educational institutions, appropriate candidates in other agencies, etc.
  - Review the application process - items such as online application systems, demographics, etc.
  - Review turnover and retirement statistics and trends.
  - Review internal demographics – items such as average tenure of employees, number of employees who are eligible for retirement, generational gaps, turnover data, etc.
  - Identify key metrics that will be tracked by City of Beverly Hills to enable oversight of progress and identify any potential problems in a timely and factual manner.

*Deliverables: Based on the results of the interviews and meetings, CPS HR will review the outcomes and prepare a report detailing the key points and perspectives from staff and key stakeholders. Based on a review of available data and metrics, CPS will prepare an assessment of the effectiveness of the City's current recruiting practices and an assessment how they might impact recruiting efforts going forward.*

- **Best Practices Review & Recommendations** - CPS HR will consult with other law enforcement agencies to identify best practice police departments. The purpose of this assessment will be to research departments who have implemented innovations and efficiencies in the areas of recruitment and outreach, demographic analysis and marketing initiatives. We will review these departments' internal policies and strategy, process development and implementation, and barriers they have encountered and overcome. The budget assumes CPS HR will assess up to five other departments that are identified as leaders and innovators in Recruitment and Outreach.
  - In addition to surveying other departments and agencies, CPS HR will also identify best practices with local government, special districts and the private sector.

***Deliverables:** Based on the outcomes of the assessment, CPS HR will capture detailed findings from those public and private entities. The findings will include recommendations where there are opportunities to improve efficiency including clarification of requirements and consistency of implementation.*

***Task 2 Deliverables:** Overall, the primary deliverables for the current state analysis are a preliminary report that includes 1) an assessment of current recruiting practices (including personnel and stakeholder views); 2) a draft Employee Value Proposition (EVP) statement identifying the key attributes for successful police officer candidates, 3) a draft marketing plan; and 4) best practices recommendations for officer recruiting and outreach. The draft report will summarize the consultant's findings, identify specific areas of opportunity, recommend key metrics to be tracked, and provide detailed recommendations for improvement based on legal compliance and best practices. Once City of Beverly Hills reviews and accepts the recommendations they will be finalized and integrated in Task 3, which is the strategic plan.*

**Task 3 – Strategic Plan Development:** CPS HR will work in collaboration with key stakeholders to develop a long-term strategic recruitment plan. The plan will include specific goals for police officer recruitments, key milestones, and a proposed timeline by which the goals will be achieved. The goal is not to simply increase the pool of applicants; rather, it is to ensure that there is a process to attract not only a sufficient number of applicants, but attract those who are strong candidates for police officer positions within the City of Beverly Hills Police Department.

■ **Identify and Analyze Gaps.**

- Confirm practices to be continued, enhanced, introduced, and eliminated.
- Confirm targeted occupational and demographic groups.
- Develop and deploy priority Recruitment materials and techniques to be deployed in line with the Plan. An example of the recruitment techniques:
  - ◆ Department websites
  - ◆ Employee Referral Program
  - ◆ Direct recruitment by Department members
  - ◆ Expanded use of Social Media
  - ◆ Recruitment and Outreach Template

***Task 3 Deliverables:** CPS HR will utilize input from the Officer Recruiting team in the drafting and finalization of the Department's three to five-year Strategic Recruitment Plan, which includes specific goals, key milestones and timeline, and a marketing plan. In addition, CPS HR will collaborate, as needed, to ensure an understanding of the recommended outreach and recruitment strategies as well as the Strategic Recruitment Plan. CPS HR will prepare a Final Report that will document the methodology employed and decisions taken throughout the course of the engagement. It will also provide tools and recommendations to ensure the institutionalization of Recruiting and Outreach best practice and the effective monitoring and tracking of Strategic Plan implementation.*

*In addition, CPS HR will ensure training and turnover to internal staff to enable sustainment of all changes. This includes any training that may be required and sharing of implementation best practices and other support to ensure ongoing success of the strategic staffing plan.*

**Project Assumptions**

CPS HR Consulting submits this proposal with the understanding that other entities are reviewing and recommending appropriate revisions to police officer recruiting processes and practices, and that our (CPS') role is adjunct to the overall strategic approach to officer recruiting. In that regard, any changes to scope beyond what is contained herein will require renegotiation of consulting hours and associated costs.

**Optional Services**

CPS HR Consultants could also be available to provide additional services to enhance the work outlined above: these services are not included in the proposed budget. However, upon

request, CPS HR would be happy to submit a budget and detailed scope of work. These include, but are not limited to, the following.

- Recruitment Process Improvements and Training
  - Building prospective candidate database
  - Developing an ideal candidate profile
  - Developing a specialized question bank
  - Streamlining the selection process
  - Providing tools and processes for capturing and transferring knowledge from key incumbents (in anticipation of retirements)
  - Succession planning processes, tools and support.

## Project Team

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Resumes for the proposed project team are presented below and on the following pages.

### Resumes

#### Jeffrey T. Hoyer

##### Profile

Mr. Hoyer has been a member of the senior leadership team at CPS HR Consulting for six years and is the leader of the organizational strategy practice. Prior to joining CPS HR, he was founder and managing partner for a national consulting firm for 18 years. Mr. Hoyer has a deep knowledge from experience gained in the areas of system-wide change devoted entirely to major improvements in productivity, team-based HR process delivery processes, and other people-based, technologically-oriented projects both in the profit and non-profit arenas. Mr. Hoyer typically operates at the Agency Director / Senior Leader levels during strategy development. During the operational phase, he works down through the staff and management ranks out to the agency's client community. Major industries served include health-care, automotive, beverage, government, and non-profit.

Mr. Hoyer possesses more than 24 years of experience directing and delivering professional consulting services in human resource systems change, change management, business process design and reengineering, organizational behavior, customer-oriented strategy deployment, process modeling, lean process methodologies, and a balanced scorecard approach to monitor ongoing performance. Key to success has been the ability to quickly size up a situation, identify

what's really needed: technology, people, and process alignment, bring the right people together and achieve success with the involvement of all stakeholders.

### **Employment History**

- Senior Leader, Talent Management Consulting, CPS HR Consulting
- Managing Director, CPS HR Consulting
- Managing Partner, The Baobab Group d/b/a Continuous Improvement Systems

### **Professional Experience**

- Areas of responsibility include: Executive Search, Licensing & Certification, Test Services, Assessment Services, Training and Development, Organizational Strategy, Classification & Compensation, Operations, and Product Development.
- Founded practice with offices in Colorado and California.
- Developed state of the art services and product offerings in the areas of strategy development, process improvement, process modeling, systems improvement, pay-for-performance practices, team-based balanced scorecard initiatives, Lean systems, and graphic metric measurement systems designed to greatly enhance strategic communication during system-wide efforts involving all levels of the organization.
- Major clients served include: United States Western Leadership Center, U.S. Army-War College, Allied-Signal, DuPont Chemical, Ford Motor Company, Kelsey Hayes, Leanin' Tree, Newell Coach, Federal Reserve Bank, Freddie Mac, Lotus (IBM), and Blue Cross Plans in New York, Pennsylvania, Kentucky, Mississippi, and Louisiana, CA Board of Equalization, CA Franchise Tax Board, CA Earthquake Authority, and the Texas Health and Human Services Commission.
- Areas of expertise: Succession Planning, Change Management, Lean Systems, Strategic Planning, Corporate Board: Planning and Performance, Team-based Production, Group Problem-solving, Executive Coaching & Development, Process Modeling, Organizational Behavior, Design, and Development, Conflict Resolution, Training Design and Curriculum Content, Globalnomics, Performance Management, Union Involvement, Employee Engagement, and Conflict Resolution.

### **Education**

- M.B.A., University of Colorado, Denver
- B.A., Finance, B.A., Accounting, University of S. Florida

### **Professional Affiliations**

- National Association of State Personnel Executives – Corporate Council
- American Society for Training & Development
- Association for Change Management Professionals (Jeff is a certified Change Management Professional through this organization.)
- Systems Thinking and Lean for the Public Sector

### **Kathleen M. O’Halloran, MBA, SPHR, SCP**

#### **Profile**

Ms. O’Halloran is a Project Consultant with CPS HR Consulting. She has more than 17 years of experience as an HR professional with demonstrated effectiveness partnering with business leaders to solve complex problems, increase organizational effectiveness and improve business performance. Proven success in designing, developing and executing solutions aligned with business strategy to achieve optimal results. Unique ability to build relationships, serve as an advisor to executives, and staff and engage powerful teams.

#### **Employment History**

- CPS HR Consulting, Project Consultant
- County of Orange, Senior Manager, Learning and Org. Development
- Lee Hecht Harrison, Consultant and Executive Career Coach
- Southern California Edison, Manager, Org. Development and Effectiveness & Principal Advisor
- Southern California Edison, Senior Manager, Learning/Organization Development
- Southern California Edison, Sr. Project Mgr., Communications and Change Management

#### **Professional Experience**

- Developed and gained executive approval for a governance model for the L&OD function. Aligned department heads to serve on executive advisory panel for OD initiatives.
- Built and staffed the OD function with outstanding talent. Established goals and priorities, processes for accomplishing work, and competency model. Conducted needs assessment to determine organizational issues relative to workforce development.

- Developed and gained executive approval and buy in for implementation of a comprehensive plan for leadership and management development training for the County's 3,000 + leaders.
- Gained executive support to fund and implement HR technology solutions for integrated talent management functionality (HR analytics, performance management, succession, learning management, etc.).
- Directed organization assessments and developed strategies to ensure organizational readiness and stakeholder engagement on major organizational change initiatives, enabling successful implementation. Developed, delivered and executed comprehensive change strategies/plans. Redesigned employee hiring and onboarding process, reducing time to provision and onboard new employees by five days.
- Conducted thorough thematic analysis of organization-wide work environment survey. Led business units through action planning on initiatives to increase employee engagement.
- Led multiple organizations through redesign efforts, including condensing shared services functions and resulting in increased efficiency and cost savings. Supported the client through implementation phase, including facilitating the selection process for key positions.
- Led department initiative to map all key talent management processes including talent acquisition, performance management, assessment and testing, learning and development, and organization development and effectiveness that enabled effective communication with clients and business partners and resulted in more effective training and on-boarding for new HR employees.
- Built strategies and plans to ensure that key business areas were positioned for success on transformational change efforts. Hired, developed, coached and managed a staff of 12 OD consultants deployed on projects including culture change initiatives, HR technology implementation, leadership development, process improvement initiatives, salary structure redesign and organizational redesign efforts at the enterprise level. Managed contracts for supplemental contractors.
- Provided leadership development, professional development and professional skills training for the enterprise (12,000+ employees). Developed, coached and led a staff of 22 learning and development consultants and managed an annual budget of \$8 million. Implemented improvements that led to \$.5M annual costs savings.

#### **Certifications and Other**

- Senior Professional in Human Resources (SPHR)
- SHRM, NHRA, ATD, PIHRA, HR Strategy Forum
- Certificate – Organizational Change and Development, University of California, Irvine
- Certificate – Mediation and Conflict Resolution, Center for Dispute Resolution
- Certificate - Prosci Change Management Methodology
- CTI - Professional Coaching Certification

### **Education**

- MBA, Claremont Graduate University, Drucker Business School (summa cum laude)
- BS, Business and Management, University of Redlands

### **Troy L. Abney**

#### **Profile**

Mr. Abney has over 30 years of law enforcement training and leadership experience. As a member of the California Highway Patrol (CHP) he retired as an Assistant Chief in 2011 after serving in various high profile assignments during his career including twenty years as a certified Academy Instructor and curriculum manager, two years as the CHP Academy Commander which included serving on the California Peace Officers and Standards and Training (POST) Advisory Committee. He has a very diverse, hands on background with a balance of operational and administrative assignments. An experienced risk manager, he was part of the committee that crafted California POST's recommended law enforcement pursuit guidelines.

#### **Employment History**

- Chief (Colonel), Nevada Highway Patrol
- Director of Training, Oregon Department of Public Safety Standards and Training
- Assistant Chief\*, Deputy Division Commander, Information Management Division
- Assistant Chief\*, Deputy Division Commander, Coastal Division
- Captain\*, Commander, Office of the Academy
- Captain\*, Commander, South Sacramento Area
- Captain\*, Commander, Risk Management Section
- Lieutenant\*, Office of Capitol Services (OCAPS)
- Sergeant\*, Golden Gate Division
- Sergeant\*, Golden Gate Communications Center
- Sergeant\*, West Los Angeles Area
- State Traffic Officer\*, Bureau of Internal Affairs
- State Traffic Officer\*, Occupational Safety Section
- State Traffic Officer\*, South Sacramento Area

- State Traffic Officer\*, Indio Area
- State Traffic Officer\*, San Francisco Area
- State Traffic Officer\*, Ventura Area
- CHP Cadet\*, Academy

**\* California Highway Patrol, the 5th Largest Law Enforcement Agency in the United States and CALEA Certified.**

### **Professional Experience**

- As Chief Executive of the Nevada Highway Patrol (NHP), provided oversight and leadership to a full time staff of +/- 485 sworn and +/- 100 non-sworn members. Developed, implemented and managed a +/- \$148,000,000 budget (Bi-annual 2013/15) to provide statewide police services, dignitary protection and emergency response. Adopted a tiered corporate decision-making model and committee process. Developed and implemented a fleet management program saving approximately \$10,000 per vehicle over the life, cradle-to-grave; building, operation and retirement of line patrol vehicles. Completed a program review of the three (3) aircraft air operations program resulting in the termination of the air support program. Established a statewide public affairs and community outreach program. Implemented internal promotion appointments, solicitation of specialized training candidates and a fair and equitable transfer process. Initiated the statewide Mobil Digital Computer (MDC) program. Developed, implemented and provided oversight to the Research and Planning Section. Successfully trained DPS and Allied Agency personnel in active shooter response and tactics. Recruited to Chair the International Chiefs of Police (IACP) Auto Theft Committee and to serve as a member of the IACP Traffic Safety Committee. Provided coaching, mentoring and stewardship to Department members. Eliminated employee vs. employee lawsuits while significantly lowering employee grievances and internal complaints. Introduced and developed the NHP Strategic Plan.
- As the Director of Training under executive service and a certified peace officer, served as a change agent and steward within the organization as well as coach and mentor to a full time staff of +/- 39 members and over +/- 200 part time trainers that provide all basic/regional training for law enforcement, fire service, telecommunications, community corrections, regional advanced training and parole & probation since June of 2011. Managed and implemented a +/- \$16,000,000 budget (Bi-annual 2011/13) to accomplish statewide basic and advanced public safety training. Appointed to the Oregon Executive Development Institute (OEDI). Re-designed and initiated change of Training Division structure/procedures to include mandated downsizing, fiscal checks/balances and administrative polices/procedures. Initiated statewide ethics and emotional survival training for all levels of law enforcement. Established and promoted coaching, mentoring and Esprit de Corp for assigned staff and trainees.
- As a Deputy Division Commander and Acting Division Commander, supervised the activities and projects of staffs of approximately +/- 286 to +/- 786 assigned sworn and non-sworn personnel over an approximate three year period in both field and administrative assignments. Resourcefully implemented and provided oversight to the

Information Management Division Operating Budget +/- \$134,441,236 (FY 2009/10). Appointed to the Commissioner's Recruitment Committee (2008) and assigned as Chairman of the Lateral Officers Hiring sub-committee. Effectively managed the California Highway Patrol Enhanced Radio System (CHPERS) Program and Consolidated Patrol Vehicle Environment (CPVE), a 5-year, \$480M project. Recruited as a charter member and appointed chairman of the Safety Video Sub-committee of the Departmental Occupational Safety Board. Awarded Governor's Employee Safety Award for innovation in Officer Safety Training (2009). Direct oversight and interaction of the State 9-1-1 system in which the CHP has shown a 50% improvement in National Emergency Number Association (NENA) recommended answering times (08/09 – 08/10). Lead, coached and mentored the team rolling out the next generation of patrol vehicles (cars, trucks, motorcycles, undercover) the Consolidated Patrol Vehicle Environment (CPVE). Selected as the source matter expert for the 2008 California Highway Patrol Assistant Chief examination. Oversight and guidance of the planning and adoption of the CHP statewide CAD system.

- As a Captain and Commander, led and supervised the activities and projects of staffs of approximately +/- 34 to +/- 450 assigned sworn, non-sworn personnel and trainees over an approximate seven year period in both field and administrative assignments. Assigned the duties, responsibilities and expectations held by the former Chief of Departmental Training Division upon its elimination. Initiated, formed and participated in the Senior Volunteers and CHP Explorer Programs. Developed and began implementation of a five year intra-structure (remodeling) of the CHP Academy in West Sacramento. Also initiated the updating of the Clark Training Center in Riverside. (Supplemental project budget of +/- \$5,000,000 annually). Charged with, and successfully completed CHP duty pistol (S&W 4006 TSW) purchase consisting of research, procurement and deployment. Oversee policy development, training and introduction of less than lethal force options (CEW-Taser/less lethal shotgun). Conceptualized and introduced the use of force database. Coordinated and directed the training activities at two sites (West Sacramento and Riverside) as well as mandated statewide in-service training. Personally and successfully provided training to all levels of the Department. Solicited, supported and participated in the efforts of Academy staff in the development and implementation of innovative training programs and related equipment. Recognized for working with 14 various employee representation groups and lowering incidents of employee discipline, grievances and complaints. Lowered the highway fatality rate progressively all four years assigned to the South Sacramento Area through innovative approaches and direct participation. Innovative in Community Outreach by assigning personnel to on-site storefront operations at Boys & Girls Club of America, Fruitridge-Florin area of Sacramento County. Received IACP Award and recognition for the lowering of bicycle & pedestrian fatalities by utilizing the IACP Drug Recognition Expert (DRE) Program (2004). Contributed to a lowered crime rate in area of operation. Instituted and led joint operations with Sacramento Police and Sheriff's Departments as well as community stakeholders to reduce crime progressively and consistently in Southern Sacramento City and County (2002 to 2005). Recruited and

commended for forming and training Governor Arnold Schwarzenegger's protective security detail for two locations (Sacramento/Los Angeles). Enhanced the Command Assessment Program which consisted of the Command Leadership Profile (CLP) and the Examination of Critical Functions (ECFs) internal examination processes.

- As a Lieutenant, successfully led and supervised the activities and projects of units and teams of approximately +/- 6 to +/- 75 assigned sworn, non-sworn personnel and over an approximate 3 ½ year period in both field and administrative assignments. Recruited to lead the Department's only 18 operator Special Weapons and Tactics (SWAT) Team. Envisioned and formed Critical Incident Negotiators element. Commended for innovation and leadership in the development of the Office of Capitol Services after the merger with the California State Police including the procurement and construction of the current station. Conceptualized, formed and maintained oversight over three detective investigation unit. Commended for developing, training and leading the Special Operations Teams (Mobile Field Force) for the 2000 Democratic National Convention (DNC) in Los Angeles. Concept and training curriculum permanently adopted by the department. Initiated and participated in Community Oriented Policing and Problem Solving (COPPS) efforts in conjunction with the Sacramento Police Department in downtown Sacramento. Credited with lowering the overall crime rate 28% in the downtown Sacramento area utilizing progressive community policing techniques and IACP Drug Recognition Expert (DRE) program (1998-99).

## **Education**

- California Coast University, Doctorate of Education/Organizational Leadership – ongoing
- California Coast University, Master of Business Administration (MBA)
- University of Virginia School of Continuing Education, Graduate Studies
- California State University Sacramento School of Continuing Education, Project Management
- California Coast University, Bachelor of Science, Business Administration

## Project Budget

CPS HR proposes a time and materials contract engagement for a total of \$23,920. The following table provides a breakdown of costs:

Tasks	Jeff Hoye, Project Director	Kathleen O'Halloran, Senior Lead Consultant	Troy Abney, Technical Consultant	Sara Beckham, Project Technician	Total
<i>billing rate per hour</i>	\$185	\$120	\$120	\$80	
1. Initial Data Gathering/Analysis and Focus Groups	2	24	4	2	\$3,890
2. Best Practices Review/Rec.		12	2	4	\$2,000
3. Initial Assmt./Project Plan		12	4	2	\$2,080
4. Draft EVP/Marketing Plan Development	2	24	4	2	\$3,890
5. Preliminary Recruiting Strategy Recommendations	2	8	4	2	\$1,970
6. Draft Strategic Recruiting Plan Development	2	24	12	2	\$4,850
7. Draft Report and Recommendations/Final Marketing Plan	2	12	4	4	\$2,610
8. Final Recruiting Plan/Report & Recs, Training and Project Closeout	2	8	4	4	\$2,130
<b>Total Professional Hours</b>	<b>12</b>	<b>124</b>	<b>38</b>	<b>22</b>	<b>\$23,420</b>
<b>Total Travel Expenses</b>					<b>\$500</b>
<b>TOTAL PROJECT</b>					<b>\$23,920</b>

*Proposal to the City of Beverly Hills  
Development of Recruitment Plan for the Police Department*

CPS HR only bills for services actually expended and expenses actually incurred up to the total budget amount.