


REPORT FROM

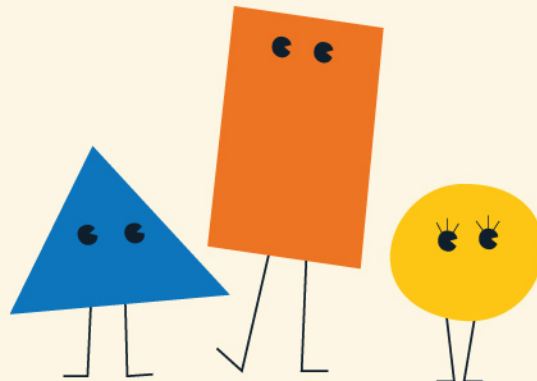


THE PERSONNEL DEPARTMENT

TO: The Honorable Members of the Personnel and Hiring Committee	DATE 10/14/2025
REFERENCE: Prior Council File: 15-0550-S4	COUNCIL FILE 15-0550-S5
SUBJECT: PERSONNEL DEPARTMENT EMPLOYEE DEVELOPMENT ANNUAL REPORT FISCAL YEAR 2024-2025	
<p>RECOMMENDATION</p> <p>The Personnel and Hiring Committee receive and file this report on employee development and training programs in the City during Fiscal Year 2024-2025.</p> <p>BASIS OF REPORT</p> <p>Section 4.312 of the Los Angeles Administrative Code requires the General Manager of the Personnel Department to maintain a comprehensive program for the development of all City employees, and report annually on the progress of training in City departments (Airports, Harbor, and Water and Power are not required). This report covers the Fiscal Year 24-25.</p> <p>DISCUSSION</p> <p>During this reporting period, the Personnel Department continued to facilitate online training for City employees as well as other training programs across the City.</p> <p>The Personnel Department focused on providing access to mandated training for City employees, which increased this fiscal year with additional requirements. Access to non-mandated training catalogs was continued as well, which offer training on various skill sets that City employees value for their ongoing professional development. The Personnel Department also supported training provided through reimbursements for MOU agreements and the Employee and Family Assistance Program.</p> <p>This reporting period included another successful cohort of the Women's Management Academy, as well as several cohorts of the Core Supervisory Training Program. These leadership programs have received positive feedback from participants and management, and we strive to continue their development.</p> <p>The Personnel Department is dedicated to assisting employees and departments with their training needs. We will continue overseeing Citywide and departmental training, and will work with departments in understanding the best ways in which employees can continually develop themselves.</p> <div style="text-align: right;"> MALAIKA BILLUPS GENERAL MANAGER</div> <p>Attachment</p>	



PERSONNEL DEPARTMENT
ENGAGEMENT & TRAINING
ANNUAL REPORT
FY 24-25





1.1 ONLINE TRAINING ACADEMY

1.1.1 ONLINE TRAINING

The Personnel Department continues to utilize the online training platform, Cornerstone, to track training completions and records. This platform, along with the other items discussed in this report, are monitored by the Personnel Department’s Employee Engagement and Training team.

Below includes a list of compliance highlights for FY 24-25.

✓ 126,497 COURSES COMPLETED!
84,127 MANDATED 42,370 NON-MANDATED

Figure 1: Course Completions in Cornerstone

MANDATED COURSE COMPLETIONS FY 24-25	
• Anti-Bias Learning for Employees (ABLE)	1,676
• Anti-Bias Learning for Employees (ABLE) Refresher Course	4,207
• Citywide Workplace Equity Policy Training	11,056
• COVID-19 - What You Need to Know for the Workplace	766
• Disaster Service Worker - Mandatory Loyalty Oath Training	2,446
• Disaster Service Worker - Refresher Course	13,889
• Ethics Training for City Employees & Officials	6,501
• Fraud, Waste, and Abuse Prevention	4,035
• Stormwater Pollution Prevention Training	16,330
• Workplace Harassment & Abusive Conduct Prevention: Non-Supervisor Version	2,976
• Workplace Harassment & Abusive Conduct Prevention: Supervisor Version	3,920
• Zero Waste Training Course	16,325

NOTE: Mandatory training compliance is an ongoing process that changes as employees are hired, transferred, and promoted.

TOP 10 NON-MANDATED COURSE COMPLETIONS FY 24-25	
• FMS4LA Courses	4,360
• Disaster Service Worker II - Serving Others	1,743
• Workplace Violence Prevention Training (RAP)	1,018
• Supervisory Skills	764
• Situational Awareness Training	682
• Day One Training - City of Los Angeles	662
• Safety: Injury & Illness Prevention Program	413
• EEO and You - With All Due Respect	237
• 01. Problem Solving: Introduction to Problem Solving	211
• Knowledge Transfer - A City of Los Angeles Interactive Course	193

NOTE: : Due to the extensive list of courses available in the platform, the above image only shows the Top 10 Non-Mandated courses that were completed in Cornerstone.

Figure 2: Course Completion Highlights

1.2 TRAINING HIGHLIGHTS

1.2.1 NEW ETHICS TRAINING

The Ethics Commission created an updated training for filers entitled “Ethics Training for City Employees and Officials”. The Employee Engagement and Training team worked with the Ethics Commission to identify filers and assigned the training to all necessary users on July 2, 2024. This assignment was sent to over 7,000 users in the platform, with subsequent assignments for new users on an as needed basis. For FY 24-25, the new ethics course accounted for approximately 6,500 completions.

1.2.2 DAY ONE TRAINING

The Employee Engagement and Training team worked with Channel 35 to create a new training entitled - *Day One Training - City of Los Angeles*. This training was created to provide new employees with information related to critical City topics such as City 101, City Council, Client Services, Payroll, Retirement, Training, Selection Processes, and more. Each training video ranges from 2-5 minutes in length and gives viewers a basic understanding of the topic at hand, as well as links to important resources. This is a helpful training that we encouraged departments to assign to all new users. For FY 24-25, the Day One training accounted for 662 completions.

1.2.3 NEW SANITATION TRAININGS

The Department of Sanitation created two trainings for City employees - *Zero Waste* and *Stormwater Pollution Prevention*. The Zero Waste training is required on an annual basis, while the Stormwater Prevention training is only required once for all staff members, and then on an annual basis for certain job classes. An announcement regarding these mandatory trainings was sent to All City employees in February 2025. Employees were assigned the training shortly after with a due date of June 30, 2025. New employees in the City will automatically be assigned the trainings once they are added to the Cornerstone platform. For FY 24-25 the two trainings accounted for a total of 32,655 completions.

1.2.4 RAPID IMPROVEMENT EVENT WITH REC & PARKS

In an effort to promote the importance of continual process improvement, the Personnel Department created a program called PerformLA. PerformLA is an employee training and coaching program modeled after the City of Denver’s Peak Academy, where employees learn and implement tools that will continuously improve and redesign their services so they deliver the greatest value to residents. As a part of PerformLA, the Employee Engagement and Training team hosted a Rapid Improvement Event with Rec and Parks, which explored improvements to their permitting processes. Results of the Rapid Improvement Event were presented to General Managers during the Executive Training in January 2025. General Managers were encouraged to implement their own process improvement strategies and check out the newly created PerformLA website by Personnel. This website is available to all employees and has links to various strategies and processes that can be utilized for process improvement.

1.2.5 PAL TRAINING INITIATIVE FOR PERSONNEL EMPLOYEES

In an effort to encourage continuous learning and development, the Employee Engagement and Training team created the Personnel Allocated Learning (PAL) training initiative. This initiative allows Personnel employees to allocate 2 hours per pay period to participate in optional trainings that contribute to their professional development. PAL Trainings include curated trainings developed by Personnel staff that are given throughout the year, but PAL can also be used for employees to complete non-mandated training in Cornerstone or other platforms. Personnel has received positive feedback for this program, and believes it would be beneficial for other departments to create similar programs for their staff.



1.3 OTHER TRAINING PROGRAMS

1.3.1 CORE SUPERVISORY TRAINING PROGRAM

During FY 24-25, the Personnel Department completed the eleventh official year of its Core Supervisory Training Program. This program provides extensive training for supervisors at all levels and in different departments, and addresses critical supervisory topics and skills. This fiscal year provided 3 live virtual cohorts of the Core program.

Below is the seven week curriculum for the program:

1. The Role of the Supervisor and General Manager Panel
2. City 101: Structure of City Government, Authoritative Documents, and Collaborative Leadership
3. Employee Evaluations, Employee Engagement, and Ethics
4. Workplace Equity/Equal Employment Opportunity and Reasonable Accommodation
5. Employee Safety, Ergonomics, and Workers' Compensation
6. Handling Grievances
7. Constructing Discipline



Figure 3: Core Supervisory Training Program

Engagement and Training staff will continue to listen to employees/departments to improve this program for future cohorts based on employee needs and feedback. We strive for supervisory training that will help improve and update supervisor and leadership skills for City employees.

1.3.2 WOMEN'S MANAGEMENT ACADEMY (WMA)

The Women's Management Academy is a career development program designed to increase employee knowledge of contracting procedures, negotiations, budgeting, and other skills with the goal of closing the gender gap within the City's management. With the continued support of Council District 6, the Personnel Department was able to complete another cohort of the Women's Management Academy during FY 24-25. In April of 2025, thirty-three employees graduated from the academy, bringing the total number of graduates to 144.

1.3.3 EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

The City's Employee and Family Assistance Program (EFAP), administered through the Personnel Department's Employee Benefits Division, continued to provide additional training options for City employees.

For FY 2024-25, there were a total of 106 courses requested for City employees. There were 14 departments that utilized the program: Police (Civilian), Personnel, PW/Street Lighting, LACERS, Office of Finance, Recreation & Parks, PW/Street Services, PW/Engineering, City Administrative Office, Mayor's Office, Transportation, Cultural Affairs, Department of Neighborhood Empowerment, and Housing & Community Investment.

Below were the top three (3) specific courses that were requested by department employees during FY 24-25.

1. How to Manage People Effectively
2. How to Build Successful Teams
3. How to Improve Communication Skills for Employees



Figure 4: Training Provided Through The Employee and Family Assistance Program

1.4 ADDITIONAL TRAINING ITEMS TO NOTE

1.4.1 PROFESSIONAL SKILLS CATALOG

The Personnel Department continued access to the Professional Skills Catalog for all Cornerstone users. This catalog includes over 4,000 courses that cover a variety of topics, including soft-skill areas employees are often looking to improve. Engagement and Training staff continues to advertise the catalog by creating and sending flyers to Department Training Coordinators in the monthly Training Coordinator Newsletter, as well as including direct links to courses in the Personnel Department Newsletter.

1.4.2 PLAYLISTS IN CORNERSTONE

The Engagement and Training staff continued to utilize Playlists in Cornerstone as well. Playlists allow users to easily find a group of trainings on a specific topic, rather than searching through a vast catalog for individual courses. Employees can follow a Playlist and watch any of the trainings within a Playlist at their own pace. We promote these Playlists through Department Training Coordinators and through the Personnel Department's Newsletter.

There are currently 13 Playlists created by the Employee Engagement and Training team available in Cornerstone. Popular Playlists include: Become an Excel Expert; Leadership 101; Interview Skills; Time Management; Public Speaking & Presentations; TED Talks, and more.



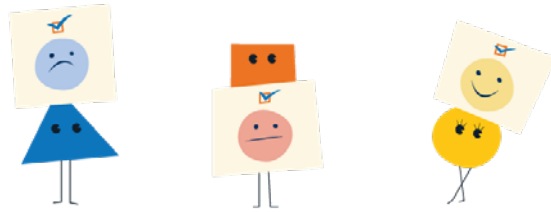
1.5 WHAT'S NEXT?

1.5.1 ADDITIONAL TRAINING AND PLAYLISTS

In the new fiscal year, we are creating and launching two new curated Playlists to address the City's needs. First, the Engagement and Training team will develop several short trainings intended for Training Coordinators and their role. When the Playlist with these trainings is live, it will be shared with all current and newly appointed Department Training Coordinators. Topics include Training Coordinator roles and responsibilities, troubleshooting Cornerstone, password resets, navigating transcripts, and more.

We also will accommodate the needs of the Personnel Department with the development of a Layoff Calculations Playlist. This Playlist will be used as a reference for Personnel Department staff who assist with layoff calculations. Creating a playlist will ensure that members on the specialized layoff team will all receive the same information, and can refer back to it at any time. It is important to note that layoff related training will only be made available to those who are designated by the Personnel Department.

PART TWO : DEPARTMENT-LEVEL TRAINING & DEVELOPMENT



2.1 ANNUAL TRAINING SURVEY

At the end of each fiscal year, the Personnel Department collects information from Department Training Coordinators regarding additional training that was offered to their department employees. While Part 1 of this report provides information about training offered in Cornerstone, we will use Part 2 to present information about any training that departments received outside of the Cornerstone online platform. Training Coordinators are given access to a Google Form that requests information related to their department training completions, department training needs, and current developmental and recognition programs.

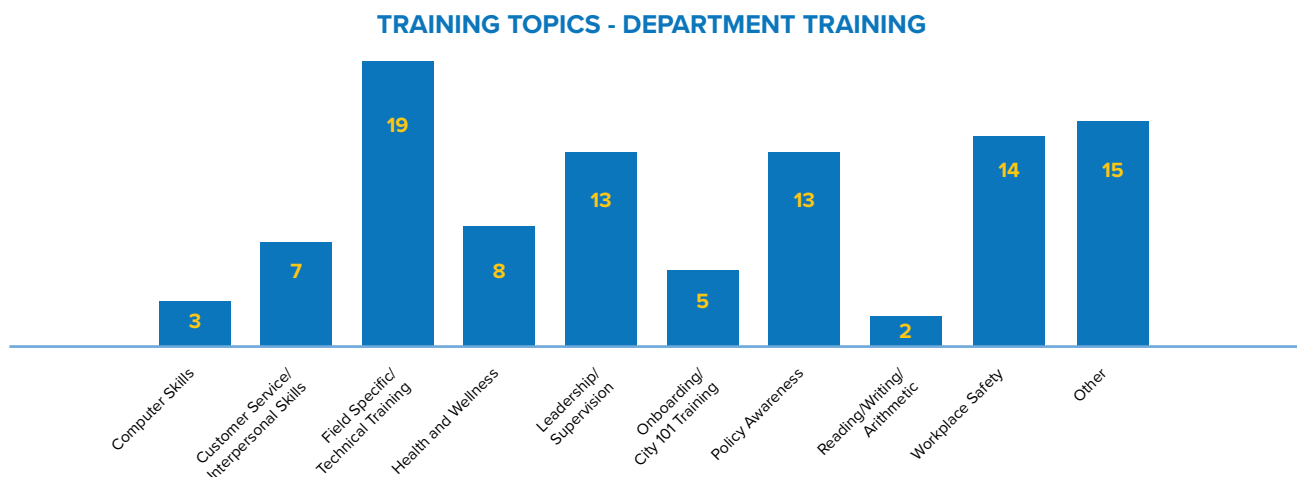
Thirty-seven (37) responses were received from the City's departments and bureaus. No data was provided by the following departments: City Council, Information Technology Agency, Los Angeles Police Department, Mayor's Office.

Per Section 4.312 of the Los Angeles Administrative Code, the City's proprietary departments (Los Angeles World Airports, Harbor Department, and Department of Water and Power) are not required to present information on training topics. However, Los Angeles World Airports submitted training data for this reporting period, and therefore is included for this section of the report.

2.1 DEPARTMENT-SPECIFIC TRAINING

Department Training Coordinators were asked to identify any courses provided to their department employees related to a particular field or topic. They identified the number of department-specific course completions during FY 24-25 for training that was offered outside of the Cornerstone system, both in-person, or online (outside of the department's learning platform). During this reporting period, departments indicated that 1,438 department specific courses were offered to employees, with a combined total of 57,503 completions.

Departments were provided a list of topics and asked to select the most common training topics that their department offered (up to 5). The chart below indicates each time a topic was selected by a department.



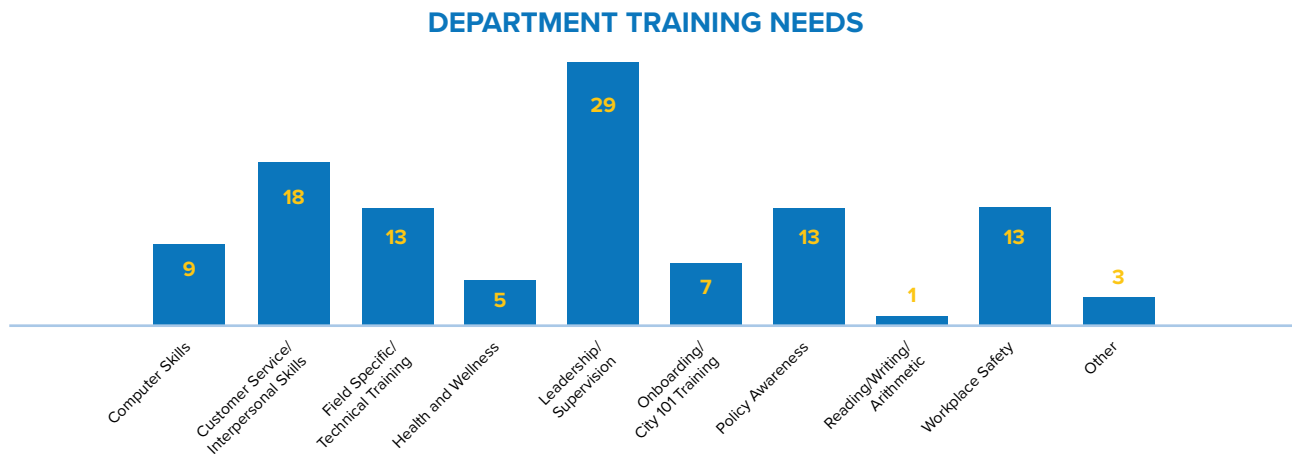
PART TWO : DEPARTMENT-LEVEL TRAINING & DEVELOPMENT

2.1 DEPARTMENT-SPECIFIC TRAINING (Cont'd)

It was found that Field Specific/Technical Training and Policy Awareness are common training topics for departments to offer their employees. It seems there is consistently a need to ensure employees in certain positions are trained for their specific duties. We were happy to find that training on Leadership/Supervision increased from last year, especially because these topics are often indicated as the most beneficial. In the information gathered, when a department selected “Other” as a topic, they were given an opportunity to specify the common topic(s) they provided in addition. Other topics included: Immigration, HIPAA, Outreach and Engagement, Departmental Policy, Budgetary training, Diversity Inclusivity Training (DEI), and HRP/ Workday.

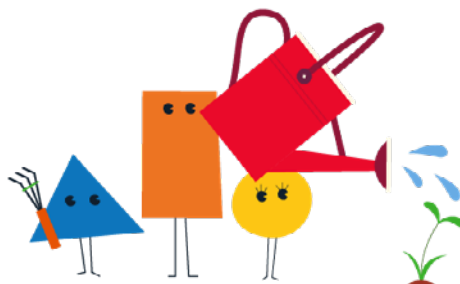
2.2 DEPARTMENT-LEVEL TRAINING NEEDS

We also asked Training Coordinators what training needs they feel would be beneficial for their employees. They were provided the same list of popular course topics and asked which three areas they believed their department would most benefit from. Departments were asked to indicate a maximum of three (3) topics. Below you will find the topics and how many times they were included in the Top 3 choices.



Leadership and Supervision was by far the most indicated by departments. The popularity of indicating the need for this training is often due to the continuous changes that happen in departments, like a growing retirement rate and consequentially quick promotions to fill those spots. This has caused departments to identify the growing need to train employees on components related to supervision and leadership in the last few years. For departments that selected “Other”, topics included: Outreach, Personal Growth, and Discipline.

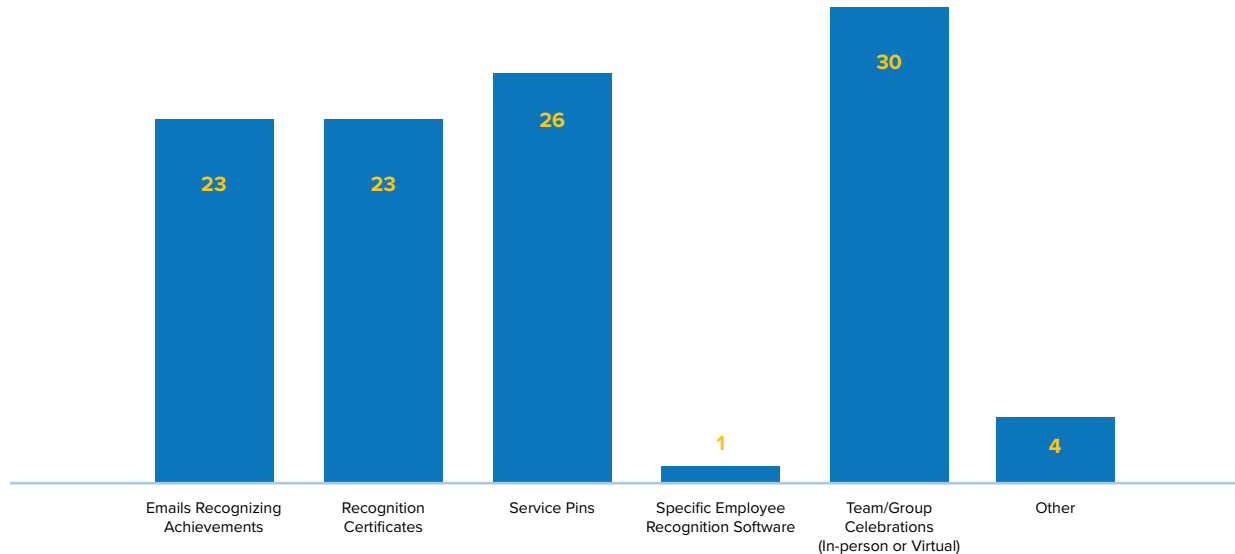
Engagement and Training staff also gave departments the (optional) opportunity to provide a narrative of any training needs they may have. While written-in narratives included many reiterations of Leadership and Supervision as needed training, other common needs included: Safety (Workplace Violence/Active Shooter training), Department specific technical and policy training, examination preparation, and hands-on interpersonal and customer service skills. Exact responses provided by departments who wanted to include a narrative can be found in Appendix A of this report.



2.3 EMPLOYEE RECOGNITION STRATEGIES

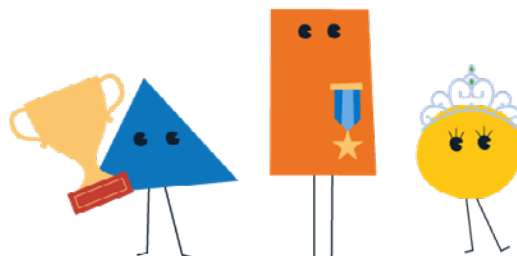
Recognition is a very important component of employee engagement in the workplace. The Employee Engagement and Training staff is therefore consistently interested in understanding the ways in which departments recognize their employees. Departments were given the opportunity to specify the recognition strategies they utilize by selecting some typical types of recognition tools available, and they had the option to write in other strategies as well.

EMPLOYEE RECOGNITION STRATEGIES



Departments who selected “Other” wrote that they also recognize employees with lunches and promotional ceremonies, commendations, distinguished service medals/certificates, and letters of recommendation.

Employee Engagement and Training staff also reviewed the recognition certificates generated through the City’s Employee Recognition Program. The Employee Recognition Program allows supervisors to immediately acknowledge the exceptional work of their employees and generate a Certificate of Recognition with a personalized note that they can present to their employee. It was found that there were 291 recognition certificates generated this fiscal year, with 16 departments utilizing this program for their employees. This recognition program focuses on five areas: Customer Service, Innovation, Leadership, Teamwork, and Safety. Employees were heavily recognized for their customer service work, with teamwork and leadership also coming in as popular recognition topics.





2.4 MEMORANDUM OF UNDERSTANDING TRAINING PROGRAMS

In accordance with the provisions of various Memoranda of Understanding (MOU), the Personnel Department administered funds for specialized training reimbursement in collaboration with represented employees. The MOU Reimbursements overseen by the Personnel Department are listed below along with data on reimbursements provided during this reporting period.

2.4.1 MOU 3 - CLERICAL

MOU 3 is comprised of clerical employees and is represented by AFSCME Local 3090. This MOU has funding set aside for training programs to be provided by their union and to be administered by the Personnel Department. No funds were expended during the reporting period of FY 24-25.

2.4.2 MOU 36 - MANAGEMENT EMPLOYEES, MOU 63 - PERSONNEL DIRECTOR UNIT & MOU 64 - CONFIDENTIAL SENIOR PERSONNEL ANALYST UNIT

The Los Angeles Professional Managers Association (LAPMA) represents MOUs 36, 63 and 64. MOU 36 is comprised of management-level employees, MOU 63 consists of Personnel Directors, and MOU 64 includes confidential Senior Personnel Analysts. LAPMA's Joint Labor-Management Committee (JLMC) on Training and Development, in conjunction with the Personnel Department, oversees a trust fund allocated for employee training expenses. Each fiscal year, a deposit of \$173,000 is placed into the trust fund designated for the development of employees represented by these MOUs. Unused funds from previous fiscal years, if any, are rolled over to the next. Each represented employee may utilize up to \$4,000 per fiscal year for their training expenses, pending the availability of funding.

A total of \$205,294.32 was spent on training reimbursement requests for employees represented by MOUs 36, 63, and 64 during FY 24-25. Of this total, \$170,584.32 paid for specialized training and tuition reimbursement for 158 training courses/events. The remaining funds were spent on trainings provided by the Institute for Management Studies (IMS) and Cal State University, Los Angeles (CSULA).

The JLMC partners with IMS, an institute dedicated to providing innovative learning and development opportunities to its members. A total of \$11,910 was expended for IMS membership dues and workshop fees. This included 16 training sessions provided for a total of 18 represented employees.

Finally, the JLMC also partners with CSULA to offer a Leadership Training Program specifically for employees represented by LAPMA. This is an online 10-week program designed for leaders at various stages of their careers. During FY 24-25, \$22,800 was spent for 19 employees to be trained through this program.

The totals provided in this report reflect the trainings that took place during the period of FY 24-25, regardless of when the reimbursement was processed or what budget year the money came from. In recent years, there has not been an excess of funds to roll over to subsequent years. On the contrary, due to the increased demand and utilization of the MOU Training Reimbursement program, the funding for FY 24-25 was completely depleted as of November 2024. The Personnel Department continued to accept training reimbursement requests after that point, which would later be retroactively reimbursed using funds from the following year (FY25-26). LAPMA members were notified prior to the funds being exhausted, and again afterwards. The MOU Training Reimbursement Team has remained in communication with LAPMA and its members regarding the status of training funds.

2.4.3 MOU 37 - EXECUTIVE ADMINISTRATIVE ASSISTANTS

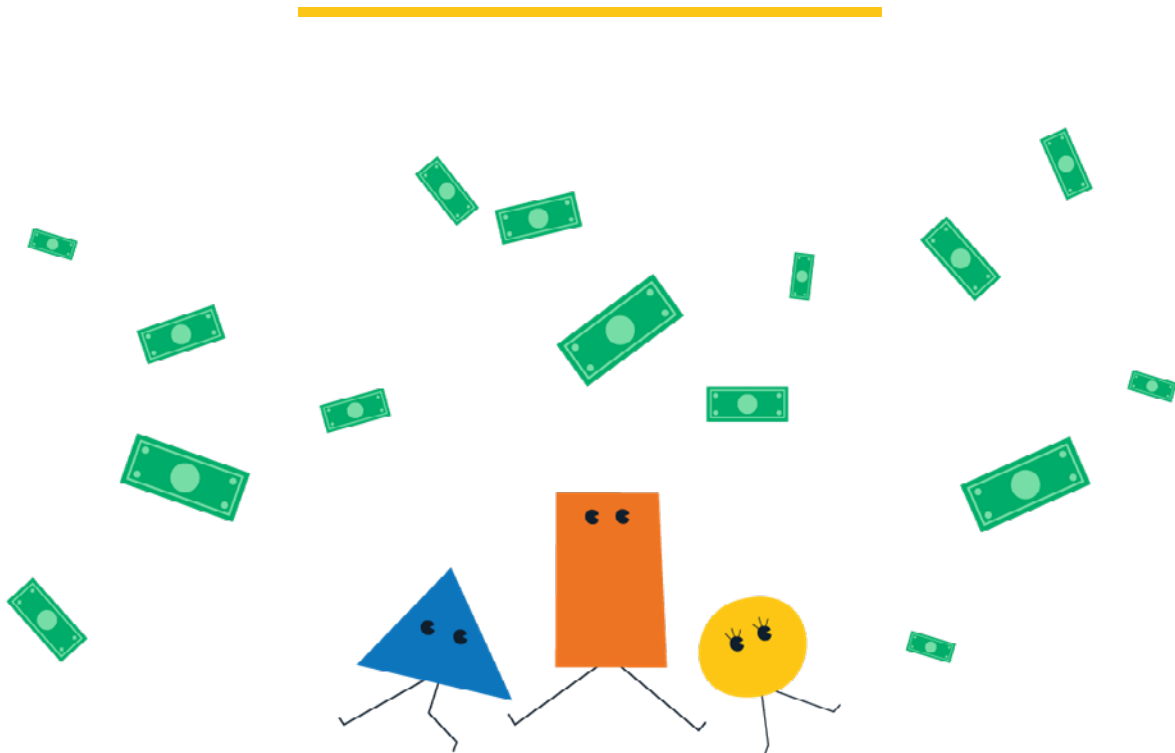
The Personnel Department also administers a Tuition Reimbursement and Specialized Training fund as set forth in MOU 37, which consists of Executive Administrative Assistants and is represented by AFSCME Local 3672. MOU 37 employees are allocated \$25,000 for training reimbursement each fiscal year and unspent funds revert to the City's General Fund at the end of each fiscal year. Three employees from MOU 37 received MOU training reimbursement during the subject Fiscal Year, expending a total of \$2,981.81 from the FY 24-25 fund.

2.5 DEPARTMENT TUITION REIMBURSEMENT PROGRAMS

Through the Los Angeles Administrative Code Section 4.315, administration of a citywide tuition reimbursement program is available for departments to utilize at their discretion. The use of tuition reimbursement programs is meant to encourage employees to further their education to improve performance in their City career, and develop the potential for higher level positions in their job track of promotion. A tuition reimbursement program is only provided by departments with funding for such a program.

For this reporting period, 6 departments provided tuition reimbursement to a total of 799 employees. This is an increase in the number of employees who were accommodated last fiscal year.

APPENDIX B provides a summary of the Tuition Reimbursement Programs, for those departments which are currently providing them



NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

(Note: This was an optional field for departments. Not all respondents filled out this section)

Airports	Our department would benefit from additional leadership and supervision trainings for employees who are aspiring supervisors.
Animal Services	Dept would like to see Animal Officer/ Technician Safety
Building & Safety	LAD/LAFD Emergency Preparedness (Active Shooter/CPR/AED/Fire Extinguisher Training)
Cannabis Regulation	The topics selected above reflect the most common requests when speaking to staff about what training they would be interested in receiving, specifically about programs such as Excel, guidance for new supervisors, and more information regarding the City and its benefits.
City Administrative Officer	The primary training needs for the Office of the City Administrative Officer (CAO) are related to specific job knowledge areas required to assist staff carry out their assignments, develop technical skills, and enhance job performance. To facilitate this job knowledge acquisition, the CAO conducts an annual training program which includes approximately 30 courses on specific job knowledge areas such as budgetary analysis, CAO report preparation, and effective presentation skills. Additional areas of training requested by our staff include supervision/leadership, project management, and advanced training on technology applications such as Microsoft Excel, Google Sheets, and the Financial Management System. CAO staff have also indicated an interest in additional training that would assist them with promotional exams as well as overall career development, such as courses on managing stress and critical thinking.
City Attorney	Our Office continues to benefit from supplemental supervisory training webinars on topics such as performance management, soft skills, and effective communication in the legal context. To build on this progress, we see a need for a more structured approach to leadership development. Specifically, we recommend the creation of a formal supervisory certification program to ensure consistent, standards-based training across departments. Additionally, we propose the inclusion of executive-level courses focused on emotional intelligence to enhance strategic leadership capabilities and support a high-performing, resilient organizational culture.
City Clerk	As the Office of the City Clerk has various public counters, it is important for employees to understand the basic premise of customer service and interpersonal skills. The department also prioritizes the mental health and wellness of its employees and therefore would like to provide health and wellness trainings. And lastly, the department is committed to providing an environment where internal knowledge transfer is encouraged and supported to create promotional opportunities which would make Leadership and Supervision trainings beneficial to both current and prospective managers.
City Controller	Our current training programs primarily focus on the professional needs of our Office. For example, our Auditors are expected to complete regular training in auditing best practices and good governance. We also provide opportunities for senior staff members to attend government finance trainings, such as the Government Finance Officers Association conference. Some members of our team have also attended trainings on data analytics technologies that could make their work more efficient. We also provide basic trainings in computer skills and clerical support through LinkedIn Learning to employees as requested by their supervisors.
City Employee's Retirement System	For leadership, we could benefit from trainings regarding working with multi-generational employees.

NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

(Note: This was an optional field for departments. Not all respondents filled out this section)

Civil, Human Rights & Equity Department	As a newer department, we're finding it hard to get the word out about our services, especially our Civil Rights Enforcement. We're not a known entity like the Library or Rec and Parks, but our goal is to have the community know what we do and be a resource.
Community Investment for Families	CIFD would like more comprehensive supervisory training, including how to appropriately speak to subordinates or in general, having better interpersonal skills
Department on Disability	ADA training
El Pueblo de Los Angeles	A major focus of the department are the public museums and historic gathering space. Safety concerns arise from unstable citizens and unrest that occurs in the area.
Fire & Police Pensions	While we are not a department that interacts with the general public, we are a very customer service oriented agency and would benefit from additional customer service skills courses to further hone the skills staff already possess. Staff has also indicated a significant interest in learning more about the City's structure and functions.
Library	The department has identified Customer Service and more robust management and leadership training as the most-needed training areas. There is a strong staff demand for trainings in the area of health and safety, in particular around CPR/AED/first aid.
Los Angeles Housing Department (LAHD)	Supervisors could use more training on how to be professional and appropriate when supervising employees in a general context, not because of harassment.
Neighborhood Empowerment	Customer service and workplace safety trainings would be highly beneficial for our department. The majority of our staff are engaging directly with Neighborhood Councils (NC), community members, and stakeholders in person, over the phone, and virtually. Their responsibilities include monitoring and providing guidance at each of the 99 NCs' monthly general meetings. In many ways, these meetings mirror regular City Council meetings except without the presence of LAPD or security staff. As a result, our employees often find themselves managing disagreements among board members, stakeholders, and, at times, disruptive behavior from attendees.
Personnel Department	Due to continual changes with retirement and leadership structure, we see a huge need for supervisory training for Personnel department topics/policies specifically. We are also looking to obtain training on improved onboarding practices for our new department employees (introduction to the City, our department's role, etc). We would like to be able to expand these best onboarding practices to all City; to streamline and facilitate a simplified onboarding program for all City hires. A structured mentorship program is something we are always striving toward as well, not just for our department but also to expand mentorship practices/ideas for all departments.
PW: Board	<p>BPW Office of Petroleum and Natural Gas: Technical training in oil and gas, such as TOP Energy Training Program (specialized training courses for professionals in the oil and gas sector); Hazardous Waste Operations and Emergency Response (HAZWOPER); LA County CUPA Conference; California Association of Environmental Professionals conference; Conference on Soils, Sediments, Water, and Energy; the Local Government Sustainable Energy Coalition; California Land Recycling Conference; and Ally Energy.</p> <p>BPW Office of Accounting: Effective accounts receivable collection strategies; Capital assets; Debt; Leases, Grants; Fiduciary activities; Environmental obligations-landfills; pollution; remediation; asset retirement; and Internal control.</p>

NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

(Note: This was an optional field for departments. Not all respondents filled out this section)

PW: Street Lighting	<p>All Public Works Bureaus, but particularly LASAN, BSL, BSS- The actual mechanics of keeping track of insubordinate employees (discipline tracking note taking, spreadsheets on details of incidents, dates, policies they violated, steps they took BEFORE they send the employee for formal discipline to Personnel. verbal counseling, NTCD) They need to understand the "before" part of progressive discipline and tracking all the steps they took to formally discipline an employee. Explaining and reinforcing the importance of documentation is important. Explain that we are not At-Will, and cannot discipline employees as quickly as other companies. We can discipline and we do, but it requires more effort on their part.</p>
PW: Engineering	<p>HDR Engineering, Inc. conducted a training needs assessment for BOE. Based on the results, the following training courses will be created for BOE: Effective Interviewing, Basic Supervisory, How to Effectively Teach , Navigating City Policies, Traits of Effective Teams, The Art of Teamwork: Collaborative Strategies for a Team, Balancing Breadth and Depth: Supervising Staff</p>
PW: Street Services	<p>Many Bureau of Street Services (StreetsLA) employees need training in topics covering leadership/supervision, budget process, technical training that is specific to their field, workplace safety, computer skills, professional writing, business math, understanding the Charter and Admin Code, and City administrative policies/procedures StreetsLA helps cater to this need by offering the below.</p> <p>Street Maintenance Technology Program: This is a college-accredited program that StreetsLA offers through a contract with the Los Angeles Trade-Technical College (LATTC). LATTC is a community college that provides a pathway for Bureau employees and others to earn a Certificate of Achievement and/or an Associate of Arts Degree in Street Maintenance Technology. The program is designed for those interested in a career in public works maintenance operations. Through classroom and hands-on training, students gain knowledge and skills in the installation and maintenance of various types of street construction, as well as supervisory skills needed to promote into management. This program is essential in providing skills needed to promote into management. It benefits Bureau employees and its future leaders. Classes are offered free to StreetsLA employees and enrollment is voluntary. StreetsLA made some classes mandatory for a cohort of field supervisors by offering classes during working hours.</p> <p>Safety Training: The majority of StreetsLA employees work out in the field, and therefore employee safety is of utmost importance to the Bureau. We continuously provide safety training to prevent injuries/accidents and limit the City's liability.</p> <p>Computer Training: Although continuous training through ITA Office Hours on various software applications and technology utilized by City employees is very helpful, employees can benefit from classes on Microsoft Office applications such as Excel spreadsheets and Word documents. Ongoing computer training helps keep employees updated on the current technology and skills to work efficiently and safely while telecommuting. Mandated cybersecurity training was provided to employees through the city's own Information Technology Agency.</p>

NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

(Note: This was an optional field for departments. Not all respondents filled out this section)

PW: Street Services (Cont'd)	<p>Licensing/Certification Reimbursements: Although StreetsLA does not have a tuition reimbursement program, it does provide employees with reimbursement of fees for professional licenses/certifications that may be relevant for their jobs, such as Professional Engineer License, Landscape Architect License, Envision Sustainability Professional Certification, as well as taking prep courses to help them pass the Professional Engineer or Landscape Architect Licensing exams. StreetsLA also sends employees to various conferences to stay informed about the industry's latest developments.</p> <p>Management/Supervision/Technical Training: StreetsLA continues to provide training to its new and existing employees in supervision, leadership, and the public works industry. StreetsLA must devote extra resources to develop employees and its future leaders.</p> <p>Budget Training: Due to budget activity, attrition, new hirings, and promotions, the Bureau has a critical need to train employees on the city's budget process, tracking and controlling expenditures, and revenues.</p> <p>Employee and Family Assistance Program (EFAP) Trainings through Optum: StreetsLA held trainings offered through Optum last year and made it mandatory for supervisors.</p>
Zoo	<p>The Zoo has a need for customer service training to enhance the guest experience; employee safety training; and leadership/supervisory training, to improve performance management and employee engagement.</p>

APPENDIX B

DEPARTMENT TUITION REIMBURSEMENT

DEPARTMENT NAME	FUNDING SOURCE	WHO IS TUITION REIMBURSEMENT AVAILABLE TO?	# OF EMPLOYEES FUNDED DURING FY 24-25
Airports	Department Funds	Full-time Civil Service Employees who have passed probation	72
City Attorney	Professional development reimbursement covered under MOUs 29, 30, & 32	Employees within MOUs 29, 31 & 32	507
City Employee's Retirement System	Department Funds	Full-time employees who have passed probation, regardless of length of service	1
Fire & Police Pensions	Department Funds	Full-time employees working toward their first bachelor's or master's degree	1
PW: Engineering	Office and Administration (Fund 100, Dept 78, Appr 006010)	All Full-time Employees	118
PW: Sanitation	Department Funds	All Full-time Employees	100
TOTAL			799