REPORT FROM

THE PERSONNEL DEPARTMENT

TO: The Honorable Members of the Personnel and Hiring Committee	DATE October 1, 2026
REFERENCE: Prior Council File: 15-0550-S5	COUNCIL FILE 15-0550-S6
SUBJECT: PERSONNEL DEPARTMENT EMPLOYEE DEVELOPMENT ANNUAL REPORT FISCAL YEAR 2025-2026	

RECOMMENDATION

The Personnel and Hiring Committee receive and file this report on employee development and training programs in the City during Fiscal Year 2025-2026.

BASIS OF REPORT

In accordance with Section 4.312 of the Los Angeles Administrative Code, the General Manager of the Personnel Department is responsible for maintaining a comprehensive employee development program and providing an annual report on training progress across City departments. Please note that this mandate excludes the Airports, Harbor, and Water and Power departments. This report details activities for Fiscal Year 25-26.

DISCUSSION

Throughout this fiscal year, the Personnel Department maintained its delivery of online training and additional training efforts across the City. Despite budgetary constraints and resulting workforce reductions, Personnel remained committed to prioritizing professional development for all employees.

The Personnel Department focused primarily on providing access to mandatory training, which saw an increase this fiscal year. Simultaneously, Personnel maintained Citywide access to the extensive catalog of non-mandatory courses as well as training support via MOU agreement training reimbursements.

Staff also successfully facilitated another cohort of the Women's Management Academy, as well as two cohorts of the Core Supervisory Training Program. These leadership initiatives continue to receive positive feedback from both participants and management.

The Personnel Department remains dedicated to supporting the training needs of all employees and departments. We look forward to continuing our oversight of Citywide training efforts and collaborating with departments to identify the most effective strategies for continuous employee development.

MALAIKA BILLUPS
GENERAL MANAGER

Attachment

CITY OF LOS ANGELES

PERSONNEL DEPARTMENT



EMPLOYEE DEVELOPMENT ANNUAL REPORT

25–26

PERSONNEL DEPARTMENT

PART 1: CITYWIDE DEPARTMENT TRAINING & DEVELOPMENT PROGRAMS

1.1 ONLINE TRAINING ACADEMY

The Personnel Department utilizes the online training platform, Cornerstone, to provide online training to City employees. Cornerstone is also used to track training completions and retain records. This platform, along with the other items discussed in this report, are monitored by the Personnel Department's Employee Engagement and Training team. Please note that Sworn employees, as well as employees in the Department of Water & Power and the Library Department, do not access training through this Cornerstone platform and therefore are not included here. City training materials are shared directly with these departments so they can be administered on their respective training platforms.

Below provides a list of compliance highlights for FY 25-26 in the Cornerstone online training platform for City employees.



Figure 1: Course Completions in Cornerstone

MANDATED COURSE COMPLETIONS FY 25-26	
Anti-Bias Learning for Employees (ABLE)	1,543
Anti-Bias Learning for Employees (ABLE) Refresher Course	14,469
Citywide Workplace Equity Policy Training	11,096
Citywide Workplace Violence Prevention (WVP) Training	19,050
Disaster Service Worker - Mandatory Loyalty Oath Training	1,585
Disaster Service Worker Refresher Series	14,311
Ethics Training for City Employees & Officials	310
Fraud, Waste, and Abuse Prevention	10,014
Stormwater Pollution Prevention Training	4,115
Workplace Harassment & Abusive Conduct Prevention: Non-Supervisor Version	4,522
Workplace Harassment & Abusive Conduct Prevention: Supervisor Version	4,285
Zero Waste Training Course	18,876

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

Figure 2: Course Completion Highlights

NON-MANDATED COURSE COMPLETIONS FY 25-26	
FMS4LA Courses	1,506
Workplace Violence Prevention - Department Specific	920
Sheltering Operations Annual Basics: RAPs Role in Mass Care	873
COVID-19 - What You Need to Know for the Workplace	647
Safety: Injury & Illness Prevention Program	480
Supervisory Skills	472
Knowledge Transfer - A City of Los Angeles Interactive Course	417
Transgender and Gender Diversity Inclusivity Training (TAGDIT)	328
Disaster Service Worker II - Serving Others	313
Day One Training - City of Los Angeles	191

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.

1.2 TRAINING HIGHLIGHTS

1.2.1 WORKPLACE VIOLENCE PREVENTION TRAINING

In February 2026, the Engagement and Training team assigned all City employees the Citywide Workplace Violence Prevention Training. This training was developed in partnership with the Director of Psychology of the Medical Services Division (MSD), and includes information on workplace violence data, how to report incidents, warning signs, etc. This training will automatically be assigned to new employees as they join the City, and has been added to Personnel's recurring assignment schedule. In addition to this training, departments work directly with MSD to develop workplace violence prevention plans/strategies for their specific department.

1.3 OTHER TRAINING PROGRAMS

1.3.1 CORE SUPERVISORY TRAINING PROGRAM

During FY 25-26, the Engagement and Training team oversaw the 12th year of its Core Supervisory Training Program. This program provides extensive training on a variety of supervisory topics and skills to supervisors across different levels and City departments. Two cohorts were hosted in this fiscal year, one less than usual due to layoff hardships during the Fall season. The Engagement and Training team implemented an updated structure in 2026, with the program becoming hybrid to allow content to be more accessible for employees. The updated program consists of five live Zoom sessions and seven online courses, covering the following topics:

Live Zoom Sessions:

1. Role of the Supervisor; Executive Panel
2. Performance Management; Employee Development
3. Workplace Equity/EEO; Reasonable Accommodations
4. Handling Grievances
5. Constructing Discipline

Online Coursework

1. Day One Curriculum - City Overview
2. City Authoritative Documents
3. Employee Engagement
4. Workers' Compensation
5. Safety & Ergonomics
6. Supervisory Skills
7. Knowledge Transfer

Engagement and Training staff has received positive feedback from participants regarding this program and its structural updates. The team will continue to consider feedback to improve this program for future cohorts.



317
EMPLOYEES COMPLETED PROGRAM IN FY 25-26

Figure 3: Core Supervisory Training Program

1.3.2 WOMEN'S MANAGEMENT ACADEMY



The Women's Management Academy is a career development program designed to increase employee knowledge of managerial topics like contracting procedures, negotiations, budgeting, and other leadership 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 the fifth annual cohort of the Women's Management Academy during FY 25-26. In April of 2026, 35 employees graduated from the academy, bringing the total number of graduates to 179.

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 2025-26, there were a total of 115 courses offered through EFAP for City employees. Departments requested and utilized 68 trainings from that catalog. The 12 Departments who used these courses were: Police (Civilian), Personnel, Aging, Transportation, PW-Street Services, Airports, LACERS, City Clerk, Cultural Affairs, Office of Finance, Mayor's Office, and City Attorney.

Below were the top three specific courses that were requested by departments most during FY 25-26.

1. Self-Care: Small Changes for Positive Results
2. Communication: Beyond the Basics
3. Psychological Safety



115 EAP TRAINING SESSIONS OFFERED

12 DEPARTMENTS UTILIZING EAP TRAINING

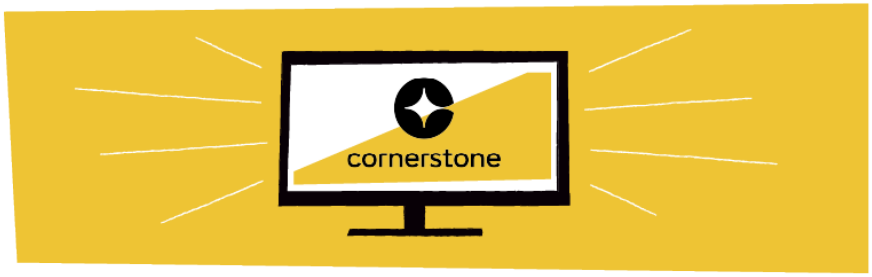
Figure 4: Training Provided through the Employee and Family Assistance Program

1.4 ADDITIONAL TRAINING ITEMS TO NOTE AVAILABLE FOR STAFF

1.4.1 PROFESSIONAL SKILLS CATALOG

The Engagement and Training team provided all Cornerstone users with ongoing access to the Professional Skills Catalog. The catalog currently features over 5,000 courses covering a wide variety of topics, with a strong focus on highly requested soft-skills development. To keep these valuable resources top of mind, the Engagement and Training team shares promotional flyers in the monthly newsletter sent to Department Training Coordinators, and also includes direct links to courses in the Personnel Department's own monthly newsletter.

1.4.2 PLAYLISTS IN CORNERSTONE



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

There are 17 Playlists that have been created by the Employee Engagement and Training team Cornerstone. Fifteen of these Playlists are made available to all City users. Popular Citywide Playlists include: Become an Excel Expert; Leadership 101; Interview Skills; Time Management; Public Speaking & Presentations; Customer Service/Communication Skills, and more. The remaining two Playlists are specialized topics: one for Layoff efforts and the Layoff team, and another that caters directly to Training Coordinator tasks in assisting their department employees.

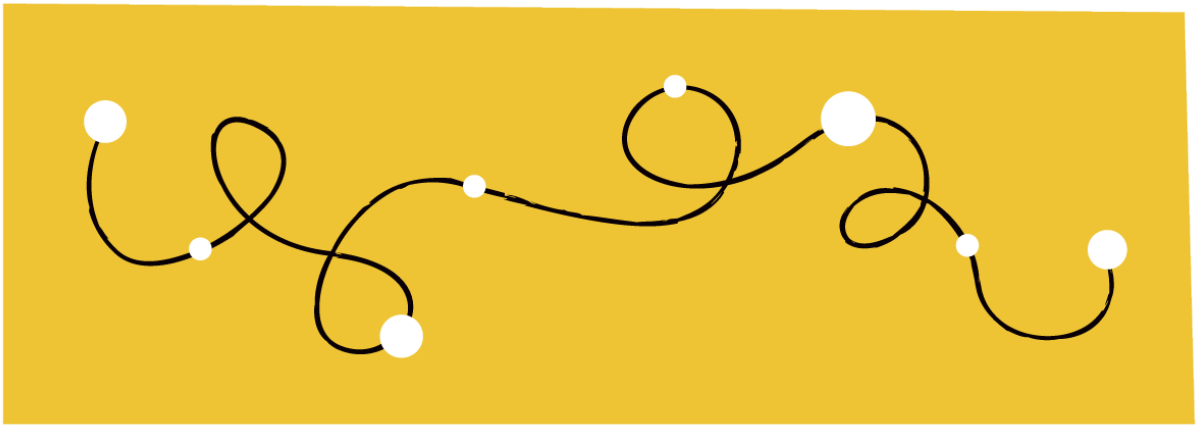
1.4.3 CONTRACT BENCHLIST

The Personnel Department released a Request for Qualifications (RFQ) in late 2024 and entered into agreements with 22 vendors in late 2025. These vendors are now on a training benchlist that all city departments can utilize for in-person/virtual training needs. Available vendors have indicated their expertise and ability to provide training for one or more of the following categories: Strategic Planning and Management, Negotiations, Communication and Customer Service, Diversity, Equity and Inclusion, Employment Law, Supervisor Skills and Development, Public Sector Personnel/Workforce Planning, and Computer and Software Skills. It should be noted that the list of available training is not exhaustive, as vendors may offer customized training as well. The benchlist is available through September 2028.

Although departments do not have to do their own RFQ or RFP for any of Personnel's training vendors, accessing a vendor from the benchlist still takes some time, as Personnel is required to oversee the request for training, review each vendor's proposal for the specific requests/project, score proposals with the requesting department, and correspond with the department and vendor(s).

Personnel will report on use of the benchlist in the next reporting period. As of June 2026, the bench has not been utilized.

1.5 WHAT'S NEXT?



1.5.1 KNOWLEDGE TRANSFER WEBSITE AND RESOURCES

In an effort to increase accessibility to Knowledge Transfer resources, the Engagement and Training team is in the process of creating a Knowledge Transfer information page to be hosted on the main Personnel website. This new section will house a guide on best practices for Knowledge Transfer, an 8-minute video that explains how users can utilize the guide and the importance of Knowledge Transfer, and a link to the Knowledge Transfer Training in Cornerstone. More information and resources will be added to this webpage as it becomes available. The webpage is scheduled to launch in late July or early August of 2026. More information regarding the new website will be included in the FY 26-27 report.

1.5.2 FINANCIAL MANAGEMENT TRAINING ANNOUNCEMENT (SB 827)

Senate Bill 827 went into effect in early 2026 and requires a 2-hour training on various financial management topics, including: financial administration, budgeting, reporting, capital financing, pensions, etc. The CAO's Office is currently developing content for this new course and intends to utilize Personnel's training vendor to create the course in compliance with standard accessibility requirements. It is anticipated that the course will be available in early 2027. The Personnel Department will coordinate with CAO to ensure all required employees complete the training in a timely manner. Once the course has launched, Personnel will add the training to our schedule assignment list, and assign as necessary. Personnel will provide an update on the course launch and completion status during the next reporting period.

PART 2: DEPARTMENT-LEVEL TRAINING & DEVELOPMENT ANNUAL TRAINING SURVEY

Each fiscal year, the Personnel Department gathers data from Department Training Coordinators on additional training provided to staff. While Part 1 of this report covers training completed in Cornerstone, Part 2 will detail training facilitated outside of Cornerstone, specific to departments. Department Training Coordinators were provided the opportunity to submit information about their department's outside training completions, training needs, and existing development or recognition programs.

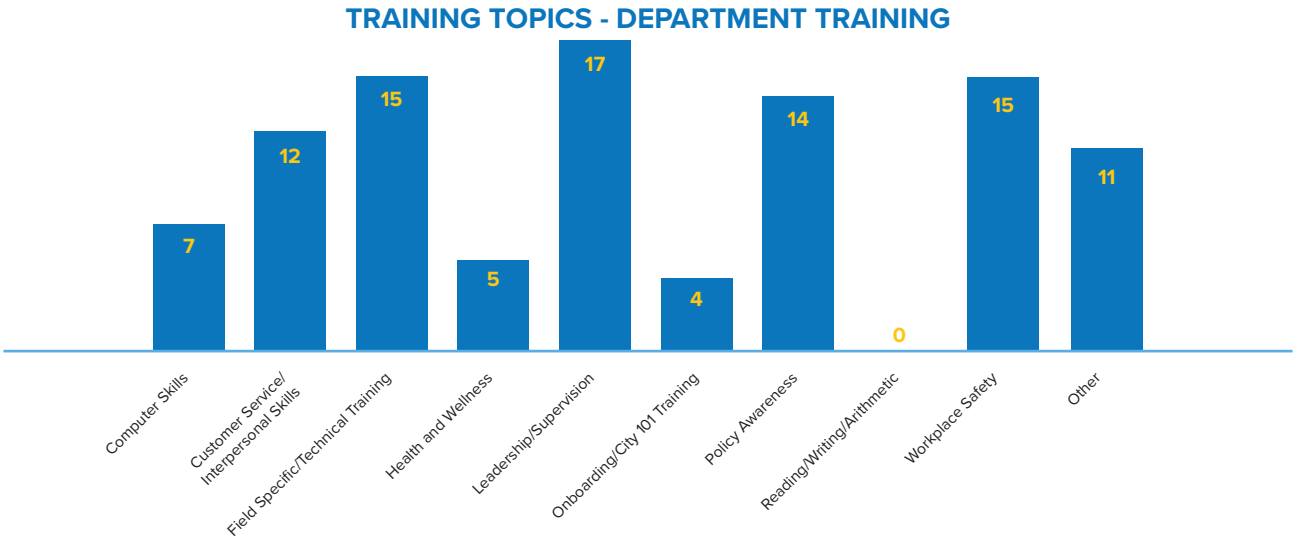
We received 36 responses from City departments and bureaus. The following six offices did not submit data: City Council, Emergency Management Department, Los Angeles Police Department, Office of Finance, Office of Public Accountability, and the Mayor's Office.

Under Los Angeles Administrative Code Section 4.312, proprietary departments (Los Angeles World Airports, Harbor Department, and Department of Water and Power) are exempt from submitting training details. However, Los Angeles World Airports did submit data for this reporting period, therefore it is included in this section.

2.1 DEPARTMENT SPECIFIC TRAINING

Department Training Coordinators were asked to report any training provided to department employees outside of Cornerstone. They identified the number of department-specific course completions during FY 25-26 for training both in-person or online, outside of the department's learning platform. During this reporting period, departments indicated that 3,182 department specific courses were offered to employees, with a combined total of 23,638 completions.

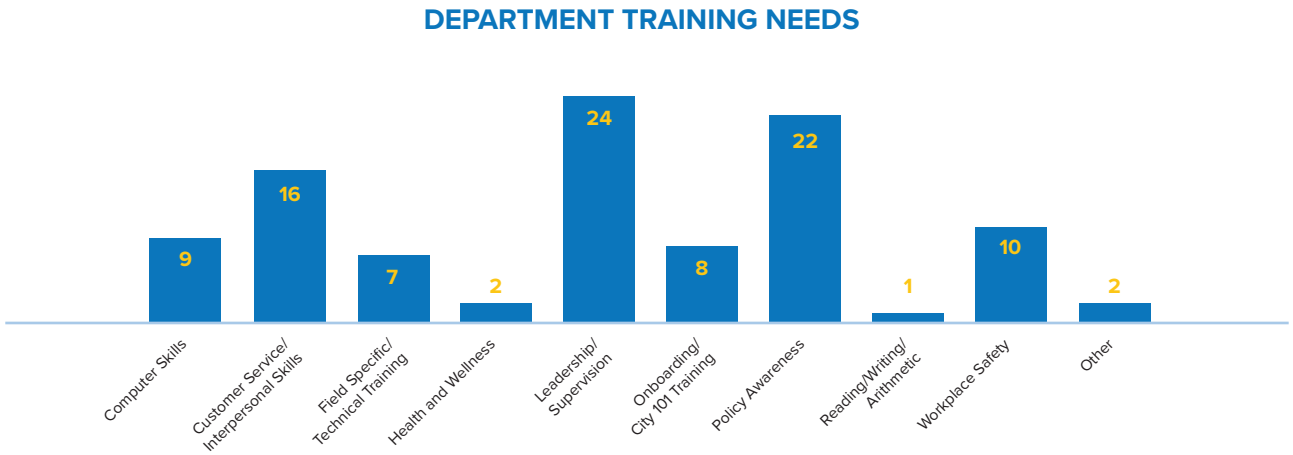
Departments were provided a list of topics and asked to select the most common training topics that their department offered (up to five). The chart below indicates each time a topic was selected by a department.



Leadership and Supervision was a common topic offered by Departments, which was a positive change from last year's reporting. This topic is always indicated as a need for departments, and it has significantly increased as an offered topic. Departmental field training and workplace safety continue to be popular topics covered. When a department selected "Other" as a topic, they were given an opportunity to specify the common topic(s) they provided. Other topics included: Social Equity, Neurodiversity, HIPAA, Web Accessibility, Departmental Benefits, Investigation Training, and Gemini AI.

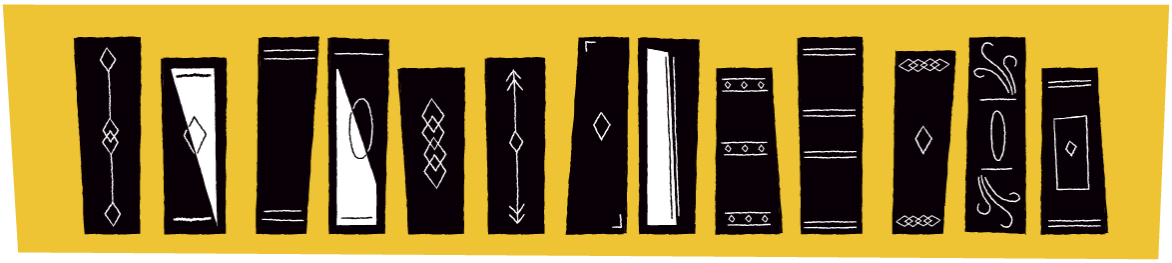
2.2 DEPARTMENT-LEVEL TRAINING NEEDS

Training Coordinators were also asked what training needs they feel would be beneficial for their employees. They were provided the same list of general course topics and asked which areas would most benefit their employees. 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.



As is usually the case, Leadership and Supervision was most indicated by departments. The need for this topic is often due to the continuous changes in workforce that happen across the City, like a growing retirement rate and consequentially quick promotions to fill those spots. Training on departmental and City policy is also highly needed, as promotions and new employees need resources to learn the policy requirements for their positions. For departments that selected “Other”, topics included: Conflict Resolution and Citywide Funding & Approvals.

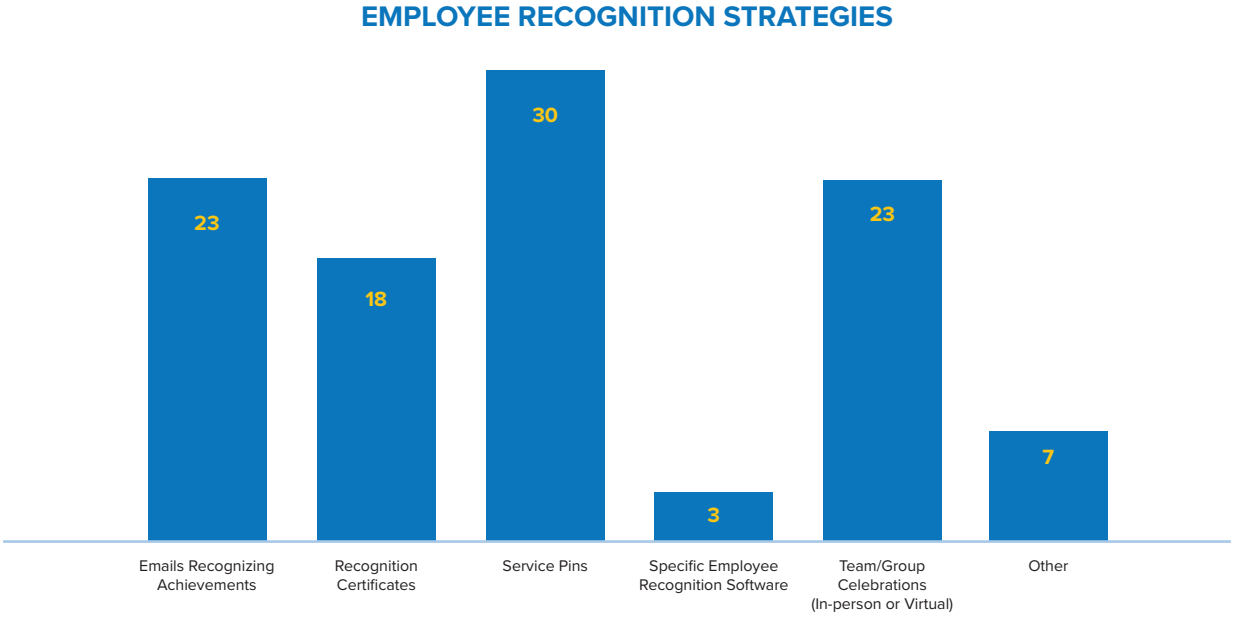
Engagement and Training staff also gave departments the (optional) opportunity to write further about any training needs they may have. While provided narratives included many reiterations of Leadership and Supervision as needed training, other common needs included: Department specific technical training, customer service and interpersonal skills, and safety training for employees. 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 an essential component of employee engagement in the workplace. To better understand departmental recognition practices, the Employee Engagement and Training staff surveyed departments on their use of standard recognition tools and invited them to share additional strategies.



Departments who selected “Other” wrote that they also recognize employees with public recognition at board meetings, commendations, distinguished service medals/certificates, and Kudoboard access.

Employee Engagement and Training staff also reviewed the recognition certificates generated through the City’s Employee Recognition Program. Designed to let supervisors immediately acknowledge exceptional work, the program enables them to create customized Certificates of Recognition. During the fiscal year, 21 departments participated in the program, generating a total of 210 certificates. The program highlights achievements across five key areas: Customer Service, Innovation, Leadership, Teamwork, and Safety. Customer Service was the most frequently recognized category, closely followed by Teamwork and Leadership.

2.4 MEMORANDUM OF UNDERSTANDING TRAINING PROGRAMS

In accordance with the provisions of various Memorandas of Understanding (MOUs), the Personnel Department administered funds for specialized training reimbursements for 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 composed of clerical employees, 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 25-26.



2.4.2 MOU 36 – MANAGEMENT EMPLOYEES, MOU 63 – PERSONNEL DIRECTOR UNIT, AND MOU 64 – CONFIDENTIAL SENIOR PERSONNEL ANALYST UNIT

MOUs 36, 63 and 64 are represented by the Los Angeles Professional Managers Association (LAPMA). MOU 36 is comprised of management-level employees, MOU 63 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 the fund allocated for these MOU training expenses. Each fiscal year, a deposit of $173,000 is placed into the 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.

In recent years, there has not been an excess of funds to roll over. On the contrary, due to the increased utilization of the MOU Training Reimbursement program, the funding for FY24-25 was completely depleted as of November 2024. The Personnel Department continued to accept training reimbursement requests after that point, which were later reimbursed using funds from the subject fiscal year (FY25-26). A significant amount of FY25-26 training funds were used to retroactively reimburse the backlog of previous reimbursement requests, so there was less funding available than usual to be used toward trainings taking place during FY25-26. The metrics reported below specifically cover the trainings that took place during FY25-26.

A total of $44,909.14 was spent on training reimbursement requests for employees represented by MOUs 36, 63, and 64 during FY25-26. Of this total, $44,514.14 paid for specialized training and tuition reimbursement for 29 training courses/events. The JLMC partners with Institute for Management Studies (IMS), an institute dedicated to providing innovative learning and development opportunities to its members. A total of $395 was expended for one employee to attend an IMS workshop.

The FY25-26 funds were exhausted as of July 2025. LAPMA members were notified that as a result of the depleted funds, MOU training reimbursement requests would no longer be accepted for the remainder of the fiscal year. The MOU Training Reimbursement Team has remained in communication with LAPMA and its members regarding the status of training funds. The MOU Training Reimbursement program has resumed effective July 2026 for trainings taking place during FY26-27

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, consisting of Executive Administrative Assistants and 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. No employees from MOU 37 requested training reimbursement during the subject Fiscal Year, so no funds were expended during the reporting period of FY 25-26.

2.5 DEPARTMENT TUITION REIMBURSEMENT PROGRAM



Under Los Angeles Administrative Code Section 4.315, departments may administer a citywide tuition reimbursement program at their discretion, providing the department's available funding. The use of tuition reimbursement programs is meant to encourage employees to pursue further education, and develop the potential to promote to higher level positions in their City career. A tuition reimbursement program is only provided by departments with funding for such a program.

For this reporting period, eight departments provided tuition reimbursement to a total of 514 employees.

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

APPENDIX A
NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

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

Building & Safety	Code Change training, OSHA 10 training, CBRE building occupant training, Customer Service training, Department Policy, etc.
Cannabis Regulation	Computer Skills, Onboarding, and Policy Awareness are the most common requests based on observations and conversations with staff. We are currently finalizing a survey to send out to the Department that will help inform future training, so we will have a clearer understanding of Department-specific needs.
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 conducted 5 courses on specific job knowledge areas such as Performance Budget System Overview, Budget preparation, and RAMP User and Policy.
City Attorney	Our department benefits from specific training on various legal field topics to assist our employees with staying current in the practice of law. Supervisory training is also helpful.
City Clerk	De-escalation, team building, Effective management skills
City Controller	Our current training programs primarily focus on the professional needs of our Office. Our newer employees could benefit from additional courses to develop knowledge of MS suite and Google Workspace applications. Overall our staff would benefit from courses in leadership including conflict resolution and communication skills.
City Employee's Retirement System	Leadership would benefit from training on managing a multigenerational workforce and preparing emerging leaders for their roles.
City Planning	We would appreciate additional training resources that focus on practical leadership skills like project management, time prioritization, and effective meeting facilitation. Support in staff development, with training on how to mentor diverse teams, resolve conflicts, and communicate transparently along with practical, scenario-based guidance for handling personnel procedures and complex workplace situations.
Civil, Human Rights & Equity Department	There's a lot of concern about safety in Downtown LA and the LA Mall. After the workplace safety training, staff felt more aware and prepared.
Department on Disability	The Department is working to get resources to provide an updated ADA training, including disability etiquette, for City employees, including DOD employees. This is the highest need. In addition, technology and workflow training, along with leadership and supervision training, would help staff.
El Pueblo De Los Angeles	Because El Pueblo is one of the City's smaller departments, their part-time staff (primarily Museum Guides and Project Assistants) could benefit from learning more about the City and its opportunities for professional growth outside of the Department. Full-time staff could learn more about being a leader and supervisor.

APPENDIX A
NARRATIVE OF TRAINING NEEDS BY DEPARTMENT

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

Library	Our staff would benefit, or have requested, training in the following areas: • Customer Service: Internal and external patrons; how to de-escalate tense situations; Trauma-informed care and working with those experiencing homelessness, mental health or substance abuse issues. • Work skills and professionalism: How to write professional emails, conduct meetings, provide feedback and coaching. Public speaking and public presentations. • Project management: how to manage project and facilitate groups; use Google Suite for project management and collaboration. • City Policies and Operations: More information on policies and City guidelines. Supervisors could use expanded access to CORE supervisory Training and refreshers.
Los Angeles Housing Dept. (LAHD)	Reading, Writing, Arithmetic/Leadership will help with civil service test taking.
Neighborhood Empowerment	Our Department works closely with Neighborhood Councils (NCs) and more than 1,600 Board Members across diverse communities. Effectively navigating the different personalities, perspectives, community needs, and challenges requires strong interpersonal skills. Providing staff with training in this area can help strengthen their ability to communicate effectively, build relationships, and provide meaningful support to Neighborhood Councils. Leadership goes hand in hand with our work with Neighborhood Councils. As Board Members serve as leaders within their communities, our staff should model effective leadership and provide guidance on leadership best practices. Internally, leadership development also helps staff effectively lead projects, collaborate with colleagues, and continue their professional growth. Policy awareness is also essential. A strong understanding of City and NC policies, procedures, and functions is critical to effectively supporting Neighborhood Councils and ensuring the Department and the NCs carries out its responsibilities efficiently and consistently.
Personnel Department	Due to continual changes with retirement and leadership structure, we always see a huge need for supervisory training for Personnel department topics/policies. A structured mentorship program is something we strive toward as well, although staffing and time constraints are always a factor. Crosstraining would be a great tool for Personnel employees, because staff is often needed to adjust divisions and duties based on various events affecting the City (like layoffs, DSW, etc.)
PW: Engineering	HDR Engineering Inc. (HDR) conducted a training needs assessment for BOE. Based on the results, Effective Interviewing training was created. HDR will create other supervisory and management-related training courses for BOE as needed.
PW: Street Services	Many StreetsLA employees need training for leadership/supervision, technical training that is field-specific, workplace safety, computer skills, and City administrative policies and procedures. Additionally, staff would benefit from training in public speaking and interpersonal communication skills.
Zoo	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, and to supplement the City's CORE Supervisory Training Program; and field specific and technical training for a wide variety of classifications, to improve employee knowledge, skills and abilities.

APPENDIX B
DEPARTMENT TUITION REIMBURSEMENT

DEPARTMENT NAME	FUNDING SOURCE	WHO IS TUITION REIMBURSEMENT AVAILABLE TO?	# OF EMPLOYEES FUNDED DURING FY 25-26
Airports	Department Funds	Eligible regular civil service LAWA employees who meet probation, performance, and attendance requirements.	109
City Employees' Retirement System	Department Funds	Full-time employees who have passed probation with no pending discipline issues	6
El Pueblo de Los Angeles	General Fund	N/A	28
Fire & Police Pensions	Fund 804, APPR 649570	All full-time employees earning their first undergraduate or graduate degree from an accredited college/university	1
Personnel Department	Specialized Training Funds	All department employees	1
PW: Engineering	Office and Administration (Fund 100, Dept 78, Appr 006010)	All full-time employees	166
PW: Sanitation	Department Funds	All full-time employees	200
		TOTAL	**514**