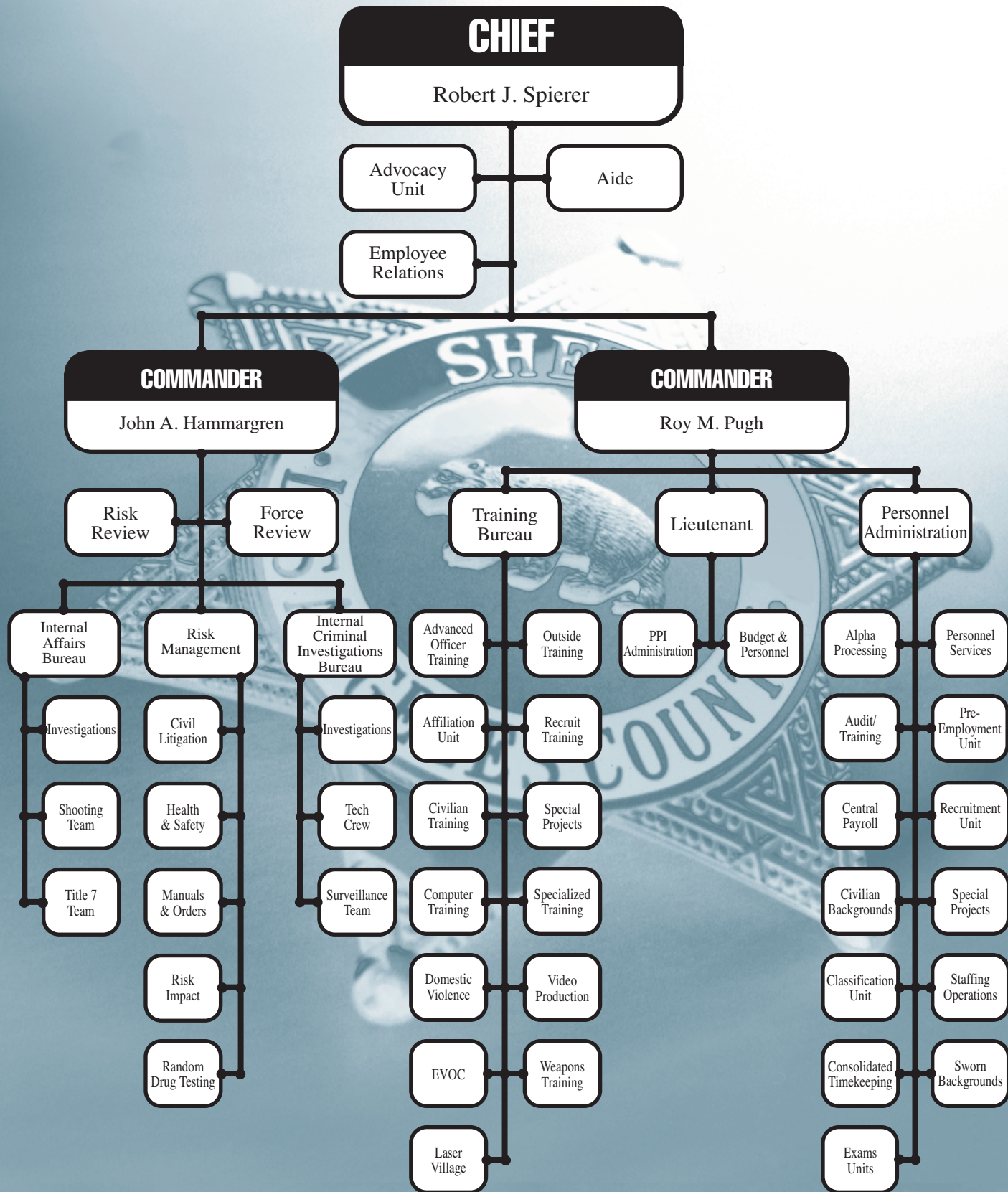




Personnel and Training Division Organization

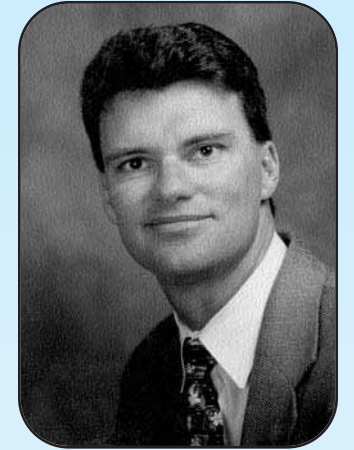
LOS ANGELES COUNTY SHERIFF'S DEPARTMENT



Personnel and Training Division

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

The primary responsibilities of the Personnel and Training Division are to provide comprehensive, up-to-date training services to Department members and to effect all transactions relative to employee personnel status. Moreover, the Division promotes professional and ethical conduct within the Department while, also, ensuring compliance with Civil Service Rules, as well as County and Department policies.



Rick Brouwer
Legal Advisor
Advocacy Unit

Personnel and Training Division employees, additionally, report and review administrative, civil liability, and training aspects of deputy-involved shootings and the use of force. They also investigate alleged policy and criminal violations by Department personnel with significant emphasis on fact finding.

ADVOCACY SERVICES

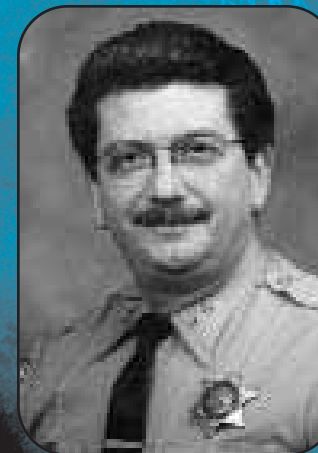
In May 1999, Attorney Rick Brouwer of County Counsel was con-

tracted to the Sheriff's Department to head the Advocacy Unit. At this time, the Unit was reassigned to Personnel and Training Division. The Unit works very closely with the Internal Affairs Bureau.

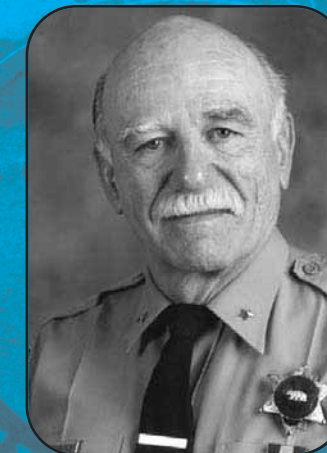
The Advocacy Unit prepares and presents Department cases in matters appealed to the Civil Service Commission and the Employee Relations Commission. It also provides around-the-clock consultation services regarding disciplinary proce-

dures, and provides training in the area of discipline to supervisors and managers of the Sheriff's Department.

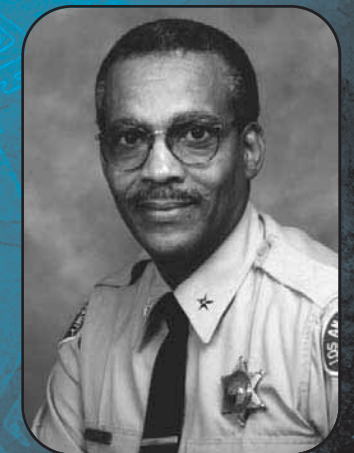
This year, the Unit handled 46 Skelly hearings and 121 appeals to the Civil Service Commission. Of those, 21 involved discharges, 19 involved suspensions, 72 involved examination appeals, one was a medical disqualification, five related to reductions in rank, and three involved other matters within the jurisdiction



CHIEF
Robert J. Spierer



COMMANDER
John A. Hammargren



COMMANDER
Roy M. Pugh

Personnel and Training Division

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT



Director
Andrew Lamberto
Employee Relations

of the Commission. Outside counsel presented the more problematic matters before the Civil Service Commission, including the third challenge to the Department's Random Drug Testing Policy, which was resolved favorably for the Department.

The Advocacy Unit also represented the Department in ten disciplinary matters before the Employee Relations Commission; seven were favorable to the Department, two of the seven included decisions on arbitrability, and the remaining three ended in settlement.

EMPLOYEE RELATIONS

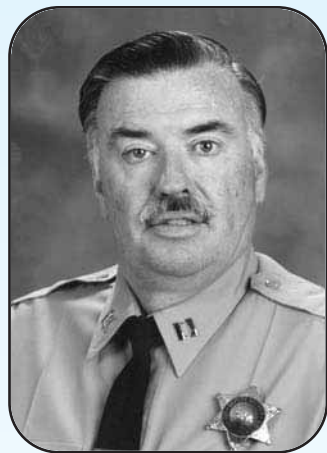
Employee Relations is assigned to the Personnel and Training Division, under the auspices of a Director. Employee Relations serves as facilitator, lead negotiator, and/or the Departmental representative for contract negotiations, "meet and consult," and "meet and confer" issues with the appropriate certified employee organizations which cover more than 28 Memoranda of Understanding (MOU) and more than 300 classifications. In addition, Employee Relations functions as the Department's central control for all Departmental grievances, non-discipline appeals, non-discipline arbitra-

tions, and related settlement agreements. Furthermore, Employee Relations provided instruction and recommendations regarding various employee-relations matters and programs to all levels of Management. Employee Relations is responsible for notifying employee organizations of anticipated policy changes, and meets with those organizations upon request.

INTERNAL AFFAIRS BUREAU

The Internal Affairs Bureau conducts administrative investigations of policy violations and allegations of misconduct against all Department personnel. The Bureau is staffed with a captain, four lieutenants, 30 sergeants, six deputies and civilian support staff. In addition to handling the high volume of administrative investigations, the Force/Shooting and Sexual Harassment/Discrimination Teams were created for expertise and efficiency purposes.

The shooting teams are headed by a lieutenant and respond to all shooting/force incidents which meet the Department's roll-out criteria. Investigators gather and present all information to the Force Review Committee. Depending upon the findings of the Committee, the review may be closed or an administrative investigation may be initiated.



CAPTAIN
Dennis H. Burns
Internal Affairs Bureau

ICIB CASES - 1999

Total Cases	100
Active 1999 Cases	72
Inactive 1999 Cases	28
Sworn Personnel Investigations	78
Civilian Personnel Investigations	10
Outside Agency Investigations	12

IAB CASES - 1999

Investigations Opened	1,089
Internal Affairs Cases	268
Unit Level Investigations	821

PERSONNEL INVESTIGATED

Sworn	988
Civilian	280

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

Personnel and Training Division

The Harassment/Discrimination team specializes in complaints involving sexual/racial discrimination, gender harassment, as well as hostile work environment investigations.

INTERNAL CRIMINAL INVESTIGATIONS BUREAU

The Internal Criminal Investigations Bureau (ICIB) investigates allegations of criminal misconduct involving a member of this Department, whenever an alleged offense occurs during the course of employment or within the policing jurisdiction of the Sheriff's Department.

ICIB also investigates allegations of criminal misconduct by members of other County agencies, upon request, and of other law enforcement personnel at the request of their respective agencies.

Within ICIB are two specialized units. The Technical Crew is headed by a sergeant and staffed by six deputies. They are responsible for providing specialized surveillance, including, but not limited to, body wires, surveillance video, and audio/video enhancement. The Technical Crew is available to assist other units within the Department in their investigations.

The other unit is Special Operations. They provide surveillance for investigations conducted by ICIB, as well as other detective units within the Department.

PERSONNEL ADMINISTRATION

Personnel Administration is responsible for effecting all transactions relative to an employee's status, ensuring compliance with Civil Service Rules, as well as County and Department policies. The Bureau is comprised of the following units:

Audit-Training Unit

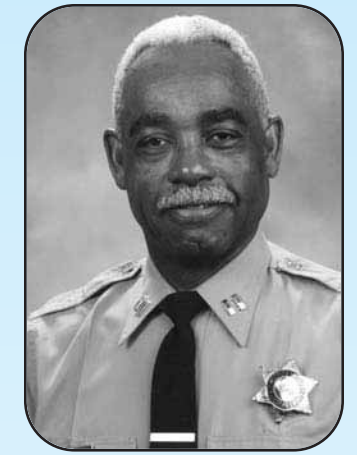
The Audit-Training Unit is responsible for auditing employee time records and training Departmental timekeepers.

Classifications Unit

This Unit is responsible for the origination, development, and reclassification of all positions within the Sheriff's Department, and for researching and making recommendations for the payment of bonuses and other special pay requests. During 1999, the Classification/Compensation Unit completed studies, revisions and requests as indicated in the below chart titled Classification Statistics.

CLASSIFICATION STATISTICS

Classification Studies/ Class Specification Revisions	49
Compensation Requests	29
Miscellaneous/Incidental Requests	52



CAPTAIN
Samuel M. Dacus
Internal Criminal Investigations Bureau

Personnel and Training Division

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

Exams Unit - Recruitment and Selection

This section is responsible for all recruiting, testing, tracking, and administration of Sheriff's Department examinations. The Section also participated in various job fairs and career day activities in the community. During 1999, over 130 civilian and sworn exams were conducted, involving the processing of over 36,794 applications. In April 1999, daily walk-in testing for Deputy Sheriff Trainees began; a total of 8,428 were tested. For the position of Custody Assistant, 6,895 applications were received and 4,142 tested.

Personnel Services Unit

Personnel Services is comprised of the Public Information Counter, the Retirement Unit, as well as the Vault and the Service Award Desk.

The Public Information Counter assists visitors and responds to requests for verification of employment.

The Retirement Unit assists Department employees with the retirement process and coordinates various retirement activities with other units.

PERSONNEL SERVICES STATISTICS

Retirees (Sworn/Civilian)	468
Visitors Assisted/Public Counter	11,675
Employment Verifications	4800
Information Calls/Inquiries	30,000
Badges Issued (Sworn/Civilian)	1,149
Identification Cards Issued	2,039
Replacement Badges/Identification Cards (Lost/Stolen/Damaged)	215
Service Award Medals Ordered	1,575
Carrying Concealed Weapon Permits	398

The Vault Unit is responsible for the ordering, issuance, maintenance, and destruction of all Department identification cards, badges and service award medals. The Vault is also responsible for the care, maintenance, and storage of all departmental personnel files. The vault currently contains more than 15,502 personnel folders.

The Service Award Desk is responsible for distributing service awards for those employees who reach their years of service with the County and the Sheriff's Department. County pins are awarded to employees who are permanently employed following completion of 10, 15, 20, 25, 30, 35 and 40 years of County service. Sheriff's Department pins are awarded upon completion of 15, 20, 25, 30, 35 and 40 years of Department service.

Special Projects/Operations Unit

The Special Projects Unit monitors, tracks, collects, and maintains data on selection processes associated with any deputy coveted job transaction as ordered by the Federal Court in the Bouman Case. Additionally, the Unit conducts research and coordinates data in response to any requests from departmental units for employee or personnel related data, external survey requests, audit reports, legal complaints, etc., coordinates the intake and placement of students interested in voluntary, non-paid internships; and conducts any other task as needed by the Bureau Director and/or Division Chief.

Operations Unit

The Operations Unit is responsible for the operational needs of the Bureau (e.g., budget, supplies, vehicles, etc). The Unit is also responsi-

ble for the Department's mail room operations.

Sworn Staffing Unit

The Sworn Staffing unit provides orientation to newly appointed Deputy Sheriff Trainees, laterals from other law enforcement agencies, reinstated/rehired deputies and Custody Assistants. This Unit is also responsible for conducting deployment of graduating academy classes, transfers and promotions for all ranks, and updating and maintaining the transfer preference roster.

Consolidated Timekeeping

The Consolidated Timekeeping Offices consist of a staff of approximately 50 personnel who are located within different areas of the Sheriff's Department. They maintain accurate time records for approximately 8,500 employees who work within Court Services Division, Men's Central Jail, the Inmate Reception Center, Twin Towers, STARS Center, the Pitchess Detention Center, and the Sheriff's Headquarters Building.

Unit personnel work closely with Payroll Operations to ensure employees are provided service in ensuring that pay-related issues involving time records, including benefit time, is accounted for in an accurate and timely manner.

Payroll Operations

Central Payroll's general operational responsibilities include the following: Acts as agent for all Departmental employees with the Auditor Controller on pay-related issues; coordinates and reports industrial injury salary benefits; processes employee mileage reimbursement claims; coordinates the Leave Donation Program; serves as the

Department's Leave of Absence Coordinator; distribution of Payroll Warrants; provides assistance to employee inquiries through the Employee Services Help Desk; and acts as the Department's Savings Bond Coordinator.

Personnel Processing Unit

Personnel Processing is comprised of the Alpha Processing Unit and the Employee Benefits Unit.

The Alpha Processing Unit processes, maintains, and updates all personnel transactions for Department employees. These transactions include: processing incoming and outgoing employees, promotions, administrative reassignments, demotions, step advances, name changes, and transfers.

PAYROLL OPERATIONS STATISTICS

Uniform Allowance Checks Issued	9,386
Tax Withholding Forms	10,192
Mileage Claims Processed	4,500
Employment Verifications	1,521
Payroll Warrants Issued	357,000
Special Events Overtime Hours	1,350
Leave Donation Hours Transferred	14,500
Worker's Comp. Claims/Doc. Proc.	5,850
Direct Deposit Forms	2,106
Garnishments	834
Leave of Absence Reports	292

PERSONNEL PROCESSING STATISTICS

Performance Evaluations (CWTAPPS)	7,591
Name Changes	57
Change of Status Reports	4,397
Benefit Enrollment/Changes Forms	598
Benefit Calls	4,816
Medical and Dental Updates	468

Personnel and Training Division

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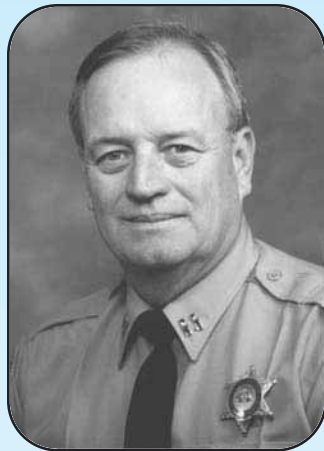
Employee Benefits processes Enrollment and Change forms for Flex, Megaflex, Choices and Options Programs; provides benefit orientations to new employees and newly eligible employees; and troubleshoots problems related to benefit issues with the Department of Human Resources, Employee Benefits Division, on behalf of our employees.

Recruitment Unit

The Recruitment Unit tackled the year head-on with a highly ambitious and successful recruitment campaign which included a total of 332 events, many of which lasted several days. Some of the major events included the L.A. County Fair, Community Job Fair '99 at STARS Center, and the California Police Summer Games.

Personnel and Training Division

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT



CAPTAIN
Michael L. Kenyon
Risk Management Bureau

In conjunction with these major venues, the Recruitment Unit also targeted universities, colleges, and military bases. Additionally, the Unit utilized various advertising mediums to reach and inform the public, at large, about job opportunities such as billboards, newspapers, magazines, and commercials.

The above recruitment efforts paid off. In 1999, as a result of the Recruitment Units aggressive recruit drive, the Department was able to test 8,428 Deputy Sheriff Trainee applicants and 4,142 Custody Assistant applicants.

Pre-Employment Unit

In terms of background investigations, 1999 must be considered an extremely energetic year. The Unit conducted 3,691 Deputy Sheriff Trainee investigations and 1,510 Custody Assistant investigations.

Through these efforts, the Pre-Employment Unit hired 816 Deputy Sheriff Trainees. Furthermore, an additional 38 sworn personnel were hired by the Department, which included laterals, reinstatements, rehires, module D and P.O.S.T. academy trained candidates. The Pre-Employment Unit also hired 289 Custody Assistants, bringing the total number of new hires to 1,143 for Calendar Year 1999.

CIVILIAN BACKGROUND STATISTICS

Cases Processed:

Routine	446
High Level	118
Security	98
TOTAL	662

The Pre-Employment Unit is comprised of 30 full-time background investigators, 29 Personal Services Contractors, and six Civilian Investigators who were added to the unit in July 1999 through a C.O.P.S. grant.

Civilian Backgrounds Unit

The Civilian Backgrounds Unit conducts comprehensive background investigations on applicants seeking civilian positions with the Department. Applicants hired by the Department must meet Sheriff's Department hiring standards which adhere to all Federal, State, and local statutes governing the hiring of civilian employees. In 1999, the Civilian Backgrounds Unit processed 662 applicants, hiring a total of 504 civilian applicants for the year.

RISK MANAGEMENT BUREAU

The Risk Management Bureau's primary purpose is to evaluate, coordinate, inspect, and aggressively manage those internal activities that lead to civil liability or jeopardize employee safety. From its inception in 1993, the Bureau has moved forward in accomplishing these goals. The Bureau is continuously seeking innovative concepts and identification of risk trends with the intent of guiding and assisting the Department in its total risk management efforts. The Bureau is comprised of the Risk Impact, Civil Litigation, Health and Safety, and Americans with Disabilities Act Units. The Bureau also houses the Random Drug Testing Program and the Manuals and Orders Section.

Personnel assigned to Operations provide staff support for the

Personnel and Training Division

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

Executive Risk Review, Executive Force Review and the Performance Review Committees. Staff also ensure compliance with the Political Reform Act of 1974 by ensuring that the Statement of Economic Interests forms are completed by personnel required to file under the Department's Conflict of Interest Code.

Civil Litigation Unit

The Civil Litigation Unit continues to take innovative steps toward reducing the number of lawsuits filed against the Department and its personnel, as well as minimizing our financial exposure. The Civil Litigation Unit offers a revised video and corresponding handbook to all units which explains the litigation process when department personnel are named in a lawsuit.

The Unit's proactive approach toward handling litigation continues through its aggressive defense of lawsuits. During 1999, twelve lawsuits went to trial and a defense verdict was rendered in nine of these cases.

Although the Department continues to be subject to lawsuits, the exposure attached to the cases has significantly declined for 1999. Additionally, lawsuits alleging excessive force have also declined.

The Civil Litigation personnel actively assist in defense preparation by responding to incidents of potential liability, identifying witnesses, collecting and documenting evidence, as well as providing analysis of lawsuits regarding Department liability. They also ensure that Department members who are named in a lawsuit are kept apprised of ongoing litiga-

tion, have easy access to their assigned counsel and address any questions or concerns they may have during the course of litigation.

Health and Safety Unit

The Health and Safety Unit is responsible for coordinating efforts to minimize and protect Department personnel and financial resources when Department members become injured or ill. A total of 3,902 work-related and illness reports were processed during the year. The Unit handled funeral services for 19 Sheriff's Department employees. The Long Term Absence Pool, created in 1994 to reduce the number of encumbered items in various units, has dropped from 51 to 49. A new group named Survivors in Partnership was developed to support Department and family members going through the grieving process.

Manuals and Orders Section

The Manuals and Orders Unit maintains and updates an online and interactive version of the Manual of Policy and Procedures (MPP) for easy and automated access by Department personnel on the Intranet. This online version of the Manual of Policy and Procedures allows timely notification of manual revisions to all bureaus, stations and units, for dissemination to their assigned personnel.

During 1999, the Manuals and Orders Unit posted 178 Manual revisions online, added navigation buttons to each page, and responded to the myriad of questions and suggestions from personnel utilizing the Intranet.

The Manuals and Orders Unit responds to inquiries from Department personnel regarding the current MPP, historical inquiries (precedence and evolution of sections), and to law enforcement agencies throughout the United States. The Unit also serves as custodian of records for all MPP-related subpoenas duces tecum, both criminal and civil in nature.

Random Drug Testing Program

The Department's Random Drug Testing Program functions to preserve the public trust, maintain a drug free workplace, and ensure safety. They do so by performing periodic, unannounced random tests throughout the Department. In 1999, 730 tests were administered. The Unit, which began in September 1990, has conducted a total of 16,326 tests.

The Random Drug Testing Unit continues to maintain the Office of Public Safety's random drug testing computer program and provides the random lists for testing. Finally, the Unit assists other police agencies who request information on drug testing.

Risk Impact Unit

The Unit maintains and supports the Command Accountability Reporting System (CARS) database which is used by Department units and executives to monitor all aspects of their operations. The CARS system continues to evolve to meet the changing needs of the Department.

The Risk Impact Unit conducts research on numerous risk related matters and provides summaries of liability issues to the Department. The Unit also submits proposals for additions or changes to Department policy.

Personnel and Training Division

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

Americans with Disabilities Act Unit (ADA)

The Americans with Disabilities Act (ADA) Unit was transferred from the Personnel Administration Bureau to the Risk Management Bureau in November of 1998. The Unit is responsible for providing technical assistance regarding disability as defined by the ADA, medical confidentiality, and reasonable accommodation. This Act applies to the public, as well as our employees.

The Unit advises Department executives on employment issues which include providing guidance on employment accommodation, implementation and resources. In addition, the Unit is responsible for monitoring compliance efforts for individuals using County programs, including compliance with construction and/or alteration of Department facilities, community events, contracts, programs, activities and services.

The Unit is utilized as a resource and does not investigate employee claims of discrimination. However, it is responsible for investigating and resolving allegations of discrimination based on disability involving public access to our programs and services.

TRAINING BUREAU

Training Bureau is the highlighted Unit for the Personnel and Training Bureau (see page 134).