



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: The Honorable Members of the Personnel and Animal Welfare Committee	DATE January 27, 2017
REFERENCE:	COUNCIL FILE 15-0550
SUBJECT: EMPLOYEE DEVELOPMENT REPORT – FISCAL YEAR 2015-2016	

RECOMMENDATION

That the Personnel and Animal Welfare Committee receive and file this report on employee development and training programs in the City during Fiscal Year 2015-2016.

BASIS OF REPORT

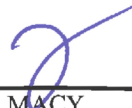
Section 4.312 of the Los Angeles Administrative Code requires the General Manager of the Personnel Department to maintain a comprehensive program for the development of all City employees, and report annually on the progress of training in City departments (except Airports, Harbor, and Water and Power). This report covers the FY 2015-2016.

DISCUSSION

During this reporting period, the Personnel Department continued working to provide a comprehensive training program for City employees, offering primarily online courses, with some classroom training opportunities as well. Toward the end of the reporting period, the Personnel Department executed a contract with Cornerstone on Demand to provide an integrated talent management system. The customization of the Learning, Performance, and Onboarding modules began.

In support of our objective of helping to provide employees a more engaging work environment, the Personnel Department continued offering programs in Employee Engagement, Performance Management, and Employee Recognition.

In addition to these developments, the Personnel Department continued its administration of an online Sexual Harassment Prevention training program, a Workplace Violence Prevention program, and made available a variety of training topics through the City's Managed Health Network. The Personnel Department helped facilitate additional training opportunities through its oversight of MOU funded training.

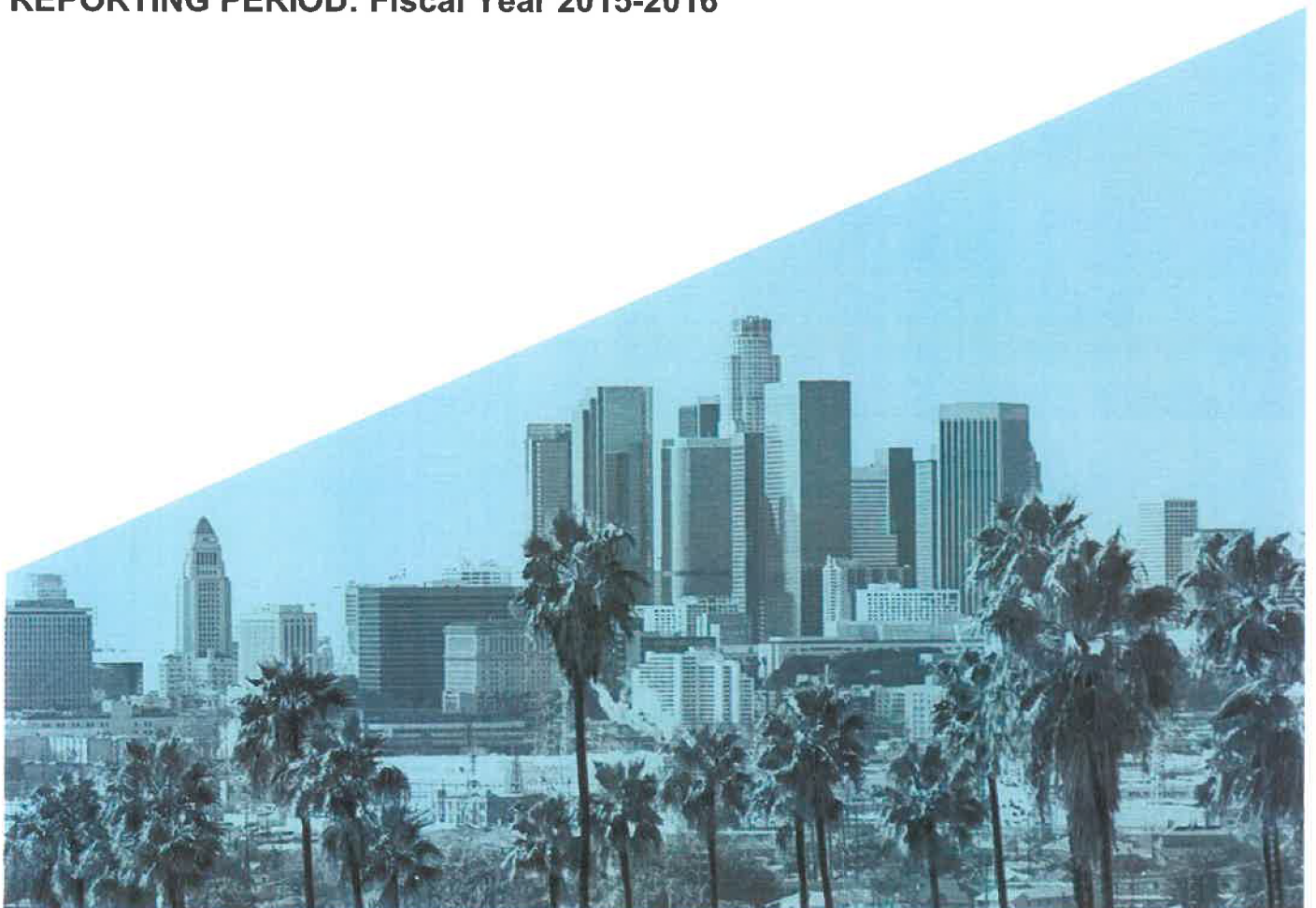


WENDY G. MACY
GENERAL MANAGER

Attachment

PERSONNEL DEPARTMENT
**EMPLOYEE DEVELOPMENT
ANNUAL REPORT**

REPORTING PERIOD: Fiscal Year 2015-2016



PART 1: PERSONNEL DEPARTMENT TRAINING & DEVELOPMENT PROGRAMS

1.1 ONLINE TRAINING ACADEMY

The City's Online Training Academy is a key resource in the Personnel Department's Citywide Training Program. The learning management system (LMS) provides employees with the ability to take online training courses at their convenience, while also tracking their efforts with detailed training records. The table below shows the courses available through the Online Training Academy, as well as the number of courses completed, during the reporting period.

During Fiscal Year 2015-16, a total of 56,219 training courses were completed through the Online Training Academy by employees from all City departments.

HUMAN RESOURCE COMPLIANCE

Fraud Waste and Abuse	23,544
Preventing Sexual Harassment	15,162
Ethics and Open Government	5,375
Disaster Service Worker	4,148
EEO Challenge	206
Workplace Violence Prevention	292
Disability & Reasonable Accommodation	130

LEADERSHIP & SUPERVISION

Management Coach Series	3,854
Supervisory Skills	855
Inspiring Leadership	125
Handling Difficult Performance Appraisals	117
Leadership and Teamwork	49
Coaching for Performance	47

INTERPERSONAL AND COMMUNICATION SKILLS

Solving Difficult Workplace Problems	352
Delivering Feedback	333
Managing Conflict and Difficult Behavior	181
The Need for Customer Service	175
Creating Powerful Presentations	27
Delivering Powerful Presentations	25

COMPUTER SKILLS

Word 2010 - Introduction	70
Word 2010 - Intermediate	50
Word 2010 - Advanced	34
Excel 2010 - Introduction	130
Excel 2010 - Intermediate	69
Excel 2010 - Advanced	62
PowerPoint 2010 - Intro	35
PowerPoint 2010 - Advanced	21

SAFETY

Hazard Communication	91
General Safety: Accident Investigation	60
General Safety: Back Safety	65
General Safety: Driving Safety	335
General Safety: Heat Stress	68
General Safety: Ladder Safety	72
General Safety: Safety Audits	60

56,219

**TOTAL COURSES COMPLETED IN
THE ONLINE TRAINING ACADEMY**

1.2 PERSONNEL DEPARTMENT COMPLIANCE TRAINING

1.2.1 SEXUAL HARASSMENT PREVENTION TRAINING

Assembly Bill 1825 requires that all supervisors and lead personnel receive sexual harassment prevention training every two years. Although mandated through State law, the City's program includes information covering all City, State, and Federal policies and procedures regarding sexual harassment in the workplace. During this reporting period, newly hired or promoted supervisors and managers from each City department completed the State-mandated Sexual Harassment Prevention training. Drawing the Line was the primary course employees took to fulfill the requirement.

A total of 15,162 supervisors and lead personnel (including Proprietary and Sworn completed this online training course during Fiscal Year 2015-16.

1.2.2 WORKPLACE VIOLENCE PREVENTION TRAINING

In a continued effort to support the City's Workplace Violence Prevention Policy and Guidelines, the Personnel Department coordinated training through its contracted vendor, Prince and Phelps Consultants. During FY 2015-16 they conducted 11 in-person training sessions to 16 City departments, training a total of 2,210 employees. The Personnel Department also offers online training courses in Workplace Violence Prevention for supervisors and for employees.

1.3 EMPLOYEE DEVELOPMENT PROGRAMS



1.3.1 EMPLOYEE ENGAGEMENT PROGRAM

Engaged employees are more productive, stay with the organization longer, and provide better customer service. The Personnel Department's Employee Engagement Program uses an online survey to assess the current level of engagement of City employees. Engagement is comprised of a variety of components, including work expectations, empowerment, recognition, integrity, and employee development. After assessing the level of engagement, the program offers suggestions for improvement in areas where scores are low.

1.3.2 EMPLOYEE RECOGNITION PROGRAM

In an effort to support Mayor Eric Garcetti's "Back to Basics" Priority Outcomes for the City of Los Angeles, the Personnel Department developed a new Employee Recognition Program. The program allows supervisors to formally acknowledge their employees whose efforts have led to exceptional work or service to the public. Supervisors recognize their employees in one of four areas that align with the Mayor's Priority Outcomes: Fiscal Responsibility, Customer Service, Innovation, and Safety.

The Employee Development website provides a simple tool for supervisors to generate recognition certificates. During this reporting period, 75 employees from 11 City departments were recognized for their outstanding efforts through this program.



1.4 CLASSROOM/IN-PERSON TRAINING

1.4.1 CORE SUPERVISORY TRAINING PROGRAM

The Personnel Department offers a classroom training program for supervisors on a variety of supervisory topics. HR analysts who are experts in particular topic areas serve as instructors. The program consisted of six modules during this reporting period:

1. The Role of the Supervisor
2. Performance Evaluations/Discipline
3. Grievance Policies/Ethics
4. Equal Employment Opportunity Policies
5. Family Medical Leave/Reasonable Accommodation
6. Workplace Violence Prevention/Instructor Panel

A total of 326 supervisors completed the program during Fiscal Year 2015-16.

EMPLOYEES TRAINED IN FY 2015-16
326
SATISFACTION WITH TRAINING PROGRAM
95%

1.4.2 EMPLOYEE ASSISTANCE PROGRAM TRAINING

The Employee Assistance Program (EAP), administered through the Department's Employee Benefits Division, provides training opportunities to all City departments. Training on a variety of topics is conducted by the program's contracted vendor, Managed Health Network (MHN).

DEPARTMENTS UTILIZING EAP TRAINING
11
EMPLOYEES TRAINED THROUGH EAP
976

During the fiscal year, approximately 976 employees were trained through the Employee Assistance Program. The vendor, Managed Health Network, provided training on 29 different topics to 11 different departments. The most attended training sessions were:

- Effective Workplace Communication
- Creating a Positive Work Environment
- Managing Stress

The department that held the most workshop hours was the Department of Animal Services.

PART 2: DEPARTMENT-LEVEL TRAINING & DEVELOPMENT

2.1 ANNUAL TRAINING SURVEY

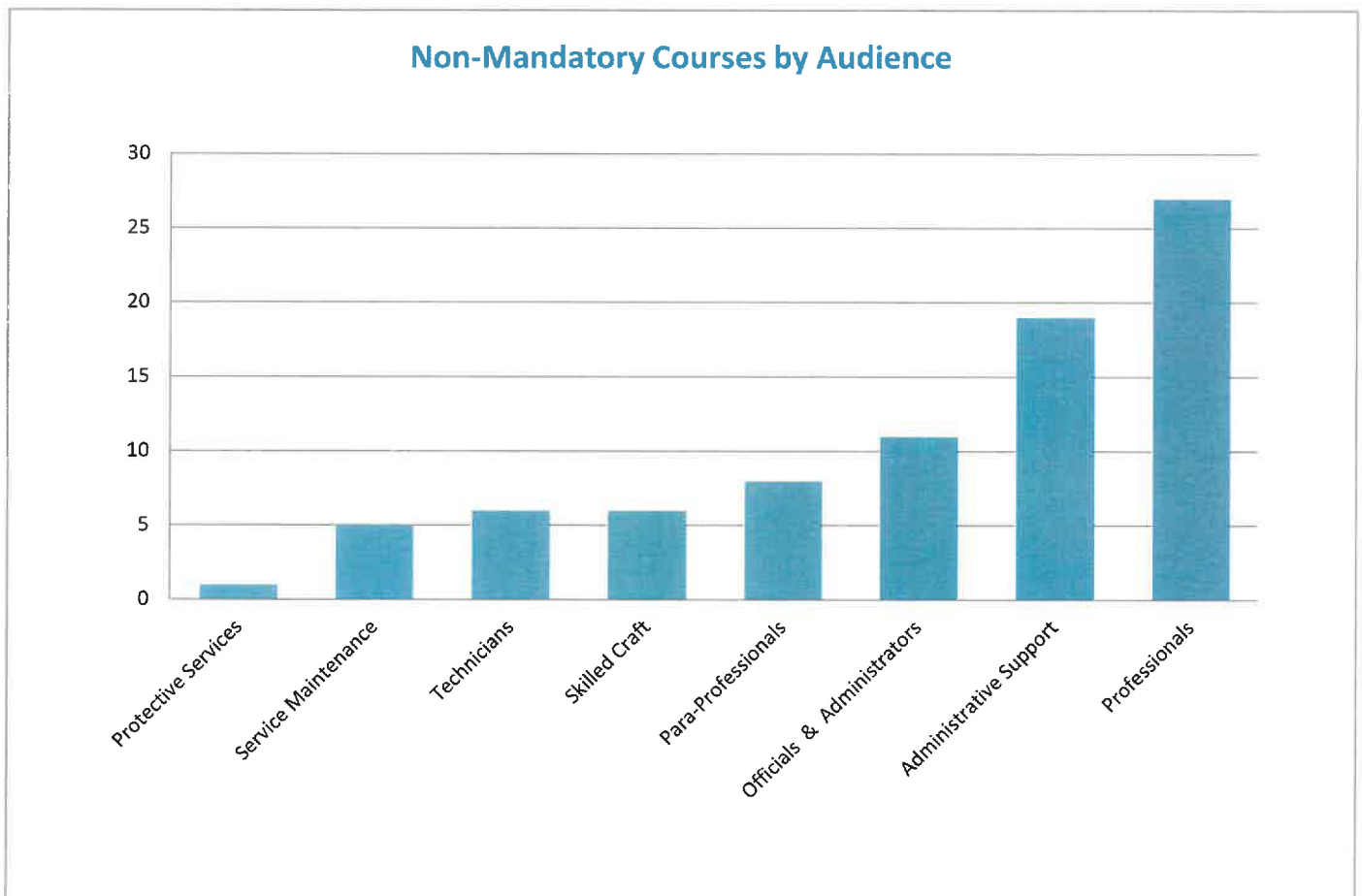
The Personnel Department surveyed City departments to gather information on the various training opportunities provided to the workforce. Responses were received from 34 departments/bureaus. No data was provided by the Department of Animal Services, City Administrative Officer, Employee Relations Board, Office of Finance, Los Angeles Police Department, and the Board of Public Works.

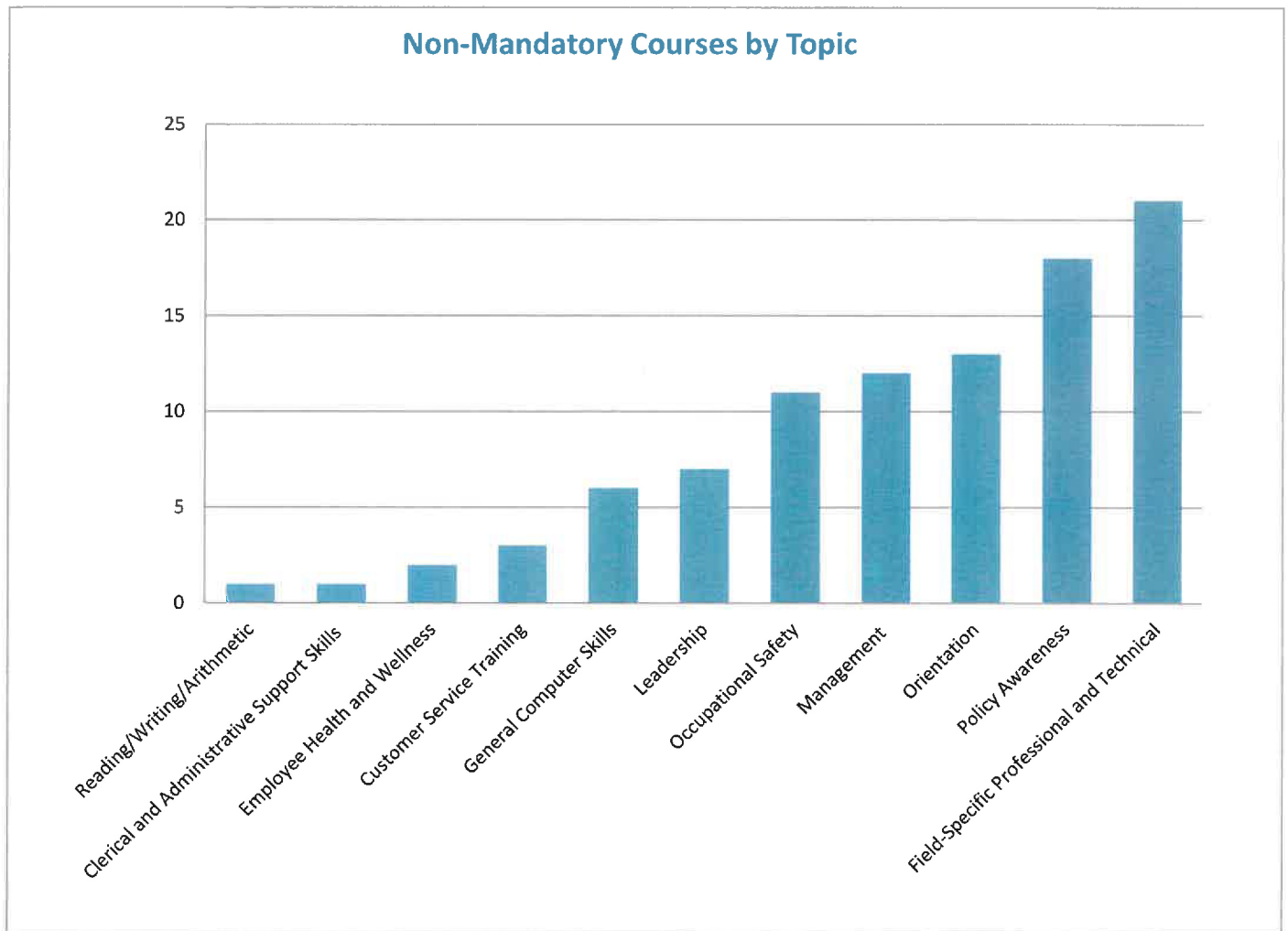
The City's proprietary departments (Airports, Harbor, and DWP) are exempt from the requirements of Section 4.312 of the Los Angeles Administrative Code, but were provided a copy of the survey to be completed voluntarily. Of the three, Airports provided training data for their department.

2.1.1 CITY DEPARTMENT NON-MANDATED TRAINING

In addition to the courses completed through the Online Training Academy, City departments provided a combined total of 1,756 non-mandated courses to employees during Fiscal Year 2015-16.

The following charts show the identified workforce categories that attended the most training, as well as the topic areas that were identified as the most popular. Each department was asked to identify the top three workforce categories and top three most popular topics.





APPENDIX A shows the number of non-mandated courses provided by department, during this reporting period.

2.1.2 CITY DEPARTMENT COMPLIANCE WITH FEDERAL AND STATE MANDATED TRAINING

The Personnel Department surveyed City departments to gather information concerning their compliance with Federal and State mandated training provisions. On the survey, “mandated” was defined as training which was required under State/Federal law, regulation, or policy. A total of 533 training sessions were reported as either being required or meeting a set of policies or regulations.

APPENDIX B is a listing of the mandated training reported by the 34 responding departments and their compliance rate at the time of reporting.

2.1.3 DEPARTMENT-LEVEL TRAINING AND DEVELOPMENT

As part of the Annual Training Survey, departments were also asked to include information on any training and development programs that their departments developed and/or administered on their own. While most of the smaller departments rely primarily on the Personnel Department’s programs, many of the larger departments have additional training and development programs they provide to their employees.

APPENDIX C provides a list of these training and development programs by department.

2.2 MEMORANDUM OF UNDERSTANDING TRAINING PROGRAMS

In accordance with the provisions of Memoranda of Understanding (MOU) 36, the Personnel Department administered funds for specialized training reimbursement, in collaboration with Departments of represented employees.

2.2.1 MOU 3 – CLERICAL EMPLOYEES

The Personnel Department administers a \$120,000 Specialized Training fund as set forth in MOU 3. These funds are to be used on a training program, made available to all members of the MOU. A total of \$3,800.00 was used for this program in Fiscal Year 2015-16.

MOU	FUNDS SPENT	AVAILABLE FOR
3	\$3,800	Training Program
36	\$43,078.85	Individual Training IMS Training
37	\$3,000	Training Program

2.2.2 MOU 36 – MANAGEMENT EMPLOYEES

Under MOU 36, an annual deposit of \$143,000 is made into a trust fund designated for the development of employees represented by MOU 36 – Management Employees. It is the responsibility of the Personnel Department to administer these funds. During this reporting period, a total of \$43,078.85 was spent on various training conferences and training programs for MOU 36 employees. This figure includes participation in specialized training and tuition reimbursement for 39 employees.

In addition, a total of \$14,175 was spent on dues and workshop fees for the Institute of Management Studies (IMS). A total of 33 represented employees attended the monthly training sessions provided by IMS.

2.2.3 MOU 37 – EXECUTIVE ADMINISTRATIVE ASSISTANTS

The Personnel Department administers a \$25,000 Tuition Reimbursement and Specialized Training fund as set forth in MOU 37. A total of \$3,000.00 was used for Specialized Training Programs for represented employees in Fiscal Year 2015-16. No funds were requested for Tuition Reimbursement.

2.3 CITY DEPARTMENT SPONSORED TUITION REIMBURSEMENT PROGRAMS

Los Angeles Administrative Code Section 4.315 provides for the administration of a Citywide tuition reimbursement program. The program is designed to encourage full-time employees to further their education as a means to improving their performance in their current position and to develop their potential for higher level positions, in their logical line of promotion. Seven departments provided tuition reimbursement to a total of 422 employees during Fiscal Year 2015-16.

APPENDIX D provides a summary of the participants in the Tuition Reimbursement Program, by department.

NON-MANDATED TRAINING COURSES BY DEPARTMENT

#	DEPARTMENT	NUMBER OF COURSES OFFERED	TOTAL EMPLOYEES TRAINED
1	Aging	49	20
2	Airports	159	4562
3	Building and Safety	37	1014
4	Chief Legislative Analyst	7	39
5	City Attorney	5	120
6	City Clerk	6	158
7	City Employees' Retirement System	51	134
8	City Planning	29	952
9	Controller	18	50
10	Convention & Tourism Development	14	24
11	Council	-	-
12	Cultural Affairs	1	13
13	Disability	3	5
14	Economic & Workforce Development	20	218
15	El Pueblo de Los Angeles Historical Monument	-	-
16	Emergency Management	66	142
17	Ethics Commission	1	1
18	Fire & Police Pension	102	303
19	General Services	51	561
20	Housing and Community Investment	16	65
21	Information Technology Agency	45	159
22	Library	247	2671
23	Los Angeles Fire Department - Civilian	-	-
24	Mayor	-	-
25	Neighborhood Empowerment	16	27
26	Personnel	20	76
27	Public Works - Bureau of Contract Administration	-	-
28	Public Works - Bureau of Engineering	387	4135
29	Public Works - Bureau of Sanitation	311	3255
30	Public Works - Bureau of Street Lighting	11	1098
31	Public Works - Bureau of Street Services	44	1362
32	Recreation and Parks	12	3210
33	Transportation	19	919
34	Zoo	9	174
TOTAL		1756	25467

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Aging	Alliance of Information and Referral Systems Certification	100%
	California Dept. of Aging's Security Awareness Training (grant requirement)	100%
	Disaster Service Worker	100%
	Fraud, Waste, and Abuse	100%
	Preventing Sexual Harassment - Supervisor	100%
	Workplace Violence Prevention	100%
Airports	4160 Volts Training	100%
	Aerial Lift and Fall Protection Training 29 CFR 1910.67; 1910.68 & T8 Sec.2940, 3281, 3648	95%
	Asbestos Awareness Training 29 CFR 1910.1001(j)(7)(iv) & T8 Sec 1529(k)(9)(B) 5208(j)(7)(B)	85%
	Basic Ergonomic Evaluation & Awareness Training OSH Act 1970 Sec. 5(a)(1) & T8 Sec.5110 (b)(3)	(monitored by LAWA's Industrial Hygienist)
	Bloodborne Pathogens Training 29 CFR 1910.1030 & T8 Sec. 5193	85%
	Bucket Truck Training (Altec) 29 CFR 1910.67; 1910.68 & T8 Sec.2940, 3281, 3648	100%
	Bucket Truck Training (Hi-Ranger) 29 CFR 1910.67; 1910.68 & T8 Sec.2940, 3281, 3648	100%
	Confined Space Training 29 CFR 1910.146 T8 Sec. 2540, 4845, 5144, 5156-59	90%
	Continued Professional Training (CPT) Regulation 1005	100%
	Cyber Security Training Departmental Mandate for all with network clearance	90%
	Electrical - Arc Flash Safety 29 CFR 1910.269, 1910.303-308, 1910.332, NFPA 70E & T8 ESO's Sec. (LV) 2299 – 2599 & (HV) 2700 – 2989	100%
	Ergonomic Awareness Training OSH Act 1970 Sec. 5(a)(1) T8 Sec.5110 (b)(3)	(monitored by LAWA's Industrial Hygienist)
	Fall Protection Training 29 CFR 1910.66 Appendix C & T8 Sec.1671, 3299	95%
	Forklift Training 29 CFR 1910.178(L) & T8 Sec. 3668	95%
	Hazardous Waste 8 Hrs	100%
	Heat Illness Prevention Training T8 Sec. 3395	95%
	Heat Illness Prevention Training for Supervisors T8 Sec. 3395	95%
	Ladder Safety Training 29 CFR 1926 Subpart X & 1910.25-.27 & T8CCR 1675, 3276 & 3287	85%
	Lead Awareness Safety Training 29 CFR 1910.1025 & T8 Sec. 1532.1, T8 Sec. 5198	100%
	Multi_RAE Gas Monitor Training 29 CFR 1910.146 & T8 Sec. 2540, 4845, 5144, 5156-59	(monitored by LAWA's Industrial Hygienist)
	Perishable Skills Program (PSP)	100%
	Reachmaster Falcon FS-95 29 CFR 1910.67; 1910.68 & T8 Sec.2940, 3281, 3648	100%
	Respirator Fit Test 29 CFR 1910.134 & T8 Sec. 5144 (a-o), Sec. 5199	100%
	Scaffold Training Awareness 29 CFR 1926.454 Subpart L – Scaffolds & T8 Sec. 1637	100%
	Security Officer Training Departmental Mandate	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Airports (cont.)	TSL SRK-11 Self Rescue System 29 CFR 1910.67; 1910.68 & T8 Sec.2940, 3281, 3648	(monitored by LAWA's Industrial Hygienist)
	Work Area Traffic Control 29 CFR 1926.21 & T8 Sec. 1598	(monitored by LAWA's Industrial Hygienist)
Building and Safety	AB717	Personnel monitors the CEUs through the Training Tracking System
Chief Legislative Analyst	Floor Warden Training	100%
City Attorney	Fraud Use and Abuse	98%
	Preventing Sexual Harassment	99%
	Supervisors Training	98%
City Clerk	Fraud, Waste and Abuse	100%
	Sexual Harassment Prevention	100%
City Employees' Retirement System	AB 1825 Sexual Harassment Training for Supervisors	100%
	Disaster Service Worker (DSW)	100%
	EEO Challenge	94%
	Fraud, Waste, & Abuse	87%
	Workplace Violence	100%
Cultural Affairs	Fraud Waste & Abuse Prevention	Citywide Online Training
	Governmental Ethics Training	Citywide Online Training
	Sexual Harassment Training	100%
	Workplace Violence Prevention Training	90%
Disability	Sexual Harassment	100%
Economic & Workforce Development	ADA Disability Compliance Training	100%
Fire - Civilian	Fire Life-Safety/ Emergency Preparedness	90%
	HIPAA Compliance	90%
General Services	Annual Requirement for Floor Warden Certification	100%
	Asbestos Awareness	100%
	Automotive Air Conditioning (40 CFR Section 609)	100%
	Cal/Osha Compliance	95%
	California Hazardous Regulations	100%
	Complete Environmental Regulations	100%
	First Aid/Adult CPR Training	100%
	Forklift Training (Cal/OSHA – T8)	100%
	FPP – Fire Prevention (Cal/OSHA – T8)	100%
	GHS Hazard Communication Standard	100%
	Hearing Protection (Cal/OSHA – T8)	100%
	HIPP – Heat Illness (Cal/OSHA – T8)	100%
	IIPP – Injury Illness Prevention	100%
	Injury Illness Prevention Program	100%
	ISSA – CMI Custodial Technician Training	100%
	Ladder Safety Inspection (Cal/OSHA – T8)	100%
	LOTO – Lock out Tag-out (Cal/OSHA – T8)	100%
	New Employee Orientation (Cal/OSHA – T8)	100%
	Overhead Pendant Crane operation (Policy)	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
General Services (cont.)	Pace continuing education for the elevator industry work preservation fund	100%
	Radiation Safety Training	100%
	Respirator Training & Fit Testing	100%
	SEIU - Interpersonal Skills Training	100% (still in process)
	Survival Kit for Public Procurement	100%
	SWPPP – Preventing Storm water Pollution (Policy – Department of Watershed Protection)	100%
	Workplace Violence	100%
Housing and Community Investment	Sexual Harassment	Completed training certificates
	Disaster Service Worker (DSW)	100%
	Mandatory Fraud Awareness Training	100%
Information Technology Agency	Mandatory Sexual Harassment & Abuse Conduct Prevention Training Compliance	100%
Library	American with Disability Act – DOJ Mandate	100%
	Fraud, Waste & Abuse -Policy	100%
	Online Ethics – Law	100%
	Preventing Sexual Harassment -Law	100%
Fire & Police Pension	DSW – Mayoral Exec. Directive No. 16	100%
	Ethics – Mayoral Exec. Directive No. 7	94%
	Fraud Awareness – LAMC Sec. 49.5.15	100%
	Sexual Harassment – AB 1825 & AB 2053	100%
Personnel	CALIFORNIA CODE OF REGULATIONS, TITLE 10 - Section 2592.02	100%
	Continuing Education Credits (medical occupational health, correctional care, psychology and x-ray protocols, ranging from 24-50 credits)	100%
	Ethics Training Sections 1,2, and 3	97%
	Workplace Violence Prevention	88%
Planning	Workplace Violence Prevention	100%
Public Works - Contract Administration	Cal OSHA Safety Training	100%
	Workplace Violence for Supervisors	100%* Employees on medical leave were not able to attend if they were off during the in person training.
Public Works - Engineering	Fire & Life Safety Training (State Law)	100%
Public Works - Sanitation	ABS: Anti-Lock Brake System/ Traction Control - Tailgate	100%
	AIDS in the Workplace - Tailgate	100%
	Ammonia- Hazards & Safe Work Practices- Tailgate	100%
	Annual Air Purifying Respirator/ Respiratory Protection Program	100%
	Appropriate Employee Conduct	100%
	Aqueous Ammonia Material Safety Data Sheet	100%
	Assembling a Disaster Kit - Tailgate	100%
	Atmospheric Hazards (CSE)- Tailgate	100%
	Attendance & Tardies City Policy - Tailgate	100%
	Automated Can Removal Procedure	100%
	Basic Electricity	82%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works - Sanitation (cont.)	Basic Fire Safety - Tailgate	100%
	Basic Janitorial Care Video - Tailgate	100%
	Basic Mathematics	100%
	Basic Office Cleaning - Tailgate	100%
	Basic Restroom Cleaning - Tailgate	100%
	Basic Thermodynamic	82%
	BEMS: Document & Record Keeping Tracking System - BEDRTS	100%
	BEMS: Internal Auditor Training	100%
	BEMS: Program Overview	100%
	Bench Grinder Safety Order #47 - Tailgate	100%
	Bereavement Leave: Personnel Directive #14- Tailgate	100%
	Biosolids Monitoring Fact Sheet- Tailgate	100%
	Biosolids Management: Land Application- Tailgate	100%
	Biosolids: EMS Goals	95%
	Bloodborne Pathogen Prevention - Tailgate	100%
	BMES: Code of Good Practice BIO-022	100%
	Bureau of Sanitation Safety Policies Manual - Tailgate	100%
	Bureau Policy-Computers and Data Communications Use -Tailgate	100%
	C - 0109 UCF Electrical Systems & Maintenance	100%
	CAL/OSHA Overview - Tailgate	100%
	California Water Boards- Tailgate	100%
	Calif DMV Professional Driver Law Update - Tailgate	100%
	Chainsaw Training	100%
	Chart LNG Vehicle Inspection Procedure	100%
	Chemical Safety - Tailgate	100%
	Chemical Safety: What is a Hazardous Chemical? - Tailgate	100%
	Choosing & Using Eye & Face Protection - Tailgate	100%
	City Policy: Hazing- Tailgate	100%
	CLARTS: "From Full to Empty"	100%
	Combination / High Velocity Sewer Cleaning Equipment - Classroom	100%
	Combination / High Velocity Sewer Cleaning Equipment - Field	100%
	Confined Space Entry - Tailgate	100%
	Confined Space Hazards- Tailgate	100%
	Confined Spaces - Fall Protection Video - Tailgate	97%
	Confined Spaces - Overview	100%
	Confined Spaces Field (Rescue)	84%
	Container Contamination Notification Tag - Tailgate	89%
	Continuous Rodding Sewer Cleaning Machine - Classroom	100%
	Continuous Rodding Sewer Cleaning Machine - Field Training	100%
	Control of Hazardous Energy - WCSD - Tailgate	100%
	CPR-AED & First Aid Basics (FAB) Combined Class	100%
	Crane Safety - Tailgate	100%
	Crosswalk Safety- Tailgate	100%
	DCT Business Plan - Tailgate	100%
	DCT/LAG Emergency Response Procedure (Combined)	100%
	Diabetes Awareness Training - Tailgate	100%
	Digester Treatment Overview	82%
	Director's Commercial Drivers' Safety Summit	100%
	Disaster Service Worker Training	100%
	Disaster Services Worker Loyalty Oath	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works - Sanitation (cont.)	Disease Hazards of Sewage- Tailgate	100%
	Drager Miniwarn Gas Detector	100%
	Driving Safety Hyperion Treatment Plant - Tailgate	100%
	Earthquake and Tsunami Safety Awareness-Tailgate	100%
	Earthquake Safety -Tailgate	100%
	Effective Safety Inspections - Tailgate	100%
	Effluent Pumping Plant - Mock Diversion	100%
	Electrical Safety - Tailgate	100%
	Electronic Injury Log Book form- Tailgate	100%
	ELSA-Emergency Escape Breathing Device- Tailgate	82%
	EMERG PREP: Emergency Preparation in Cars- Tailgate	100%
	Emerg Response: Earthquake Prepare for Children- Tailgate	100%
	Emerg Response: Home Preparedness- Tailgate	100%
	Emergency Procedures - Tailgate	100%
	Emergency Reporting Instructions for TITP - Tailgate	100%
	Emergency Response and the Disabled- Tailgate	100%
	Emergency Response Plan -Evacuation TITP - Tailgate	100%
	Emergency Response Plan- Haz-Mat Release Response- Tailgate	100%
	Emergency Response Plan: Earthquake- Tailgate	100%
	Emergency Response Procedures: HTP - Tailgate	100%
	Emergency Response Procedures: LAG - Tailgate	100%
	Emergency Response Procedures: WCSD - Tailgate	100%
	Emergency Response Procedures:TITP - Tailgate	100%
	Emergency Response Team: Initial Training	100%
	Emergency Response: Suspicious Mail- Tailgate	100%
	EMPAC - Enterprise Maintenance Planning and Control	82%
	Employee Mobility- Tailgate	100%
	EMS Fact Sheet: Dewatering/Truck Loading- Tailgate	100%
	EMS Performance Report	100%
	EMS Policy Statement- tailgate	100%
	EMS: Biosolids Fact Sheet #7: Biosolids & Aids- Tailgate	100%
	EMS: Critical Control Points- Tailgate	100%
	EMS: Fact Sheet: Handling- tailgate	100%
	EMS: FAQs + National Biosolids Partnership- Tailgate	92%
	EMS: Goals and Objectives- tailgate	100%
	EMS: History of Biosolids- Tailgate	100%
	EMS: Key Terminology- Tailgate	100%
	EMS: Principles of Code of Good Practice- Tailgate	100%
	EMS: Roles and Responsibilities - Tailgate	100%
	EOC: An Introduction to Incident Command System (ICS-100)	100%
	EOC: National Incident Management System (NIMS), An Introduction (ICS-700)	100%
	EPA Inspection : IIPP- Tailgate	100%
	Equal Employment Opportunity - Tailgate	100%
	Facial Hair & Safe Respiratory Use	100%
	Fall Protection - Harness Safety Training/ Tailgate	100%
	Ferric Chloride Safety- Tailgate	96%
	Field Safety Tailgate Binder- Tailgate	100%
	Fire Safety/Handling Flammable liquids- Tailgate	100%
	Fire Watch Training - Bureau of Sanitation Safety Policy #26	100%
	FLAGGING - Classroom	100%
	Foot Protection - Tailgate	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works - Sanitation (cont.)	Forklift Safety/ Driving Skills - Tailgate	100%
	Form 65-41-Divers Daily Log (2013 Revision)	100%
	Fraud Awareness & Abuse Prevention- Manatory Training	100%
	Gas - Compressed Cylinder Handling - Tailgate	100%
	Gasdetection Hazards Refresher - Tailgate	98%
	Gastech Drager X-AM 2000	100%
	General Operations Overview	100%
	Gloves and Oily Rags Barrels - Tailgate	85%
	Great California Shake-Out Exercise - Tailgate	100%
	Halon Fire Suppression System - Tailgate	100%
	Hand Safety/ Choosing & Using Work Gloves - Tailgate	100%
	Harassment & Hazing in the Workplace - Tailgate	100%
	Hazard Assessment and Work Authorization Program	100%
	Hazard Assessment and Work Authorization Programs - Field Training	100%
	Hazard Communication & Global Harmonizing System	100%
	Hazardous Chemical Container/ Communication Fact Sheet - Tailgate	100%
	Hazardous Communication: Level 1 Right-To-Know - Tailgate	100%
	Hazardous Energy Control - WCSD	100%
	Hazardous Energy Control Program (HECP) - Field	100%
	Hazardous Materials Incident Procedures - Tailgate	100%
	Hazardous Materials MSDS - Tailgate	100%
	Hazardous Waste Labels and Procedures- Tailgate	100%
	Hazardous Waste Management for Handlers	100%
	HAZARDOUS WASTE MANAGEMENT FOR SITE SUPERVISORS & MANAGERS	100%
	HAZWOPPER 8 HR - Hazardous Waste Ops & Emergency Response	100%
	Hearing Protection - Tailgate	100%
	Heat Illness Prevention	100%
	Heat Stress/ Hot Weather Tips - Tailgate	100%
	Heat Stress/Exhaustion - Tailgate	100%
	Heavy Equipment Safety - Tailgate	92%
	High - Velocity Sewer Cleaners SOPs	100%
	High Pressure Waterjetting Equipment Safety - Tailgate	100%
	High Voltage Standard Maintenance Procedures - Tailgate	100%
	High Voltage Training For Wastewater Electricians	100%
	Holiday Party Information- Tailgate	100%
	Holiday Safety - Tailgate	100%
	Home Fire Safety - Tailgate	100%
	Hot Work Permit - BSP #26 - Tailgate	100%
	Hot Work Permit Class	100%
	How to recognize a Drunk Driver- Tailgate	96%
	How to Work with Chemicals Safely - Tailgate	99%
	Injury & Illness Prevention Program Overview - Tailgate	100%
	Injury & Illness Prevention Program Training Requirements	100%
	Insect Awareness - Tailgate	100%
	Inspection-Cleaning-Sanitizing-Storing Air Purifying Respirators - Tailgate	100%
	Instrumentation and Control	100%
	IRRIGATION- Tailgate	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works - Sanitation (cont.)	Know the Risks of Asbestos Exposure - Tailgate	100%
	Ladder Safety - Tailgate	100%
	Ladder Safety - Tailgate	100%
	Ladders & Scaffolds - Tailgate	100%
	LAG Business Plan - Tailgate	100%
	Learn First Aid - Tailgate	100%
	Lifting & Rigging - Tailgate	100%
	Lifting and Container Moving Techniques - Tailgate	100%
	Lifting Removal of Maintenance Hole and Hatch Covers - Tailgate	100%
	Lifting Safety in Construction- Tailgate	100%
	Liquid Natural Gas (LNG) Equipment Training - Tier 3	100%
	LO/BO pad locks- Tailgate	100%
	LO/BO Yellow Binder- Tailgate	100%
	LOADBODY ENTRY LOCKOUT/TAGOUT PROGRAM	100%
	Look Out for the New Worker- Tailgate	100%
	Machine Safety - Tailgate	100%
	Mounting and Dismounting - Tailgate	100%
	MSDS- Clarifloc Polymer- Tailgate	91%
	MSDS- Liquid Alum (Aluminum Sulfate) - Tailgate	88%
	MSDS- Sodium Bisulfite- Tailgate	87%
	MSDS: Batteries for UPS at Various Locations- Tailgate	100%
	MSDS: CITRIC ACID- Tailgate	96%
	MSDS: Ferrous Chloride- Tailgate	100%
	MSDS: Lubricating Grease- Tailgate	100%
	MSDS: Sodium Hypochlorite- Tailgate	87%
	MSDS: Xenon Gas- Tailgate	100%
	NFPA's Hazard Rating Diamond - Tailgate	100%
	Operation Lifesaver: Safety at Railroad Crossings - Tailgate	100%
	OSHA Forklift Check List- Tailgate	100%
	OTH-007: Solids Duties- Tailgate	100%
	Outside Employment- Tailgate	100%
	Overhead Pendant Crane Electrical Bus Bar- Tailgate	100%
	Oxygen - Tailgate	100%
	Pedestrians, Bicycles & Motorcycles - Tailgate	100%
	Pendant - Operated Electric Crane	100%
	Personal Directive #2: No Weapons at Work- Tailgate	100%
	Personnel Directive- Fraud, Waste & Abuse- Tailgate	100%
	Personnel Policy #7 - Disciplinary Actions- Tailgate	100%
	Plant Hydraulics	82%
	Portable Radio Procedures- Tailgate	100%
	Power Outage at Home - Tailgate	100%
	PPE - Personal Protective Equipment - tailgate	100%
	Pre & Post Trip Inspection - Tailgate	100%
	Prevention & Control Of Fire - Tailgate	100%
	Procedures for Safety Supplies (SOP) -Tailgate	100%
	Rainy/ Wet Weather Driving - Tailgate	100%
	Random Alcohol & Drug Testing - Tailgate	100%
	Refuse Collection Radio Protocol - Tailgate	100%
	Repetitive Strain/ Motion Injuries - Tailgate	100%
	Respiratory Fit Test	100%
	Respiratory Protection - Tailgate	100%
	Rodding Machine Hand Injury - Tailgate	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works - Sanitation (cont.)	Rotating Equipment	164%
	RTCO Driver Route Training - Field	100%
	Safe Driving on Treatment Plants - Tailgate	92%
	Safe Driving on Treatment Plants - Tailgate	100%
	Safe Landfill Driving - Tailgate	100%
	Safe Refueling - Tailgate	100%
	Safe Refueling - Tailgate	100%
	Safe Work Practices: HAZCOM- Tailgate	100%
	Safe Work Practices: Noise- Tailgate	100%
	Safety Attitude - Tailgate	100%
	Safety Awareness in the Workplace - Tailgate	100%
	Safety Overview: Employees Safety Rights and Responsibilities	91%
	Safety Overview: HTP Emergency - Fire Prevention Plan	82%
	Safety Overview: HTP Injury Illness Prevention Program	82%
	Safety Overview: Personal Protective Equipment	82%
	Safety Overview: Volunteer Respirator Users	82%
	Safety Overview: Workers' Compensation	82%
	Safety Policy #4: Hazard Controls and PPE- Tailgate	100%
	SAP #52: Telephone Usage- Tailgate	100%
	Scott Airline Respirators	100%
	Seat Belt Policy - Tailgate	100%
	Secondary Area: Effluent Pumping Plant Station Post Field Training	100%
	Sewer Related Hazards/ Bureau Safety Policy #10 Rev 2 - Tailgate	100%
	Sexual Harassment Policy of the City of Los Angeles - Tailgate	100%
	Shift Work and Safety Problems-Tailgate	100%
	Site Security - Tailgate	100%
	Slips, Trips & Falls - Tailgate	100%
	Sludge and Biosolids Spills Response Procedures - Tailgate	100%
	Smoking Cessation - Tailgate	100%
	SMS: Requester & Receiver	81%
	Solid Resources Collection Division Rules and Regulations Service Guide	100%
	Sprains, Strains & Muscle Spasms - Tailgate	100%
	Standard Operational Procedures For Catch Basin Cleaning Crews - Tailgate	100%
	Stormwater Pollution Prevention - Tailgate	100%
	Stormwater Pollution Prevention - Tailgate	100%
	Stress Management at Work	100%
	Sulfuric Acid Material Safety Data Sheet - Tailgate	100%
	Supv & Mgr: Domestic Violence Policy	100%
	Techniques for Handling Irrate Customers- Tailgate	100%
	Text Messaging Ban - Tailgate	85%
	Tire Hauler Training Workshop	100%
	TITP Wet Weather Plan - Tailgate	100%
	Traffic Control	100%
	Traffic Control	100%
	Traffic Control Refresher	100%
	Traffic Safety/ Driving Safely/ Defensive Driving - Tailgate	100%
	Train for Rain Secondaries Section	100%
	Trench Shoring & Construction Safety - Tailgate	100%
	Truck Cab Steps and Grab Handles - Tailgate	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works - Sanitation (cont.)	Truck Loading Facility Contract Procedures- Tailgate	100%
	Tsunami Awareness Month- Tailgate	100%
	Use of Controlled Substances in the Workplace - Tailgate	100%
	Valve Safety- Tailgate	100%
	Vehicle Accident Reporting Procedures - Tailgate	100%
	Vehicle Accident Reporting Procedures - Tailgate	100%
	Wastewater Pathogens - Tailgate	100%
	Wastewater Technology and Biological Treatment	100%
	Water Safety- Tailgate	92%
	WCSD: Confined Space - Tripod System - Field	100%
	WCSD: Confined Space Entry (Permit Required)	100%
	WCSD: Confined Space for Catch Basin Cleaning	98%
	WCSD: Confined Spaces	100%
	West Nile Virus Awareness Month - Tailgate	100%
	Wet Weather Preparedness and Operations Plan - Tailgate	100%
	Wet Weather Preparedness and Operations Plan - Tailgate	100%
	Worker's Compensation Medical Treatment Benefits - Tailgate	100%
	Workplace Violence Prevention - Tailgate	100%
Public Works - Street Services	Disaster Service Worker (DSW) Training	100%
	Ethics Online Training/Statement of Economic Interests	100%
	Public Works Building Fire Life Safety Training - Occupants	100%
	Sexual Harassment Prevention Training for Supervisors and Drawing the Line 2016 Version (every 2 yrs.)	100%
Recreation and Parks	Arial Lift Safety	Department Training Database
	Asbestos Awareness	Department Training Database
	Blood Borne Pathogens	Department Training Database
	Confined Space	Department Training Database
	Forklift Safety	Department Training Database
	Heat Illness Prevention	Department Training Database
	Injury Illness Prevention Program	Department Training Database
	Portable Fire Extinguishers	Department Training Database
	Respiratory Protection Training	Department Training Database
Zoo	Confined Space Training, Regulation	100%

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Aging	Gerontology Training
	Other Conferences
Airports	Change Management
	Executive Leadership
	Guest Service Delivery
	Succession Planning
	Supervisor Tool Kit
Building & Safety	Assistant Inspector Training Program
	Communication
	In-house Technical Training
	Leadership
	Supervisor Workshops
Chief Legislative Analyst	Time Management
	Administrative Proceedings
	Budgeting
	Finance
	Legislation
City Attorney	Policy Awareness
	Supervision Training
City Employees' Retirement Systems	Supervisory Training
City Planning	Annual Planning Day Field Event
	Technical Training (CEQA, Zoning)
Controller	Auditing
	Clerical Support
	Computer Skills
	Data Analytics
	Governance
Convention & Tourism Development	Government Finance
	Innovation training
Disability	Conferences
Economic & Workforce Development	Fiscal Reporting
	Monitoring Requirements
	Regulatory Training
	Workforce Innovation
Fire & Police Pensions	Brown Bag Training
	Developed training matrix to suggest training for each job class utilizing Lynda. Com
Fire Department	Onboarding Training
General Services	Environmental Lab
	Geotechnical and Construction Section
	OSHA Safety Trainings
	Other Technical Training
	Roads and Highways

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Housing & Community Investment	Domestic Violence Training
	Safety Training
	Technical Training
Information Technology Agency	Security Awareness Training
Library	Handling Stress
	Safety Training
	Supervisory Training
	Time Management
Neighborhood Empowerment	Test Preparation Training
Personnel	Other Conferences
Public Works - Bureau of Contract Administration	In-house Safety Training
Public Works - Bureau of Engineering	AutoCAD
	Construction Management
	Management
	Project Management
	Safety
	Supervisory Training
Public Works - Bureau of Sanitation	Emergency Operations
	Media Production Services
	Professional and Technical Development
	Safety
Public Works - Bureau of Street Lighting	Field-Specific Training
	Supervisory Fundamentals
Recreation & Parks	Compliance Training
	Safety Training
Transportation	Brown Bag Training
Zoo	Challenging Work Behaviors
	Conflict in the Workplace
	Customer Service
	Leadership/Management
	Positive Work Environment

DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Airports	Employee Recognition Programs (Wings of Achievement, Thanks LAWA)
	Engagement Programs - Project LIFTOff (Leadership, Innovation, Facilitation, Teamwork)
	Onboarding
Chief Legislative Analyst	Mentorship Program
City Attorney	Service Pin Ceremonies
City Clerk	Annual Awards for Exceptional Work Performance
City Employees' Retirement System	Annual Attendance Awards
	Annual luncheon recognizing staff for hard work
	Annual Service Awards
Convention & Tourism Development	Monthly celebrations to applaud individual and team success.
Cultural Affairs	Mayoral Certificates of Recognition
	Mentorship
Disability	Developed standard operating procedures to train new employees.
Economic & Workforce Development	Outstanding Achievement - Recognized Quarterly
Fire & Police Pensions	Employee Recognition and Engagement
	Holiday Celebrations
Fire Department	Civilian Employee Recognition Luncheon
General Services	Developing Custodial Career Development Program
	Leadership Empowerment Advancement Program (LEAP)
Housing & Community Investment	Annual off-site retreats for operations staff
	Recognition of new hires and promotions on Intranet
Information Technology Agency	Core Supervisory Training
	MOU 36 Training for Managers
Neighborhood Empowerment	Mentorship
Personnel	Engagement Program
	Mentorship Program
	Recognition Program
Planning	Employee Orientation
Public Works - Bureau of Contract Administration	Assistant Inspector Program
	Employee Recognition Program (Outstanding Employee, Supervisor, and Team)
	Notice of Commendation (Form 76)
Public Works - Bureau of Engineering	Mentorship Program
	Rotation Program
Public Works - Bureau of Sanitation	Employee Recognition Program
	Mentor Program
Public Works - Bureau of Street Lighting	Annual Employee Recognition Program
Transportation	Employee Orientation
	Employee Recognition
	Service Pin Ceremony
Zoo	Employee Engagement, Social functions

TUITION REIMBURSEMENT

#	DEPARTMENT	FUNDING SOURCE	# EMPLOYEES FUNDED FY 2015-16
1	Airports	General	67
2	City Employees' Retirement System	General	6
3	Fire & Police Pension	General	5
4	Library	General/MOU	208
5	Public Works - Engineering	General	98
6	Public Works - Sanitation	General	37
7	Public Works - Street Lighting	General	1
		TOTAL	422