

**Quality and Productivity Commission**  
**32<sup>nd</sup> Annual Productivity and Quality Awards Program**  
**"Innovating for Impact"**

**2018 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: NEOGOV IMPLEMENTATION**

**DATE OF IMPLEMENTATION/ADOPTION:** APRIL, 2017

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

**PROJECT STATUS:** \_\_\_\_\_ Ongoing       One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?** \_\_\_\_\_ Yes       No

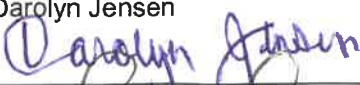

**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 In May 2015, Los Angeles County implemented a web-based application tracking  
 2 system known as NEOGOV. NEOGOV is a fully integrated applicant tracking system  
 3 that automates the entire hiring and selection process from job announcement to hiring.  
 4 The system automates the recruitment and selection process which provides the  
 5 following, but is not limited to, allowing online application submission and self-  
 6 scheduling, online application tracking and examination administration, as well as, list  
 7 management. It eliminates paper applications and navigation of multiple systems, and  
 8 applies consistent workflows and processes throughout the 36 County Departments.  
 9 Therefore, providing online solutions for users, internal and external (applicants). Since  
 10 2015, Los Angeles County continues to develop enhancements to meet the needs of  
 11 the County, which includes the latest implementation of the list management module in  
 12 April 2017. The objective is to refine the recruitment and selection process and  
 13 incorporate all workflows into one system to reduce redundancies and inefficiencies and  
 14 enhance efficiency and promote Los Angeles County as the employer of choice.  
 15

**BENEFITS TO THE COUNTY**

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 340,000	\$ 1,621,000	N/A	\$ 1,961,000	<input type="checkbox"/>

**ANNUAL = 12 MONTHS ONLY**

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Department of Human Resources 500 West Temple, Room 585 Los Angeles, CA 90012		<b>TELEPHONE NUMBER</b> (213) 974-2302
<b>PROGRAM MANAGER'S NAME</b> Roozan Zarifian		<b>TELEPHONE NUMBER</b> (213) 974-2302  <b>EMAIL</b> Rzarifian@hr.lacounty.gov
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Darolyn Jensen 	<b>DATE</b> 07/03/2018	<b>TELEPHONE NUMBER</b> (213) 974-2515  <b>EMAIL</b> djensen@hr.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Lisa M. Garrett 	<b>DATE</b> 07/03/2018	<b>TELEPHONE NUMBER</b> (213) 974-2406

**Quality and Productivity Commission**  
**32<sup>nd</sup> Annual Productivity and Quality Awards Program**  
***"Innovating for Impact"***

**2018 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: NEOGOV IMPLEMENTATION**

**1<sup>st</sup> FACT SHEET – LIMITED UP TO 3 PAGES ONLY:** Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame**. Use Arial 12 point font.

### **Challenge**

Los Angeles County (County), the nation's largest local government employer receives an average of 400,000 applications for job opportunities every year. Until NEOGOV was implemented in 2015, the County relied on a series of disparate, disconnected, and in some cases outdated, software applications to manage our recruitment, examination and selection processes. The result was a disjointed series of activities requiring constant oversight and manual interventions to connect the data, processes and people. This was labor intensive, inefficient, and inconsistent.

For example, due to County's record retention policy, thousands of paper applications and examination records were stored physically and maintained for several years; because of limited space availability, many departments relied on outside vendors to transport and store documents. Additionally, a vast majority of tests were conducted in person, often requiring to rent off-site test facilities, and traveling to and from testing sites by exam staff. Also, notifications to candidates were sent by U.S. mail regarding test scheduling. Once candidates were available for hiring manager consideration, the reachable list of candidates, applications, and resumes were printed and made available to Hiring Managers. All these disjointed activities exacerbated inefficiencies and the need for additional resources.

Key Problems we aimed to resolve with NeoGov implementation and customization:

- Eliminate data loss and inconsistency throughout the recruitment and selection process.
- Provide seamless end to end automation for HR staff.
- Eliminate non value-added activities from the process by introducing technology and automation.
- Expedite time to hire activities by eliminating time lost in unnecessary activities and system administration.

### **Solution**

With the NEOGOV implementation, the County has, for the first time in its history, established a fully integrated platform allowing for the access of class specifications, acceptance of online applications, applicant tracking, exam scoring, exam scheduling, and distribution of certification lists that are electronic and no longer contingent upon paper filing, reducing the carbon footprint of the entire process. In

**Quality and Productivity Commission**  
**32<sup>nd</sup> Annual Productivity and Quality Awards Program**  
***“Innovating for Impact”***

**2018 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: NEOGOV IMPLEMENTATION**

addition, NEOGOV also supports online testing and integration of scores minimizing the costs associated with testing at alternate locations.

It also eliminated several antiquated/legacy systems and allowed integration with our enterprise electronic Human Resources system (e-HR); therefore, departments now experience an increase in productivity and expedience in the delivery of services. Prior to NeoGov, recruitment, examination and selection were managed on these four legacy systems as described below:

- **Class Specifications Database:** Used to manage and maintain the Class Specifications. It was a stand-alone legacy system, which required integration with the Applicant Tracking/Job Posting system (KRB) to prepopulate key fields used for Job Postings. Class Specification system did not contain salary information for which HR staff and applicants would have to refer to supplemental documentation.
- **KRB (Kenexa):** Online Application Tracking System. This system only managed Job Postings and Applications and did not manage the applicants through the examination process or the generation of eligible lists. It was not an integrated end-to-end applicant tracking system. It required exporting candidate demographic data to downstream applications.
- **TRAC:** Used for tracking and managing applicant scores and scheduling of civil service examinations. There were 19 separate instances of TRAC run independently by each department with their own configurations. The vendor that developed the system was no longer available to support the systems. There was the risk of losing data due to system malfunction. Candidates' applications, resumes, and attachments were housed in a separate system (KRB) and demographic data had to be imported into each department's version of TRAC in order to process candidates through the testing hurdles. This required extensive data validation of imported candidate data. Updates to candidate demographic data were not made across all platforms. Also, TRAC did not manage eligible lists, so once generated, the lists had to be exported by each department to an external system, CDMS, where the lists were managed.
- **CDMS:** Used for managing all Master Eligible Lists and associated Select Certification Lists loaded & published in the system. This was a stand-alone system that was not integrated with the applicant tracking system and required manual loading of eligible list data. Since systems were not integrated, staff had to manually update hires from CDMS to TRAC with the potential of data not matching between systems. In CDMS, the Hiring Managers were able to finalize

**Quality and Productivity Commission**  
**32<sup>nd</sup> Annual Productivity and Quality Awards Program**  
***“Innovating for Impact”***

**2018 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: NEOGOV IMPLEMENTATION**

the candidate dispositions without Human Resources oversight. CDMS required the time-consuming activities of entering and monitoring a high volume of data into the various systems.

**Benefits**

The creation of an end-to-end digital platform for all recruiting, examination and selection processes, with the combination of business process improvements, has provided the County and job applicants a more efficient, engaging and purposeful process by which we continue to attract, recruit and select top talent to fulfill the County’s public service mission. The system’s ease of use and automation allows HR staff to spend less time on the mundane processes and more effort on the actual recruitment and selection activities, while ensuring that we maintain and continue to meet the standards of fairness as provided for by the civil service rules.

In 2016, DHR expanded the capabilities of the system by partnering with NEOGOV to develop a new module for List Management. This is a new capability added to NEOGOV’s suite based on the work done with DHR. The program leverages the cloud-based NEOGOV system that enables the County to provide access to applicants and HR staff alike anywhere, anytime and on any device. This also enables the County to integrate with various social media platforms and implement a marketing strategy for our recruitment efforts. The new system is a native web-based application and now for the first time the County’s job bulletins are searchable via Google and other popular search engines. In addition, the new system is tightly integrated with third party online exam providers, which enables the County to increase the number of online exams and reduce the need to rent test facilities and travel to remote sites.

The new system was brought online in the largest County agency in the nation on schedule and without any unplanned or unforeseen interruptions to County services or human resources functions. The system has streamlined and vastly improved the core human resource functions of recruiting, examination and selection. In fact, The County’s NEOGOV implementation project was recognized by the vendor (NEOGO) as the ‘Best Customer Implementation of the Year’ in 2015. The award was a recognition of the diligence, competence and thoroughness of the County project team and methodology. Furthermore, on August 30, 2016, the NeoGov Implementation Project received the 2016 Excellence in Technology – Outstanding IT Project Award at the LA Digital Government Summit. This award was voted on, and is proof of, recognition of excellence by IT peers.

**Quality and Productivity Commission**  
**32<sup>nd</sup> Annual Productivity and Quality Awards Program**  
***“Innovating for Impact”***

**2018 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: NEOGOV IMPLEMENTATION**

**Linkage to the County Strategic Plan – 1 page only.** Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

In an effort to stay current with technological enhancements and efficiencies, Los Angeles County has prioritized its effort to remain innovative and flexible when providing public service and advancing the common good. Specifically, Strategic Plan Goal III, “Realize Tomorrow’s Government Today,” focuses on several objectives such as attracting and retaining a talented workforce, leveraging big data, information technology, and analytics to enhance business operations and improve service delivery, as well as utilizing resources in an efficient and effective manner. This aligns with the mission of the County to “establish superior services through inter-departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County.”

The implementation of NEOGOV aligns with the mission and strategic goal III by standardizing processes and procedures through a single integrated system while ensuring compliance and reinforcing Civil Service Rules to maintain objectivity and fairness. NEOGOV streamlined and expedited hiring processes allowing the 36 County Departments to fill vacant positions in an efficient manner and reduce operational impact and maintain public services. The system establishes a uniform practice, reduces maintenance of multiple systems, increases transparency, and empowers users and encourages accountability. In turn, departments can focus on recruiting the most qualified candidate(s) and providing excellent customer service. In addition, the implementation of NEOGOV also leverages automation by reducing the number of paper applications submitted by candidates and minimizing the carbon footprint.

**Quality and Productivity Commission**  
**32<sup>nd</sup> Annual Productivity and Quality Awards Program**  
**"Innovating for Impact"**

**2018 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: NEOGOV IMPLEMENTATION**

**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT  <input type="checkbox"/>
<b>\$ 340,000</b>	<b>\$ 1,621,000</b>	<b>N/A</b>	<b>\$ 1,961,000</b>	

**ANNUAL = 12 MONTHS ONLY**

NEOGov saves the County approximately \$300,000 a year on server cost and maintenance by replacing four legacy systems with one. Additionally, the County avoids almost \$40,000 a year in postage related costs by replacing mailed notifications with emails through the NEOGov system.

The following section outlines key cost saving calculations to illustrate the value of staff hours that can be reallocated away from basic exam processing tasks. The costs were estimated using weighted salary plus employee benefit values based on average of 410,000 applications received and 470 exams conducted annually.

	<b>Annual Hrs. Saved</b>	<b>Estimated Savings</b>
1 Application review	13,667	\$ 747,000
2 Rescheduling requests	400	\$ 20,000
3 Sending invitations	2,756	\$ 134,000
4 Calculating adverse impact ratios	210	\$ 12,000
5 Manual uploading of files	16,536	\$ 693,000
6 Running reports for banking scores	336	\$ 15,000
<b>Total</b>	<b>33,905</b>	<b>\$ 1,621,000</b>

Tangible cost benefits were also found by reducing the time spent by HR staff on reviewing and entering information into multiple systems; reducing the need to rent off-site test facilities and associated travel costs; reducing the need to rent facilities to physically house applications; and reducing the time spent communicating with applicants. There were also cost benefits in intangible areas such as the amount of time spent by HR staff to find a file that was misplaced, or liability costs associated with the keeping of records as physical files.