



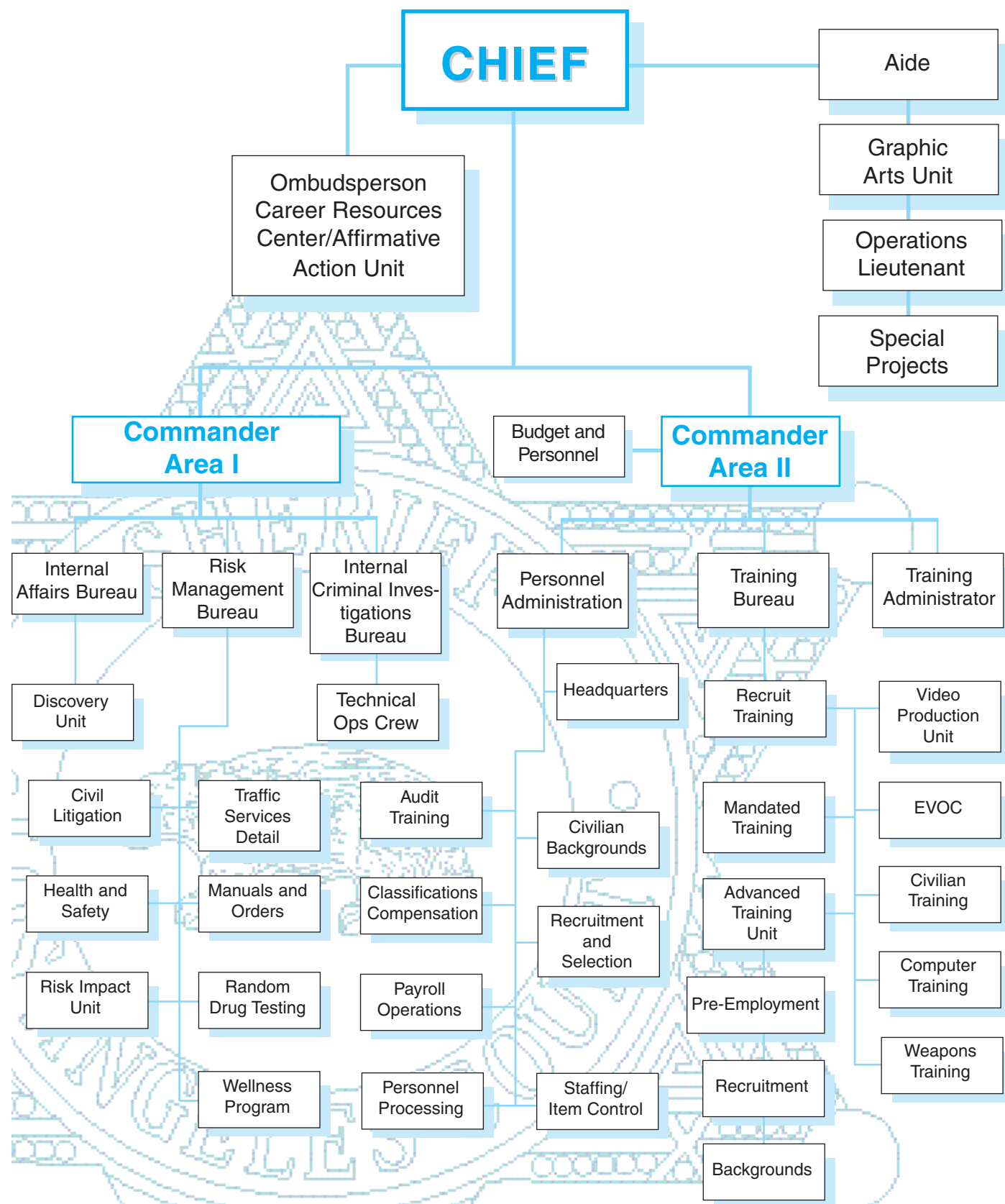
professional standards and training division



PROFESSIONAL STANDARDS AND TRAINING DIVISION

YEAR IN REVIEW • 1998

# PROFESSIONAL STANDARDS AND TRAINING DIVISION



## Professional Standards and Training Division

The primary responsibilities of the Professional Standards and Training Division (PSTD) are to promote professional and ethical conduct within the Department and to provide comprehensive, up-to-date training services to Department employees. PSTD personnel evaluate and refine policy, procedures, and tactics. PSTD personnel also report and review administrative, civil, and training aspects of deputy-involved shootings and the use of force. In addition, PSTD personnel investigate alleged policy and criminal violations by Department personnel in a timely manner, with significant emphasis on fact finding.

### Ombudsman/ Career Resources Center/ Affirmative Action Unit

The Ombudsman/Career Resources Center (OCRC) completed its fifth year of operation in 1998. The OCRC has the unique mission of listening to employees and providing them with a confidential path to make complaints. The unit commander of the Career Resources Center is also the Department Ombudsman and the Department Affirmative Action Program Manager, responsible for assisting all current and former employees, volunteers and applicants for the Department with complaints of sexual harassment and discrimination. The Affirmative Action program Manager is also tasked with ensuring equal employment opportunities. A wide variety of other complaints are also taken by the OCRC, including those of a "whistle blower" nature.

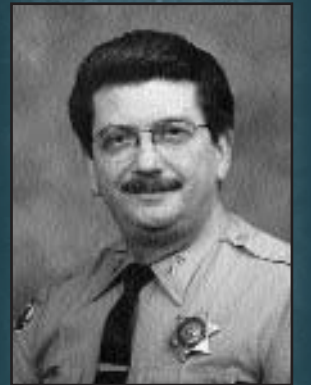
The OCRC staff conducted presentations, throughout the Department, that included an overview of the Career Resources Center, the Educational Reimbursement Program, college programs available to Department personnel, and reinforcement of the policy regarding complaints received

by the Ombudsman. The OCRC is also the primary point of contact for affirmative action plans, equal employment opportunity programs, and complaints made through the Equal Employment Opportunity Commission or the California Department of Fair Employment and Housing.

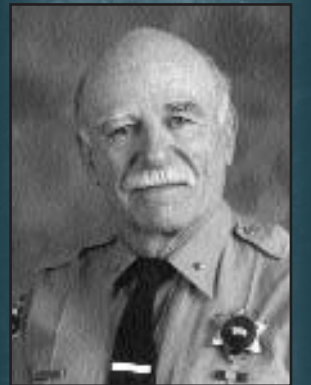
The Career Resources Center maintains a library of career related videos, tapes and books, publishes a list of all available jobs openings in the Department as well as a list of available training and seminars. Staff members develop, write and publish *The Ombuds Review*, a newsletter dealing with sexual harassment, discrimination and career issues. The OCRC manages the Career Network, the Educational Reimbursement Program, the Career Achiever's Award Program, and the Career Resources Ad Hoc Committee. The OCRC received more than 1,325 telephone calls regarding career counseling during 1998 and conducted 541 person-to-person career counseling contacts and interviews.

The Career Resources Ad Hoc Committee was formed to address career problems and women's issues within the Sheriff's Department. Members of the committee that assisted in the formation of the Department's S.T.O.P. Family Violence Task Force have continued to work with the Task Force, to ensure that employees have the full resources of the Sheriff's Department to assist them in the event of family problems.

The OCRC traditionally receives a number of inquiries from other law enforcement agencies regarding the function of the OCRC. Our willingness to share information has engendered numerous inquiries from throughout the United States regarding our procedures for sexual harassment, discrimination, cultural diversity, domestic violence, workplace violence, and career development.



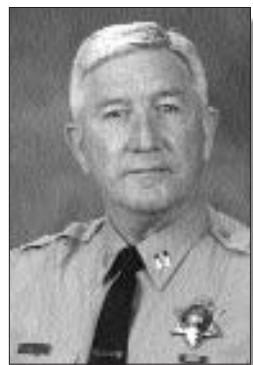
Chief Robert J. Spierer (Acting)  
Professional Standards & Training Division



Commander John A. Hammargren  
Area I



Commander (Acting) Lee C. McCown  
Area II



*Captain Dennis D. Wilson  
Advanced Training Bureau*

## ADVANCED TRAINING BUREAU

The Advanced Training Bureau is responsible for the development, certification and presentation of in-service training to the sworn members of this Department in the three Field Operations Regions and the Detective Division.

The Field Training Officer Unit (FTO) was created in April 1997, recognizing that the number one priority in strategic planning was to impact the field training program. The Field Training Officer Unit is responsible for oversight of the Standardized Field Training Officer selection process. The FTO Unit has dominion over the tracking and coordination of every Field Training Officer and trainee in the three field operations regions. The FTO Unit is responsible for conducting inspections and setting criteria for the field training program. A Field Training Officer newsletter has been established which is directed to all active Field Training Officers, to instill a constant chain of updated information specific to their needs.

Additionally, the Field Training Officer Unit is responsible for the oversight, modification, and instruction in the FTO School to meet POST 1998 - 1999 mandates. The Unit also provides instruction for the Field Operations Deputy School (Patrol School); Field Operations Sergeant's School; Field Operations Lieutenant's School; and the creation of advanced Field Training Officer Courses in advanced patrol techniques, instructor training, and student development and evaluation techniques.

The unit provides support to all three Field Operations Regions and to the Detective Division. This support consists of researching, preparing and evaluating procedural and policy directives; preparing training and instructional bulletins regarding patrol tactics and procedures; identifying field training needs and directing corresponding units



*Captain Dennis H. Burns  
Internal Affairs Bureau*

or bureaus to develop appropriate training; and auditing station training policies, procedures, and record keeping, etc.

This Unit reviews proposed and chaptered legislation for impact on patrol and detective operations, and responds to requests from the Department's major executives regarding patrol related projects.

The Unit also responds to all shooting and significant force incidents that occur in all Divisions except Custody, and prepares training analysis for the Executive Force Review Committee.

### Weapons/Training Unit

The Weapons Training Unit consists of the Pitchess Detention Center Range, the Biscailuz Center Range and eight mobile ranges. In 1998, the Department implemented dynamic firearms training as part of the ATB 40-hour Field Operations Training course. In addition to the traditional Practical Police Course, several stations have been added, in order to include realistic officer survival situations which emphasize tactics and marksmanship.

### Laser Village

Under the Field Operations Training Unit, the Laser Village staff provides tactical shooting training. The staff includes one sergeant and seven deputies. They train recruits and in-service personnel in the latest techniques of building searches, containment positioning, approaching dangerous suspects, handling potentially violent situations, using laser weapons and interactive video equipment. Laser Village is located at the Biscailuz Center facility, and also provides training at the Pitchess Detention Center.

## INTERNAL AFFAIRS BUREAU

The Internal Affairs Bureau conducts administrative investigations of policy violations and allegations of misconduct against all Department

personnel. The Bureau is staffed with a captain, four lieutenants, thirty sergeants, six deputies and civilian support staff. In addition to handling the high volume of administrative investigations, the Force/Shooting and Sexual Harassment/Discrimination Teams were created for expertise and efficiency purposes.

The shooting teams are headed by a lieutenant, and respond to all shooting/force incidents which meet the Departments' roll-out criteria. Investigators gather and present all information to the Force Review Committee. Depending upon the findings of the committee, the review may be closed, or an administrative investigation may be initiated.

The Harassment/Discrimination team specializes in complaints involving sexual/racial discrimination, gender harassment, as well as hostile work environment investigations.

The Discovery Unit represents the Sheriff's Department as the custodian of records for administrative investigation files, Use of Force and Service Comment Report forms. This unit processes and responds to Pitchess Motions, general discovery motions, and other legal processes.

IAB Cases - 1998	
Investigations Opened	1,199
Internal Affairs Cases	366
Unit Level Investigations	833
Personnel Investigated	
Sworn	943
Civilian	270

## INTERNAL CRIMINAL INVESTIGATIONS BUREAU

The Internal Criminal Investigations Bureau (ICIB) investigates allegations of criminal misconduct involving a member of this Department, whenever an alleged offense occurs during the course of employment or within the policing jurisdiction of the Sheriff's Department.

ICIB also investigates allegations of criminal misconduct by members of other county agencies upon request, and of other law enforcement personnel at the request of their respective agencies.

ICIB Cases - 1998	
Total Cases	261
Active 1998 cases	50
Inactive 1998 cases	211
Sworn Personnel Investigations	232
Civilian Personnel Investigations	37
Outside Agency Investigations	8

## PERSONNEL ADMINISTRATION

Personnel Administration is responsible for effecting all transactions relative to an employee's status, and ensuring compliance with Civil Service Rules, as well as County and Department policies. The Bureau consists of the following units:

### Audit Training Unit

The Audit-Training Unit is responsible for auditing employee time records and training Departmental timekeepers.

### Civilian Backgrounds Unit

The Civilian Backgrounds Unit performs comprehensive investigations on applicants applying for civilian positions. This ensures that applicants meet the Sheriff's Department's hiring standards. The unit completed a total of 1,248 backgrounds during 1998.

### Classification/Compensation Unit

This Unit is responsible for the origination, development, and reclassification of all positions within the Sheriff's Department, and for researching and making recommendations for the payment of bonuses and other special pay requests. The following statistics document the Classification/Compensation Unit activities for 1998.

Classification Statistics	
Classification Studies/ Class Specification Revisions	43
Compensation Requests	18
Miscellaneous/Incidental Requests	46



*Captain Samuel Dacus  
Internal Criminal  
Investigations Bureau*



*Captain Allan Etzel  
Internal Criminal  
Investigations Bureau*



*Director Patricia Hawkins  
Personnel Administration*

### Payroll Operations

Payroll Operations' key functional responsibilities include Central Payroll and Consolidated Timekeeping. Central Payroll's general operational responsibilities include: acting as agent for all Departmental employees with the Auditor Controller on pay-related issues; coordinating and reporting industrial injury salary benefits; processing employee mileage reimbursement claims; coordinating the Leave Donation Program; serving as the Department's Leave of Absence Coordinator; distributing Payroll Warrants; providing assistance to employee inquiries through the Employee Services Help Desk; and acting as the Department's Savings Bond Coordinator.

The Consolidated Timekeeping section consists of six units: Court Services, Men's Central Jail, Inmate Reception Center and Twin Towers, S.T.A.R.S. Center, Pitchess Detention Center, and Headquarters. The Consolidated Timekeeping units are responsible for maintaining accurate time records and data entry for 8,100 of the Department's 14,500 employees.

### Personnel Processing

Personnel Processing comprises the Alpha Processing Unit, the Public Information Counter, the Retirement Unit and the Vault.

The Alpha Processing Unit processes, maintains, and updates all personnel transactions for Department employees. These transactions include processing incoming and outgoing employees, as well as processing promotions, administrative reassignments, demotions, step advances, name changes, and transfers.

Employee Benefits personnel process Enrollment and Change forms for Flex, Megaflex, Choices and Options Programs. In addition, this unit provides benefit orientations to new employees and newly eligible employees and resolves benefit related problems.

Personnel at the Public Information counter handle numerous telephone calls, assist visitors, and respond to requests for verification of employment.

The Retirement Unit personnel assist Department employees with the retirement process and coordinate various retirement activities with other units.

The Vault personnel are responsible for the ordering, issuance, maintenance, and destruction of all Department identification cards, badges, and service award medals. Additionally, Vault personnel are responsible for the care, maintenance, and storage of all departmental personnel files. The Vault currently holds more than 15,502 personnel folders.

Payroll Operations	
Uniform Allowance Checks Issued	9,550
Tax Forms Prepared	4,453
Mileage Claims Processed	4,500
Employment Verifications	2,553
Payroll Warrants Issued	348,000
Special Events Overtime Hours	1,350
Leave Donation Hours Transferred	14,201
Worker's Comp. Claims/Doc. Processing	5,799
Direct Deposit Forms	2,344
Garnishments	1,069
Leave of Absence Requests	284

### Recruitment and Selection

This section is responsible for all recruiting, testing, tracking, and administration of all Sheriff's Department examinations. The Section also participates in various job fairs and career day activities in the community. During 1998, more than 118 examinations were conducted, involving the processing of more than 30,408 applications.

### Staffing/Item Control

This section comprises Sworn Staffing and Item Control. The Sworn Staffing unit provides orientation to newly appointed Deputy Sheriff Trainees, laterals from other law enforcement agencies, and reinstated/rehired deputies. This Unit is also responsible for conduct-

ing deployment of graduating classes, transfers and promotions for all ranks, and updating and maintaining the transfer preference roster. The Item Control Unit identifies, monitors and tracks employees, positions and items. The Unit also provides the Department with a status of Departmental staffing and vacancies for sworn and civilian personnel.

## RISK MANAGEMENT BUREAU

The Risk Management Bureau's primary purpose is to evaluate, coordinate, and aggressively manage those internal activities that lead to civil liability or jeopardize employee safety. From its inception in 1993, the Bureau has moved forward in accomplishing these goals. The Bureau is continuously seeking innovative concepts and identifying risk trends, with the intent of guiding and assisting the Department in its total risk management efforts. The Bureau consists of the Risk Impact, Civil Litigation, Health and Safety Units, and the Traffic Services Detail, which includes the Motorcycle Enforcement Program. The Bureau also houses the Random Drug Testing Program and the Manuals and Orders Section.

### Civil Litigation Unit

The Civil Litigation Unit continues to take innovative steps toward reducing the number of lawsuits filed against the Department and its personnel, as well as minimizing our financial exposure. Toward that end, the Civil Litigation Unit has produced a video and corresponding handbook, which explains the litigation process to our personnel.

The unit's proactive approach toward handling litigation continues through its aggressive defense of lawsuits, which has resulted in a 45% dismissal rate. In addition, eight lawsuits proceeded to trial during 1998, and a defense verdict was rendered in seven of these trials.

Although the Department continues to be subject to lawsuits, the exposure attached to the cases is significantly lower than in the past. A milestone was reached during the 97/98 fiscal year; the Department recorded the lowest payout for force litigation in the history of the Civil Litigation Unit. Additionally, the

number of lawsuits received alleging excessive force was the lowest since we began tracking this information.

The unit continues to enhance the service provided to departmental members who are named in a lawsuit. Unit personnel ensure that the members involved are kept apprised of ongoing litigation, and have easy access to their assigned counsel. In addition, the unit continues to address any questions or concerns the members may have during the course of the litigation.

### Health and Safety Unit

The Health and Safety Unit is responsible for coordinating efforts to minimize and protect Department personnel and financial resources when Department members become injured or ill. A total of 3,837 work-related injury and illness reports were processed during the year. The unit handled eighteen funerals of Sheriff's Department employees. Since July 1996, the Health and Safety Unit assumed responsibility for Workers' Compensation subrogation. To date, the unit has collected more than \$588,273.51.

### Manuals and Orders Section

The Manuals and Orders Unit prepared an online and interactive version of the Manual of Policy and Procedures for easy and automated access by Department personnel on the Intranet. This online version of the Manual of Policy and Procedures allows for the timely notification of manual revisions to all bureaus, stations and units, for dissemination to their assigned personnel.

### Random Drug Testing Program

The Department's Random Drug Testing Program functions to preserve the public trust, to maintain a drug free workplace, and to ensure safety. The Drug Testing Program personnel performs periodic, unannounced random tests throughout the Department. During 1998, 1,232 tests were administered. The unit, which began operation in September 1990, has conducted a total of 15,596 tests.

The Unit assisted Huntington Beach Police Department by reviewing and critiquing a random drug testing program which was in negotiations for the personnel of that depart-



Captain Margaret C. Beard  
Risk Management Bureau

ment. The unit also sent a copy of the Random Drug Testing portion of the Memorandum of Understanding to the Oxnard Police Department, the California Department of Corrections, and the Beverly Hills Police Department, to assist these organizations in formulating their own random drug testing programs.

The Random Drug Testing Unit also began assisting the newly formed Office of Public Safety in designing a random drug testing program for that Department.

#### **Risk Impact Unit**

The Risk Impact Unit has provided staff support for the Quarterly Risk Management Conferences since 1996, and for the monthly Sheriff's Critical Issues Forum since 1997. They prepare, for executive review, the statistical information submitted by the Department's sixty-four units. The Unit is also responsible for coordinating and providing staff support for the Executive Risk Review Committee. This committee reviews traffic accidents, general discrimination, and sexual harassment issues.

The Unit has continued the "Risky Business" newsletter, which highlights a variety of line level incidents that have resulted in litigation. The focus is on the ultimate court decisions and how to avoid involvement in similar situations.

The Risk Impact Unit conducts research on numerous risk-related matters, and provides summaries of liability issues to the Department. The Unit also submits proposals for additions or changes to Department policy. Most recently, the Domestic Violence policy drafted by this Unit was adopted. Department-wide training on domestic violence has commenced.

#### **Traffic Services Detail**

The Traffic Services Detail (TSD) is a specialized response unit designed to conduct technical and detailed traffic collision investigations. It has the responsibility of responding to those on-duty collisions involving injury or high value property damage, fatal collisions, or collisions requiring technical expertise not available at the station level. TSD members are trained as traffic reconstructionists, and have received, on average, more than a thou-

sand hours of specialized technical training. In 1998, the Traffic Services Detail responded to more than 130 collision scenes, in order to conduct investigations or to assist units such as Homicide, Arson/Explosives, or criminal investigators. The Traffic Services Detail is responsible for presenting more than twenty-six weeks of traffic training classes each year, in such diversified areas as basic, intermediate, and advanced collision investigation, RADAR, Drug and Alcohol Recognition training, Commercial Enforcement, Vehicle Code, and Recruit Training.

In 1998, the Collision Subrogation Unit, operating as part of the Traffic Services Detail, recovered more than \$190,000 in damages to County vehicles.

The Traffic Services Detail maintains and evaluates all traffic-related statistics for the Sheriff's Department. With a recent grant from the State Office of Traffic Safety, TSD is installing a County-wide computer network, in order to make statistics and data available to all stations and units for comparison and research. A second grant from local business interests was used to purchase a twenty-three-foot trailer that serves as a mobile traffic safety resource. The trailer is designed to make appearances at Department and civic events, and it contains a number of displays and demonstrations on child car-restraints, seatbelt use, and traffic safety-related matters.

During 1998, responsibility for and coordination of the Department's Motorcycle Enforcement Program was moved to the Traffic Services Detail. This unit performs all training, both initial and recurrent, and carries out station inspections for motorcycle-related records. In addition, Traffic Services Detail reviews and coordinates the maintenance and purchase of equipment, performs motorcycle developmental testing, and provides functional field supervision of motorcycle deputies.

During 1998, the Department's Motorcycle Enforcement Program grew to encompass 45 deputies, 12 riding reserve deputies, and two sergeants. Contract cities continue to show interest in the expansion of the program. Motorcycle contracts account for more than five million dollars of the Department's contract program.

## **TRAINING ADMINISTRATOR**

The Training Administrator's Office was established in January of 1993, to comply with the Bouman Consent Decree and concerns raised by the Kolts Commission.

The Training Administrator reviews all curricula and training delivery systems developed by the Department, to ensure that they conform with the Bouman Decree, adult learning principles, and the Department's rules and regulations.

The Training Administrator is a voting member and advisor to the Department's Training Committee, which coordinates curriculum development and training delivery for the Academy, Custody, Court Services, and Field Operations Divisions.

The Training Administrator reviews the Department's standards of selection, training, and employee performance, in terms of affirmative action and cultural and gender sensitivities.

## **TRAINING BUREAU**

In 1998, the Academy continued with the 9-week training program for Deputy Sheriff Trainees, as provided under 803.1(c) P.C. The Deputy Sheriff's Trainee Academy graduated seven classes, totaling 351 Deputy Sheriffs.

The staff trained and graduated eight Custody Assistant classes, totaling 279 recruits. Along with the total of 668 recruits trained by the unit in 1998, the staff also trained and graduated two Explorer classes, totaling 262 new Explorers.

#### **Advanced Officer Training**

Advanced Officers Training (AOT) is responsible for the development, certification and presentation of the vast majority of the Department's in-service training presentations to sworn members of the Department and to law enforcement officers throughout the world.

The Advanced Officer Training Unit presents 64 different POST certified training courses. This year, the Unit conducted 149 separate speciality courses, and provided basic

Cultural Awareness and Sexual Harassment training to all entry level Department personnel. In addition, the unit provided 80 separate Sexual Harassment and Cultural Awareness updates at the Museum of Tolerance. Tuition from out-of-county students and Plan III courses generated revenue exceeding \$108,000.

#### **Civilian Training Unit**

The Civilian Training Unit presented classes on ten different subjects to non-sworn Department members during 1998. The unit experienced expansion during 1998, growing from a staff of two to a total of six personnel. This unit expects to gain three more staff members by the end of 1999. With expansion, the unit anticipates planning a 40-hour Continuing Professional Training course for civilian development in other subject areas, and has training plans for each civilian classification within the Department

#### **College Affiliation Unit**

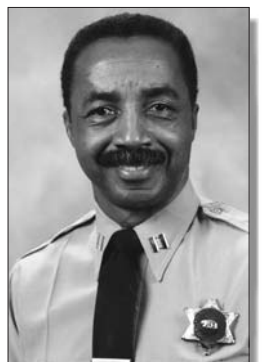
The College Affiliation Unit coordinates the Department's Community College Affiliation Program. This program allows attendees of various Sheriff's training courses to obtain college credit, and generates revenue for the Sheriff's Department. In Fiscal Year 1997-1998, affiliation efforts increased with the addition of two more community colleges. Educational goals can now be furthered through a total of four local community colleges. Revenues generated via tuition fees financed a Special Training Fund which allowed for the purchase of training equipment. The College Affiliation Unit has also formulated a comprehensive plan to upgrade classrooms at STARS Center, and this upgrade will be financed by the Special Training Fund.

#### **Computer Training Center**

The Computer Training Center (CTC) trained Department members in the Windows NT environment and Outlook E-mail software. The CTC training followed classes given by Executrain, an outside vendor contracted to provide training to executives and staff. CTC staff also trained personnel in the Consolidated Criminal History Reporting System software and began training development on the Los Angeles Regional Crime Information System and the Personnel Performance Index System II, which are systems expected to debut in 1999.



*Dr. John H. Chamberlin  
Training Administrator*



*Captain Johnny Dredd  
Training Bureau*

Emergency Vehicle Operations Center (EVOC) continued to train sworn, civilian and volunteer personnel in emergency vehicle operations. A new van operators' course was developed in 1998, in conjunction with the State Department of Corrections. EVOC personnel conducted STAR training at stations, in an effort to minimize schedule impact on stations. Additional course revisions were implemented to address risk management concerns.

#### **Pre-Employment Unit**

The year 1998 proved to be challenging, with the renewed emphasis on hiring 1,500 Deputy Sheriffs and Custody Assistants. The Pre-Employment Unit forged ahead to meet the challenge. In keeping with the Department's accelerated hiring goals, the Pre-Employment Unit assisted Personnel Administration in administering a total of 27 examinations for Deputy Sheriff Trainees and Custody Assistants at four different test sites. A total of 6,112 Deputy Sheriff Trainee applicants and 5,357 Custody Assistant applicants were tested. The Unit's 30 sworn background investigators completed a total of 2,159 investigations.

To handle the increased workload created by the influx of new applicants requiring background, the Pre-Employment Unit reinstated the Personal Services Contractors program to compliment the cadre of sworn background investigators. In August of 1998, 29 private contractors were selected and retained to conduct background investigations for Custody Assistant and Deputy Sheriff Trainee applicants. The contractors, all retired L.A. County Deputy Sheriffs familiar with the Department's hiring standards, attended training and went through a mentoring program. A total of 109 investigations were completed by the contract investigators by the year's end.

#### **Recruitment Unit**

The Recruitment Unit worked in partnership with the 4th Supervisorial District's Department of Human Resources, the community and the Senior Services of Los Angeles County, in order to coordinate the "Community Job Fair 1998." This event drew approximately 5,000 attendees. At the Job Fair, Recruitment Deputies made presentations on preparing for the Deputy Sheriff Trainee Test and Academy.

In 1998, the Recruitment Unit increased its deputy sheriff staff from four to eight. Each deputy was assigned to a station, court and jail facility, in order to increase the Department's "Community-Based Recruitment Program." The program is designed to help the Department recruit Deputy Sheriff Trainees from the community in which we serve. The Department's "Hiring 2000 Plan" commenced in 1998. The Recruitment Unit developed a diverse advertising campaign designed to attract Deputy Sheriff Trainee and Custody Assistant applicants.

This campaign consisted of job fairs, and advertising placement in such varied media vehicles as billboards, movie theatres, the internet, MTA buses, radio and television.

The Recruitment Unit took the recruitment show on the road, in order to recruit at colleges throughout the New York City area and at African American colleges in Texas, Alabama, Louisiana, Mississippi and Florida. These two recruitment trips were successful in spreading the word throughout the country that the Los Angeles County Sheriff's Department is hiring.