



Los Angeles County Probation Reform & Implementation Team RECOMMENDATIONS

REVIEW OF DEPARTMENT OF PROBATION'S HIRING AND GRANT ADMINISTRATION ACTIVITIES (DECEMBER 9, 2015)

BY: SJOBERG EVASHENK CONSULTING, INC. VIA LACO OFFICE OF THE AUDITOR-CONTROLLER

HIRING STRUCTURE:

1. Continue recent efforts to establish a formal recruitment strategy to attract the most qualified candidates, including job fairs, recruiting on college campuses, and developing marketing and outreach materials specifically designed to attract specific type of candidates that are the most likely to be successful. A recruitment strategy should include permanent staff that are committed to the effort. Additionally, Probation's community outreach section should coordinate efforts with recruitment staff to expand the department's visibility related to career opportunities.
2. Consider revising the GSN minimum qualifications to include some college courses for specific experience requirements. Include in the GSN examination process a tool for further assessing academic readiness for the department.
3. As staffing becomes more stable and complete, consider restructuring the primary point-of-entry protocol to facilitate and encourage the most qualified entry-level candidates, DPO Is, to enter the organization through the DSO classification thereby making the DPO I classification largely a promotional position. This will consolidate department recruiting efforts into one hiring stream and create stronger, larger DSO pool. Additionally, with highly qualified DSOs (already having college degrees), DSOs will be ready for promotion and have experience in the juvenile halls before going to camps.
4. Consider incorporating additional steps into the hiring processes to cultivate desirable candidates and eliminate uninterested or unsuitable candidates before initiating background screening processes, such as career orientations and job suitability interviews.
5. Revisit the intent and policy related to requiring canvassing. Consider the labor intensive nature of the exercise and related costs and assess the results of these efforts. Determine whether the cost and time result in important data that would not be achieved in a different effort. Compare the likelihood that candidates are eliminated as a result of canvassing versus other background efforts like employment verification, criminal background screening processes, and other evaluative processes.
6. Implement procedures to ensure all candidates meet all minimum qualification requirements of the classification.
7. Document verification activities that demonstrate candidates meet minimum work experience requirements, including for external candidates.
8. Work with DHR or other appropriate Los Angeles County Departments to review classification specifications to ensure minimum qualifications correspond to the current job requirements of sworn staff, particularly related to the DPO II, Residential Treatment classification.



Los Angeles County Probation Reform & Implementation Team RECOMMENDATIONS

9. Implement procedures to ensure verification activities of background screening are well documented, including ensuring the required verification initials for each step of the process are present. Also, ensure the supervisory review process ensures all verifications have been documented prior to the background clearance process being finalized.

GRANT ADMINISTRATION ACTIVITIES:

10. Determine the feasibility of recovering allowable program related expenditures for which claims have not yet been submitted, including the \$10.2 million SB 678 expenditures for Fiscal Years 2012-2013 and 2013-2014, and YOBG costs previously funded through Net County Costs from available prior-year YOBG funds.
11. Seek guidance from the Board of State and Community Corrections (BSCC) regarding the current approach for claiming AB 1628 funding to ensure it is consistent with program requirements.
12. Re-evaluate the existing structure of CBO-delivered services, related contracts, and program monitoring of CBO activities to ensure that funding dedicated to CBOs is utilized in a manner that optimizing measurable program outcomes.
13. Implement a time keeping/study process that more reliably identifies and tracks staff time spent on special funded programs.
14. Evaluate ways to fully optimize grant and special revenue funding streams, and for those funding streams with cash balances-e.g., JJCPA, SB 678, AB 1628, and JPF/JPCF develop spending plans to ensure available funding is fully utilized.