

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: October 12, 2017

To: The Mayor
The City Council

From: Richard H. Llewellyn, Jr., Interim City Administrative Officer

Subject: **INNOVATION FUND RECOMMENDATION – IMPROVING PUBLIC SAFETY
HIRING WITH A VIRTUAL MENTOR**

RECOMMENDATIONS

That the Council, subject to the approval of the Mayor:

1. Establish and appropriate a new appropriation account entitled Personnel Department - Virtual Mentor in the amount of \$250,000 within the Innovation Fund No. 105/10 from the available cash balance of the Innovation Fund.
2. Transfer \$250,000 from the Innovation Fund 105/10, Account to be Established, Personnel Department – Virtual Mentor to Fund 100/66 as follows:

<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
003040	Contractual Services	\$250,000

3. Instruct the Personnel Department to:
 - a. Separately track all encumbrances and expenditures of Innovation Fund monies so that unspent funds can be returned to the Innovation Fund at the end of the fiscal year;
 - b. Report to the Innovation and Performance Commission with an accounting of the funds, the lessons learned, and any obstacles faced; and,
 - c. Report to the Innovation and Performance Commission if, after the receipt of funds, the scope of the funded item differs from the scope approved for funding by the Mayor and the City Council.
4. Authorize the City Administrative Officer to make technical corrections as necessary to those transactions included in this report to implement Mayor and Council intentions.

SUMMARY

The City Administrative Officer herewith transmits the recommendation of the Innovation and Performance Commission (IPC) to approve funding in the amount of \$250,000 from the Innovation Fund (IF) for the Personnel Department – Improving Public Safety Hiring with a Virtual Mentor project. Please note, as with all IPC recommendations, this report presents the idea as submitted by the Department and approved by the IPC along with the necessary recommendations to implement the idea as presented. If the scope of the Innovation Fund item changes after the Department receives funding, the Department must return to the IPC to present the revised scope to the Commission to determine whether alternative recommendations are required.

The Personnel Department (Personnel), in partnership with the Los Angeles Police Department (LAPD) and Mayor's Office Innovation Delivery Team (i-team), proposes to implement a Virtual Mentor. The Virtual Mentor is an online portal that will provide an individualized dashboard, tracking the status of each LAPD candidate through the selection process. According to the Personnel, the City anticipates an increasing need for police hiring due to attrition patterns, population growth, added responsibilities, and upcoming large-scale events. Personnel acknowledges the hiring process for public safety positions is difficult, rigorous, and labor intensive, involving many steps that require in person appointments, one-on-one interactions with officers and staff, and a comprehensive background investigation. Overall, Personnel states that the hiring process can take between four to ten months per candidate. According to Personnel, the Virtual Mentor will help streamline the process, reduce confusion, and provide clarity around the multi-step hiring process. The goal is to motivate and assist candidates through automated appointment reminders, online self-scheduling, and automated delivery of key resources and tips for success.

Personnel indicates that the Virtual Mentor will increase transparency for the candidates, enhance efficiency, allow the City to track additional data, and maintain contact with prospective candidates. Personnel seeks to reduce a) the number of candidates that drop out of the hiring process and b) the loss of highly qualified candidates to competing agencies. The Virtual Mentor will include the following:

- Personalized Dashboard – Will be generated for every candidate in the application process and will serve as a virtual home base for all aspects of his/her candidacy. Candidates will be able to track their status throughout the hiring process, view frequently requested information, and submit questions virtually.
- Self-Scheduling – An on-demand self-scheduling module will allow candidates to schedule completion of various test parts based on their availability.
- Customized Virtual Guide and Resource Portal – Applicants will automatically receive communication (including preparatory videos, tips, upcoming events, helpful links, and other information) as well as access to helpful resources.

As a result of the implementation of the Virtual Mentor, Personnel anticipates a reduction in applicant call volume, a reduction in number of applicants dropping out during the hiring process, and an improvement in applicant customer service.

The Commission recommends funding of \$250,000 to cover the implementation and licensing costs associated with the Improving Public Safety Hiring with a Virtual Mentor project. The costs are broken down as follows:

- \$60,000 – Software
- \$60,000 – Software Customization
- \$130,000 – Implementation Services
 - Training
 - Automated scheduling reminders and status notifications
 - Personalized dashboards
 - Online scheduling
 - Integration with current Candidate Applicant Processing System (CAPS)
 - Online application submission
 - Automatic digital delivery of resources to candidates based on scheduled test parts
 - Online resource portal
 - User content management (ability for Personnel and LAPD to self-manage content)
 - Mobile optimization (for candidates to access site via mobile devices)
 - Customer Relationship Management (CRM) tool for LAPD recruiting officers to digitally capture recruit information in the field

Personnel is working with the Information Technology Agency and the LAPD's Information Technology Division to draft a Request for Proposals to select a vendor to implement the Virtual Mentor project. Personnel is also exploring leveraging current City contracts for this project. Once a vendor is selected, Personnel states that the estimated timeline for the development and implementation of the Virtual Mentor is six to nine months.

FISCAL IMPACT STATEMENT

Approval of these recommendations will allocate \$250,000 of the remaining \$795,434 Innovation Fund 2017-18 available balance. The \$250,000 will be transferred to the Personnel Department to begin implementation of the pilot project that has been approved by the Innovation and Performance Commission. In some cases, departments will incur ongoing costs.