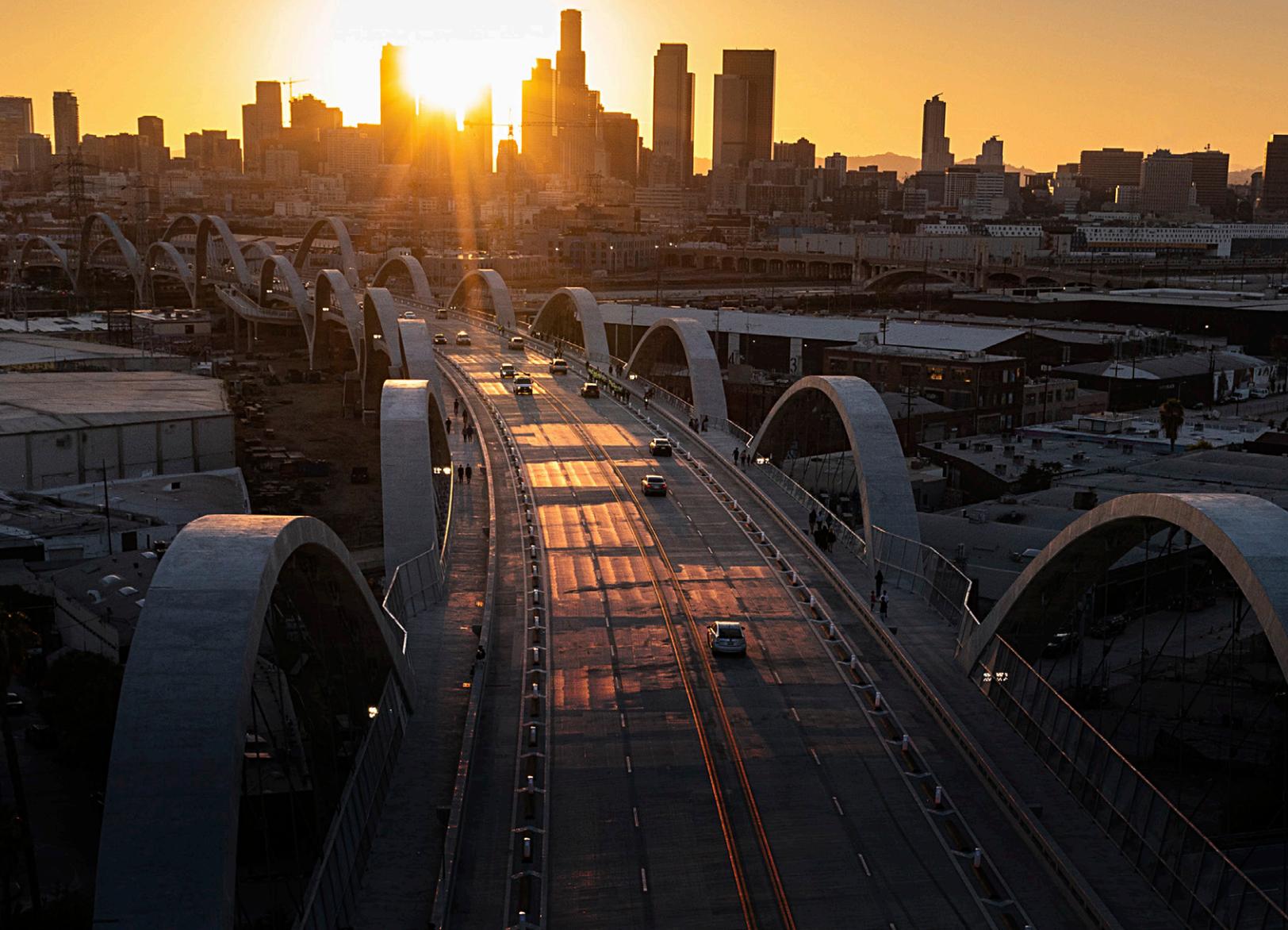




CITIZENS'
ECONOMY
EFFICIENCY
COMMISSION
LOS ANGELES COUNTY
Est. 1964

LOS ANGELES COUNTY'S
CIVIL SERVICE
HIRING PROCESS 2.0



LOS ANGELES COUNTY'S
**CIVIL SERVICE
HIRING PROCESS 2.0**

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The Commission's mission is to examine any function of County government at the request of the Board of Supervisors, on its own initiative, or as suggested by others, and to submit recommendations to the Board which will improve local government economy, efficiency and effectiveness.

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REVIEW OF LOS ANGELES COUNTY'S CIVIL SERVICE HIRING PROCESS 2.0

FEBRUARY 2026
CITIZENS' ECONOMY AND EFFICIENCY COMMISSION

I. INTRO AND EXECUTIVE SUMMARY

In April 2017, the Los Angeles County Citizens' Economy and Efficiency Commission ("Commission") issued a report in response to a County Board motion requesting a review of the County's Civil Service recruitment, exam and hiring processes. In "A Review and Analysis of Los Angeles County's Civil Service Hiring Process" (the "2017 Report"), the Commission provided eleven recommendations to expedite the hiring process, support the County's hiring of the most qualified candidates, and ensure the rights and interests of all applicants are protected.

Since the issuance of the Commission's 2017 Report, there have been unprecedented changes in the hiring and onboarding processes within Los Angeles County (the "County") and beyond. Some of these changes have been driven by the COVID-19 pandemic, sending many County employees into remote work and requiring changes to the hiring and onboarding processes. Other changes are the result of the Department of Human Resources' efforts to implement the 2017 Report's recommendations and to adopt cutting-edge technologies and practices to ensure the County can recruit and hire the best possible candidates.

Given the number of changes made to the County's hiring processes, the Commission expressed interest in conducting a follow up report. The Commission met several times with the Department of Human Resources ("the Department") to discuss the Department's implementation of the 2017 recommendations, learn about additional improvements made to improve the County's hiring process, and to better understand the changes necessitated by the pandemic. The Commission also met with the Los Angeles County Department of Mental Health ("Mental Health") to learn more about their hiring successes and challenges with respect to the County's Emergency Hiring Order. This Emergency Hiring Order, meant to address the rising homelessness crisis, allowed for additional changes to normal hiring processes.

This Report reviews how the 2017 Report was implemented and what changes are still in the process of being implemented. It then provides additional recommendations to continue the Department's progress in improving the efficiency of the hiring process across County Departments, including addressing inefficiencies for justice-impacted potential candidates, the use of AI in the hiring process, and Civil Service rule reform. We also recommend that the Commission continue to monitor and support improvements to the County's onboarding processes. It is likely that the Commission will revisit the County's onboarding processes in a follow up report as the Department continues to refine and improve their policies and practices.

II. HISTORY OF THE COMMISSION

The Citizens' Economy & Efficiency Commission has been actively involved in addressing civil service and hiring issues in the County since its inception. In the 1960s, the Commission focused much of its attention on analyzing existing hiring practices and recommended significant reforms. Over subsequent decades, it has issued multiple reports critiquing inefficiencies in hiring, personnel administration, and compensation, while consistently calling for structural changes and modernization. For a full list of reports issued, see **Appendix A** to this report.

One of the Commission's most substantial recent efforts took place in 2017. At the request of the Board of Supervisors, the Commission conducted a wide-ranging review of the County's recruitment, examination, and hiring procedures. The resulting report, "Review and Analysis of Los Angeles County's Civil Service Hiring Processes" contained recommendations that fell within four main areas: process improvements, technological improvements, civil service rules changes, and culture changes. These recommendations were designed to accelerate hiring, improve the quality of new hires, and balance greater efficiency with protections for applicants. These recommendations are discussed in greater detail in the next section.

The Commission remains committed to monitoring progress and plans to conduct a retrospective review of its previous reports in the coming months. This ongoing engagement reflects the Commission's longstanding dedication to supporting modernization and efficiency throughout the County's civil service system.

III. BACKGROUND OF RECENT EFFORTS

On May 4, 2023, Lisa Garrett, Director of Personnel, and Dr. Johan Julin, Chief Hiring Strategist, both of the Los Angeles County Department of Human Resources, were the featured guest speakers at the Commission's May 2023 meeting. Dr. Julin and Ms. Garrett provided a detailed and engaging presentation regarding the changes implemented by the Department, starting with a major upgrade to the County's hiring systems that merged the County's three different hiring systems into a single integrated system in 2015. The single integrated system allows for a streamlined overview of the County's hiring practices across departments and provides up to date hiring data, including data regarding time to hire, time to fill vacant positions, and other metrics. The single system has allowed the Department to identify particular pain points in the hiring process, both across the County at large and within specific departments.

The presentation also covered the Department's newer efforts related to emergency hiring, video interviewing, remote proctoring, application portals, job fair recruitment practices, and other strategies to make hiring more efficient. Given the breadth of information and the Commission's interest in the topic, Dr. Julin returned to present to the Commission again on November 21, 2024.

In November 2023, the Los Angeles County Department of Mental Health Director, Dr. Lisa Wong, was the featured guest speaker at the Commission's November meeting. As the Director of the

Department of Mental Health, Dr. Wong oversees services that provide care and treatment to some of the most vulnerable residents in Los Angeles County. Dr. Wong shared her Department's experience with hiring, both through the typical civil service process as well as through the Emergency Hiring process pursuant to the County's December 13, 2023 Declaration of Emergency on homelessness.

Given the Commission's 2017 report on hiring practices and the recent presentations given to the Commission, the Commissioners set up a Task Force in April 2024 consisting of a subset of Commissioners from different Supervisorial Districts. The Task Force intended to analyze the County's hiring practices, its adaptation to the changing landscape of hiring driven by changes in technology, the Department's growing need to conduct online and remote recruitment, and how the County addressed critical staffing needs through emergency hiring processes.

The Task Force met with Ms. Garrett and Dr. Julin on November 21, 2024 to discuss the Department's presentation in greater detail. The Task Force also submitted a set of questions based on the Commission's 2017 Report as well as questions that remained after the presentation. On January 22, 2025, Human Resources provided a thirty three page memorandum, providing detailed updates regarding each of the recommendations in the County's 2017 Report. A key summary is provided below.

The left column lists the recommendations as they were listed in the 2017 Report. The right column summarizes the Department's responses to the recommendations as of January 2025. The right column includes additional notes in blue detailing further updates from the Department that were provided in January 2026.

PROCESS IMPROVEMENTS:	
<p>Recommendation 1: The Task Force recommends that DHR establish and sanction clear communication channels between hiring managers and screeners, to review the screening process before and during its implementation.</p>	<p>County's Actions: Completed in full through the implementation of the NeoGov feature that facilitates communications.</p>
<p>Recommendation 2: The Task Force recommends that DHR clarify that each hiring Department has the right to access resumes for each candidate. Further, we recommend that hiring departments be authorized to encourage each interview candidate to submit a cover letter addressing the candidate's experience and interest. Exam panel interviewers should be provided with candidates' applications and/or resumes.</p>	<p>County's Actions: Completed in full through implementation of NeoGov feature that facilitates communication between these parties.</p>

PROCESS IMPROVEMENTS:

Recommendation 3: The Task Force recommends that DHR clarify that each hiring department can communicate with candidates by e-mail and/or text message.

County's Actions: Completed through NeoGov text messaging feature. The Department has also implemented training for individual departments on the use of the texting feature through NeoGov.

Recommendation 4: The Task Force recommends that DHR and the CEO explore ways to shorten the "onboarding" process by identifying which steps can be done concomitantly instead of sequentially. Further, the County should explore ways to eliminate the need for new Live-Scans when employees move between Departments.

County's Actions: This is being addressed now, and we expect to see an update when this is completed. The Commission will continue to follow up with the Department regarding onboarding issues and anticipate writing another follow-up report related to the onboarding process.

The Department also reports that, despite their best efforts, they have not been able to eliminate the need for new Live-Scans when employees move between Departments due to California Department of Justice policy. We encourage the Board to provide further support to the Department in these discussions with the California DOJ to find an efficient solution.

Recommendation 5: The Task Force recommends that DHR conduct random surveys of new or recent hires to learn from their perspective what the County does well and where the applicants encountered unreasonable delays in the hiring process.

County's Actions: Completed in full through the Time to Hire Dashboard that has survey capabilities.

TECHNOLOGY IMPROVEMENTS:

Recommendation 6: The Task Force recommends that DHR work with the NeoGov vendor to convert the list management process from a static list distribution system to a real-time database-driven system, whereby Departments can learn instantly if a candidate has a job offer or is no longer interested in County employment, while at the same time fully protecting a candidate's opportunity to seek employment from multiple County Departments concurrently.

County's Actions: Completed in full through implementation of NeoGov management system.

RULE CHANGES:

Recommendation 7: The Task Force recommends that the County eliminate the AP for all inter-departmental promotional exams and mandate the use of the WSA instead. Departments should be given the option of choosing the WSA or the AP for intra-Departmental promotional opportunities, with a stated preference for the WSA.

County's Actions: The Department is in negotiations with the County's unions in order to make the recommended changes.

The Department has reported that it has reached an agreement with the unions to eliminate the mandated use of the AP and instead allow each department to use the AP, the WSA, or other methods for promotional opportunities. This change is awaiting final Board approval. We encourage the Board to adopt the recommended and agreed upon changes.

Recommendation 8: The Task Force recommends that the Board of Supervisors broaden the number of candidates that hiring managers have access to through the Civil Service system.

County's Actions: The Department proposes additional Civil Service Rules changes along with those recommended by the Commission. It's not clear from their report the status of these proposed changes.

The Department has reported that it has reached an agreement with the unions to expand the "rule of 5" to the "rule of 10" for open competitive positions. The "rule of 5" will remain for promotional examinations. We encourage the Board to adopt the recommended and agreed upon changes.

CULTURE CHANGES:

Recommendation 9: The Task Force recommends allowing Department Heads, contingent on remaining within their Department's personnel budget, to offer new employees hired from outside the county a beginning salary up to the mid-point of that job classification's salary range, rather than having to seek permission from the CEO prior to making a contingent job offer.

County's Actions: Cannot be completed for most positions, as it is illegal to require an applicant to provide a current pay stub. They are looking at implementing this for MAPP (Management Appraisal and Performance Plan) positions, however, the vast majority of positions are not MAPP.

The Department has reported that this is likely a change that would need to be reviewed, approved, and implemented by the CEO's office.

CULTURE CHANGES:

Recommendation 10: The Task Force recommends delegating increased authority to Department Heads to reallocate classified positions and adjust staffing levels within their Departments as needed, again contingent upon remaining within their authorized personnel budget.

County's Actions: Departments already had some authority to reallocate positions and adjust staffing levels and in 2022 full authority was given to health departments to do this.

The CEO's office will likely need to lead on this change.

Recommendation 11: The Task Force recommends that the County create a mechanism for "off-schedule" hiring, whereby a small amount of the personnel budget, to be determined by the Board, could be reserved for unidentified needs, allowing Department Heads (in consultation with the CEO) to hire exceptionally and uniquely talented individuals even if there is no officially identified vacancy for them to fill.

County's Actions: The Department reports that it is not necessary to create "off-schedule" hiring – departments have sufficient flexibility in this area. Any further changes regarding this recommendation would likely need to be led by the CEO's office.

As previously mentioned, the Department also provided responses to a number of new questions posed by the Task Force. The Department's January 2024 memorandum is provided in full at **Appendix B**.

The Task Force had a follow up meeting with the Department on April 7, 2025 to discuss the memorandum. The Task Force met with Dr. Julin on July 1, 2025 to discuss civil service reforms being pursued by the County with respect to hiring. The Task Force met a final time with the Department on January 28, 2026 to review a draft of this Report. The Task Force has made final edits to provide an accurate assessment of the implementation work done by the Department as of January 2026.

On March 20, 2025, the Task Force met with Dr. Wong to discuss the particular hiring issues encountered by the Department of Mental Health ("Mental Health") in its hiring practices. Mental Health has added more than a thousand budget positions since 2023 and processed almost 1,500 promotions in Fiscal Year 2024-2025. This has been necessary to address the homelessness crisis which has resulted in some of the largest numbers of individuals living on the streets in known memory. Mental Health has also seen an increase in demand for services in the aftermath of the COVID-19 pandemic as well as the wildfires that burned large portions of Los Angeles County in January 2025.

Mental Health has worked closely with the Department to implement the emergency hiring processes to meet the growing demand for services. As a result, hires through the emergency

process can begin the onboarding process in as little as two to three weeks. However, it remains difficult to fill certain positions of need, particularly clinical positions that require specialized education and training. Mental Health has also encountered certain misconceptions of what employees can expect when working for the County, such as low pay or a lack of interesting casework. Certain positions also face barriers in hiring precisely because of characteristics that make them ideal for the position. For example, certain case work positions are well-suited for individuals who have lived experience with substance use and/or housing instability, but they run into difficulty with background checks during the hiring process.

As a result of these difficulties, the Department and Mental Health have implemented a host of measures. For example, the Department has broadened its recruiting efforts through the expansion of academic affiliations with local community colleges, Historically Black Colleges and Universities, and out of state institutions. The County is also offering resources to students who may need financial support to complete their education for hard to recruit positions, such as psychiatry technicians.

While there remain issues with hiring processes that can be improved, the Department continues to identify and address the myriad of issues that can arise with a workforce as large and complex as the County.

IV. NEW RECOMMENDATIONS RELATED TO THE COUNTY'S HIRING PROCESS

The County has made significant and positive improvements to its hiring processes since our 2017 Report. We appreciate that the Department has worked diligently to implement this Commission's recommendations and has been successful at implementing the vast majority of them. We encourage the Department to continue working with other County offices, particularly the Chief Executive Officer's office, to fully implement the previous recommendations, particularly Recommendation 9. In line with our previous Recommendation, we continue to encourage the County to provide flexibility to provide advanced step placement to exceptional candidates in order to support the recruitment of the best available talent.

The Commission offers the following new recommendations to further these improvements and continue to provide an efficient and effective hiring process for all County Departments.

A. NEW RECOMMENDATIONS FOR THE DEPARTMENT OF HUMAN RESOURCES

The Commission provides the following three recommendations for consideration.

1) PROVIDE AVERAGE WAIT TIME STATISTICS ON EMPLOYMENT LISTS BY BAND, RATHER THAN ACROSS ALL 5 BANDS.

After an applicant has successfully completed the County's evaluation process, the applicant is placed on a list that is divided into five bands, with the most qualified applicants listed in the first band. Applicants

in Band 1 must be interviewed first by any employing department. An employing department cannot interview Band 2 applicants until the Band 1 applicant list is almost exhausted and has no more than 4 applicants left in the band. Thus, realistically, only applicants in Band 1 and possibly those in Band 2 and 3 will be interviewed before a successful hire is made by the employing department.

Currently, the Department reports out an average wait time statistic on employment lists for all applicants in all five bands on the list. The Commission believes the current average wait time statistic is overly skewed by those applicants who are assigned to Bands 4 and 5 and who probably will not be employed over the lifetime of the list.

As a result, the average wait time statistic for the entire list is misleading and doesn't provide the best information to applicants or to departments. Rather, the Department would provide better information if they calculated the average wait time by band, or, if that is not possible, provide a median time on the overall list.

The Department has agreed to review their systems to evaluate their ability to implement this recommendation.

2) LIVE SCAN RECOMMENDATIONS

Prospective County employees must submit to having their fingerprints processed by the California Department of Justice's Live Scan fingerprint background checks system. The DOJ describes this process on its website:

"The California Department of Justice (DOJ) is mandated to maintain the statewide criminal record repository for the State of California. In this capacity, sheriff, police and probation departments, district attorney offices, and courts submit arrest and corresponding disposition information. The DOJ uses this information to compile records of arrest and prosecution, known as "RAP sheets," for individuals and disseminates the information for law enforcement and regulatory (employment and licensing) purposes. RAP sheets are based upon fingerprint submissions, and therefore positively identified biometrically; a process by which a person's unique identity is confirmed."

A potential employee's criminal record can disqualify an individual from employment. Many County jobs require employees to handle financial records and/or manage financial transactions, or entrust them to be responsible for vulnerable populations, such as children in foster care or work in law enforcement. It is obvious that certain positions within the County require a background check for relevant offenses that might indicate unsuitability for the position. Many positions, however, do not carry such responsibilities, and may be suitable for applicants who have minor crimes on their records or whose records reflect long-ago criminal activity followed by many years of trustworthy behavior.

A) CLARIFY TO DEPARTMENTS THAT A LIVE SCAN RECORD DOES NOT NECESSARILY DISQUALIFY AN APPLICANT FROM EMPLOYMENT.

During the course of interviewing Mental Health, the department brought up an issue with Live Scan results disqualifying or significantly lengthening the hiring process for otherwise acceptable applicants. Mental Health thought that the type of crime, the amount of time since arrest/conviction/incarceration, and the applicant's behavior since completing a prison term or otherwise fulfilling the individual's debt to society, should be taken into account, particularly for positions where the employee will be working directly with similarly impacted populations. And they felt that in many instances these factors could positively mitigate the impact of the conviction upon the employment decision.

After further discussion, it became clear that the Department's policy does in fact address these scenarios and it is clearly stated in their documentation. Part of this work is a result of the County's Fair Chance Ordinance, aimed at supporting those who have negative Live Scan records in accessing employment. As a part of the Department's internal commitment to supporting potentially impacted applicants, it has hired a full time employee to contact every applicant who has a criminal record to encourage the individual to stay with the process. As a result, the Department has seen a 90% success rate of keeping applicants engaged with the hiring process after receiving a negative Live Scan report.

The Commission recommends the Department engage in enhanced communication with departments around the analysis of Live Scan results and best practices for evaluating the Live Scan results to maintain efficiency in the hiring processes while hiring the best candidate for the position at issue.

B) REMOVE LIVE SCAN REQUIREMENT FOR INTERDEPARTMENTAL LATERAL TRANSFERS (AS PREVIOUSLY RECOMMENDED).

When existing employees transfer laterally from one department to another, they are required to submit to another Live Scan before the transfer is finalized. The Commission believes there is every reason to eliminate the Live Scan requirement for lateral transfers of employees who have been adequately performing their jobs and are moving to a position that does not have new responsibilities such as management of financial transactions or working with vulnerable populations. This Live Scan requirement does not appear to serve a purpose as a general requirement and it results in delayed transfers as paperwork is processed.

The Department has raised this concern several times with the California Department of Justice (DOJ). However, it is the DOJ's policy that every employee Live Scan originate from the department currently employing the individual, mandating that every lateral hire must re-do their Live Scan so that it is tied to the correct department. Despite repeated requests, the DOJ has refused to alter its policy. Thus, we reiterate this recommendation from our 2017 report and suggest the Board provide support to the Department in its state-level efforts to streamline lateral hiring in the County.

3) EXPLORING THE USE OF ARTIFICIAL INTELLIGENCE IN THE DEPARTMENT OF HUMAN RESOURCES HIRING PROCESS.

A Report on hiring and the work of the Department of Human Resources would be remiss if it did not acknowledge the profound and accelerating impact of Artificial Intelligence (“AI”) on the labor market. Scarcely a week passes without a major corporation announcing workforce restructuring tied to AI adoption, fueling widespread anxiety among workers in the County and globally about potential job displacement.

While specific recommendations as to AI fall outside the scope of this report, the Commission urges the County to continue to proactively develop strategies focused on workforce resilience. AI has the ability to impact hiring processes by streamlining job responsibilities and broadening individual capacity. As technology transforms hiring committee policies and practices, it is crucial to understand the impact on minoritized populations. For example, how can AI streamline initial screening processes to provide equitable outcomes? What data should be collected and analyzed by the Department to ensure equity? These are just some considerations; however, it is important to seek further guidance to the adoption and potential challenges that may arise.

Potential ideas to explore in the coming months and years include designing and funding retraining programs to facilitate mid-career transitions, fostering public-private collaborations to align skills with future demand, designing interdepartmental rotational programs to enable employees to develop skills that AI cannot easily replicate, and formulating balanced policies that support the workforce without stifling the kind of technological innovation critical for economic growth and national security.

As a precursor to many of these ideas, there is a need to catalog the skills and duties of County employees. In recognition of this need, the Department has started a workforce planning initiative to identify the County’s future labor needs, existing skill gaps in the County’s workforce, and current and future gaps that will need to be addressed in the County’s recruitment processes.

The Commission also urges the County to continue its efforts to proactively explore how to safely and thoughtfully incorporate AI into its HR operations. While exploring the great potential of AI in streamlining hiring, the County must also pay special attention to established technology adoption processes and to ensure that the County is complying with all anti-discrimination or data-protection laws, regulations, or policies.

In the Task Force’s final meeting with the Department in January 2026, the Department provided feedback regarding its initial steps in using AI in the hiring process. See Appendix C for the Department’s description of this work thus far.

The Commission plans to continue to work on the AI adoption issue and welcomes further guidance from the Board of Supervisors.

B. RECOMMENDATIONS REGARDING CHANGES TO THE COUNTY'S CIVIL SERVICE RULES

While working with the Department on this Report, the Commission learned that it is actively negotiating on revisions to several of the County's Civil Service Rules (CSRs) with the County's respective unions. The CSRs prescribe the permissible actions at every stage of recruitment and hiring, from accepting applications to examination and appointment to the position. The CSRs are critical to ensuring that the County hiring process is a merit-based and transparent workplace, ensuring that applicants are solely evaluated on their merit and qualifications for critical government work. However, the CSRs have not been amended in many years, meaning the County is required to adhere to rules that did not account for the technological and remote changes of the modern workplace.

Given this reality, the Commission supports the following common sense CSR proposed revisions that will ensure the County hiring process can remain merit-based while ensuring efficiency for both the Departments and applicants.

4) EXPANDED OPPORTUNITIES FOR TEMPORARY AND RECURRENT EMPLOYEES TO QUALIFY FOR PERMANENT COUNTY EMPLOYMENT.

County departments invest in recruiting, training, and developing many temporary and recurrent employees. By streamlining the path from temporary and recurrent employment to permanent employment, the County will leverage its existing investment in personnel, reduce external recruitment costs and shorten the time-to-hire by utilizing an already vetted and trained pool of workers. The Commission notes that the federal government has several of these pathways for temporary and recurrent employees to qualify for permanent status in programs such as the Public Lands Corps and the Pathways Programs.

This change will provide an improved path to permanent employment with the County for a well-prepared and known candidate pool by allowing them to qualify for promotional opportunities and the Commission encourages the County to work with the respective departments and employee representatives to improve this process.

The Department reports that their negotiations with the unions regarding changes to the Civil Service rules in order to effectuate this recommendation and others has been successful. As a result, temporary and recurrent employees will be able to utilize internal recruitment channels that were traditionally only open to permanent, full-time County employees.

5) SIMPLIFY INTERNAL PROMOTIONAL EXAMS BY REMOVING THE APPRAISAL OF PROMOTABILITY REQUIREMENT.

Currently, the CSRs allow a Department to require an Appraisal of Promotability (AP) as part of the promotion process for employees within their Department. The AP is in addition to routine

performance evaluations that are part of an individual's personnel file. However, requiring a formal AP has led, at times, to significant delays in processing promotions, resulting in a cascading effect of delays in hiring for the employee's position that is vacated as a result of the promotion. There have also been complaints regarding the subjectivity of the AP, an evaluation that is conducted by the prospective promoted employee's supervisor who may be reluctant to lose a certain employee in their current position. Finally, the AP's subjective nature can lead to contestation and appeals, which consume significant administrative time for Human Resources and supervisors.

By removing the AP, the promotion process can be standardized based on already existing evaluations and reduce the time-to-hire while also deleting unnecessary administrative appeals. The Commission will also note that neither the federal government nor the private sector has an AP.

The Department reports that their negotiations with the unions regarding changes to the Civil Service rules in order to effectuate these recommendations and others has been successful. As a result, the AP requirement will be eliminated once the Board votes in favor of these agreed upon changes. Instead, departments will be allowed to utilize the AP, the WSA, or other methods to evaluate employees for promotional opportunities.

6) EXPAND NON-STANDARD OPTIONS TO HIRE FOR CRITICAL POSITIONS (E.G., NURSES, PSYCHIATRIC TECHNICIANS AND OTHER HIGH VACANCY POSITIONS)

Mental Health has presented compelling evidence to the Commission of the efficacy of non-standard options for immediate hiring, particularly for critical, hard-to-fill positions. The Department has reported that emergency declarations, such as the emergency declaration related to homelessness, fire recovery, and probation, have reduced hiring time for the relevant departments by up to sixty percent. However, the CSRs often limit the ability of departments to utilize these options absent an emergency declaration from the Board of Supervisors that then applies to a narrow category of positions or a handful of departments. This includes allowing a broader range of on-site job fair hiring, the creation of pipeline programs with academic institutions, and the elimination of unnecessary written exams.

Allowing for more non-standard hiring options will significantly shorten the exam time for positions with severe staffing shortages or that are hard to fill. The Commission recognizes that staffing shortages present a risk to the County's operational capacity. This flexibility is both efficient and fiscally responsible as it reduces reliance on more costly, temporary staffing solutions (i.e. overtime, lodging expenses for out of state temporary staff, etc.) while preserving the quality of essential public services. Finally, the Commission notes that the federal government also has special direct hire authority for certain hard-to-fill job types. Most of these direct hire authorities are Congressionally mandated and subsequently undergo a rigorous approval and design process by central Human Resources, but once they take effect, the effects can have a dramatic effect on recruitments in terms of speed and quality of candidates. Examples from the federal government include direct hire authorities for IT related positions, science/STEM related positions, leadership training programs such as the Presidential Management Fellows and White House Fellows, and Experts/Consultants.

In an effort to utilize the lessons learned from recent emergency hire situations, such as the emergency hiring proclamation with respect to homelessness, the County has implemented an emergency declaration with respect to vacancies. This allows departments that meet a specific threshold of vacancies to quickly hire for these vacancies. The Department is working with departments to evaluate their vacancies to determine how they can utilize rapid hiring processes.

7) REDUCE THE NUMBER OF BANDS FROM FIVE BANDS TO THREE BANDS AND INCREASE THE RULE OF 5 FOR OPEN COMPETITIVE POSITIONS.

The Commission's 2017 Report recommended amendments to the Rule of 5. The Rule of 5 requires a hiring department to consider all applicants in a specific band until there are fewer than five applicants remaining in the specific band. Once there are fewer than five applicants in the specific band, the hiring department could start considering applicants in the next band for the open position. This rule ensures that the vast majority of applicants deemed most qualified based on objective hiring metrics are fully considered by the hiring department before moving to the next band of potential hires who have been evaluated as less qualified based on objective standards.

The Department has been happy to report that their negotiations with the unions regarding changes to the Civil Service rules in order to effectuate these recommendations and others have been successful. As a result, the Rule of 5 will be changed to the Rule of 10 for all open competitive positions. The Rule of 5 will remain for promotional examinations. These changes will take effect once the Board votes in favor.

The Commission also recommends that the Department reduce the number of bands that applicants are sorted into from five bands to three bands. This change will increase the number of qualified candidates available to the hiring department and will speed the time with which they can reach additional candidates while maintaining the merit-based system in place to ensure the most objectively qualified candidates are first considered for an open position. This was also an amendment recently agreed to by the Department and the unions. As a result, this change will also be implemented once the Board votes in favor of the agreed upon changes.

APPENDIX A

Below is a list of Human Resource related reports issued by the Citizens' Efficiency and Economy Commission over the past six decades.

- **June 1965** – Validity of the Joint Salary Survey of March 1, 1965
- **November 1965** – Civil Service Operations
- **May 1966** – Report on Civil Service Operations
- **July 1966** – Civil Service Recommendations -
County Personnel Organization and Administration
- **August 1966** – Charter Amendment on Personnel Functions
- **August 1966** – County Compensation Policies and Practices
- **November 1966** – Recommended Board Action on County Compensation
Policies and Practices Report
- **April 1967** – Executive Compensation Study
- **February 1968** – Executive Compensation Study Evaluation
- **May 1968** – Executive Compensation in Los Angeles County Government
- **August 1968** – Changes to the Committee's Executive Salary Recommendations
- **July 1971** – Employee Relations and Salary Determination in Los Angeles County
- **December 1973** – Civil Service and Collective Bargaining
in Los Angeles County Government
- **October 1974** – Correcting the Problems in the Present Civil Service System
- **September, 1976** – Eliminating Automatic Step Increases and Controlling Supervisory
Costs in Los Angeles County Government (Operations)
- **February, 1977** – Recommendations on the Prevailing Wage Clause
and the Automatic Salary Step Increase Plan (Policy)
- **July, 1980** – Selected Current Civil Service Issues (Policy)
- **November, 2010** – A Review and Analysis of Los Angeles County's Human Resources
and Civil Service Commission Processes (Operations)
- **August, 2012** – Implementation Status Update of Los Angeles County's
Human Resources and Civil Service Commission Processes (Operations)
- **April 2017** – Review of Los Angeles County's Civil Service Hiring Process



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January 22, 2025

To: Citizens' Economy Efficiency Commission

From: Lisa M. Garrett
Director of Personnel

A REVIEW OF LOS ANGELES COUNTY'S CIVIL SERVICE HIRING PROCESS

On April 28, 2017, the Citizens' Economy and Efficiency Commission (CEEC) issued a report to the Los Angeles County Board of Supervisors entitled "*A Review of Los Angeles County's Civil Service Hiring Process.*" The report outlined 11 recommendations for expediting the hiring process while ensuring that qualified candidates are selected. These recommendations were designed to streamline the recruitment, exam, and hiring practices within the County.

On July 24, 2024, the CEEC requested an update from the Department of Human Resources (DHR) regarding the status of the recommendations and sought additional information on the current state of the County's hiring and onboarding processes.

In response, DHR has prepared a report (Attachment A) that outlines the significant progress made over the past several years to transform and expedite the County's hiring processes. Specifically, the report highlights the significant process improvements and new information technology solutions DHR has implemented, focusing on reducing the time to hire and the time to fill vacant positions. Notable technological advancements include implementing the Time to Hire (TTH) Dashboard to track and reduce the time spent at each stage of the process; a real-time list management system in NeoGov to improve interdepartmental coordination and candidate communication; Handshake, a recruitment platform to broaden the candidate pool and accelerate the filling of vacancies; and Textio to improve job postings by eliminating biased language and increasing clarity.

Additionally, the report outlines DHR's ongoing efforts to revise Civil Service Rules 6, 7, 8, 10, and 11, which prescribe the permissible actions at every stage of recruitment from accepting applications, to the examination, through appointment to position.

Most notably, the report details the creation of the Strategic Workforce Hiring and Planning Branch. Led by Dr. Johan Julin, Chief Hiring Strategist, the branch is driving

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innovative hiring strategies, leading emergency hiring initiatives such as the Homeless Initiative, enhancing workforce inclusivity, improving the candidate experience, and conducting department-specific reviews to offer tailored solutions to departments and reduce hiring time.

The progress outlined in the report reflects DHR's commitment to addressing the challenges identified by DHR, our County partners, applicants and the CEEC, and to continually transform the County's approach to recruitment and hiring. This commitment is advanced in the DHR 2024-2028 Strategic Plan; Goal 1 is to transform the way DHR recruits, hires, supports, and retains people. As these varied initiatives continue to take shape, they will further expedite the hiring process and enhance the overall candidate experience, ensuring the County remains a top employer of choice.

Should you have any questions, please contact me or Dr. Johan Julin, Chief Hiring Strategist, at jjulin@hr.lacounty.gov.

Thank you.

LG:RC:JJ
SW:SR

Attachment

c: Executive Office, Board of Supervisors
Aisha Pittmon, Senior Board Specialist

Advancing Excellence: A Comprehensive Response to the Citizens' Economy and Efficiency Commission

Lisa M. Garrett, Director of Personnel

January 22, 2025

PROGRESS,
INNOVATIONS,
AND FUTURE
DIRECTIONS IN
LOS ANGELES
COUNTY'S HIRING
AND ONBOARDING
PRACTICES

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Executive Summary

This report serves as a compilation of comprehensive, forward-looking strategies implemented by the Department of Human Resources (DHR) to enhance the hiring processes at the County of Los Angeles (County). We would like to thank the Citizens' Economy and Efficiency Commission's (CEEC) for its landmark 2017 report, [A Review of Los Angeles County's Civil Service Hiring Process](#), and are pleased to detail the many transformative processes we have introduced since that publication. That report highlighted key areas for improvement in the County's hiring practices, emphasizing the need for meaningful changes to reduce time to hire (TTH), enhance the candidate experience, and strengthen the County's ability to attract and retain top-tier talent. DHR previously provided the CEEC with information and updates on various improvements made since 2017. This document intends to consolidate such information and apprise the CEEC of the current status of DHR's efforts.

As noted in presentations and updates in the years since 2017, Los Angeles County has risen to the challenge, delivering substantial progress and innovative reforms. This document showcases the strides made, the challenges that remain, and the proactive measures being taken to reshape public sector hiring. Key achievements include:

- **Significantly Reduced Time To Hire:** Through its various innovations, DHR has been able to reduce countywide time to hire by over 25%, and anticipate continuing such improvement.
- **Streamlining Processes and Leveraging Technology:** Through automated list management, standardized screening practices, and real-time tools powered by NeoGov, DHR has modernized the County's hiring processes. These advancements have reduced redundancies, shortened delays, and increased transparency for both applicants and hiring managers.
- **Enhancing Collaboration, Flexibility, and Data-Driven Insights:** Tools like the TTH Dashboard and hiring scorecards empower DHR to transform data into actionable strategies. These innovations enable the identification of bottlenecks, optimization of hiring processes, and improved efficiency and adaptability across departments.
- **Establishing the Strategic Hiring and Workforce Planning Branch (Branch IV) within DHR:** The launch of Branch IV signifies a transformative step forward in the County's hiring evolution. With its focus on expedited hiring, homelessness emergency recruitment, and strategic job marketing, Branch IV is driving collaboration and innovation while equipping the County to meet its future workforce needs.

This report reflects the County's commitment to improvement and innovation in hiring. Guided by the principles of merit, equity, and operational excellence, Los Angeles County is addressing its past and current challenges, while creating a hiring system for the future that is modern, inclusive, and resilient. As the County advances the shared vision espoused in the 2017 CEEC report and DHR response, it is building a foundation for a workforce prepared to meet today's demands and tomorrow's opportunities, setting a new standard for leadership in public sector hiring.

Implementation of Previous Report's Recommendations

CEEC QUESTION

Could you please provide an update on the progress made in implementing the recommendations from our 2017 report, [A Review of Los Angeles County's Civil Service Hiring Process](#)? Specifically, we are interested in understanding:

- Which recommendations have been fully implemented? Which ones have not been implemented?
- Any challenges or obstacles encountered during the implementation process?
- The impact of these implementations on our operations thus far.

DHR AND CEO RESPONSE BASED ON RECOMMENDATION CATEGORIES

Process Improvements

Recommendation 1: The Task Force recommends that DHR establish and sanction clear communication channels between hiring managers and screeners, to review the screening process before and during its implementation.

Recommendation 2: The Task Force recommends that DHR clarify that each hiring Department has the right to access resumes for each candidate. Further, we recommend that hiring Departments be authorized to encourage each interview candidate to submit a cover letter addressing the candidate's experience and interest. Exam panel interviewers should be provided with candidates' applications and/or resumes.

In response to Recommendations 1 and 2, DHR implemented a NeoGov feature that enables subject matter experts (SMEs) to review and evaluate candidate applications. The feature fosters collaboration by allowing exam analysts to work with SMEs to assess candidates' qualifications and disposition them as either meeting requirements or disqualified. To ensure integrity and confidentiality, candidate applications are redacted of identifying information before they are shared with reviewers. The automated feature allows applications to be seamlessly forwarded within the NeoGov system, and reviewers can evaluate and rate candidates directly in the platform, streamlining the screening process while maintaining security and accuracy.

In addition, DHR has enabled hiring managers to access a comprehensive view of all application materials within NeoGov, including candidates' work experience, responses to supplemental questionnaires, resumes, and other attached documents. This expanded access provides hiring managers with a more detailed profile of each candidate, helping to address the previously noted challenges of determining candidate suitability for

department-specific roles. By having a fuller picture of applicants' qualifications, hiring managers can make more informed decisions on candidate selection.

In addition to NeoGov features, multiple DHR divisions actively support departments by promoting best practices in hiring. The Strategic Hiring Division collaborates with departments through regular meetings to share innovative strategies and address challenges in recruitment and selection, optimizing hiring outcomes. The Countywide Talent Assessment Division serves as a central resource for departmental examination needs, ensuring consistent support across the County. Additionally, the Workforce & Employee Development Division created a comprehensive Selection Interviewing Training for departments and hiring managers, which covers key steps in the process, including securing eligibility lists, accessing applications in NeoGov, interviewing all reachable or a representative sample of candidates, managing logistics, and providing essential job information to candidates. It also guides departments on tracking communication attempts in NeoGov and requesting additional candidates if initial outreach is unresponsive. Lastly, the Impact & Compliance Division developed a Human Resources Compliance training for departmental list managers to ensure list managers promote merit-based and fair hiring practices while providing hiring managers tools to efficiently canvass certification lists.

These improvements create a coordinated approach that enhances the County's hiring process to be efficient, fair, and aligned with departmental needs. By equipping hiring managers with comprehensive candidate information, structured training, and streamlined tools, DHR supports finding the right candidates, enabling departments to make well-informed, timely hiring decisions that strengthen the County's operational effectiveness and commitment to high-quality public service.

***Recommendation 3:** The Task Force recommends that DHR clarify that each hiring department can communicate with candidates by e-mail and/or text message.*

DHR has made significant progress by implementing a feature within NeoGov's Online Hiring Center (OHC) that enables hiring managers to communicate with candidates directly via text messaging within the requisition system. This feature includes pre-designed templates to streamline outreach, with customization options available to departmental exam analysts for specific needs. For candidates who have not opted into text messaging, NeoGov automatically generates a tracking list, allowing departments to engage candidates through other means, including email and/or phone, while maintaining accurate records.

***Recommendation 4:** The Task Force recommends that DHR and the CEO explore ways to shorten the "on-boarding" process by identifying which steps can be done concomitantly instead of sequentially. Further, the County should explore ways to eliminate the need for new Live-Scans when employees move between Departments.*

DHR continues to review and leverage technology, including the Time to Hire (TTH) dashboard, to identify processes that can be streamlined, eliminated, or performed concomitantly to enhance the efficiency and speed of onboarding. In addition, while work is still underway to explore changes to requirements such as Live-Scan for interdepartmental transfers, DHR has made progress by reissuing the Supervisor's Guide

to Onboarding on June 20, 2024, as a foundational resource. This guide frames onboarding as a key element in employee retention, emphasizing the importance of a swift, engaging onboarding experience to quickly integrate new hires and boost early productivity. It also underscores the role of executive support in onboarding, with tailored strategies to ensure executives foster meaningful connections and set the stage for a welcoming, efficient transition.

For certain hires made using authority provided by Civil Service Rule 13.04, permitting a hiring authority to bypass an initial examination, the Live-Scan process does not need to be completed prior to a job candidate's start date, provided that such process has been initiated before the candidate's first day on the job. This expedites hiring by eliminating the waiting period prior to Live-Scan clearance.

***Recommendation 5:** The Task Force recommends that DHR conduct random surveys of new or recent hires to learn from their perspective what the County does well and where the applicants encountered unreasonable delays in the hiring process.*

DHR has introduced the Time to Hire (TTH) Dashboard that compiles feedback from recent hires through a comprehensive satisfaction survey. This survey, sent to all new hires, captures insights on the hiring process stages, including exams, list management, interviews, and onboarding, giving DHR and hiring departments a detailed understanding of applicants' experiences.

The results indicate a strong positive response, with the majority of new hires expressing satisfaction across various aspects of the hiring journey, including areas such as Hiring Interview, HR Professionalism and Courtesy, and Onboarding. HR Service and Professionalism were particularly well-rated, reflecting positively on the County's commitment to professionalism and supportive onboarding practices. New hires also reported favorable experiences with the overall interview process and the expertise demonstrated during exams. Conversely, the least favorable areas rated by new hires includes those related to time, including the timeliness of the job offer. In turn, this provides DHR diagnostic information to assist (or, if necessary, admonish) departments in ensuring timely handling of job candidates. See "Evaluation and Improvements" section (new question 7) below for further information and data.

By continuing to leverage the TTH Dashboard, DHR will use the information to monitor, learn from, and refine the hiring experience, reinforcing strengths and ensuring a smooth, efficient process that upholds the County's commitment to a high-quality candidate experience. This tool allows DHR to align its efforts with the needs of departments and applicants alike, supporting an effective and streamlined approach to recruitment.

Technological Improvements

***Recommendation 6:** The Task Force recommends that DHR work with the NeoGov vendor to convert the list management process from a static list distribution system to a real-time database-driven system, whereby Departments can learn instantly if a candidate has a job offer or is no longer interested in County employment, while at the same time fully protecting a candidate's opportunity to seek employment from multiple County Departments concurrently.*

In January 2020, LA County transitioned to the NeoGov list management system, which is a real-time database-driven system. The current list management system includes the following functionalities, not previously available through the prior legacy system:

- If an applicant is offered a job by the hiring manager, the system updates the main eligible list so that the person is no longer referred to other hiring managers.
- If an applicant is no longer interested in County employment, they can be dispositioned with “Refused Due to Other Employment” by the list manager. Alternatively, if the applicant contacts the exam analyst indicating they are no longer interested in the position, the exam analyst can code the applicant on the main eligible list with “Candidate Withdrew from Eligible List”. Both dispositions will remove the applicant from the main eligible list and all associated referrals to hiring managers in real-time.

Rule Changes

***Recommendation 7:** The Task Force recommends that the County eliminate the AP for all inter-departmental promotional exams and mandate the use of the WSA instead. Departments should be given the option of choosing the WSA or the AP for intra-Departmental promotional opportunities, with a stated preference for the WSA.*

DHR is actively negotiating with labor on revisions to the CSRs (6,7,8,10, 11) that govern the County’s hiring practice to streamline the assessment and onboarding processes. As part of this effort, DHR proposed a revision to *CSR 7 – Competitive Exams* to remove the Appraisal of Promotability requirement which can be subjective and is often highly contested. This change will also reduce the time required to conduct internal promotional exams.

Beyond the Civil Service Rule proposed change, DHR discourages the use of the AP in promotional examinations. While departments have delegated authority to determine which test parts to use on the exams they conduct, DHR actively promotes the WSA as an effective alternative that is more objective, equitable, valid, and efficient than the AP.

***Recommendation 8:** The Task Force recommends that the Board of Supervisors broaden the number of candidates that hiring managers have access to through the Civil Service system.*

DHR has also proposed several revisions to *CSR 11 – Certification and Appointment* that will increase the number of candidates available to hiring managers whom they can canvass for their vacancies. DHR has proposed changes to eligible list groupings, also called bands, from the current five-band structure to three bands. This revision is supported by a meta-analysis of years of recruitment data. The analysis revealed a three-band structure will better represent the distinction between the quality of candidates’ performance on predictive assessments in civil service exams. Another proposed revision will replace the “rule of 5” with a rule reflecting the number of candidates on the list. This revision will ensure hiring managers have a greater minimum number of candidates from which to make a selection. Lastly, an additional proposed revision will reduce the time a

department must wait on non-responsive candidates before being able to access additional candidates on the hiring list.

Culture Changes

***Recommendation 9:** The Task Force recommends allowing Department Heads, contingent on remaining within their department's personnel budget, to offer new employees hired from outside the county a beginning salary up to the mid-point of that job classification's salary range, rather than having to seek permission from the CEO prior to making a contingent job offer.*

The Chief Executive Office (CEO) is the authority for salary administration and supports flexibility in helping departments achieve their mission, including quickly appointing qualified candidates. The CEO has begun to explore potential delegations of authority to departments to make MAPP placements. However, these analyses, from a Countywide perspective, are in the early, conceptual stage. The CEO Classification and Compensation Division plans to continue this effort and return with recommendations to our Chief Executive Officer later this fiscal year.

A detailed, data-driven analysis of MAPP appointment trends is critical to ensuring appropriate safeguards are in place for any level of delegated authority. This is particularly true because implementation could have unintended consequences of creating salary inequities between external and internal candidates. This is because, since the time of the report (2017), employers are not allowed to take into consideration an outside candidate's current compensation, meaning that the County is negotiating "blind" with external candidates, and it would be illegal for the County to review W-2s or any evidence of actual pay. Internal to the County, however, MAPP appointments are based on a number of factors, including but not limited to the employees' current salary.

Currently, departments must perform a complete review to ensure pay equity amongst employees in their department before submitting a request to the CEO. The CEO reviews the Departmental analysis to ensure the candidate is being treated similarly to existing County employees at the same level throughout the County regardless of whether they were recruited from the outside or promoted from within. The CEO review provides consistency across the County, as well as transparency and protection to line managers and executives. The CEO considers recruitment data, market salary data, candidate qualifications and most importantly, pay equity.

These considerations, among others, will guide our analysis and any ultimate recommendations for providing delegated authority to departments to conduct MAPP placements. Crunching the data and establishing appropriate guardrails and processes are critical to make sure we achieve our desired objectives of increasing hiring timelines without unintended consequences that can create inequities, impact morale, and result in salary compression.

***Recommendation 10:** The Task Force recommends delegating increased authority to Department Heads to reallocate classified positions and adjust staffing levels within their Departments as needed, again contingent upon remaining within their authorized personnel budget.*

Departments have always been able to fill positions with a different title from what was originally requested and formally approved by the Board. Departments do not need approval to fill vacant positions with a position title that is in the same series which is at or below the level of the budgeted position they are seeking to fill.

Additionally, Departments can submit Ordinance Position Authority (OPA) requests to the CEO for approval. The CEO reviews OPA requests to fill positions outside the job series of the budgeted position, overfill at a level above the budgeted position, fill an unbudgeted position, or hire a retiree. The CEO review ensures that the requested title and pay are reflective of the duties/responsibilities of the job and is commensurate with what other employees are doing with the same title or level throughout the County. The methodology for determining the appropriate title to fill the position should be based on objective standards to ensure pay equity as subjective factors should not influence pay.

The CEO has worked closely with departments to help expedite and streamline the OPA request and approval process. This includes the CEO developing and delivering training to departmental HR staff as well as individualized assistance with departmental workflows and internal approvals. This has resulted in the CEO approving several streamlined alternate OPA approval processes for emergency hiring initiatives.

Finally, starting in 2022, the CEO delegated authority to the three health departments (Departments of Health Services, Mental Health, and Public Health) to self-administer and process departmental OPA requests for various clinical classifications. This includes the ability to overfill, underfill, and fill unfunded positions that are in the approved mission critical, clinical classifications. In addition to this delegated authority, CEO developed an Alternate Expedited OPA process for various high-level mission critical classifications that are essential for the department’s operations in meeting patient care. [Table 1](#) reflects the number of departmental classifications and positions that fall under this delegated authority:

TABLE 1
OPA/Position Authority Delegated From CEO

Department Positions			Positions/Classes Approved to Date			Cumulative Transactions
Dept.	Total Positions FY 24-25 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes	Total By Department
	Pos.	Classes	Pos.	Classes		
DHS	31,118	857	21,898	472	70%/55%	4,868
DMH	7,962	243	5,846	96	73%/40%	205
DPH	5,842	408	3,435	123	59%/30%	120
Total	44,922	1,508	31,179	691	69%/46%	5,193

The CEO continues to review data from these expanded delegated authorities to inform recommendations for overall process improvements and potential expanded delegations of authority beyond the departments above. Again, data is critical to ensuring delegations of authority achieve desired results without resulting in unintended consequences.

Finally, classified positions are often labor-represented. The CEO takes its obligations to labor extremely seriously, including any obligations to meet and confer or negotiate, either of which may be triggered by the reclassification of labor-represented classified positions, the creation of new organizational structures, or the assignment of new or different job duties. A process for expanding delegated authority must take these very important labor issues into account.

Recommendation 11: The Task Force recommends that the County create a mechanism for “off-schedule” hiring, whereby a small amount of the personnel budget, to be determined by the Board, could be reserved for unidentified needs, allowing Department Heads (in consultation with the CEO) to hire exceptionally and uniquely talented individuals even if there is no officially identified vacancy for them to fill.

As reflected in the response to Recommendation 10, the CEO provides departments with sufficient flexibility and options for hiring that effectuate this recommendation. Departments are not limited to hiring only individuals for which there is an officially identified vacancy for them to fill. The CEO has worked with various departments to achieve a number of hirings that would fall under this recommendation. The current OPA request process and other emergency hiring initiatives are sufficient to address this recommendation in instances where a department has sufficient funding and workload justifications to hire individuals that may fall outside of departmental vacant items.

Additionally, departmental budgetary constraints are typically not a barrier to hiring new, critical positions through the OPA process, as most departments retain sufficient S&EB savings throughout the fiscal year to support such positions. Reserving a portion of departments’ personnel budgets for “off-schedule” hiring would limit their flexibility to use S&EB savings as needed. The County would not provide locally generated NCC for departmental hiring that is subvented with State and Federal funding, and those departments can hire new positions provided the State and Federal revenue is available to charge against. Moreover, establishing a central reserve of ongoing funding for “off schedule” hiring sufficient to meet departmental needs could result in a significant amount of ongoing locally generated funding set aside in a holding pot – essentially, reserved for a future, unspecified use despite the approximately \$2 billion in unmet needs requests departments submit annually during the budget process. In other words, it would not be effective to set that funding aside when departments have substantial unmet needs that could be funded with the money.

New Questions Pertaining to Hiring and Onboarding

CEEC QUESTION

In addition, we have a new set of questions regarding our hiring and onboarding processes that we would like your input on: Four categories of hiring: 1) Internal, 2) Open Continuous (external), 3) Open Competitive (external), 4) Peace officers/emergency personnel.

DHR RESPONSE BASED ON SPECIFIC QUESTIONS

Data/Technology Questions

- 1. Can you provide an overview of the typical timeline from job posting to candidate onboarding? Can you provide the data by Department? By classification?**

Time to Hire (TTH) refers to the total time it takes for an individual to apply for a position and begin their first day of work. The process generally consists of the following phases:

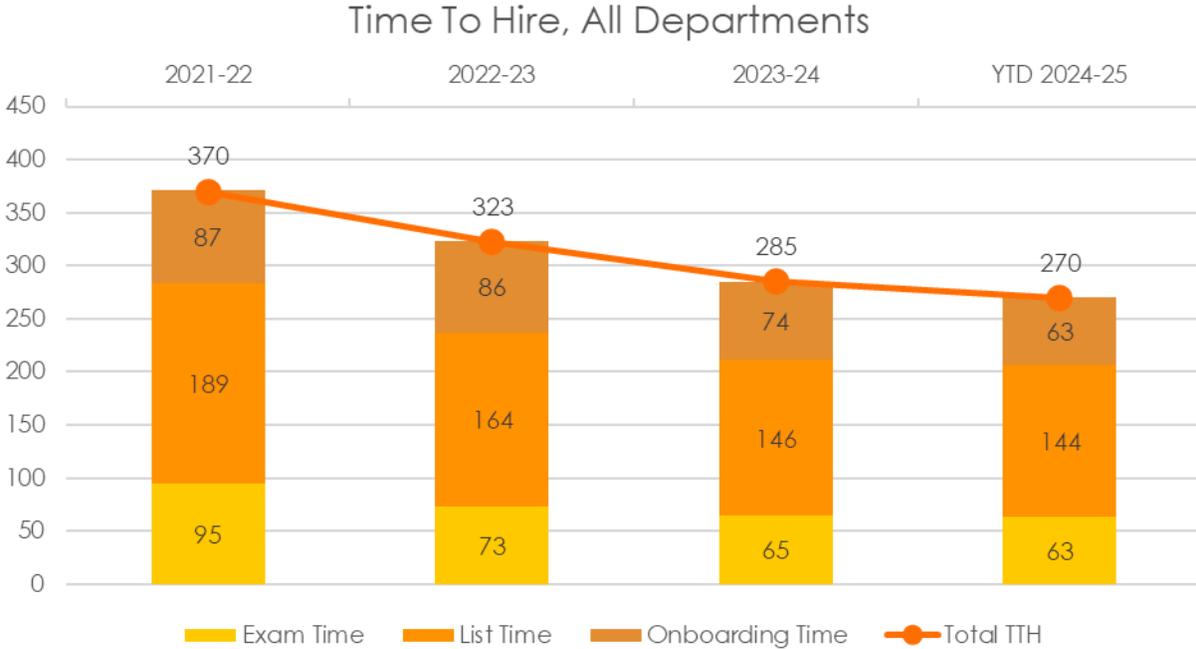
- a) Exam Time:** This phase represents the duration from application submission to placement on the eligible list.
- b) Time on Eligible List:** This phase accounts for the time candidates remain on the eligible list before being given a conditional job offer for a position.
- c) Onboarding Time:** This phase refers to the time from when the candidate accepts a job offer to the job start date.

DHR introduced the TTH Dashboard in FY 2021-22, which provided a countywide and department-level view of the length of the hiring process in the County. The hiring process is divided into three phases: Average Exam Time, Average Time on the Eligible List, and Average Onboarding Time. Together, these metrics reflect the total TTH, from application submission to the candidate's first day on the job.

The TTH Dashboard updates monthly and provides valuable insights into opportunities for improvement and areas where efficiencies have been achieved. [Graph 1](#) illustrates the countywide average TTH by fiscal year, and the positive year-over-year impact that DHR's innovations and programs are having on all three hiring phases that comprise TTH.

GRAPH 1

Average County Time to Hire by Fiscal Year (Days)



DHR is able to provide data by department and across the four primary hiring categories: Internal, Open Continuous (external), Open Competitive (external), and Peace Officers/Emergency Personnel. With over 2,000 County classifications, each with its unique set of processes and timelines, aggregating the information by fiscal year offers a more manageable and cohesive overview without overwhelming detail.

However, we recognize that a more granular view may be helpful in certain cases. For specific inquiries into particular classifications or hiring categories, we welcome the opportunity to provide targeted data upon request.

DHR is committed to making hiring data as transparent and user-friendly as possible and is continually working to enhance its systems to allow for greater specificity over time. If there are particular classifications or departments for which the CEEC would like further details, please contact DHR so that the additional data can be provided.

For tables illustrating department-level TTH metrics, please refer to [Appendix A. Average Time to Hire by Department](#).

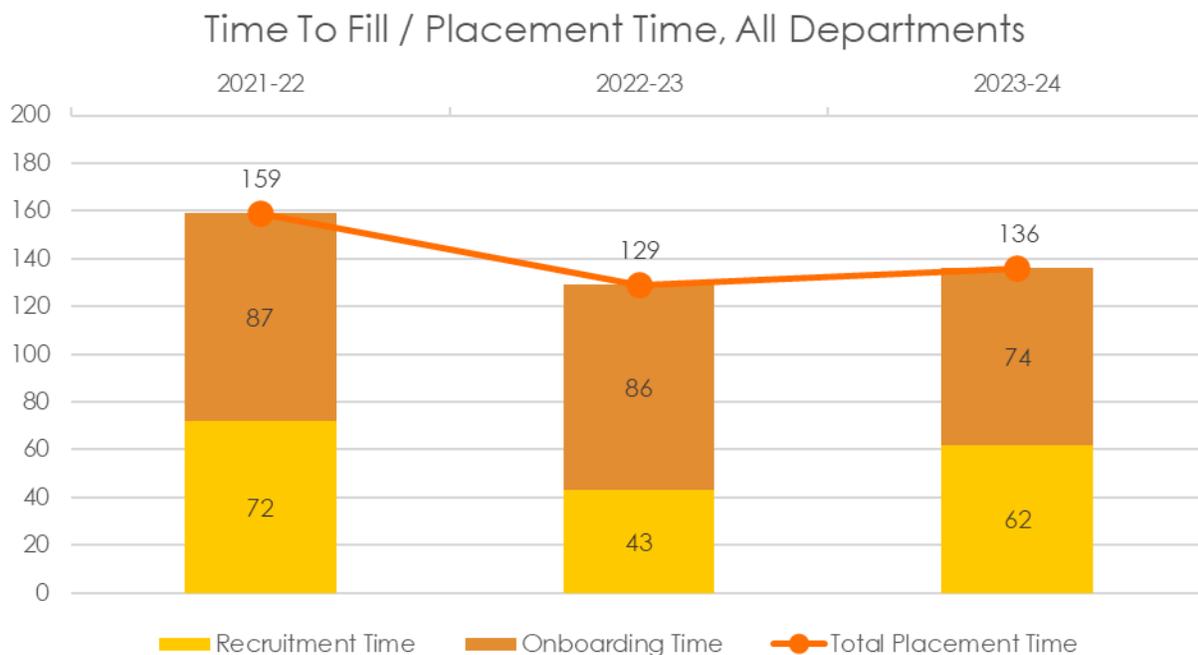
It is important to note that the TTH statistic represents a typical candidate's view of the amount of time it requires to be hired – that is, from the time of application to the first day of the job. However, it does *not* represent the amount of time that a department takes to fill a vacancy. This is captured in another statistic: time to fill (TTF). TTF is defined as the average number of days between the date that a department identifies a vacancy with the intention to fill that vacancy and the date that the position is filled.

TTH and TTF metrics differ due to the way in which County recruitments are conducted. A department may not have any vacancies, yet a recruitment is conducted, examinations are administered, and candidates are placed on eligible lists. If there are no vacancies, or if a candidate is not reachable on an eligible list, they may wait to be contacted; as a result, the TTH statistic goes up. In contrast, the TTF statistic is not calculated until the department has a vacancy and moves to fill that vacancy. As a result, TTF figures are generally lower than TTH figures.

TTF is a more recent metric and has only been calculated over the last two years.

GRAPH 2

Average County Time to Fill (Placement Time), by Fiscal Year (Days)



2. (a) What steps do you take to keep candidates informed about their application status?

To keep candidates informed about their application status, departments utilize NeoGov to send email notifications at key stages of the examination and hiring process. This includes confirmation of application receipt, updates on the status of their application, test invitations, and notifications when they are no longer being considered for a position.

(b) How do you manage expectations regarding timelines and candidate availability with hiring managers?

To manage expectations around timelines and candidate availability, DHR recommends departmental exam analysts establish clear, detailed project timelines and engage in regular communication with the requesting hiring manager. This includes meeting with hiring managers to provide an overview of the recruitment

process; outline key phases such as job analysis, test development, exam administration, and the publishing of eligible lists; and review expected timeframes for each stage. The exam analysts then continue to provide status updates throughout the process to keep hiring managers informed.

3. (a) What performance indicators do you use to evaluate the effectiveness of your hiring process (example: time to fill, offer acceptance rate, etc.)?

DHR evaluates the effectiveness of hiring across all LA County departments using several key performance indicators, including recruitment time, exam time, list time, and onboarding time. In order to ensure departments are informed of their latest hiring trends, we have initiated meetings to share real-time data with departmental executives and HR staff. Scorecards with relevant departmental datapoints, along with comparisons to similar departments, are also provided. In addition, DHR has conducted training with departmental personnel and County managers on use of the TTH Dashboard as a tool to guide decision-making.

(b) How do you report these metrics to stakeholders within the organization?

DHR developed the TTH Dashboard with the express goal of providing executives and Departmental Human Resources Managers across LA County departments a clear reporting of the key performance indicators listed in Question 3a. Departments have had access to the TTH Dashboard since its rollout in 2021. DHR is scheduling a new round of meetings with all departments to review current data, provide them with scorecards, and consult on additional opportunities to improve performance.

(c) Please share any recent data/trends that reflect the efficiency of your hiring.

The total number of applications we received and reviewed has increased significantly, growing by approximately 75%, from 218,507 applications for FY 2021-2022 to 383,699 applications for the 2023-2024 FY, reflecting both an expanded applicant pool and our ability to manage a higher volume efficiently. Despite this surge, our hiring process remains faster and more streamlined than in previous years.

In recent years, our hiring process has shown significant improvements in efficiency. The total TTH has decreased over the years across all phases of hiring, as shown in [Graph 1](#) of this document.

4. How do you ensure that the technology/systems support other departments' systems?

Currently, DHR has several contracts with vendors to support recruitment, branding, and marketing of job opportunities. Systems available include a Handshake Premium account to post on college career center websites and identify and message students and recent alumni in specific fields of study and/or at specific, targeted schools; a comprehensive LinkedIn account that includes job posting slots, recruiter seats to source talent, and a company career page to spotlight opportunities; a contract with Careers in Government which also includes several diversity sub job boards; a contract with Your Membership/YM Careers which provides access to almost 3000

niche associations; and, a contract with Textio to streamline communications such as job postings, memos, emails, and more. DHR also has a dedicated NeoGov team that provides ongoing support and training for departmental staff.

Collaboration With Departments

5. How do you collaborate with department heads and their hiring managers to understand their hiring needs?

In recognition of the need for a more efficient and responsive hiring process, DHR recently established the Strategic Workforce Hiring and Planning Branch (Branch IV). This branch is exclusively focused on transforming the County's recruitment and hiring processes, with a strong emphasis on reducing TTH and enhancing the candidate experience. Under the leadership of Chief Hiring Strategist, Johan Julin, Ph.D., the branch coordinates department-by-department reviews to understand each department's specific needs and workforce challenges.

The Strategic Hiring Division (SHD) within this branch has already engaged with several departments, including Internal Services, Sheriff, Health Services, and County Counsel, and is actively working to reach all departments across the County. In each session, the SHD conducts an in-depth review of hiring metrics, such as TTH, vacancy rates, and onboarding timelines, to gain a comprehensive view of each department's recruitment landscape. For example, SHD analyzes data on the most populous classifications, identifies where exams have experienced delays, and highlights instances where candidates remain on eligibility lists without being selected or experience onboarding delays.

SHD also introduces tailored pre-hire and hiring strategies for each department based on its unique needs. For instance, this division may recommend video interviewing to streamline the selection process, targeted hiring fairs to quickly build candidate pools, or optimized job posting schedules to attract high-quality candidates during peak hiring periods. This personalized approach ensures that DHR's support is both responsive and effective, addressing the operational challenges each department faces.

In addition, DHR's Impact Team works closely with departments to create and implement recruitment and hiring strategies tailored to the unique staffing needs and culture of each department. For this purpose, Impact engages the Department Head, Chief Deputy, Administrative Deputy, HR Manager, and hiring managers in identifying systemic hiring issues and launching comprehensive solutions to move the department forward.

6. Most recently, you gave a presentation of all the recent improvement initiatives/changes to our commission, (a) how are you sharing these improvements to other departments to ensure effective communication, (b) has it been successful?

DHR has implemented a multi-channel communication strategy to ensure all departments are well-informed about these significant updates.

At the HR Executive Advisory Committee meeting on August 21, 2024, Dr. Julin presented DHR's key initiatives, including new approaches to reduce TTH, streamline recruitment, and improve the candidate experience. Importantly, the session was designed to foster open dialogue, allowing Department Heads to voice specific hiring challenges, and enabling DHR to gather valuable feedback that would shape tailored responses.

Following the meeting, Lisa M. Garrett, Director of Personnel, sent an email on August 27, 2024, to underscore DHR's commitment to department support and collaboration. In her message, she acknowledged the distinct hiring needs across departments and affirmed DHR's role in facilitating successful outcomes. Ms. Garrett emphasized that DHR would reach out to all departments that expressed interest in becoming early adopters of current and upcoming hiring innovations. Additionally, she reassured leaders that departments requesting assistance with specific hiring challenges would receive direct support from DHR. Her message captured DHR's commitment to ongoing collaboration, stating, "While each department conducts its own hiring and onboarding processes, DHR is here to support and advance your hiring needs and efforts."

To further highlight the work of DHR, Ms. Garrett issued a formal memo on August 28, 2024, introducing the new Strategic Workforce Hiring and Planning Branch to all Department Heads, Chief Deputies, Administrative Deputies, and Departmental HR Managers. This memo outlined the Strategic Workforce Hiring and Planning Branch's mission to reduce TTH, improve the candidate experience, and enhance emergency hiring processes. Along with the memo, DHR distributed its first edition of a quarterly Strategic Hiring newsletter highlighting recent initiatives and successes, providing departments with clear examples of impactful hiring innovations.

Specifically, for the Emergency Appointment hiring process, DHR holds monthly sessions with HR managers to offer additional clarification and a forum for questions and feedback, ensuring departments not only receive timely updates but are also fully equipped to implement them effectively.

Dr. Julin and Branch IV managers frequently present at various other departmental stakeholder meetings, such as monthly Administrative Deputy and Departmental Human Resources Managers meetings, and quarterly meetings of the Recruitment & Selection Workgroup. Presentations cover a variety of topics such as new innovations, revised processes to streamline existing innovations, new technology or tools, and countywide hiring metrics.

Although a complete assessment of these efforts will take time, initial responses from departments have been overwhelmingly positive. Departments have specifically expressed appreciation for DHR's structured, hands-on supportive approach, and the practical nature of the tools provided. Strategies such as abbreviated applications, post-test application review, and same day hiring, have already helped departments achieve quicker hiring cycles and eliminate common bottlenecks. DHR plans to continue to actively monitor key metrics such as TTH reduction, onboarding efficiency, and overall hiring list movement. This data, combined with ongoing feedback from

departments, will allow DHR to continually refine these strategies and provide evidence-based adjustments.

Evaluation and Improvements

7. How do you incorporate feedback from hiring managers, new hires, and exit interviews¹ to improve your processes?

DHR is dedicated to enhancing hiring processes that are both responsive and strategically refined, informed by real-time feedback from hiring managers and new hires. Through the Hiring Experience Feedback Survey, automatically sent to every hiring manager and new hire upon hiring, DHR captures valuable insights directly from those involved in the process. New hires are asked how likely they are to recommend County employment and rate their satisfaction with various aspects of the exam, hiring interview and onboarding processes. Meanwhile, hiring managers are asked how likely they are to recommend the list and rate their satisfaction with the recruitment process, the quality of the list, and the quality of the candidate(s) they ultimately hired.

Results are automatically integrated into the TTH Dashboard, enabling DHR to analyze timely and relevant feedback to make informed, data-driven decisions. This structured feedback tool has been instrumental in highlighting that the County remains a top employer of choice, committed to recruiting high-quality candidates and fostering a positive recruitment experience, while also identifying opportunities for targeted improvement.

As of September 30, 2024:

- 93% of new hires would recommend a job at the County.
- New hires reported a satisfaction rate of 86% and above in critical areas, such as:
 - Hiring Interview - Overall
 - Dept. HR Professionalism, Courtesy during Hiring Interviews
 - Dept. HR Service and Professionalism during Onboarding
- Hiring managers report an 88% satisfaction rate in Quality of Hires, and a 68% satisfaction rate in Recruitment – Outreach.

By actively monitoring and leveraging these insights, DHR continues to innovate the hiring experience to build a diverse, highly qualified workforce dedicated to serving the needs of Los Angeles County.

8. What adjustments have been made based on that feedback?

Drawing insights from the TTH Dashboard, over the last several years, DHR made concerted efforts to implement innovative strategies to improve and streamline the County's hiring processes, including:

¹ While exit interviews are not part of the Hiring Experience Feedback survey, DHR is committed to enhancing employee retention and creating a more engaged workforce. To support this effort, the Stay Interview Guide was reissued on June 20, 2024. The guide emphasizes understanding employee needs and concerns early on, using stay interviews as a structured approach to discuss job satisfaction and prevent turnover. It outlines effective interviewing techniques, evaluation processes, and follow-up steps to create personalized retention strategies.

- Leveraging LinkedIn and other social media platforms – such as Instagram, Facebook, and X (formerly Twitter) – to enhance the County’s visibility as an employer of choice, attract a diverse pool of highly qualified candidates, and effectively target specialized talent to address hard-to-fill positions.
- Partnering with Interviewstream, a top-tier video-interviewing recruitment platform, for one-way hiring interviews, which increased efficiency in hiring by eliminating cost and reducing resources and time associated with scheduling and assessing in-person interviews. Since 2017, 26 County departments have used Interviewstream to conduct over 2,500 interviews each year. This innovation allows departments to administer interviews in an average of five to eight days, compared with 50-70 days for traditional recruitments.
- Introducing post-test application submission to facilitate on-the-spot hiring, further streamlining the hiring process and improving the overall recruitment experience for the candidate and department. Department of Health Services piloted this initiative at their College of Nursing and Allied Health Nursing event, resulting in filling their vacancies more swiftly with some candidates being hired as quickly as four days.
- Introducing early conditional job offers for critical hard-to-fill positions. Relative to the County, private industry has greater flexibility in extending job offers to candidates while they are in school or completing their licensing requirement. County rules prohibit candidates from assuming a role without first meeting the minimum qualifications for that role. However, establishing a practice of enabling departments to make conditional job offers prior to meeting job requirements has allowed departments to be competitive with private organizations, particularly in the health departments. To date, DHR has approved such requests for 26 recruitments in the Departments of Mental Health, Health Services, and Public Health, with additional requests pending.
- Reducing the application length by nearly 70% which saves applicants an average of 45 minutes per application. This attracts more qualified candidates, thus increasing the size and quality of talent pools.
- Approving requests for non-traditional banding to reach more highly qualified candidates.

As mentioned, recognizing that a more concentrated and streamlined approach was needed to transform recruitment and hiring processes, DHR established the Strategic Hiring Division (SHD) within the new Strategic Workforce Hiring Planning Branch, staffed with a team dedicated solely to implementing modern and efficient practices for recruitment and hiring. A key step in modernizing these efforts was securing a 24-month subscription with Handshake, an online recruiting platform that connects the County to the largest and fastest-growing network for Gen Z, with over 15.8 million students and alumni across 91% of the top educational institutions in the United States. This partnership marks a significant step in transforming and expanding the County’s recruitment efforts and its ability to rapidly fill critical vacancies by enabling

efficient job postings, engaging with a diverse talent pool through virtual and in-person events, and strategically sourcing candidates based on their education and skills.

Moreover, DHR recently secured a three-year contract with Textio, an innovative platform designed to enhance job postings by identifying and eliminating biased language, improving clarity, and enhancing overall engagement. By utilizing Textio, DHR can significantly improve the quality of job postings, ultimately attracting a more qualified and diverse candidate pool.

9. How do you evaluate the effectiveness of your training programs for hiring managers and new hires?

DHR's Workplace Employee Development (WED) is dedicated to cultivating a highly skilled, motivated, and effective workforce through comprehensive training programs tailored to meet the needs of all County employees, from entry-level staff to supervisors, managers, and HR professionals.

By offering essential training in effective communication, having difficult Conversations, and team building to all employees, DHR enhances individual performance and fosters a collaborative and inclusive workplace culture. Specialized programs for managers and supervisors—such as Supervisor Essentials, Increasing Respect in the Workplace, and Coaching for Performance Improvement—equip them with vital skills to navigate challenges and uphold the highest standards of professionalism. Furthermore, targeted training for managers, supervisors, and HR staff in selection interviewing and performance evaluation sharpens their ability to make informed decisions that drive organizational success.

To evaluate the effectiveness of these trainings, WED uses the Participant Feedback Survey for in-person sessions, allowing DHR to assess relevance and applicability to ensure we meet the current specific needs of our workforce.

DHR also enhances professional development through *Udemy Learning*, offering access to approximately 13,000 on-demand courses that empower employees to excel in their roles and advance their careers. To maximize this resource, DHR curated specific course recommendations in areas that align with essential work behaviors evaluated in County Performance Evaluations, such as oral and written communication, customer service excellence, and team collaboration. As of September 30, 2024, County employees have participated in over 1.8 million hours of *Udemy learning*, with more than 560,000 courses completed, reflecting their commitment to growth and excellence.

Additionally, DHR partnered with the Department of Public Works (DPW) to develop a high-quality, engaging video-based training to address potential bias in the County's interview process. Designed to reduce unconscious errors and bias, the training promotes diversity, fairness, and equity, while also improving the quality of the ratings generated by the interviews. While the training is mandatory for all DPW and DHR interviewers, it is available to all other departments, offering an essential resource to ensure consistent and unbiased hiring practices throughout the County.

Lastly, as the County continues to shape and define the culture we strive for, we have empowered managers, supervisors, and employees who not only align with these cultural values but are capable of championing and building upon them to drive the department's goals forward.

10. How do you stay updated on best practices in hiring and onboarding?

Over the last several years, DHR has been at the forefront of hiring and onboarding practices through several key strategies:

Training and Development: DHR regularly attends and conducts training sessions, conferences, and workshops focused on emerging best practices in hiring and onboarding. This ongoing education helps to keep DHR staff informed about new strategies and tools.

Feedback Mechanisms: DHR regularly creates surveys and captures data. This includes feedback surveys from new hires and hiring managers to gather insights on the effectiveness of current practices. This data-driven approach allows DHR to identify areas for improvement and adopt new methods based on real experiences.

Technology and Tools: By leveraging modern recruitment technologies, such as Textio for job postings and Handshake for outreach, DHR seeks out and implements innovative tools that reflect current best practices in attracting diverse talent and improving candidate experiences. Currently, DHR has upgraded premium accounts with LinkedIn, Textio, Handshake, and maintains robust social media accounts on Instagram, Meta (Facebook), and X (Twitter).

Continuous Improvement: DHR fosters a culture of continuous improvement, regularly reviewing and updating its policies and procedures to ensure alignment with the latest trends and best practices in human resources.

Most recently, with the establishment of the SHD, DHR will continue to assess, modernize, and streamline hiring and onboarding practices.

11. What measures taken during emergency hiring can be adapted to the normal hiring process?

The innovative emergency hiring procedures and strategies DHR established under Civil Service Rule 13.04—initially in response to the County's homelessness emergency and later expanded to address critical shortages in correctional health service roles within County jails and the Probation Department—have revolutionized hiring practices. By dramatically reducing the administrative burdens associated with traditional hiring processes—such as convoluted job postings, lengthy application reviews, and extended exam, list, and onboarding times—DHR's emergency hiring initiative has effectively removed barriers for qualified personnel to enter County employment. This groundbreaking approach has reduced the average hiring time to approximately 111 days, a significant improvement from the Countywide average of 273 days, a 59% time savings. Emergency hiring has allowed departments to be

nimbler, enabling them to swiftly onboard the talent needed to address critical staff shortages.

Emergency hiring using CSR 13.04 requires the establishment of an emergency. DHR is currently evaluating ways in which this rule may be applied to various urgent matters facing County departments, necessitating the immediate appointment of qualified personnel, and obviating the initial examination process typically required in County recruitments. DHR aims to augment the use of emergency hiring through such programs starting in the next fiscal year.

Moreover, departments can achieve a similar level of hiring flexibility in their regular hiring process by proactively adopting and integrating the following measures:

- Non-Traditional Banding: Exploring the feasibility of using non-traditional banding such as non-competitive exams and alternate banding, to quickly access a broader pool of qualified candidates.
- Strategic Job Postings: Advertising job openings in advance and only accepting applications when there are vacancies, preventing candidates from taking exams and waiting months on a list without clarity on their hiring status.
- Concise Job Descriptions: Using clean clear and succinct language within job postings to attract qualified candidates - now made easier with Textio.
- Streamlined Application Forms: Implementing abbreviated applications accompanied by supplemental questionnaires to expedite the review process.
- Video Interviews: Utilizing Interviewstream for hiring and selection interviews to accelerate hiring.
- Proactive List Canvassing: Conducting proactive canvassing based on departmental needs to reach more qualified candidates quickly.
- On-the-Spot Hiring Fairs: Organizing and inviting all potential candidates to hiring fairs to accelerate hiring and onboarding.

Onboarding

11.(a) How do you gather feedback from new hires about their onboarding experience?

Every time a new employee is hired, DHR sends out a Hiring Experience Survey which includes satisfaction questions on onboarding for both hiring managers and new hires. See response to question 7.

(b) How do you ensure ongoing employee engagement and satisfaction beyond the initial onboarding process?

DHR updated and reissued a Supervisor's Guide to Onboarding on June 20, 2024, as a foundational resource. This guide frames onboarding as a key element in employee retention, emphasizing the importance of a swift, engaging onboarding experience to quickly integrate new hires and boost early productivity. It also underscores the role of executive support in onboarding, with tailored strategies to ensure executives foster meaningful connections and set the stage for a welcoming, efficient transition.

In the same 2024 communication, DHR also issued a Stay Interview Guide for Supervisors. The guide recommends Stay Interviews as periodic, informal discussions between a supervisor and an employee about the employee's job satisfaction and ways the supervisor can help the employee remain engaged, motivated, and productive. Stay Interviews enable the progression of employee retention from one-size-fits-all programs to customized retention strategies (e.g., "Stay Plans") for each employee.

DHR is also an integral partner to departments that implement Stay Interviews. For example, DHR collaborated with the Department of Children and Family Services (DCFS) to implement Stay Interviews at DCFS' Antelope Valley (AV) offices. DHR provided DCFS-AV supervisors with a comprehensive Stay Interview Guide, Stay Interview webinar, and templates for use when conducting Stay Interviews with their employees. In addition, an anonymous survey collected feedback about the Stay Interview experience.

12. How often do you review and update your onboarding procedures?

Currently, under delegated authority, each County department is allowed by DHR to have its own onboarding procedures, provided that such procedures comply with existing laws and regulations. Leveraging the TTH data, DHR's Strategic Hiring Division (SHD) is initiating a systematic review of these departmental onboarding practices to identify and document best practices. In turn, this will facilitate the implementation of best-practice standardized processes to enhance the employee onboarding experience. Rollout is anticipated during the 2025 calendar year 2025.

13. What performance indicators do you use to evaluate the effectiveness of your onboarding process?

a. How do you report these metrics to stakeholders within the organization?

As previously stated in the Data and Technology Question 3, DHR evaluates the effectiveness of hiring across all LA County departments using several key performance indicators, including exam time, list time, and onboarding time. In order to ensure departments are informed of their latest hiring trends, DHR has begun providing departments with their TTH scorecard and meeting with them one-on-one to walk through their real-time data. In addition, DHR has provided training on using the TTH Dashboard as a tool to guide decision-making.

b. Please share any recent data/trends that reflect the efficiency of your onboarding process.

As demonstrated in [Graph 1](#), onboarding time has shown significant improvement, dropping by 13%, from 85 days in FY 2021-2022 to 74 days in FY 2023-2024. This reduction reflects the positive impact of targeted process enhancements and the implementation of key innovations aimed at streamlining onboarding activities.

14. Do you have data regarding failure to pass probationary period?

Over the last three years, a total of 58 employees at departments using Performance Net, the County's legacy performance management system, failed to pass their probationary period. In December 2023, the County transitioned from Performance Net to TalentWorks to capture employee performance data. By using TalentWorks moving forward the County's 90,000+ non-MAPP employees will be evaluated using a single, innovative, and reimagined performance management model.

Changes to Civil Service Rules

QUESTIONS AND RESPONSES

1. What changes would you like to make? Why? How will that improve the processes?

The County’s recruitment process is bound by the merit principles outlined in the LA County Charter and County Code, which are further clarified within the Civil Service Rules (CSRs). The CSRs prescribe the permissible actions at every stage of recruitment, from accepting applications to examination and appointment to the position. DHR, in partnership with other County stakeholders and external consultants (such as CEEC and Deloitte Consulting), identified systemic barriers that delay the County’s hiring process and the critical remedies that are only possible through changes to County authorities, including the CSRs. DHR is actively negotiating with labor on revisions to the CSRs (6,7,8,10, and 11) that govern the County’s hiring practices to streamline the assessment and onboarding processes. Key CSR proposed revisions that will impact hiring time include:

Rule	Change	Impact
6	Expanded opportunities for temporary and recurrent employees to qualify for permanent County employment.	County departments invest in recruiting, training, and developing many temporary and recurrent employees. This change will provide an improved path to permanent employment with the County for a well-prepared and known candidate pool by allowing them to qualify for promotional opportunities.
7	Simplifies internal promotional exams by removing the Appraisal of Promotability requirement	Removing the Appraisal of Promotability (AP) requirement will reduce the time spent on internal promotional exams. Moreover, the AP is subjective and often highly contested.
8	Expand non-standard options to hire for critical positions (e.g., Nurses and other high vacancy items)	This will significantly shorten the exam time for positions with severe staffing shortages or that are hard to fill.
11	Reduce the number of eligible list groupings based on years of recruitment data. Replace “rule of 5” with a rule reflecting the number of candidates on the list. Reduce candidate withhold criteria from five days no response to three days.	These combined changes will increase the number of qualified candidates available to hiring managers to canvass for vacancies and will speed the time with which they can reach additional candidates should the first group be exhausted.

2. What changes do you believe will be supported by the Board of Supervisors? By the unions?

The Board of Supervisors is keenly interested in improving hiring processes and the time it takes to hire an applicant in the County. In the FY 2024-2025 budget cycle, the CEO and the Board approved a new Assistant Director position in DHR and a supporting organizational structure to focus on hiring improvements. Additionally, the Board has made multiple motions since the 2017 CEEC report directing DHR to improve the County's hiring processes. Examples include:

- **October 9, 2018** – “Recommendations to expedite or eliminate processes, with the goal of reducing the average time from date of application submission to employee hire date”
- **February 11, 2020** – “...review administrative and process components of the County Civil Service Rules related to recruitment and hiring and submit a report on recommended changes, updates, clarifications”
- **October 19, 2021** – “Recommendations to streamline and incentivize the County's hiring process, particularly with respect to critical vacancies”
- **January 10, 2023** – “Direct...[DHR] to expedite recruitment and hiring for positions necessary to respond to the homelessness crisis...”

DHR has met with the Supervisorial Districts to present the proposed CSR revisions. DHR received positive feedback for the effort and was asked how the Board offices could support conversations with the unions. All Board offices expressed support for updating the hiring provisions of the outdated CSR.

DHR is actively negotiating with labor on the proposed CSR revisions, with the assistance of the CEO Employee Relations. While negotiations are still underway, meetings have been positive and cordial. Counter-proposals have been issued and discussed on both sides, and the unions have indicated support for many of the proposed changes, while others require further negotiation.

Conclusion

DHR has welcomed the CEEC's feedback and support for enhancing HR processes and systems over the years. CEEC's partnership has proven invaluable in identifying both areas of improvement and best practices to move the County's HR processes forward.

Appendix A. Average Time to Hire by Department

The following tables illustrate each department's average TTH by fiscal year and is sorted in descending order of department with the longest average TTH.

TABLE 2

Average Time to Hire by County Department (Days) - Fiscal Year 2021-22

Time to Hire Metrics by County Department for Fiscal Year 2021-22						
Department	Average Exam Time in Days (Application Submission to Placement on Eligible List)	Average Time on Eligible List (Days)	Average Time of Onboarding Process (Days)	Overall Average TTH (Days)	Number of Hires	
District Attorney	178	573	31	782	194	
Treasurer-Tax Collector	86	571	53	710	73	
Animal Care & Control	94	506	55	655	33	
Sheriff	153	177	255	585	975	
Probation	159	365	44	568	233	
Fire	101	294	117	513	699	
Child Support Services Department	73	405	20	498	53	
Workforce Development/Aging & Community Services*	200	241	57	497	50	
Agricultural Commissioner/Weights & Measures	112	169	142	424	58	
Registrar-Recorder/County Clerk	62	284	45	391	141	
Consumer & Business Affairs	64	310	17	390	32	
Regional Planning	132	219	34	385	25	
Public Works	137	194	49	380	753	
Public Defender	138	218	20	376	260	

Time to Hire Metrics by County Department for Fiscal Year 2021-22						
Department	Average Exam Time in Days (Application Submission to Placement on Eligible List)	Average Time on Eligible List (Days)	Average Time of Onboarding Process (Days)	Overall Average TTH (Days)	Number of Hires	
L.A. County Library	106	248	16	371	32	
Medical Examiner	79	190	95	365	23	
Public Social Services	110	191	56	357	1,417	
Assessor	98	210	48	356	120	
Auditor-Controller	81	219	39	339	89	
Internal Services	91	177	67	334	122	
Board of Supervisors	157	118	37	313	45	
Parks & Recreation	67	176	60	303	364	
Children & Family Services	70	151	81	301	933	
Health Services	73	137	87	297	2,736	
Beaches & Harbors	66	198	25	289	87	
Public Health	48	177	55	280	612	
Department of Human Resources	62	170	33	266	99	
Chief Executive Office	87	110	52	250	93	
Mental Health	31	129	67	227	494	
County Counsel	94	108	20	223	154	
Military & Veterans' Affairs	47	107	51	204	4	
Health Agency	65	60	63	187	2	
Arts & Culture	69	69	14	151	6	
Alternate Public Defender	64	63	10	137	58	
County Total	94	189	85	369	11,069	

**Workforce Development / Aging & Community Services Department has since separated into Aging & Disabilities and Economic Opportunity.*

TABLE 3*Average Time to Hire by County Department (Days) - Fiscal Year 2022-23*

Time to Hire Metrics by County Department for Fiscal Year 2022-23						
Department	Average Exam Time in Days (Application Submission to Placement on Eligible List)	Average Time on Eligible List (Days)	Average Time of Onboarding Process (Days)	Overall Average TTH (Days)	Number of Hires	
Sheriff	80	155	278	512	1,283	
Economic Opportunity	79	252	175	506	76	
Probation	165	248	54	467	392	
Fire	96	195	141	432	557	
Regional Planning	126	280	21	427	37	
Aging & Disabilities	110	252	58	420	61	
Beaches & Harbors	59	298	35	391	143	
Animal Care & Control	89	229	49	368	52	
Children & Family Services	72	233	57	362	1,408	
Registrar-Recorder/County Clerk	53	266	39	357	181	
Justice Care & Opportunities Department	78	233	36	348	15	
Public Works	110	170	59	339	845	
Public Social Services	96	179	63	338	2,243	
Treasurer-Tax Collector	97	182	49	328	92	
Arts & Culture	59	234	32	324	14	
Alternate Public Defender	61	241	21	323	70	
Consumer & Business Affairs	72	226	24	323	69	
Youth Development	72	216	34	322	20	

Time to Hire Metrics by County Department for Fiscal Year 2022-23

Department	Average Exam Time in Days (Application Submission to Placement on Eligible List)	Average Time on Eligible List (Days)	Average Time of Onboarding Process (Days)	Overall Average TTH (Days)	Number of Hires
Child Support Services Department	75	223	22	320	39
Agricultural Commissioner/Weights & Measures	68	115	129	312	67
Mental Health	38	190	82	311	956
District Attorney	78	196	30	303	210
L.A. County Library	103	150	38	290	104
Board of Supervisors	83	170	35	288	89
Assessor	101	129	48	279	353
Department of Human Resources	50	180	45	275	93
County Counsel	64	182	27	273	114
Health Services	53	124	91	267	3,916
Medical Examiner	56	149	56	261	58
Auditor-Controller	75	151	25	250	134
Public Health	45	148	49	242	906
Chief Executive Office	84	95	57	237	88
Internal Services	61	130	40	231	330
Parks & Recreation	52	109	62	224	493
Public Defender	78	69	19	165	348
Military & Veterans' Affairs	85	2	15	102	14
County Total	73	164	86	323	15,870

TABLE 4*Average Time to Hire by County Department (Days) - Fiscal Year 2023-24*

Time to Hire Metrics by County Department for Fiscal Year 2023-24						
Department	Average Exam Time in Days (Application Submission to Placement on Eligible List)	Average Time on Eligible List (Days)	Average Time of Onboarding Process (Days)	Overall Average TTH (Days)	Number of Hires	
Fire	98	293	236	626	673	
Aging & Disabilities	71	263	58	392	96	
Public Social Services	85	203	82	370	2,860	
Probation	78	220	64	362	358	
Sheriff	75	155	131	361	1,239	
Economic Opportunity	65	247	44	357	47	
Justice Care & Opportunities Department	94	185	65	344	43	
Board of Supervisors	72	191	69	332	59	
Military & Veterans' Affairs	180	4	147	331	26	
Regional Planning	95	204	25	324	33	
Child Support Services Department	103	174	31	308	120	
Public Works	92	146	52	290	789	
Treasurer-Tax Collector	87	161	41	289	97	
Assessor	70	163	54	287	143	
Registrar-Recorder/County Clerk	43	195	45	282	157	
L.A. County Library	67	179	33	279	233	
Internal Services	74	146	47	266	398	
County Counsel	54	174	35	263	116	

Time to Hire Metrics by County Department for Fiscal Year 2023-24						
Department	Average Exam Time in Days (Application Submission to Placement on Eligible List)	Average Time on Eligible List (Days)	Average Time of Onboarding Process (Days)	Overall Average TTH (Days)	Number of Hires	
Beaches & Harbors	43	171	42	257	114	
Mental Health	44	132	79	254	1,280	
Animal Care & Control	96	113	46	254	68	
Public Health	60	129	48	237	924	
Arts & Culture	42	151	40	233	4	
Consumer & Business Affairs	51	140	41	232	56	
Auditor-Controller	82	126	23	231	152	
Children & Family Services	63	110	58	230	1,708	
District Attorney	80	120	24	225	437	
Health Services	41	106	69	217	3,919	
Youth Development	97	81	39	216	22	
Department of Human Resources	45	124	44	214	111	
Chief Executive Office	74	92	47	213	105	
Parks & Recreation	46	91	69	206	836	
Agricultural Commissioner/Weights & Measures	56	103	40	199	99	
Medical Examiner	48	99	43	189	53	
Public Defender	85	76	25	186	339	
Alternate Public Defender	69	44	27	139	74	
County Total	65	145	74	285	17,788	

APPENDIX C

Updates on Department of Human Resources' Use of Artificial Intelligence in the Hiring Process

Immediately prior to the release of this report, the Commission met with the Department of Human Resources (DHR) to review these findings. During this consultation, DHR provided updates on several active AI pilot projects that align with the Commission's call for proactive and ethical AI adoption.

The EEC applauds these efforts and highlights the following three initiatives currently underway:

First, DHR has partnered with DMH to use AI-generated summaries of candidates' interview responses as part of the hiring interview, subsequent to the exam and banding process. This expedites the review of multiple candidates by allowing hiring managers to quickly read through bullet-style summaries of candidate responses, and to focus on only those candidates who are the best match for the open position. DHR will continue to analyze the effectiveness of this pilot program, including hiring managers' satisfaction with new hires employed after the implementation of the pilot program and intend on launching this program Countywide in the coming months.

Second, DHR has completed a "proof of concept" to evaluate and demonstrate the feasibility of using AI to review completed job applications and help identify candidates that meet minimum requirements for any given County classification. Application review is one of the most time- and resource-intensive activities in the hiring process. As a result, DHR believes there will be significant reductions in hiring time if this initiative can be implemented Countywide. However, DHR is cautious in its approach in order to ensure equity and fairness in its processes, and this initiative remains in testing mode. Pilot testing will likely begin in 2026.

Third, DHR is developing AI programs to assist in conducting job analyses. Job analyses are currently conducted for any classification for which there is a recruitment, ensuring the job relevance of the exam contents and providing defensibility of the testing process should it be challenged. Job analyses typically take 6-8 weeks due to multiple meetings with subject matter experts to generate task statements and competency listings, along with survey development and administration. DHR is currently automating some of these functions using AI. This work is in early stages, with pilot testing expected in the next 12-18 months.

ACKNOWLEDGEMENT STATEMENT

The Economy and Efficiency Commission gratefully acknowledges the substantial contributions of our participants. The interviewees were generous with their time and candor. Their openness and honesty have been instrumental in our efforts to craft recommendations that we hope will improve County government.