

## **AGENDA**

### **THE MEETING OF THE**

### **DISABILITY PROCEDURES AND SERVICES COMMITTEE**

**and**

### **BOARD OF RETIREMENT\***

### **LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION**

**300 NORTH LAKE AVENUE, SUITE 810  
PASADENA, CA 91101**

**9:00 A.M., FRIDAY, March 3, 2017 \*\***

*The Committee may take action on any item on the agenda,  
and agenda items may be taken out of order.*

#### **COMMITTEE MEMBERS:**

Vivian H. Gray, Chair  
Marvin Adams, Vice Chair  
Alan Bernstein  
Ronald Okum  
David Muir, Alternate

#### **I. APPROVAL OF THE MINUTES**

A. Approval of the minutes of the regular meeting of February 1, 2017.

#### **II. PUBLIC COMMENT**

#### **III. ACTION ITEMS**

#### **IV. FOR INFORMATION**

A. Job Analysis Presentation – Robert Liebman, M.S., CRC, CCM and  
Fernando R. Mora, B.A.

#### **V. GOOD OF THE ORDER**

(For information purposes only)

#### **VI. ADJOURNMENT**

**\*The Board of Retirement has adopted a policy permitting any member of the Board to attend a standing committee meeting open to the public. In the event five (5) or more members of the Board of Retirement (including members appointed to the Committee) are in attendance, the meeting shall constitute a joint meeting of the Committee and the Board of Retirement. Members of the Board of Retirement who are not members of the Committee may attend and participate in a meeting of a Board Committee but may not vote on any matter discussed at the meeting. The only action the Committee may take at the meeting is approval of a recommendation to take further action at a subsequent meeting of the Board.**

**\*\*Although the meeting is scheduled for 9:00 a.m., it can start anytime thereafter, depending on the length of the Board of Retirement meeting. Please be on call.**

**Assistive Listening Devices are available upon request. American Sign Language (ASL) Interpreters are available with at least three (3) business days notice before the meeting date.**

**Any documents subject to public disclosure that relate to an agenda item for an open session of the Committee, that are distributed to members of the Committee less than 72 hours prior to the meeting, will be available for public inspection at the time they are distributed to a majority of the Committee, at LACERA's offices at 300 North Lake Avenue, suite 820, Pasadena, California during normal business hours from 9:00 a.m. to 5:00 p.m. Monday through Friday.**

**Persons requiring an alternative format of this agenda pursuant to Section 202 of the Americans with Disabilities Act of 1990 may request one by calling the Disability Retirement Services Division at 626-564-2419 from 7:30 a.m. to 5:00 p.m. Monday through Friday, but no later than 48 hours prior to the time the meeting is to commence.**

MINUTES OF THE MEETING OF THE  
DISABILITY PROCEDURES AND SERVICES COMMITTEE  
and  
Board of Retirement\*\*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION  
GATEWAY PLAZA - 300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

Wednesday, February 1, 2017 9:34 A.M. – 9:59 A.M.

**COMMITTEE MEMBERS**

PRESENT: Marvin Adams, Vice Chair  
Alan Bernstein  
Ronald Okum  
David Muir, Alternate

ABSENT: Vivian H. Gray, Chair

**ALSO ATTENDING:**

BOARD MEMBERS AT LARGE

Anthony Bravo  
William Pryor  
Vito M. Campese, M.D.  
Shawn Kehoe

STAFF, ADVISORS, PARTICIPANTS

Gregg Rademacher  
JJ Popowich  
Steven Rice  
Vincent Lim  
Eugenia Der  
Allison E. Barrett  
Frank Boyd  
Sandra Cortez  
Angie Guererro  
Maria Muro  
Michelle Yanes  
Barbara Tuncay

Ricki Contreras  
Vickie Neely  
Tamara Caldwell  
Anna Kwan  
James Pu  
Debbie Semnanian  
Mario Garrido  
Debra Martin  
Marco Legaspi  
Marilu Bretado  
Thomas Wicke  
Hernan Barrientos

Ricardo Salinas  
Maria Silva  
Robert Hill  
Mike Herrera  
Karla Sarni  
Kerri Wilson

ATTORNEYS  
Thomas J. Wicke

GUEST SPEAKER  
None

The meeting was called to order by Vice Chair Adams at 9:34 a.m.

I. APPROVAL OF THE MINUTES

A. Approval of minutes of the regular meeting of December 7, 2016

Mr. Bernstein made a motion, Mr. Muir seconded, to approve the minutes of the regular meeting of December 7, 2016. The motion passed unanimously.

II. PUBLIC COMMENT

III. ACTION ITEMS

A. Educational Opportunities

Ms. Contreras introduced several topics for future educational opportunities for review and discussion which included: What constitutes substantial evidence for the Trier of Fact to weigh?, A presentation by LACERA's Job Analyst, Social Media as an Investigative Tool, and Updating LACERA's Panel Physician Guidelines.

Mr. Boyd stated that he will be giving a presentation on the recent Cameron case "When Service Ends under GC 31722 Recent Decision" in the near future.

Ms. Contreras asked committee for their feedback on the educational opportunities topics.

Mr. Kehoe thanked Ms. Contreras and stated that he appreciated the educational topics presented and an opportunity to discuss as it allows for each board member to be thoughtful in the execution of their responsibilities. Mr. Kehoe also stated that he would like to hear more about the history of the Sheriff and Fire Department personnel as it relates to back injuries and their association with continuous trauma.

Dr. Campese stated that he knows physicians that can give a presentation on some of the medical topics listed, including hypertension.

Mr. Kelly thanked staff for the educational opportunities list and stated that he is interested in a few of them and how they relate to what LACERA does.

Mr. Bernstein stated that he would like to have a discussion about permanence as it relates to conditions such as alcoholism and depression.

Mr. Chery thanked staff and stated that he would like to hear an update on cancer and heart presumptions and asked Mr. Boyd if he can give a presentation regarding what constitutes active law enforcement as it relates to presumptions.

#### B. Proposed Expansion of Priority-One Case Processing Criteria

Mr. Bernstein made a motion, Mr. Okum seconded, to approve the Proposed Expansion of Priority-One case Processing Criteria. The motion passed unanimously.

Ms. Contreras stated that Disability Retirement Services is proposing an expansion of priority-one case processing criteria.

Mr. Kehoe recommended eliminating any approximation as it relates to age and years of service used in establishing the criteria. Mr. Kehoe asked how many of the priority-one cases have been denied by the board thus far and Ms. Contreras stated that as of today, no cases have been denied by the board of retirement.

Mr. Muir asked staff to define a priority-two and priority-three case. Ms. Contreras stated an example of a priority-two case is when a member had a career-ending injury with objective medical evidence. No dispute exists with regard to permanent incapacity and/or service connection. Priority-two cases are required to undergo a physical exam. Priority-three cases can be any psyche cases, late filing, and multiple medical conditions with conflicting medical evidence. Mr. Muir also asked if our members are able to view the different types of priorities, however, Ms. Contreras stated that members cannot view the different types of priorities because this is an internal process and ultimately the investigators are the ones who will determine if the case needs to be a priority-one, priority-two, or priority-three case.

Mr. Chery stated that this is a great step forward in the priority system for our members and concurred with Mr. Kehoe regarding having a definitive age and years of service requirement.

Mr. Kelly wanted to know what staff is doing to improve the process in priority-three cases and Ms. Contreras stated that staff continues to reinforce the changes in our policy and procedures that were implemented in 2012 as that has made staff more efficient. Ms. Contreras also stated that staff does not want to end up eliminating relevant facts from a case but also that we are not investigating things that are not necessary. Furthermore, there are monthly staff meetings where staff is able to communicate regarding cases. Mr. Kelly also asked if the Board of Retirement are the only ones who can make a decision on a case and Mr. Boyd stated that according to GC 31725, the

Board of Retirement are the only ones who can make the final decisions on disability retirement cases.

IV. FOR INFORMATION

V. GOOD OF THE ORDER

The committee members wished everyone a Happy Valentine's Day.

VI. ADJOURNMENT

With no further business to come before the Disability Procedures and Services Committee, the meeting was adjourned at 9:59 a.m.

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**Robert Liebman, M.S., CRC, CCM**  
**Liebman & Associates**  
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**Robert Liebman** is a self-employed vocational consultant for over 28 years to legal professionals, insurers, and self-insured employers on workers' compensation, personal injury, employment discrimination, disability management, Fair Employment and Housing Act, Americans with Disabilities Act issues and provides forensic testimony in the courts. Mr. Liebman founded Liebman & Associates in 1992, with offices serving Los Angeles, Orange, Riverside/San Bernardino, and Ventura Counties. He supervises a staff of vocational rehabilitation professionals. Mr. Liebman holds Master's Degrees in Rehabilitation Counseling and Business Administration from California State University, Los Angeles, and serves on the Rehabilitation Counseling Advisory Board at the same university. He is nationally certified as a Rehabilitation Counselor and as a Case Manager.

# Liebman & Associates

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## CURRICULUM VITAE

### ROBERT LIEBMAN, M.S., C.R.C., C.C.M.

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Telephone: (818) 885-1349  
Fax: (888) 241-9024

### EDUCATIONAL BACKGROUND

M.S. Rehabilitation Counseling. California State University, Los Angeles

M.S. Business Administration/Marketing. California State University, Los Angeles

B.A. Business Administration/Marketing. California State University, Los Angeles

#### Credentials/Certification

**Certified Rehabilitation Counselor** – National Commission on Rehabilitation Counselor Certification, 1992-present.

**Certified Case Manager** – The Commission for Case Management Certification, 1993-present.

### EMPLOYMENT HIGHLIGHTS

1992-present **Owner/Counselor, Liebman & Associates, Northridge, CA**

Professional services include:

- Vocational **expert witness** and consultant for applicant/plaintiff or defense, in workers' compensation, personal injury, employment discrimination, family law;
- Consulting on **Fair Employment Housing Act** and **Americans with Disabilities Act** for both employers and employees;
- **Early return-to-work** and **disability management** services, including job modification identification and accommodation;
- Essential function **job analyses** and **ergonomic evaluations**;
- Vocational **case management** services to individuals, including counseling, testing, evaluation, and job placement assistance in long-term disability and with private career changers;
- **Long-Term Disability** and **Social Security** evaluation.

Duties as an owner include daily management of fiscal and personnel affairs; liaison with insurance companies, employers, attorneys; developing, conducting, and coordinating staff training programs; and evaluation of report quality control.

1989-1991 **Rehabilitation Counselor, Image Development, Los Angeles, CA**

Duties included providing testing and evaluation, vocational counseling based upon client needs, transferable skills analyses, labor market surveys, job analyses, preparation and implementation of rehabilitation plans, and job placement.



## **PROFESSIONAL PRESENTATIONS**

Presented and developed papers and seminars at national, state, regional and local conventions and conferences, including:

- California Applicants' Attorneys Association 2013 Rating and Disability Program
- California Applicants' Attorneys Association 2008 Winter Convention
- California Association for Counseling and Development
- California Association for Postsecondary Education and Disability
- California Association of Rehabilitation Professionals
- California Workers' Compensation Defense Attorneys' Association 2015 Winter Conference
- Los Angeles County Bar Association, Social Security Section
- National Rehabilitation Association
- Organization of Bilingual Rehabilitation Associates
- State Teachers' Retirement System
- Vocational Occupational Assessment Center
- Workers' Compensation Claims Association


## **PUBLICATIONS**

Co-authored chapters: The Use of Job Analysis for Rehabilitation Counselors, and Initial Case Assessment Forms for Rehabilitation Counselors – **Innovations in Clinical Practice: A Source Book (1992)**.

## **PROFESSIONAL AFFILIATIONS/MEMBERSHIP**

California State University, Los Angeles – Rehabilitation Counseling Advisory Board  
International Association of Rehabilitation Professionals  
National Rehabilitation Association  
National Rehabilitation Counseling Association

**Fernando R. Mora, B.A.**  
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**Fax: (888)241-9024**



Fernando Mora has worked as a Vocational Counselor for Liebman & Associates since 2002. Under the mentorship of Robert Liebman, Fernando has developed expertise in conducting Job Analyses and Ergonomic Assessments. He has completed thousands of Job Analyses for many types of positions and businesses/operation. He has also completed numerous Ergonomic Assessments including the initial assessment, research, implementation, installation, modification, and training for the injured employee.

# Liebman & Associates

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## CURRICULUM VITAE

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## EDUCATIONAL BACKGROUND

B.A. Economics/ International Relations. University of Southern California

## MILITARY SERVICE:

1983-1989 **United States Marine Corps., Rank: Corporal E-4.**

Dec '88 Assignment: HMH-465, Cargo Helicopter Squadron. One year of overseas deployment in Southeast Asia.

## EMPLOYMENT HIGHLIGHTS

2002-present

**Associate Vocational Counselor, Liebman & Associates, Northridge, CA**  
Duties include vocational counseling, testing, evaluation, and conducting job analyses including field work and research.

Planning, development, implementation, and job placement to rehabilitate workers in the Workers' Compensation and long-term disability systems. Have regular meetings with workers to support and ensure execution of rehabilitation plans.

Perform Ergonomic Assessments of all types of work environments for the purpose of analyzing, designing and recommending ergonomic solutions to efficiently and effectively improve work environment conditions while reducing risk of cumulative trauma injuries. Coordinate, install, and implement ergonomic equipment and solutions at worksites. Instruct client's employees on ergonomic awareness, injury prevention techniques, and the proper and effective use of ergonomic equipment and solutions. Perform follow-up to ergonomic solutions implementation and make adjustments as needed.

1995-2002

**Financial Services/Stock Market Trader**  
**Series 7, 63, and 55 Certified**  
**Shonfeld Securities, Proprietary Stock Market Trader**

**Quantech Securities, Quantitative Stock Market Trader**  
Responsibilities included: Development, testing, monitoring, and execution of computerized trading systems. Extensive daily upkeep and management of market data and development of accounting systems.

**JB Oxford & Company, Assistant Trader (Market-Assisted in all functions of a NASDAQ market making trading desk. Execution of trades/transactions, and setting/moving stock price quotes on a NASDAQ/ Instinet workstation. Management of trade order books.**

# Sample Report #1

## Liebman & Associates

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### JOB ANALYSIS Investigator III

[REDACTED]

Employee: Susan Sample

Employer:

[REDACTED]  
[REDACTED]  
[REDACTED]

Contact:

**Job Summary:** Supervises a section within the [REDACTED] of the [REDACTED] and conducts the most difficult criminal investigations.

### DESCRIPTION OF TASKS:

The employee worked 9 hours per day on a 9/80 schedule. Her job activities included the following:

1. Supervised, assigned, reviewed, and evaluated the work of subordinate investigators.
2. Conducted investigations in the more difficult or sensitive cases. Located and interviewed witnesses and victims.
3. Led and participated in the gathering of evidence and the preparation of reports of completed investigations.
4. Trained subordinates in the procedure, policy, laws, and methods of investigative techniques including access to computerizing data bases.
5. Reviewed cases received from attorneys and assigned these cases to investigators for quality, completeness and conformance with departmental policy, procedures and needs specified in the investigative request.
6. Reviewed progress of investigations, redirecting efforts of investigations, as appropriate.
7. Testified in court during criminal proceedings.

**Job Analysis - Page 2**  
**Susan Sample – Investigator III**

8. Maintained ongoing records and statistics of investigations and caseload.

**PHYSICAL REQUIREMENTS:**

The physical requirements are based on a 9-hour workday. Activities could vary from day-to-day, depending upon whether the Investigator was in the office or the field.

**As a Supervisor III, the employee would handle a reduced caseload. Approximately 25% of the employee's time was spent in the field and 75% was in the office. When in the field, the employee could spend up to 4 to 4.5 hours per day out of the office.**

**Sitting:** Would sit when driving to/from locations, conducting telephone or on-site interviews, and reviewing, writing or typing reports. Sitting would be performed for up to approximately 4.5 hours, on average.

**Standing/Walking:** The employee would stand or walk for a few seconds at a time to approximately 30 minutes at a time, for an approximate total of up to 3.5 hours during an average workday. Standing and walking would be conducted when retrieving files, at a copy machine, when interacting with other personnel, when walking from parking area to office and from office to parking area, and when conducting investigations in the field.

**Note: When in the office, the employee would often have the ability to sit or stand at her discretion. She would also be able to adjust her position in the chair for comfort.**

**Bending (waist & neck):** Bends slightly at the waist for several seconds to several minutes at a time, for up to approximately 45 minutes per day. This activity would be conducted when getting in/out of vehicle, conducting field investigation, picking up an item that has dropped, and when sitting in office and using file drawers.

Bending slightly downward at the neck would occur intermittently for a few seconds at a time in the course of performing general activities and when in car, for a period of approximately 3 to 4 hours per day.

**Kneeling:** Might kneel rather bend, squat or crouch when conducting field investigations or when accessing lower file cabinets in office. This activity might be performed on rare occasion.

**Squatting/Crouching:** The employee might squat or crouch rather than bend or kneel when conducting field investigations or when accessing lower file cabinets in office. This activity might be performed on rare occasion.

**Job Analysis - Page 3**  
**Susan Sample – Investigator III**

**Climbing:** The employee might, at times, need to ascend/descend stairs in an apartment building when conducting an investigation in the field.

**Balancing:** When using stairs, as described above.

**Crawling:** Might crawl on rare occasion when conducting investigations.

**LIFTING/CARRYING:**

**0 to 10 lbs:** Would lift and carry items weighing from several ounces to a stack of files that would weigh up to 5 to 10 pounds, intermittently anywhere from several seconds per hour, for several seconds at a time. Items would also include pens, pencils, reports, telephone, briefcase, small camera, etc.

**11 to 25 lbs:** Could lift file boxes weighing 20-25 lbs in order to locate a particular file. This might occur an average of approximately 2-3 times a week.

**26 to 35 lbs:** Would lift a file storage carrying case and place it in her vehicle, as well as removing it from the vehicle, for use in field investigations. This would occur several times a day, and the weight of the carrying case could be 30 to 35 lbs.

**Over 35 lbs:** Not required.

**Pushing/Pulling:** Would push and pull a two-wheel file storage carrying case from the parking lot to the office, from the office to the parking lot, and in the course of conducting field investigations. The time spent would be approximately 30 minutes per day. The case/cart is on wheels, thus reducing the exertion force. Pushing and/or pulling would also occur when opening/ closing desk and file drawers, and when opening doors. This activity would be conducted for a second or two at a time, and the weight force involved is minimal.

**Twisting/Turning (waist and neck):** Would twist and turn her neck and body intermittently throughout the day when getting in and out of vehicle, driving a vehicle, during the normal course of her field investigation, and when moving her office chair to reach file drawers. She would twist and turn at the neck throughout the day when turning her head from the computer monitor to view papers on the desk, and when looking up and down. The total time spent in twisting and turning at the waist and neck could be up to 3 to 4 hours per day.

**Reaching:** Would extend her arms in front and to the sides throughout the workday, for up to 2-3 hours per day. Most reaching would not involve full extension of the arms, and would be conducted when performing writing, keyboarding, and when reaching for documents or various items while in the field.

**Job Analysis - Page 4**  
**Susan Sample – Investigator III**

Reaching at or above shoulder level might be conducted a few times a day, for a few seconds at a time.

**HAND MOVEMENTS:**

**Gripping/Grasping:** Performed simple gripping and grasping throughout the day for several seconds to several minutes at a time, for 3 to 6 hours per day. She would grasp papers, telephone receiver, steering wheel of vehicle, etc.

Forceful gripping was performed for approximately 30 minutes a day, when pushing or pulling file storage carrying case.

**Fingering/Fine Manipulation:** Performed fingering movements throughout the day when writing and keyboarding. The total time spent fingering would be up to 3.5 to 4 hours per day, and would be conducted with both hands when keyboarding or with dominant hand when writing.

- Keyboarding - performed for a few seconds each time to 5 or 10 minutes at a time, for a total of 2.5 to 3 hours per day.
- Writing - performed for approximately 1 hour per day.

**Pinching/Squeezing:** Performed pinching and squeezing intermittently for several seconds at a time, for approximately up to 10 minutes per day, when removing staples, using paper clips, etc.

**Torquing/Twisting:** Performed torquing and twisting intermittently for several seconds at a time, up to 10 minutes per day.

**WORKING CONDITIONS:**

<b>Work hours:</b>	9 hours per day, alternating 4 and 5 days a week
<b>Inside/Outside:</b>	75% inside, 25% outside
<b>Extreme Temperature:</b>	N/A
<b>Noise Level:</b>	Moderate
<b>Fumes/Gases/Odors:</b>	N/A

### JOB ANALYSIS Commander

[REDACTED]

**Employee:** John Sample

**Employer:**

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**Contact:**

### **JOB SUMMARY:**

Served as an assistant to the head of a division with responsibility for commanding a major (1) custody or court function or (2) patrol, specialized, or other non-custodial function.

### **DESCRIPTION OF DUTIES/TASKS:**

The employee (Commander John Sample) was schedule to work 8 hours per day, 5 days per week. The workday extended past 8 hours as needed according to what the workload dictated. The employee also worked one weekend per month when assigned as Weekend Custody Commander. The employee performed administrative duties in an office approximately 50 to 60% of the time, and was out in the field approximately 40 to 50% of his time visiting and inspecting jail facilities, and representing the Chief on various projects. His job activities included the following:

- Acts as an executive assistant to the Sheriff and major executives and assists in planning, organizing, inspecting, and directing the work of the division.
- Directs a major segment of a division responsible for (1) custody or court operations, (2) patrol, administrative, technical support, or for specialized law enforcement activities in a large geographical area of the County.
- Confers with and coordinates the activities of Captains, Directors, and others to ensure departmental functions are meeting the overall needs of the department, and develops and directs implementation of policy and procedural changes resulting from changes in legislation, procedures, or departmental policy.



- Conducts field inspections and special investigations to ensure compliance with departmental policy and risk management goals and makes recommendations on personnel, operations, and the use of building facilities and equipment.
- Ensures that activities within his/her assigned area are conducted in conformance with the law, departmental rules and regulations, and sound law enforcement practices and procedures.
- Coordinates law enforcement activities which require the participation of various organizational units within the division.
- Develops, interprets, and communicates changes in orders, procedures, and practices to division staff.
- Assists in formulating department policy and in developing plans, procedures, and practices to facilitate the provision of law enforcement services to the community as a whole.
- Mentors subordinates on leadership and the resolution of personnel, procedural, and operational problems.
- Establishes and maintains close working relationships with public and private law enforcement and community groups on matters of mutual interest.
- Serves on oversight departmental committees responsible for the review of internal investigations, sexual harassment/discrimination, employee performance, and executive reviews and makes recommendations on discipline and/or follow up review.
- Serves as Duty Commander, providing uniformed patrol of the County by responding to all significant incidents during tour of duty.
- Serves on management and response teams which provide oversight of the department's involvement in Countywide tactical events.
- Assumes command of division in absence of division head.
- Supervise deputies and personnel to ensure treatment of inmates are compliant to department policy.
- Conduct meeting with inmates, deputies and nurses to discuss the daily activities in the jail.
- Monitor cell extractions of inmates to ensure safety of the deputies and inmates.
- Occasionally assigned as a Weekend Custody Commander and a Tactical Duty

Commander. Duties include coordinating police resources, barricades and containment, and response to emergency events.

- Assigned on a rotating basis every 7 weeks for an entire week to SWAT Teams to provide security for county wide tactical events.

**PHYSICAL REQUIREMENTS:**

The following physical activities are based on an average 10-hour workday. The employee was schedule to work 8 hours per day, however, a workday was extended past 8 hours as needed according to what the workload dictated. The physical demands of the job varied from day to day.

**Sitting:** The employee would intermittently sit when working at desk, attending meetings, and when driving a vehicle, for a few seconds to approximately 1 hour at a time, for a total of up to approximately 5 to 7 hours per workday when. The employee could sit or stand at his own discretion.

**Standing/Walking:** The employee would alternate between standing and walking when walking about the office facility for a few seconds to approximately 30 minutes at a time, for a total of up to approximately 4 to 6 hours per typical workday. When working in the field and/or when conducting jail facility inspections standing/walking may have been performed throughout the workday. The furthest distance the employee would walk nonstop was up to one mile on flat and inclined hard surfaces and terrain.

**Bending (neck):** The employee would intermittently bend at the neck up and down for a total of up to 2 to 4 hours per day when adjusting his field of vision from the computer monitor to view paperwork and other items on the desk, and items at lower levels, and when inspecting upper levels of jail facilities.

**Bending (Waist):**

The employee would intermittently bend at the waist for several seconds at a time, for a total of up to approximately 5 to 10 times per workday when accessing items, a lower level.

**Twisting/Turning (Neck):** The employee would intermittently twist and turns his neck for several seconds at a time throughout the day for a total of up to 2 to 4 hours per workday when performing his job duties.

**Twisting/Turning (Waist):** The employee would intermittently twist/turn at the waist, for a few seconds at a time, for a total of up to 1 hour per workday when performing his job duties.

**Squatting/Crouching:** The employee would squat, in lieu of bending at the waist, for several seconds at a time, for a total of up to approximately 5 to 10 times per day when accessing items at a lower level.

**Kneeling:** Not present.

**Crawling:** Not present.

**Climbing/Balancing:** The employee would ascend/descend stairs in buildings when accessing upper level floors at jail facilities, and/or the office, an average of 10 times per workday. Elevators are available at the office and in some parts of the jail facilities.

The employee would climb/balance for a few seconds at a time when mounting and dismounting a vehicle, an average of up to 4 to 8 times per workday when performing field visits.

**Lifting/Carrying:**

**0 to 13 lbs.:** The employee would intermittently lift, handle, and carry items weighing from several ounces to 10 pounds, for several seconds at a time throughout the workday. Items included office implements, stacks or files, reports, telephone, briefcase, reams of paper, etc.

When working in the field, the employee wore a Same Brown belt with equipment, firearm, etc. weighing up to 13 pounds.

**14 to 25 lbs.:** The employee would occasionally lift and carry tote bags filled with tactical police gear, and file boxes filled with files weighing up to 25 pounds, for several seconds at a time, an average of 2 to 3 time per week. The items were carried up to 50 yards.

**Over 25 lbs.:** Not required.

**Pushing/Pulling:** The employee would intermittently push and/or pull for a few seconds at a time when manipulating file drawers, desk chairs, doors, and vehicle doors, for a total of up to 10 minutes per workday.

**Reaching:** The employee would intermittently extend his arms at least 15 inches in front and to the sides for a few seconds to few minutes at a time for a total of up to 2 to 3 hours per workday in the normal course of his job duties.  
On rare occasion, the employee reaches above shoulder level.

**Hand Movements:**

Several hand movements may be utilized simultaneously with one another - e.g., gripping together with fingering, squeezing, torqueing, etc. All job duties may be performed with either or both hands.

**Gripping/Grasping:** The employee would intermittently perform simple gripping and grasping throughout the day for several seconds to several minutes at a time, for a total of up to 4 to 5 hours per day when manipulating files, binders, reams of paper, door handles, telephone receiver, a steering wheel of a vehicle, etc.

Forceful gripping was conducted when firing weapons an average of 3 to 4 times per year.

**Fine Manipulation/Fingering:** The employee would intermittently perform fingering/fine manipulation movements with either or both hands, throughout the day, for a few seconds to a few minutes at a time, for a total of up to 3 to 4 hours per day, when manipulating paperwork, small office items, and when keyboarding and writing.

**Squeezing:** The employee would intermittently perform pinching/squeezing movements with either or both hands, for a few seconds at a time, for a total of up to 10 minutes per day, when manipulating a stapler and other office implements, and when squeezing a trigger on a firearm.

**Torqueing/Twisting:** The employee would intermittently perform torqueing and twisting intermittently for several seconds at a time, up to 20 minutes per day when manipulating files, binders, keys, door handles, steering wheel of vehicle, etc.

**WORKING CONDITIONS:**

- Work hours:** Typically scheduled to work 8 hours per day, 5 days per week. Could work from 8 to 12 hours a day, with additional hours as necessary. Worked one weekend per month when assigned as Weekend Custody Commander or Tactical Duty Commander.
- Inside/Outside:** Typically 90% indoors; 10% outdoors. When working in the field the employee may be outdoors all day.
- Extreme Temperature:** The employee is exposed to ambient weather conditions when working in the field.
- Noise Level:** Low to High.
- Dust/Fumes/Gases/Odors:** N/A.
- Use of Force:** As a Commander, the employee was required to be prepared to use force for self-defense, and to arrest, restrain, or subdue inmates and/or suspects.

# Liebman & Associates

## JOB ANALYSIS

## PURPOSE and PROCEDURE

# General Information about a Job Analysis:

## ▶ Purpose of Job Analysis

- Detailed job description by an objective source
- Language is targeted to appropriate parties

# General Information about a Job Analysis:



# General Information about a Job Analysis:

## ▶ Preparation

- Determine Type of Job Analysis - County only; meet with both department and applicant
  - Regular Duties (Usual and Customary)
  - Permanent Modified Job
- Contact participating parties
  - Employer: meet at job site
  - Employee: meet at job site or separately
- Research Assignment
  - Class specifications, previous job analyses



# Job Analysis Procedure:

## ▶ County Interview

- Inspect job site and equipment
- Observe other employees performing same job duties
- Interview direct Supervisor, or assigned person who is familiar with the applicant's job
- Weigh items, take measurements, pictures, videos
- Obtain department Job Description (when applicable)

# Job Analysis Procedure:

## ▶ Applicant Interview

- If interview is done together, include both parties in the questioning
- Contact applicant after meeting with employer
- If meeting with applicant separately, meet outside of work.

# Job Analysis Procedure:

## ▶ Finalize Job Analysis Report

- Complete job analysis and email to appropriate departmental person for signature
  - Discuss completed job analysis with departmental person, if necessary
  - Receive signed document from County
- Meet with applicant and review job analysis signed by the County
  - Insert comments if/when appropriate
  - Have applicant sign the job analysis
- Forward completed and signed job analysis to LACERA