

**Quality and Productivity Commission  
34<sup>th</sup> Annual Productivity and Quality Awards Program  
"Leading with Excellence"**

**2021 APPLICATION**

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

**NAME OF PROJECT: VIDEO INTERVIEWING**

**DATE OF IMPLEMENTATION/ADOPTION:** JULY 2017

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE COVID-19 IMPACT AWARD ONLY. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

**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.

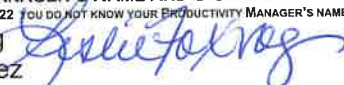

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The Department of Human Resources Countywide Talent Assessment Division is proud to have implemented the use of video interviewing to address a variety of challenges associated with in-person interviews. Prior to video interviewing, DHR administered in-person interviews to ensure a standard administration and to control for test security and cheating behavior. Unfortunately, in-person interviewing resulted in several challenges that impacted candidates, raters, exam staff, and the County as a whole. Use of video interviews addressed these challenges and resulted in numerous benefits, including reduced exam time, decreased cost to the individuals involved, more efficient use of resources, and an enhanced ability to effectively select ideal candidates for County employment.

**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
\$ 212,180 (COUNTY AND CANDIDATES)	\$	\$	\$ 212,180	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Department of Human Resources 500 W. Temple Street, Los Angeles, CA 90012		<b>TELEPHONE NUMBER</b> (213) 738-2008
<b>PROGRAM MANAGER'S NAME</b> Johan Julin		<b>TELEPHONE NUMBER</b> (213) 738-2218
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Leslie Foxvog  Molly Gonzalez		<b>DATE</b> 6/24/21 <b>TELEPHONE NUMBER</b> (213) 974-2515; (213) 074-1528 <b>EMAIL</b> <a href="mailto:L.Foxvog@hr.lacounty.gov">L.Foxvog@hr.lacounty.gov</a> ; <a href="mailto:mgonzalez@hr.lacounty.gov">mgonzalez@hr.lacounty.gov</a>
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Lisa Garrett 		<b>DATE</b> 6/24/21 <b>TELEPHONE NUMBER</b> (213) 974-2406

**\*\*ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE\*\***

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**CHALLENGES**

As a public sector agency bound by civil service rules and merit system principles, the County of Los Angeles (County) Department of Human Resources (DHR) is required to manage a highly structured and secure process for administering interviews to candidates for employment. To manage the test security of interviews and remove the potential for cheating prior to 2017, DHR required candidates for employment to attend interviews in person. By requiring candidates to travel to one of our office locations on a specified date and time to meet with interview raters in a secure room, we experienced numerous challenges that affected our candidates, our interview raters, DHR examination staff, and the County as a whole. Challenges included:

- **Slow Process:** the overall timeline of interviews would be prolonged by
  - candidate and interview raters’ lack of availability on specific dates/times due to a variety of factors (e.g., childcare, lack of transportation availability, and inability to take time away from work),
  - exam staff needing to limit the number of candidates that could be interviewed at the same time.
- **Increased Fees & Costs**
  - Candidates and raters would incur fees associated with travel (including long distance) and parking (\$18 per candidate).
  - The County would incur costs in facilities used for interviewing that could have been used for other purposes.
- **Inefficient Use of Resources**
  - Exam staff would have to schedule in-person interviews around other competing projects that require the use of rooms needed for those interviews.
  - In-person interviews were subject to last minute cancellations from candidates or raters, which would result in a waste of resources (e.g., raters and candidates time, interview rooms that could have been used for other projects).
- **Inconvenience**
  - Both candidates and interview raters would have to reschedule critical personal and work-related responsibilities in order to attend in-person interviews on a specific date and time. This would include rescheduling County operations if either the candidates or raters were County employees.
- **Standardization Challenges**
  - Interviews would be subject to environmental distractors (e.g., local noise, congested traffic, lack of parking availability) which can disrupt the candidates and the raters. This can also result in an increased number of appeals protesting the interview results.

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• **Loss of Talent**

- The County would lose potentially successful candidates who were unable to attend in-person interviews due to personal, professional, or financial concerns.
- Exam staff would receive complaints that the County was not taking a candidate-friendly approach to interviews by providing remote options used by private sector companies not bound by stricter requirements.
- Exam staff would receive complaints that the process was taking too long due to the limited ability to test larger amounts of candidates at the same time.
- Exam staff and hiring departments would have to use less ideal test parts for exams with candidate pools too large to feasibly conduct in-person interviews.

**SOLUTION**

DHR worked to achieve the objective of becoming one of the first public sector agencies in the nation to utilize a dedicated video interview system that addressed the challenges experienced by candidates, raters, and exam staff while retaining the necessary structure and security needed to administer interviews. With the contributions of the Internal Services Department and an initial PIF grant from the Quality and Productivity Commission, DHR secured a video interviewing system through RIVS.

An automated video interviewing system is also unique from generic video platforms, such as Zoom, WebEx, and MS Teams. Video interviewing systems have built-in features that facilitate interviews, such as scoring platforms shared across raters, permissions allowing raters to view specific candidates and not others, aggregation of scores across multiple dimensions and candidates, and the uploading of scores to the County's application tracking software, NeoGov. And since questions are pre-recorded, all candidates get the exact same test administration, unlike in live interviews or interviews using Zoom or similar software. It also allows candidates and raters to participate in interviews without having to be present on a specified date and time, while retaining test security by verifying the identity of the interviewing candidates and flagging activities identified as potential cheating behavior. Finally, video interviewing also allows recording of interviews, which provides greater documentation for raters to re-review responses and for DHR staff to evaluate appeals and other protests.

**BENEFITS**

Video interviewing has provided numerous benefits to candidates, raters, exam staff, and the County as a whole:

• **Decreased Time to Complete Interviews:**

- The overall timeline of interviews has steadily decreased using video interviews without the need to schedule around candidate, rater, and resource availability.
- The average number of days to complete the interview process was 5.4 days in 2019, 3.8 days in 2020, and 2.9 days in 2021. With regard to mass candidate pools, the Fire Department reduced the timeline for its Fire Fighter Trainee interviews by 5 months using video interviews.

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• **Decreased fees**

- Candidates, raters, and the County no longer incur fees for travel and parking. Based on the average number of candidates per year (2,380) and the raters needed for those candidates (4,760), the annual parking savings is \$128,520.
- The County is less reliant on paying for physical space used for in-person interviews. For example, the Fire Department reduced its cost for physical space from \$83,660.18 to \$0 when using video interviews for the Fire Fighter Trainee.

• **More Efficient Use of Resources**

- Exam staff no longer have to schedule in-person interviews around other competing projects that require the use of rooms typically used for interviews.
- Other programs benefit from the redirection of funds and resources (e.g., facilities) that would have otherwise been used by in-person interviews.
- Candidate and rater time, as well as use of rooms are no longer impacted by last-minute cancellations from candidates or raters.

• **Personal Impact to Customers**

- Allowing candidates to record responses to interview questions during a date and time of their choice within a given date range allows them to schedule their interviews around personal and work-related responsibilities.
- Allowing raters to review candidate responses to interview questions during a date and time of their choice within a given date range allows them to schedule their reviews around their County-related responsibilities.
- Candidates and raters are no longer impacted by environmental distractors (e.g., local noise, congested traffic, lack of parking availability).

• **Effectiveness in Recruiting Talent**

- The County is able to interview more candidates. Specifically, when using video interviews, Fire Fighter Trainee increased the number of candidates to be interviewed from 2,400 to 4,150; Social Worker Trainee increased the number of candidates interviewed from 1,385 to 2,065; Welfare Fraud Investigator Trainee increased the number of candidates interviewed from 440 to 887.
- The County is more likely to retain potentially successful candidates that would be unable to attend in-person interviews due to personal, professional, or financial concerns, including those unable to travel to in-person interviews. The candidate retention rate using video interviews is 84.1%.
- The County may still be able to retain the use of interviews for exams with candidate pools too large to feasibly conduct in-person interviews.
- The County delivers a process that provides an equal opportunity to demographics that might otherwise be unable to participate due to disabilities, childcare responsibilities, or socio-economic difficulties preventing them from traveling to a specific location.

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**LINKAGE TO THE COUNTY'S STRATEGIC PLAN**

**Goal III. Realize Tomorrow's Government Today**

The recorded interviewing video system addresses Goal III of the County's Strategic Plan (Realize Tomorrow's Government Today) by being an innovative, flexible, effective, and transparent partner focused on public service and advancing the common good. Specifically, as the largest employer in Southern California, video interviewing enhances our ability to attract and retain a talented workforce committed to providing public services. We have done this by:

- Retaining quality candidates for hiring departments and providing greater flexibility to our interview raters and exam staff (**Embracing Digital Government for the Benefit of our Internal Customers and Communities - Strategy III.2**).
- Providing greater access and opportunity to candidates (**Leverage Technology to Increase Visibility of and Access to Services - Strategy III.2.2**).
- Reducing scheduling conflicts, eliminating environmental disruptions, and avoiding conflicts with competing projects for use of resources (**Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency - Strategy III.2.3**).
- Reducing cost and time spent on in-person interviews (**Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability - Strategy III.3**).

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**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.

**Cost Avoidance and Cost Savings:**

- Candidates, raters, and the County no longer incur fees for travel and parking. Based on the average number of candidates per year (2,380) and the raters needed for those candidates (4,760), the annual parking savings is \$128,520.
- The County is less reliant on paying for physical space used for in-person interviews. For example, the Fire Department reduced its cost for physical space from \$83,660.18 to \$0 when using video interviews for the Fire Fighter Trainee.

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<b>\$ 212,180 (COUNTY AND CANDIDATES)</b>	\$	\$	<b>\$ 212,180</b>	<input type="checkbox"/>

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**FOR COLLABORATING DEPARTMENTS ONLY**

*(For single department submissions, do not include this page)*

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____