

Quality and Productivity Commission
29th Annual Productivity and Quality Awards Program
Champions of Change: Together We Make a Difference

2015 APPLICATION

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

NAME OF PROJECT: BEACHES AND HARBORS' VETERANS RECRUITMENT

DATE OF IMPLEMENTATION/ADOPTION: FEBRUARY 2014
 (Must have been implemented at least one year - on or before July 1, 2014)

PROJECT STATUS: _____ Ongoing X One-time only



HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? _____ Yes X 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 Upon becoming Chair of the Board on December 3, 2013, Supervisor Don Knabe
 2 issued the Chairman's Challenge for departments to work collectively to develop and
 3 implement an innovative program or initiative to meet residents' need in a way never
 4 done before. The Department of Beaches and Harbors (DBH) met the challenge by
 5 spearheading a coordinated effort with other County departments to hire veterans,
 6 tackling another priority of the Supervisor's. Utilizing the County's existing Veterans
 7 Intern Program, which provides veterans with a means to obtain valuable skills and
 8 work experience through short-term employment, DBH's collaborative effort brought
 9 together several departments with similar needs and raised awareness regarding the
 10 talent available through the Veterans Intern Program. The process resulted in a total of
 11 12 veterans hired and placed in County departments. Furthermore, the departments
 12 were able to collectively interview candidates at one place and one time, resulting in
 13 both cost and time savings across several departments based on a conservation of
 14 effort. As an added benefit, the candidates were able to be considered for multiple
 15 positions in one visit, which resulted in a smoother recruitment process.

| (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 checked="" type="checkbox"/> |

ANNUAL = 12 MONTHS ONLY

| | | |
|--|------------------------|--|
| SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS County of Los Angeles Department of Beaches and Harbors 13837 Fiji Way Marina del Rey, CA 90292 | | TELEPHONE NUMBER (310) 305-9523 |
| PROGRAM MANAGER'S NAME Michele Thomas | | TELEPHONE NUMBER (310) 305-9559 EMAIL MThomas@bh.lacounty.gov |
| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Nicolette Taylor  | DATE 7/15/15 | TELEPHONE NUMBER (310) 577-5736 EMAIL |
| DEPARTMENT HEAD'S NAME AND SIGNATURE Gary Jones  | DATE 7/15/15 | TELEPHONE NUMBER (310) 305-9522 |

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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project. State clearly and concisely what difference the project has made. Use Arial 12 point font

CHALLENGE:

A long-term priority of Supervisor Don Knabe has been addressing the plight of unemployed veterans. When Supervisor Knabe issued his Chairman's Challenge in December 2013 upon becoming Chair of the Board, the Department of Beaches & Harbors (DBH) decided to marry his two priorities and meet the challenge by spearheading a coordinated effort with other County departments utilizing the County's existing Veterans Intern Program. The Veterans Intern Program provides veterans with a means to obtain valuable skills and work experience through short-term employment. DBH enlisted other departments to all work together, consolidating prescreening and interviewing efforts, thereby creating a "one stop shop."

SOLUTION:

In the past, recruiting veterans was a time-consuming and arduous task. Departments had to conduct all recruitment and selection on their own, which meant that departments needed to dedicate several staff to coordinating logistics, screening candidates, and conducting interviews. The process took staff away from their other duties and yielded very few hires. The vision for this project was to utilize a team approach to streamlining the process of hiring veterans, thus allowing departments to efficiently utilize a minimum number of staff and a minimal amount of time to recruit a maximum number of candidates for the County.

By coordinating recruitment efforts of several departments and utilizing the Department of Human Resources' Veterans Intern Program, DBH worked with other County departments to fill critical roles with talented individuals. These roles included hard-to-recruit positions and long-term vacancies throughout the County. The team consisted of eight County departments, including:

- Beaches and Harbors
- Military and Veterans Affairs
- Human Resources (DHR)
- Public Library
- Public Defender
- Public Social Services (DPSS)
- Parks and Recreation
- Probation

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In February 2014, DBH executive staff reached out to other County departments to find interested partners. Each interested department provided via email specific criteria regarding what they sought in candidates. From this information, DBH staff created questions to be used to screen candidates over the phone and to be used during interviews. After the prescreening and interview questions were created, DBH staff worked with the Department of Human Resources and Military and Veterans Affairs to acquire the certification list and locate space to hold the interviews. On February 27th, 2014, DBH staff contacted each candidate, prescreened them and scheduled the acceptable candidates for interviews. The interviews were held on March 3rd and March 5th, 2014. On the day of the interviews, the raters utilized the information obtained during the prescreening process to streamline the interviews to better align the candidates to the positions available. After all of the interviews were completed, the departments worked together to determine which candidates would best fill the vacant positions.

BENEFITS:

This collaborative effort brought together several departments that had similar needs and raised awareness regarding the talent available through the Veterans Intern Program. The process resulted in a total of 12 veterans hired by County departments. DBH was able to fill ten Grounds Maintenance Worker vacancies, a critical position that is primarily responsible for maintaining the beach facilities during the peak summer months. Public Defender selected two veterans, one for a hard to recruit Warehouse position and another for a clerical position. Even though the Public Library did not hire any veterans during this round of interviews, the department gained key knowledge regarding other opportunities available through the Veterans Intern Program and planned to utilize the program to recruit for a Crafts related position available in the department. Furthermore, through this process, the departments were able to use a collective synergy to efficiently and effectively meet Supervisor Knabe's challenge.

This project resulted in both cost and time savings across several departments based on a conservation of effort. No one department was required to dedicate several staff to the recruitment and selection process. DBH staff handled the majority of the process, and the remaining departments provided staff as necessary. Additionally, facility space and supplies were also shared. As an added benefit, the candidates were able to be considered for multiple positions at one time and place, which resulted in a smoother and more efficient experience.

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS): Use Arial 12 point font

This project is consistent with the County's Strategic Plan Goal of Operational Effectiveness/Fiscal Sustainability (Goal 1); by jointly consolidating efforts to maximize resources, DBH and the other involved departments were able to minimize the amount of travel for candidates and enhance their ease of access to the interviews. The collaborative effort also allowed hiring managers to focus on more pointed information from candidates critical to placing them in the best positions. The County's Strategic Plan Goal of Community Support and Responsiveness (Goal 2) was achieved by responding to a widespread need to give veterans an opportunity to gain meaningful employment and offered a means for the County to meet the needs of its constituents.

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FOR COLLABORATING DEPARTMENTS ONLY

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

| | |
|---|--|
| DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS | |
| MILITARY AND VETERANS AFFAIRS 1816 S. FIGUEROA STREET LOS ANGELES, CA 90015 | |
| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE ROSE BUETA  | DEPARTMENT HEAD'S NAME AND SIGNATURE RUTH WONG  |

Parks and Recreation - Signatures on file

Public Library - Signatures on file

Human Resources - Signatures on file

Pubic Defender - Signatures on file