Minutes
DSD Reform (Human Resources)
24 August 2015 (9:00 a.m. – 10:45 a.m.)
Location: Webb Building 4.G.4

Present:
• Chief Connie Coyle – DSD
• Mary Dulacki – DOS
• Alyx Sparrow – OHR
• Cindy Bishop – OHR
• Diane Vertovec – OHR
• Karen Niparko – OHR
• Sgt. Norma Mock – DSD
• Liz Lightfoot – DOS
• Lizzie Schoon – OHR
• Christopher M.A. Lujan – DOS
• Jane Cisneros – DOS
• Melissa Lopez – DOS
• D/S Chris Martinez – DSD
• D/S Robert Pablo – DSD
• Paige McCain – DOS
• Evon Lopez – DOS
• Myra Simmons – DOS
• Chief Marie Kielar – DSD
• Melissa Ortega – DSD
• Sgt. Toni Jones – DSD
• D/S Stephen Ortegon – DSD
• Jessica Weatherly – OHR
• Tony Gautier – OHR
• Heather Britton – OHR
• Captain Sonya Gillespie – DSD

Agenda:
A discussion with Mr. Rob Davis from Hillard Heintze to dialogue about the recommendations contained in their report.

At the onset of this meeting, C. Lujan provides an article to the attendees titled, “Tired of Change?” from the April 2015 edition of “HR Magazine” from the Society For Human Resources Management (SHRM). This article details the top obstacles to change within an organization and provides recommendations on how to overcome these obstacles.

Discussion (9:15 – 10:45):
R. Davis explains his process for how he handles IPs that are presented to him by reform workgroups.

R. Davis notes that the IPs from the Wellness team are well written and that this group is doing a good job.

Prior to this meeting, the Recruitment and Wellness teams provided Mr. Davis with a list of written questions which he addresses:
**IPs that Have the Greatest impact on Recruitment:**

Mr. Davis asks if there is enough interaction between DSD employees and the community and whether there is a link between what DSD does and what the citizens of Denver wants. Mr. Davis further asks if DSD is taking full advantage of what the city offers in terms of HR and recruiting. Mr. Davis encourages us to leverage the expertise we have in these areas to strength the DSD.

*What kind of candidate do you want working for DSD today?*

According to R. Davis, some of our best recruiters are those within DSD. DSD asks if we have reached out to the deputies to help recruit for the department.

In addition to utilizing our deputies to recruit, R. Davis encourages all of us to reduce the amount of time it takes people who go through DSD’s testing process. The longer the testing process, the higher the likelihood other agencies will poach our candidates. R. Davis explains that other agencies are having their candidates poached by others and cites to the King County Sheriff Department in Washington as an example.

In terms of best practices, the trend throughout the country is to outsource written testing. Every week you can cut down on this reduces the likelihood your great candidates get poached.

R. Davis notes that DSD’s current process of 186 days from application to academy start is too long. The new norm for other sheriff departments is becoming 60-90 days long and cites to King County in WA; Fairfax County in VA; and Los Angeles County as well. Mr. Davis encourages us to study the process for how these departments recruit their candidates.

R. Davis notes that when candidates are asked why they work for their chosen departments, candidates frequently say “because they [the chosen agency] called me first.” The better DSD we can get at becoming more nimble, the better opportunity we have at selecting quality personnel.

**The Addition of Staff:**

R. Davis explains that Sgt. Mock unit needs assistance but urges to figure out implementation steps first and then figure out the staff needed to execute these steps.

**Retention:**

When asked which agencies are the best when it comes to recruiting, R. Davis highlights Fairfax County VA., Orange County Fla., and Orange County CA as counties throughout the country that are the best when it comes to recruiting. These counties also have the highest levels of retention because the employees believe that they belong to a professional organization.
When it comes to retention, DSD needs to show employees that they: 1) belong to a professional organization, 2) that they needs to have an ownership piece in DSD, and 3) they have a career path.

Incentives and Miscellaneous Matters:

There is a conversation about providing incentives to front line employees to provide referrals to become employees at DSD. R. Davis explains that San Jose CA provides incentives; e.g. 40 hours of comp time.

In other agencies, they created study groups to help current deputies study for the test to become sergeants and lieutenants. This helps current deputies pass the test and helps them promote faster.

According to Mr. Davis, tours help people connect to the DSD. It is more personal than getting a study guide a candidate can purchase at Barnes & Noble. The goal is to connect people to DSD.

Mr. Davis notes that DSD’s currently paying for other people’s [department’s] training before they leave to other agencies. This is what we are trying to avoid.

Mr. Davis also encourages DSD to ask questions of recruits immediately after completing the academy. Does DSD collect and report these findings? If so, are we using this data to drive business decisions? C. Lujan asks for a recent example where DSD made a business decision regarding recruiting based on the data collected. It was unclear when this has been done.

Mr. Davis notes that most agencies have some budget for using overtime to recruit but it is not a large portion of their budget for this task.

Mr. Davis encourages DSD to look to POST organizations for where to recruit.

With regard to pass points for test, our current pass point is not abnormal according to Mr. Davis.

Mr. Davis notes that DSD is doing well in the diversification of its department. The goal of the recommendation(s) in this area was just to ensure we are continue doing well with these efforts. DSD is already doing a great job with this.

With regard to specialty units, Mr. Davis asks if the department is working to ensure that the process for specialty unit selection is as open as possible? Is this process as transparent as possible? Is the good ‘ol boy system still in place or is it fair?

Mr. Davis also asked why is there a disconnect between what city employees know versus what DSD employees know? An example of this is in benefits. City employees know what these are but DSD employees don’t. Why?
What are your female deputies doing to get more females in DSD?

How does DSD stay on top of current trends when it comes to recruitment and other jail operations?

Finally R. Davis asks questions about how well DSD communications does in communicating about the quality vs. quantity issue with regards to hiring.  How do we balance quality v. quantity piece when it comes to hiring?  DSD needs to work hard in avoiding another Rampart situation like what L.A. experienced when they went through mass hiring.

**Next Meeting:**  Monday 31 August 2015 from 9:00 – 11:00 a.m.
Webb Building 4.G.4