



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: The Honorable Members of the Personnel and Animal Welfare Committee	DATE 2/20/2019
REFERENCE:	COUNCIL FILE 15-0550
SUBJECT: EMPLOYEE DEVELOPMENT ANNUAL REPORT – FISCAL YEAR 2017-2018	

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 2017-2018.

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 FY 2017-2018.

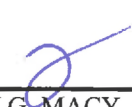
DISCUSSION

During this reporting period, the Personnel Department continued to provide a comprehensive training program for City employees. While continuing to utilize the Online Training Academy, we also looked for opportunities to provide in-person training. The Personnel Department continued to work with Department Training Coordinators in utilizing the training system to support their department-level training needs.

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. The Employee Development section further developed the Mentorship Program, with a program guide that can be provided to departments looking to implement their own programs.

In addition to these developments, the Personnel Department continued its administration of and assistance with a number of Citywide training mandates. The Personnel Department also helped facilitate training provided through the Employee Assistance Program and reimbursements through MOU agreements.

Looking forward, the Personnel Department will be addressing the City's succession planning needs and will be requesting additional resources in support of expanding and developing new programs. The additional resources will be used to expand Core Supervisory Training to offer more training opportunities Citywide; develop a Citywide onboarding process using a talent management system; develop and implement professional and skills building training; and develop and administer a Citywide Leadership Academy and New Employee Orientation Program.



WENDY G. MACY
GENERAL MANAGER

Attachment

/ PERSONNEL DEPARTMENT

EMPLOYEE DEVELOPMENT ANNUAL REPORT



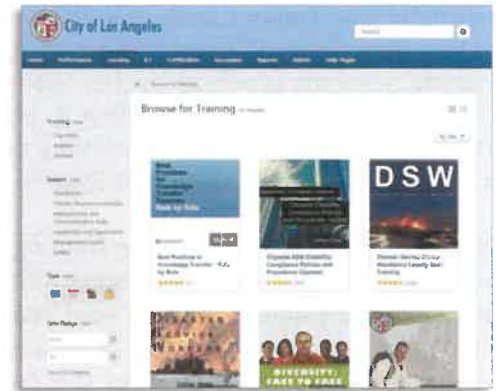
REPORTING PERIOD: Fiscal Year 2017-2018

/ PART 1: CITYWIDE DEPARTMENT TRAINING & DEVELOPMENT PROGRAMS

/ 1.1 ONLINE TRAINING ACADEMY

/ 1.1.1 ONLINE TRAINING

Since its introduction in 2012, the Online Training Academy has been the central resource for the Personnel Department's Citywide Training and Development Program. This learning management system (LMS) gives the Personnel Department the ability to both administer training courses to employees Citywide and track their efforts with detailed training records. As cloud-based software, the Online Training Academy also provides employees with the freedom and convenience to take the online courses anywhere and at any time.



During this reporting period, the Personnel Department moved into its second year with the current LMS vendor, Cornerstone OnDemand. While the goal of the first year was to have employees become familiar with the new system, our hope for the second was to have departments utilize the additional features of this powerful training tool. Department Training Coordinators were provided monthly in-person instruction on using these features, including the ability to create subgroups based on job class and division, and then use these groups to both assign training and track compliance. Departments were also encouraged to upload their own training courses and materials that could be provided to their entire department or any subset within. These department-specific courses contributed to 2,793 of the course completions in this reporting period.

The tables in Figure 1 below show the courses that were available through the online training system during this reporting period, as well as the number of completions. For Fiscal Year 2017-18, a total of 76,569 online training courses were completed through the Online Training Academy by employees Citywide. Of these, 16,006 were for non-mandatory training topics.

HUMAN RESOURCE ESSENTIALS

▪ Preventing Sexual Harassment: Supervisor	21,142
▪ Preventing Sexual Harassment: Non-Supervisor	21,140
▪ Cybersecurity - Required Citywide Training	6,194
▪ Ethics and Open Government Training	4,863
▪ Cybersecurity - Additional Security Awareness	3,012
▪ Department-Specific Courses	2,793
▪ Fraud, Waste, and Abuse Prevention	2,628
▪ Disaster Service Worker	1,584
▪ Disaster Service Worker II - Serving Others	776
▪ Citywide ADA Disability Compliance Policies and Procedures (Update)	461
▪ Disability and Reasonable Accommodation	338
▪ Best Practices in Knowledge Transfer	34

LEADERSHIP AND SUPERVISION

▪ Management Coach: Performance	1,464
▪ Management Coach: Conflict	1,394
▪ Management Coach: Personal Issues	634
▪ Supervisory Skills	669
▪ Solving Difficult Workplace Problems	58
▪ Handling Difficult Performance Appraisals	49

INTERPERSONAL SKILLS

▪ EEO Challenge	1,547
▪ The Need for Customer Service	426
▪ Workplace Violence Prevention for Employees	401
▪ Workplace Violence Prevention for Supervisors	239
▪ Diversity: Face to Face	250

COMPUTER SKILLS

MS Office: Excel 2010 - Basic	1829
MS Office: Excel 2010 - Intermediate	936
MS Office: Excel 2010 - Advanced	271
MS Office: PowerPoint 2010 - Basic	329
MS Office: PowerPoint 2010 - Advanced	110
MS Office: Word 2010 - Basic	528
MS Office: Word 2010 - Intermediate	254
MS Office: Word 2010 - Advanced	216

COURSES COMPLETED IN THE ONLINE TRAINING ACADEMY

- **16,006 NON-MANDATORY**
- **60,563 MANDATORY**

Figure 1. Courses completed in the Online Training System.

/ 1.1.2 INSTRUCTOR-LED TRAINING

During this reporting period, many departments also began using the Instructor-Led Training feature in the Online Training Academy. This allowed Department Training Coordinators to register employees for the in-person training sessions provided by their department and track their attendance. The General Services Department and Information Technology Agency utilized this feature when scheduling employees for training on the use of the new Financial Management System (FMS 2.0).

Figure 2 on the right shows the training topics built into the system (Event), number of times these topics were offered (Session), and the total number of employees trained. During Fiscal Year 2017-2018, 147 training sessions were tracked using the LMS, reflected on the training records of 3,120 employees Citywide. A goal for the coming fiscal year is to increase the number of departments utilizing this feature.

OF EVENTS TRACKED IN ONLINE TRAINING ACADEMY

277

OF SESSIONS OFFERED

147

OF EMPLOYEES TRAINED

3,120

Figure 2. Instructor Led Training Tracked in Online Training System

(Details on specific In-Person Training provided by the Personnel Department are included later in this report.)

/ 1.2 COMPLIANCE TRAINING

/ 1.2.1 SEXUAL HARASSMENT & ABUSIVE CONDUCT PREVENTION

Assembly Bill 1825 requires that all supervisors and lead personnel receive sexual harassment prevention training every two years. Beginning in January 2015, Assembly Bill 2053 further required that the training be supplemented with information on preventing abusive conduct and bullying in the workplace. The City has always taken pride in providing a harassment and discrimination free workplace. As such, our program covers all City, State, and Federal guidelines for preventing the various types of harassment, discrimination, and abusive conduct that may occur.

New supervisors and managers are required to complete this training within six months of their new assignment, with all supervisors being required to retake the training every two years, in accordance with the State's renewal requirement. Within this reporting period, the Personnel Department's Employee Development Section worked with Department Training Coordinators to check each department's compliance with the mandate.

At the time of the compliance check, 19 of the 46 City Departments and Bureaus had a compliance rate of 100% and only six of those remaining had a completion rate less than 80%. A total of 13,562 employees, approximately 90% of those designated as requiring the training, completed the requirement. Working with the Mayor's Office, the Personnel Department also provided training system access to City Commissioners and Board members. Full compliance was also reached for those members. With a constantly shifting workforce, the Personnel Department regularly works with the Department Training Coordinators to close any gaps and make sure all new supervisors are properly trained.

/ 1.2.1.1 HARASSMENT & DISCRIMINATION WORKING GROUP

During this reporting period, the Harassment & Discrimination Working Group of the Mayor's Risk Reduction Cabinet was created as a response to Executive Directive No. 23. The working group, which includes Personnel Department employees from the Executive Office, Liaison Services Division, EEO Division, and Employee Development Section, is in the process of researching best practices in preventing harassment and discrimination in the workplace; and developing recommendations to enhance the City's policies, processes, and training in this area. Once the report has been finalized and approved by the Mayor and City Council, the Personnel Department will work closely with the necessary parties to assist in rolling out any new training programs and ensure that any new requirements are met.

/ 1.2.2 WORKPLACE VIOLENCE PREVENTION

In a continued effort to support the City's Workplace Violence Prevention Policy and Guidelines, the Personnel Department coordinated Citywide training on this topic through its contracted vendor, Prince and Phelps Consultants. During Fiscal Year 2017-18, they conducted 14 in-person sessions for supervisors and 13 sessions for non-supervisors. All employees were trained in the City's Workplace Violence Prevention policies and instructed on how to handle any potential red flags and warning signs.

This was supplemented by online training courses in Workplace Violence Prevention for supervisors and for employees, offered through the Online Training Academy. This accounted for an additional 640 training completions in this topic.

/ 1.2.3 OTHER CITYWIDE COMPLIANCE TRAINING

The Personnel Department, Employee Development Section regularly assists other City departments and agencies with verifying training compliance for the Citywide programs administered by their departments.

/ 1.2.3.1 DISASTER SERVICE WORKER TRAINING

As indicated in California Government Code Section 3100-3109, "all public employees are hereby declared to be Disaster Service Workers subject to such disaster service activities as may be assigned to them by their superiors or by law." The Disaster Service Worker (DSW) Program, administered by the Emergency Management Department, includes a training requirement for all full- and part-time Civilian employees that informs them of their responsibilities as Disaster Service Workers.

The required training is available in the Online Training Academy and is also provided in-person for field employees. This is a non-recurring training and is only required once, at the start of City employment. At the end of Fiscal Year 2017-18, the compliance rate for the DSW training was 91.4% for full-time employees and 58.3% for part-time. The Personnel Department provides details on compliance to each department's Emergency Management Coordinator, on a monthly basis.

During this reporting period, the Emergency Management Department developed and released a supplemental course for individuals assigned to a DSW event. This training course, "DSW II: Serving Others," provides tips for employees working on disaster service activities on how to communicate and interact with people with disabilities and others with access or functional needs. The supplement is currently used as a just-in-time training, but may be made mandatory at a later date.

/ 1.2.3.2 FRAUD, WASTE, & ABUSE AWARENESS TRAINING

Per LAAC Section 20.60.6 and LAMC Section 49.5.18.B, all full-time City employees are required to complete a Fraud, Waste, and Abuse (FWA) awareness course at the time of entering City service and once every two years thereafter. The Controller's Office developed and completed an FWA online course that is hosted on the Personnel Department's Online Training Academy. The training defines Fraud, Waste, and Abuse (FWA) and outlines the City's Fraud Ordinance, while informing employees how to recognize FWA "Red Flags" and their responsibility to report FWA.

Currently, 20,821 of the City's full-time employees have completed the necessary training through the LMS. During this reporting period, the Controller's Office indicated that they would be making changes to the course. Following roll-out of the new course, the Personnel Department will work with the Controller's Office and Department Training Coordinators to begin monitoring compliance.

/ 1.2.3.3 CYBERSECURITY TRAINING

To assist the Mayor's Office with meeting the needs of Executive Directive No. 2, the Employee Development Section worked with the Information Technology Agency (ITA) to provide a training curriculum to City employees focused on cybersecurity. The training would be required for all City employees with network

access, including computer workstations and email, and would provide guidelines on protecting the City's electronic infrastructure.

ITA chose to have the training rolled out in multiple phases. During this reporting period, the training was made available in the Online Training Academy to the first set of the City departments, consisting of approximately 8,000 employees who would be required to complete the training. At the end of Fiscal Year 2017-18, compliance had reached 90%. Department Training Coordinators are currently working to have those final employees complete the training. Moving into the new fiscal year, ITA acquired a new set of training courses, which will be provided to the next group of departments through the online training system.

/ 1.3 IN-PERSON TRAINING PROGRAMS

/ 1.3.1 CORE SUPERVISORY TRAINING PROGRAM

During this reporting period, the Personnel Department completed the fourth official year of its Core Supervisory Training Program. This program provides a classroom setting for supervisors to learn a variety of supervisory topics and skills, while also interacting with other supervisor-level employees from a variety of departments. HR analysts from the Personnel Department serve as instructors for the particular topics, in which they are subject matter experts.

In previous iterations, the program consisted of seven modules. However during this reporting period, topics were combined and the program adjusted to the following topic areas:

1. The Role of the Supervisor
2. Engaging Employees/Ethical Behavior
3. Constructing Discipline
4. Handling Grievances
5. Workers' Compensation/Ergonomics/Occupational Safety
6. EEO/FMLA/Reasonable Accommodation

EMPLOYEES TRAINED IN FY 2017-18

277

TOTAL EMPLOYEES TRAINED THROUGH PROGRAM

1,283

SATISFACTION WITH PROGRAM

91%

Figure 3. Core Supervisory Training Program

With its new structure, the program consisted of 24 in-person training hours, in addition to a 1½ hour online training prerequisite. During Fiscal Year 2017-18, a total of 277 employees completed the full program. At the conclusion of the fiscal year, trainees were invited to participate in a ceremony where they received their completion certificates as part of a presentation before the Civil Service Commission.



During this reporting period, the program was only made generally available to employees within the HR consolidation. However, the Personnel Department has previously provided non-consolidated departments access to send employees through the program and experience the training program firsthand. This allows them to bring the training framework back to their department for their own implementation. Special sessions of the program and individual modules have also been provided to various departments Citywide, upon request.

In the coming fiscal year, the Personnel Department will begin the process of expanding the program to the non-consolidated departments as well as increasing the number of participants overall. If additional staff and resources become available, the eventual goal will be to offer the program Citywide.

/ 1.3.2 EXECUTIVE TRAINING PROGRAM

In an effort to provide training to employees at all levels, the Personnel Department revived its Executive Training Program, which focuses on providing executive-level staff with information and tools to assist them in leading their departments to meet organizational goals.

The event was hosted at the Central Library’s Mark Taper Auditorium. This provided Department heads and their executive staff a retreat-style training away from their work locations, while also providing them a glimpse of another City department with which they may not normally interact.



Miguel Sangalang, the Deputy Mayor for Budget and Innovation, opened the event on behalf of the Mayor’s Office. Adam White, author of “A Leader Others Will Follow: The Power of Influence,” provided the core content that included the psychology of influence, leadership, organizational transformation, and high-performance.

With the success of this session, the Personnel Department is planning to coordinate two events in Fiscal Year 2018-2019.

/ 1.3.3 EMPLOYEE ASSISTANCE PROGRAM

56

The City’s Employee Assistance Program (EAP), administered through the Personnel Department’s Employee Benefits Division, includes a variety of training opportunities available to City departments. Training is conducted by the program’s contracted vendor, Managed Health Network (MHN), and is provided at no cost to the department.

11

Figure 4. Training Provided through the Employee Assistance Program

During this fiscal year, 56 training sessions were offered through the Employee Assistance Program. MHN trained over 1,500 employees across 11 different departments, including Animal Services, City Attorney, City Council Offices 4 and 5, Library Department, Los Angeles Fire & Police Pensions, Mayor’s Office, City Clerk, Personnel Department, Public Works – Bureau of Engineering, and Department of Transportation. The most commonly requested topics were Resolving Conflict in the Workplace, Effective Workplace Communication, and Time Management.

/ 1.4 EMPLOYEE DEVELOPMENT PROGRAMS

/ 1.4.1 EMPLOYEE RECOGNITION PROGRAM

The Personnel Department’s Employee Recognition 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 five areas that align with the Mayor’s Priority Outcomes, and other organizational objectives: Customer Service, Innovation, Leadership, Teamwork, and Safety.

The Employee Development website provides a simple tool for supervisors to generate on-the-spot recognition certificates. Developed in-house using the Google suite of apps, the program site has become a key tool for supervisors needing to quickly recognize exceptional work.

During this reporting period, 198 employees from across 20 City departments were recognized for their outstanding efforts through this program. Since its inception in 2015, the program has generated over 460 recognition certificates across 26 different departments. The goal for the coming fiscal years is to increase usage to departments that have yet to use the website.

RECOGNITION CERTIFICATES CREATED THROUGH WEBSITE

12

DEPARTMENTS UTILIZING RECOGNITION WEBSITE

20

Figure 5. Personnel Department's
Employee Recognition Website Usage

/ 1.4.2 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.

In the previous fiscal years, the Office of Finance, Office of the City Controller, Information Technology Agency, and Personnel Department all completed engagement surveys for their departments. The Employee Development section will be contacting these departments about administering a follow-up survey, to evaluate any changes to their employees' levels of engagement. This program has been endorsed by the Innovation and Performance Commission, and it was recently recommended to the Personnel and Animal Welfare Committee to make the survey mandatory for all departments. That item is currently pending Council Approval.

During this reporting period, the Employee Development section also worked with the Mayor's Office on Budget and Innovation to administer a Citywide survey on behalf of the USC Sol Price School of Public Policy. USC will be using the responses as part of a larger study on employee engagement in the public sector. Results specific to our organization's responses will be provided to the Mayor's Office later this year.

/ 1.4.3 MENTORSHIP PROGRAM

Resulting from a need expressed during the Workforce Planning efforts, the Employee Development Section developed a mentorship program that was piloted in the Personnel Department during the previous reporting period. The pilot group, consisting of 38 members, was asked to evaluate the program on various topics, including program management, pairings, and benefits. Additional suggestions regarding possible changes to the program were also requested.

The first official cycle of the program was administered during this reporting period. Some changes included a shorter program cycle, more interaction with different mentors, and more guidance from program managers on topics to discuss. Another change included an initial interview with the mentees, to assess whether this program would be able to meet the goals that they were looking to achieve. Additional resources were provided to those applicants who were looking for something different.

The mentor pool consisted of 19 senior-level employees from the Personnel Department, which included Division Heads and Assistant General Managers. Ultimately, a total of 34 mentees participated in this cycle. The pairings were provided a simple framework for the program and sent monthly reminders about possible meeting topics. Meeting topics often included career development advice, information on other job classes, and functions of other divisions. However, each pairing was encouraged to define their partnership based on the objectives of the mentee. During the program cycle, three group mentoring sessions were also offered, allowing the mentees to have an open forum with different mentors from the program.



The pilot cycle lasted a total of nine months, concluding with an evaluation on participant experience and possible changes to the program. While all participants indicated “favorable” to “strongly favorable” opinions on the program, there were also suggestions made to improve the program. Some of these suggestions will be integrated into the program’s next cycle.

Based on this pilot, a Citywide Mentorship Program Guide and Mentorship Program Tracker have been developed and will be offered to the General Managers Citywide as a model for implementing this type of program in their departments.

/ PART 2: DEPARTMENT-LEVEL TRAINING & DEVELOPMENT

/ 2.1 ANNUAL TRAINING SURVEY

At the close of the prior fiscal year, the Personnel Department surveyed department Training Coordinators to gather information on the various training and development opportunities provided to the workforce at the department level. Responses were received from 38 of the City's departments and bureaus. No data was provided by the Department of Public Works, Bureau of Street Lighting, and the Department of Recreation and Parks.

The City's proprietary departments (Los Angeles World Airports, Harbor Department, and Department of Water and Power) did not report on their training and development program for all employees, as they are exempt from the requirements of Section 4.312 of the Los Angeles Administrative Code. Details on the training programs for Sworn employees were also not provided by the Police and Fire Departments.

/ 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 2,168 non-mandated training sessions to employees during Fiscal Year 2017-18. These included training courses and conferences provided directly by the departments, as well as outside vendors. This shows about a 6% increase from the last reporting period, which continues the trend from previous fiscal years of employees seeking more outside training to supplement the courses provided by the City. In general, this is due to a growing desire for field-specific training that many employees seek out.

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

Department Training Coordinators were provided a list of general topic categories and asked to select about three of those most attended by their department's employees. Figure 6 below shows the topic areas that were identified as the most popular; the count being the number of departments selecting that topic as one of their top three. Data from the last two fiscal years has also been included on the chart for comparison. These show spikes in training for Management and Clerical/Administrative Support Skills, while the remaining topics seem to follow the trends of previous fiscal years.

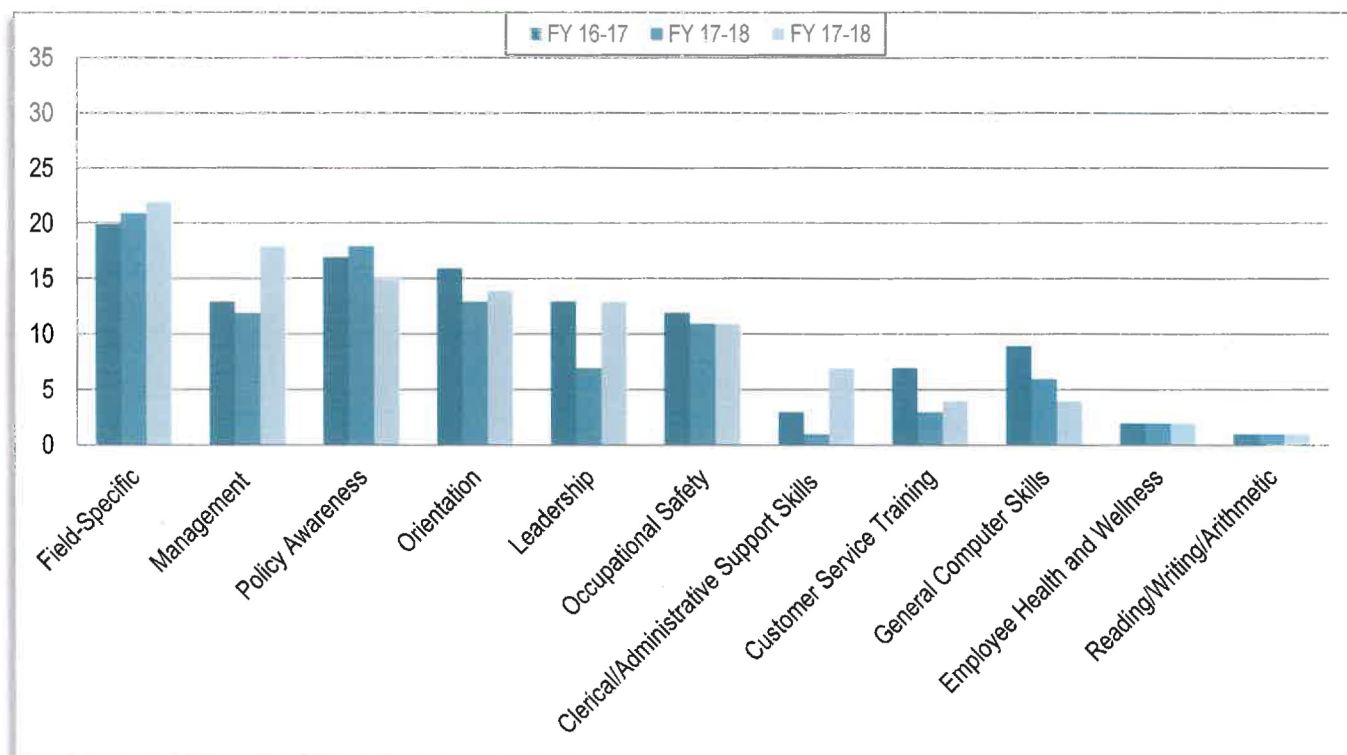


Figure 6. Non-Mandatory Course Popularity by Topic Category

Similarly, this was done for the types of employees who attended the most non-mandatory training courses or conferences. Figure 7 below identifies the workforce categories that attended the most training during this reporting period. While there was a slight increase in most categories, especially in Officials & Administrators, the trends generally follow those of the prior fiscal years.

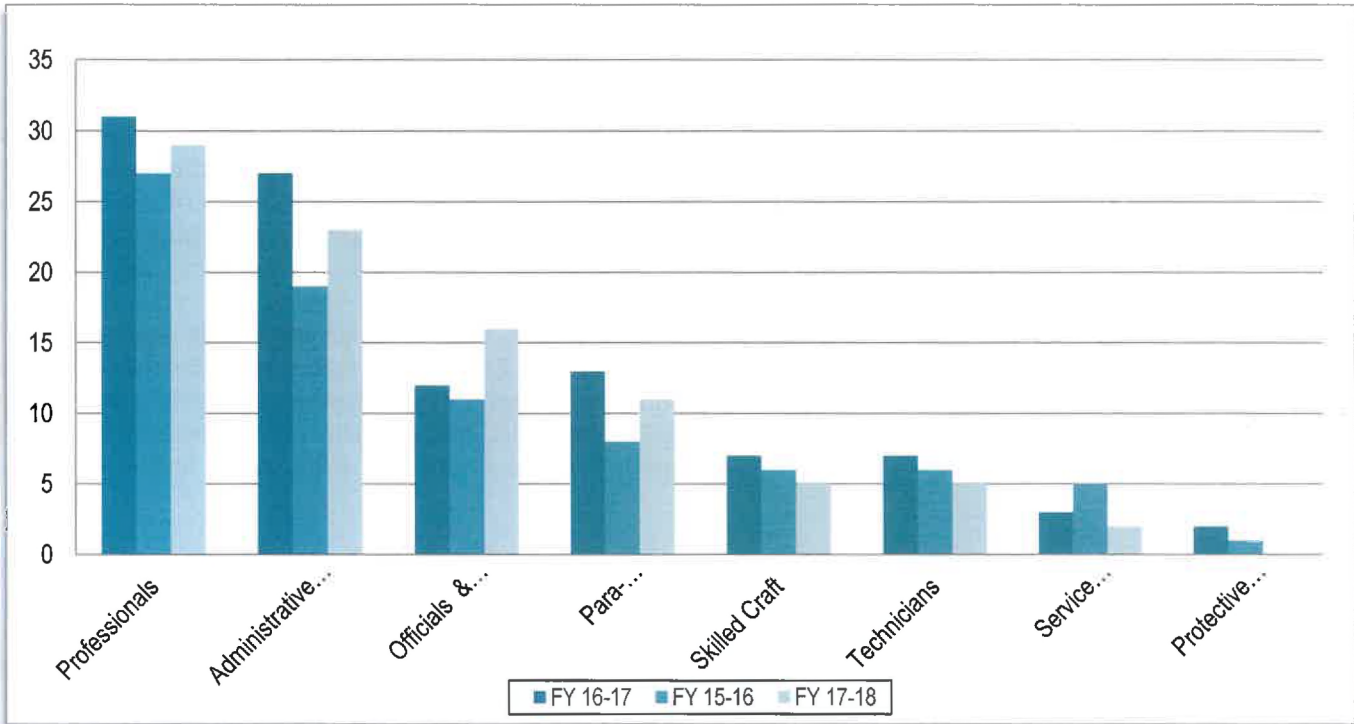


Figure 7. Non-Mandatory Course Popularity by Workforce Category

/ 2.1.2 CITY DEPARTMENT COMPLIANCE WITH MANDATED TRAINING

The Personnel Department also surveyed departments on their compliance with any mandated training provisions that were applicable to the job classifications of employees within their department. On the survey, “mandated” was defined as training which was required under State/Federal law, regulation, or policy. This excluded the training mandated by the City or any of its departments and already monitored by the Personnel Department. Of the 38 surveys collected, 21 indicated that employees within their department had training that fell within this category.

A total of 420 training sessions and tailgates were reported as being completed in the previous fiscal year, in order to meet a mandated training topic. These included those training sessions that were either required on their own or were applied to regulations that included minimum training hours, such as the California Code of Regulations or Cal-OSHA Standards.

APPENDIX B contains a list of those training sessions from the responding departments and their compliance rate at the time of reporting. Also included are the compliance rates for all departments, in regard to the Citywide training topics of Disaster Service Worker, Fraud Awareness Training, and Preventing Sexual Harassment.

Please note that the data in Appendix B is a snapshot from the end of the reporting period. Mandatory training compliance is an ongoing process that changes as employees are hired, transferred, and promoted, the majority of which does not have a hard deadline. Training that shows a lower compliance percentage is likely in the process to meeting the necessary requirements.

/ 2.2 DEPARTMENT-LEVEL TRAINING & DEVELOPMENT

As part of the Annual Training Survey, departments were asked to include information on any programs that their departments developed and/or administered on their own. In the past, most of the smaller departments relied primarily on the Personnel Department, while the larger departments had fairly comprehensive training and development goals for their employees. Within this fiscal year, there was a general increase from all departments in their specific training and development efforts.

As expected, departments generally develop training programs that align with their strategic plans, offering in-house sessions that focus on topics specific to their employees' duties. There was also a notable increase in the number of departments mentioning official new-hire orientation training for their new employees, wanting employees to understand the basics of their departments' functions and how their job aligns with the mission of the department and the City as a whole. Another area worth noting was the seeming increase in leadership programs that are being developed by departments, to support employees looking to advance.

A common theme throughout the City is to create a workforce that is trained to do their best and to foster an environment of continuous learning. Some departments, like the City Employees' Retirement System and Fire & Police Pensions, require their employees to complete a set number of training each year and provide them with time to do so. Another standout achievement is the Emergency Management Department, which provides training not just to their employees, but offers it to all City departments and even non-City affiliates on different areas of emergency management.

When asked about additional training needs their employees have expressed, there was general consensus from all departments that Citywide programs for new-hire orientation and leadership skills be provided, making sure all departments are focused on the City's overall priorities. Another overwhelming request was for computer use training, namely Microsoft Office training. This was offered during the previous fiscal year, but was put on hold to meet new requirements set by the Americans with Disabilities.

In terms of development, all departments seem to understand the value of employee engagement. Almost all responding have indicated that their departments participate in a variety of recognition programs, recognizing performance, years of service, and other areas of excellence. A large number of departments have also implemented in-house mentorship programs, to support the growing need to prepare the new generation of employees for succession. However, all departments are continuously looking for more guidance to increase job satisfaction, and employee engagement and retention.

APPENDIX C provides excerpts of the narratives provided by the departments on their training and development programs.

/ 2.3 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 the departments of represented employees.

/ 2.3.1 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. Ideas were provided and work done throughout the fiscal year to support the union in assessing their employees' training needs. However, no decisions were finalized and no funds expended during this reporting period.

/ 2.3.2 MOU 6 –LIBRARIANS & MOU 16 – SUPERVISORY LIBRARIANS

MOUs 6 and 16 consist of Librarians and Supervisory Librarians, respectively. Each has funding set aside for training and tuition reimbursement, available to their union members. These funds are administered by the Library

Department. No details on these reimbursements are available in this report. However, general information on the tuition reimbursement is included in the following section.

/ 2.3.3 MOU 36 – MANAGEMENT EMPLOYEES & MOU 63 – PERSONNEL DIRECTORS

MOU 36 is comprised of management-level employees. MOU 63 consists of Personnel Directors. Both MOUs are represented by LAPMA and share a single training fund. An annual deposit of \$143,000 is made into a trust fund designated for the development of employees represented by MOU 36 and MOU 63. Unused funds from the previous fiscal year are rolled over to the next. It is the responsibility of the Personnel Department to administer these funds.

A total of \$110,835 was spent on various training conferences and training programs for MOU 36 and 63 employees. This includes participation in specialized training and tuition reimbursement for 83 employees. In addition, a total of \$28,995 was spent on dues and workshop fees for the Institute of Management Studies (IMS). A total of 13 monthly training sessions were provided by IMS, with a total of 59 represented employees attending.

/ 2.3.4 MOU 37 – EXECUTIVE ADMINISTRATIVE ASSISTANTS

MOU 37 consists of Executive Administrative Assistants and is represented by AFSCME Local 3672. The Personnel Department administers a Tuition Reimbursement and Specialized Training fund as set forth in MOU 37. A total of \$8,459 was expended on individual reimbursements and training programs for represented employees in Fiscal Year 2017-18. No tuition reimbursement requests were made from these MOU members during this reporting period.

/ 2.4 DEPARTMENT 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.

However, the program is currently provided only at the department level; and only by departments with funding for such a program. According to the training survey responses, six departments provided tuition reimbursement to a total of 726 employees during Fiscal Year 2017-18, the largest numbers coming from the Library Department and the Department of Public Works, Bureau of Engineering.

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

The Personnel Department is in the process of developing a Tuition Reimbursement Program for their department employees, expected to begin in the new fiscal year.

NON-MANDATED TRAINING COURSES BY DEPARTMENT

#	DEPARTMENT	NUMBER OF COURSES OFFERED	TOTAL EMPLOYEES TRAINED
1	Aging	10	17
2	Animal Services	7	62
3	Building and Safety	20	584
4	Chief Legislative Analyst	8	10
5	City Administrative Officer	29	725
6	City Attorney	35	334
7	City Clerk	14	170
8	City Employee Retirement System	83	145
9	Ethics Commission	10	40
10	Controller	23	161
11	Convention & Tourism Development	58	105
12	Cultural Affairs	12	51
13	Economic Workforce Development	3	41
14	Emergency Management	7	7
15	Finance	50	1900
16	General Services	54	935
17	Housing and Community Investment	11	35
18	Information Technology Agency	29	212
19	Library	361	8352
20	Council/Mayor	37	205
21	Neighborhood Empowerment	12	117
22	Pension	420	1110
23	Personnel	44	145
24	Planning	24	624
25	Public Works - Board of Public Works	7	294
26	Public Works - Engineering	412	4541
27	Public Works - Sanitation	244	3283
28	Public Works - Street Services	42	567
29	Transportation	91	2251
30	Zoo	11	51
TOTAL		2168	27074

MANDATED TRAINING COURSES BY DEPARTMENT

Please note that the following section is a snapshot from the end of the current reporting period. Mandatory training compliance is an ongoing process that changes as employees are hired, transferred, and promoted, the majority of which does not have a hard deadline. Training showing lower compliance percentages is likely in the process to meet the necessary requirements.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Aging	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	CDA Security Awareness	100%
	Disaster Service Worker (Full-Time Employees)	91%
	Fraud, Waste, & Abuse Awareness Training	81%
Animal Services	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	80%
	Disaster Service Worker (Full-Time Employees)	96%
	Fraud, Waste, & Abuse Awareness Training	41%
	State Code PC 832	100%
Building and Safety	AB 717	Training and Emergency Management Division monitors compliance through the Training Tracking System
	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	96%
	Disaster Service Worker (Full-Time Employees)	97%
	Fraud, Waste, & Abuse Awareness Training	79%
	MOU 5 – 20 hours Safety Training	Training and Emergency Management Division monitors compliance through the Training Tracking System
	MOU 5 – OSHA 10: Construction Safety Training	Training and Emergency Management Division monitors compliance through the Training Tracking System
Cannabis Regulation	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	57%
	Fraud, Waste, & Abuse Awareness Training	50%
Chief Legislative Analyst	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	78%
	Floor Warden Training	100%
City Administrative Officer	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	99%
	Fraud, Waste, & Abuse Awareness Training	73%
City Attorney	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	94%
	Disaster Service Worker (Full-Time Employees)	93%
	Fraud, Waste, & Abuse Awareness Training	81%
City Clerk	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	97%
	Cyber Security	100%
	Disaster Service Worker (Full-Time Employees)	99%
	Fraud, Waste, & Abuse Awareness Training	72%
City Council	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	52%
	Disaster Service Worker (Full-Time Employees)	72%
	Fraud, Waste, & Abuse Awareness Training	46%
	Cybersecurity	100%
City Employees' Retirement System	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	98%
	CBRE: Fire Life Safety Training	Assigned to new hires/ Employees renew annually
	Cyber Security	100%
	Disaster Service Worker (Full-Time Employees)	99%
	Ethics and Open Government	100%
	Fraud, Waste, & Abuse Awareness Training	99%
	Workplace Violence	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Controller	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	22%
	Disaster Service Worker (Full-Time Employees)	85%
	Fraud, Waste, & Abuse Awareness Training	71%
Convention & Tourism Development	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	100%
	Fraud, Waste, & Abuse Awareness Training	100%
	Cyber Security	100%
	Ethics in Government	100%
Cultural Affairs	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	94%
	Disaster Service Worker (Full-Time Employees)	82%
	Fraud, Waste, & Abuse Awareness Training	15%
Disability	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	83%
	Disaster Service Worker (Full-Time Employees)	95%
	Fraud, Waste, & Abuse Awareness Training	5%
Economic Workforce Development	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	85%
	Disaster Service Worker (Full-Time Employees)	100%
	Fraud, Waste, & Abuse Awareness Training	31%
	Rising Reality Partners (For all building occupants of Garland building, annually)	100%
El Pueblo de Los Angeles	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	100%
	Fraud, Waste, & Abuse Awareness Training	100%
Emergency Management	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	91%
	Fraud, Waste, & Abuse Awareness Training	71%
Employee Relations Board	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	33%
	Disaster Service Worker (Full-Time Employees)	100%
	Fraud, Waste, & Abuse Awareness Training	33%
Ethics Commission	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	96%
	Fraud, Waste, & Abuse Awareness Training	79%
Fire & Police Pension	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	100%
	Fraud, Waste, & Abuse Awareness Training	98%
General Services	49 Code of Federal Regulations 172/ Radiation Safety and Use of Nuclear Gauges	100%
	AASHTO Materials Reference Laboratory Accreditation for Asphalt and Physical Lab	100%
	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	90%
	American Society for Nondestructive Testing CP-106/ Magnetic Particle Testing	100%
	American Society for Nondestructive Testing CP-106/ Ultrasonic Testing	100%
	Asbestos Certification: Certified Site Surveillance Technician	100%
	CalTrans Laboratory Accreditation for Soil and Physical Lab re CalTrans Test Methods.	100%
	Confined Space, OSHA	100%
	Disaster Service Worker (Full-Time Employees)	83%
	Driver Safety	100%
	Ear Hazard: "Sound Advice - Protect Your Ears in Noisy Work Environment"	100%
	Earthquake Safety: Earthquake Home Preparedness	100%
	Earthquake Safety: Great California Shakeout	100%
	Emergency Preparation: "December 2017 is Preparedness Awareness Month"	100%
	Emergency Preparation: "Holiday Safety"	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
General Services (continued)	Emergency Preparation: "In Case of Emergency - Are You Prepared?"	100%
	Emergency Preparation: "Preparedness for Employees, at Work and at Home."	100%
	Emergency Readiness Committee (ERC), Department Meetings	100%
	Eye Hazards: "Construction Safety Alert! Eye Hazards –When They're Flying About, Wear Goggles!"	100%
	Fall Prevention: "Guardrails, Openings, Floors, and Accesses"	100%
	Fire Safety: "Fire Protection and Fire Extinguisher Use Requirements; One of a Series on Fire Safety and Protection Training."	100%
	FIRST AID CPR	95%
	First Aid: "Chest Pain"	100%
	First Aid: "Cuts and Scrapes"	100%
	First Aid: "Fractures (Broken Bones)"	100%
	First Aid: "Head Trauma and Head Pain"	100%
	First Aid: "Heat Cramps, Heat Exhaustion, and Heat Stroke."	100%
	First Aid: Basic First Aid	100%
	First Aid: First Aid to the Eyes - "Chemical Splashes and Foreign Objects"	100%
	Fraud, Waste, & Abuse Awareness Training	59%
	Fuel Quality, ATA 103	100%
	Fueler Safety, FAR 139	100%
	Ground-Fault Circuit Interrupters (GFCI): "January is the Month to Test!"	100%
	HAZWOPER, OSHA	100%
	Heat Illness Prevention: "Changes 2015 - It's Training Time Again!"	100%
	High Hazard Construction Equipment	100%
	Journeyman Plumber, Building & Safety	100%
	Ladders: "Ladder Inspection Reminder!"	100%
	Ladders: "Make Ladder Safety a HIGH Priority ... February is Ladder Safety Month"	100%
	Lead (Pb) Awareness Training	100%
	Lead (Pb) Worker Training	100%
	Lockout / Tagout: "Control of Hazardous Energy."	100%
	Mold Awareness: "Mold Awareness"	100%
	Notice to Employees: "Injuries Caused by Work"	100%
	Ongoing American Society for Nondestructive Testing CP-106/ Liquid Penetrant Testing	100%
	OSHA REQUIRED BI WEEKLY SAFETY MEETINGS	95%
	Rain: "Working Sa/ely in Wet Weather, with GSD Construction Forces Division"	100%
	Respirator Fit Training.	144%
	Roofing Operations: "Fall Protection, C AL OSH A GISO Section 3212.	100%
	Safe Use Equipment Training: Aerial Boom Lift & Scissor Lift	100%
	Safety Meeting	100%
	Scaffold Safety: "Scaffolds Training Guide"	100%
	Silica Hazard Alert	100%
	Standards for Electrical Safety Construction	100%
	Stormwater Pollution Prevention, Inspector training and certification	100%
	Supervisor Safety Training	100%
	UST Components Certification (many), CA Title 23	100%
	UST Tank Tech, CA Title 23	100%
	Vapor Recovery Tech, CA Title 23	100%
	Workers' Compensation: "Commit Workers' Compensation Fraud, Wear a New Outfit"	100%
	Zika Virus Disease: "Top Things Everyone Needs to Know"	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Housing & Community Investment	ADA Compliance	Log of employees available for training
	Cyber Security	94%
	Safety: Injury and Illness Prevention Program	88%
	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	99%
	Disaster Service Worker (Full-Time Employees)	96%
	Fraud, Waste, & Abuse Awareness Training	94%
Information Technology Agency	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	92%
	Disaster Service Worker (Full-Time Employees)	97%
	Fraud, Waste, & Abuse Awareness Training	79%
	Occupational Safety: Department-wide First Aid/CPR/AED Training	100%
Library	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Americans with Disabilities Act	100%
	Computer Security Awareness	100%
	Disaster Service Worker (Full-Time Employees)	99%
	Ethics	100%
	Fraud, Waste, & Abuse Awareness Training	98%
	Gender Identity	100%
Mayor's Office	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	82%
	Fraud, Waste, & Abuse Awareness Training	33%
	Cyber Security	100%
Neighborhood Empowerment	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	CPR/First Aid	98%
	Cyber Security	100%
	Disaster Service Worker (Full-Time Employees)	87%
	Ethics	100%
	Fire Life Safety	99%
	Fraud, Waste, & Abuse Awareness Training	32%
Office of Finance	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	98%
	Fraud, Waste, & Abuse Awareness Training	100%
	Ethics and Open Government Training (State's Fair Political Practices Commission; Ethics Commission)	99%
	Safety: Injury and Illness Prevention Program	100%
Personnel	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	99%
	California Code of Regulations 2592	100%
	California Code of Regulations, 1451	100%
	Continuing Education Credits	100%
	Disaster Service Worker (Full-Time Employees)	97%
	Fraud, Waste, & Abuse Awareness Training	79%
Planning	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	99%
	Disaster Service Worker (Full-Time Employees)	88%
	Fraud, Waste, & Abuse Awareness Training	64%
Public Accountability	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	100%
	Fraud, Waste, & Abuse Awareness Training	75%
Public Works – Board of Public Works	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	84%
	Fraud, Waste, & Abuse Awareness Training	45%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works - Bureau of Contract Administration	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	88%
	Disaster Service Worker (Full-Time Employees)	94%
	Fraud, Waste, & Abuse Awareness Training	85%
	Cal-Osha Safety Training	100%
	Field Training For Assistant Inspectors – Bureau Mandate	100%
	Inspection Technology – Bureau Mandate	100%
	New Employee Orientation	64%
	TITLE VI - Title VI of the Civil Rights Act of 1964, mandated by Federal Highway Administration (FHWA)	85%
Public Works – Bureau of Engineering	Fire & Life Online Safety Training (State Law)	100%
	Supervisory Training Program (BOE Policy)	100%
	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	74%
	Disaster Service Worker (Full-Time Employees)	97%
	Fraud, Waste, & Abuse Awareness Training	90%
Public Works – Bureau of Sanitation	CCR T8 1599(f) (g): FLAGGING - Classroom	Attendance records and Compliance reports kept in-house
	CCR T8 1599(f): Traffic Control	
	CCR T8 1599(f): Traffic Control Refresher	
	CCR T8 1599(f): Traffic Safety/ Driving Safely/ Defensive Driving - Tailgate	
	CCR T8 1670, 1671: Fall Protection - Harness Safety Training/ Tailgate	
	CCR T8 3203: 2011 New Way Rear Loading Refuse Vehicle	
	CCR T8 3203: Accident Prevention	
	CCR T8 3203: Aerial Work Platform Employer Responsibilities - Tailgate	
	CCR T8 3203: AIDS in the Workplace - Tailgate	
	CCR T8 3203: AMREP Stinger Truck	
	CCR T8 3203: Appropriate Employee Conduct	
	CCR T8 3203: Appropriate Employee Conduct - Tailgate	
	CCR T8 3203: Back Safety - Tailgate	
	CCR T8 3203: BMES: Code of Good Practice BIO-022	
	CCR T8 3203: Broom Bear Sweeper Training	
	CCR T8 3203: Building Evacuation Plan - Tailgate	
	CCR T8 3203: Bureau of Sanitation Safety Policies Manual - Tailgate	
	CCR T8 3203: CAL/OSHA Overview - Tailgate	
	CCR T8 3203: Call In Procedures- Tailgate	
	CCR T8 3203: Carpal Tunnel Syndrome - Tailgate	
	CCR T8 3203: Catch Basin - Classroom	
	CCR T8 3203: Cell Phone and Text Messaging Ban - Curriculum	
	CCR T8 3203: Chainsaw Training	
	CCR T8 3203: Chart LNG Vehicle Inspection Procedure	
	CCR T8 3203: Choosing & Using Eye & Face Protection - Tailgate	
	CCR T8 3203: Choosing & Using Protective Headwear - Tailgate	
	CCR T8 3203: Circuit Breakers Maintenance, Medium Voltage	
	CCR T8 3203: CLARTS: "From Full to Empty"	
	CCR T8 3203: Code of Safe Practices: Fall Protection- Tailgate	
	CCR T8 3203: Combination / High Velocity Sewer Cleaning Equipment - Classroom	
	CCR T8 3203: Commercial Vehicle Tire Wear Inspection Tailgate	
	CCR T8 3203: Compressed Natural Gas (CNG) Training	
	CCR T8 3203: Continuous Rodding Machines SOPs	
	CCR T8 3203: Continuous Rodding Sewer Cleaning Machine - Classroom	
	CCR T8 3203: Continuous Rodding Sewer Cleaning Machine - Field Training	
	CCR T8 3203: Crane Safety - Tailgate	
	CCR T8 3203: DCT Business Plan - Tailgate	
	CCR T8 3203: DCT/LAG Emergency Response Procedure (Combined)	
	CCR T8 3203: Diabetes Awareness Training - Tailgate	
	CCR T8 3203: Director's Commercial Drivers' Safety Summit	
	CCR T8 3203: Disaster Service Worker Training	
	CCR T8 3203: Disc Grinder Safety Order #60 - Tailgate	
	CCR T8 3203: Distracted Driving- Tailgate	
	CCR T8 3203: Drager Miniwarn Gas Detector	

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works – Bureau of Sanitation (continued)	CCR T8 3203: Driving Safety Hyperion Treatment Plant - Tailgate	Attendance records and Compliance reports kept in-house
	CCR T8 3203: Drum & Barrel Safety - Tailgate	
	CCR T8 3203: Earthquake and Tsunami Safety Awareness-Tailgate	
	CCR T8 3203: Electrical Hazards - Tailgate	
	CCR T8 3203: Electrical Safety	
	CCR T8 3203: Electrical Safety - Tailgate	
	CCR T8 3203: Electrical Safety Curricula	
	CCR T8 3203: Electronic Injury Log Book form- Tailgate	
	CCR T8 3203: ELSA-Emergency Escape Breathing Device- Tailgate	
	CCR T8 3203: Employee Safety: ABC's of Safety-Tailgate	
	CCR T8 3203: EMS Fact Sheet: Dewatering/Truck Loading- Tailgate	
	CCR T8 3203: Energy Safety - Tailgate	
	CCR T8 3203: EPA Inspection : IIPP- Tailgate	
	CCR T8 3203: Ergonomic Safety - Tailgate	
	CCR T8 3203: First Responder Observation	
	CCR T8 3203: Flood Awareness- Tailgate	
	CCR T8 3203: Flood Preparedness - Tailgate	
	CCR T8 3203: Forklift Safety/ Driving Skills - Tailgate	
	CCR T8 3203: Form 65-41-Divers Daily Log (2013 Revision)	
	CCR T8 3203: Fraud Awareness & Abuse Prevention- Mandatory Training	
	CCR T8 3203: Gas - Compressed Cylinder Handling - Tailgate	
	CCR T8 3203: Gasdetection Hazards Refresher - Tailgate	
	CCR T8 3203: Gaskin Mini Stinger Truck	
	CCR T8 3203: Gastech Drager X-AM 2000	
	CCR T8 3203: General Safe Work Practices/Rules-Tailgate	
	CCR T8 3203: Graveyard Shift Safety- tailgate	
	CCR T8 3203: Great California Shake-Out Exercise - Tailgate	
	CCR T8 3203: Ground Rules for Custodians - Tailgate	
	CCR T8 3203: Hand Rodding - Classroom	
	CCR T8 3203: Hand Rodding - Field	
	CCR T8 3203: Hand Rodding Crews SOPs	
	CCR T8 3203: Hand Safety/ Choosing & Using Work Gloves - Tailgate	
	CCR T8 3203: Hand Tool Safety - Tailgate	
	CCR T8 3203: Hands Free Wireless/Cell Phone Law - Tailgate	
	CCR T8 3203: Harassment & Hazing in the Workplace - Tailgate	
	CCR T8 3203: Hazard Assessment and Work Authorization Program	
	CCR T8 3203: Hazardous Chemical Container/ Communication Fact Sheet	
	CCR T8 3203: Hazardous Weather Survival - tailgate	
	CCR T8 3203: Hepatitis-A Awareness Training- Tailgate	
	CCR T8 3203: High - Velocity Sewer Cleaners SOPs	
	CCR T8 3203: Housekeeping Hazards- Tailgate	
	CCR T8 3203: Hyperion Injury Log Book Policy- Tailgate	
	CCR T8 3203: Injury & Illness Prevention Program Overview - Tailgate	
	CCR T8 3203: Introduction to Commercial Driver Training	
	CCR T8 3203: Ladder Safety - Tailgate	
	CCR T8 3203: Ladder Safety Curricula	
	CCR T8 3203: Ladders & Scaffolds - Tailgate	
	CCR T8 3203: LAG Business Plan - Tailgate	
	CCR T8 3203: Lifting & Rigging - Tailgate	
	CCR T8 3203: Lifting Basics- Tailgate	
	CCR T8 3203: Lifting Safety in Construction- Tailgate	
	CCR T8 3203: Lightning Protection - Tailgate	
	CCR T8 3203: Liquid Natural Gas (LNG) Equipment Training - Tier 1	
	CCR T8 3203: Liquid Natural Gas (LNG) Equipment Training - Tier 2	
	CCR T8 3203: LNG Shuttling and Fueling procedure 2014	
	CCR T8 3203: Log Book Procedures- Tailgate	
	CCR T8 3203: Machine Guards- Tailgate	
	CCR T8 3203: Machine Shop Safety - Tailgate	
	CCR T8 3203: Manlift/ Basket Safety Video - Tailgate	
	CCR T8 3203: Mobile Crane Signals	

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works – Bureau of Sanitation (continued)	CCR T8 3203: Motorists to Give Bicyclists Three Feet For Safety Calif. Law- Tailgate	Attendance records and Compliance reports kept in-house
	CCR T8 3203: Mounting and Dismounting - Tailgate	
	CCR T8 3203: Operating the Mast Grabber - Tailgate	
	CCR T8 3203: Operation Lifesaver: Safety at Railroad Crossings - Tailgate	
	CCR T8 3203: Packer Mechanism Clean Out-Tailgate	
	CCR T8 3203: Personnel Policy #7 - Disciplinary Actions- Tailgate	
	CCR T8 3203: Portable Fire Extinguisher - Tailgate	
	CCR T8 3203: Portable Rod-Turning Machine - Classroom	
	CCR T8 3203: Portable Rod-Turning Machine - Field	
	CCR T8 3203: Pre & Post Trip Inspection - Tailgate	
	CCR T8 3203: Preventing Workplace Violence-employee	
	CCR T8 3203: Procedures for Safety Supplies (SOP) -Tailgate	
	CCR T8 3203: Rank & File: Workplace Violence Prevention - Employee	
	CCR T8 3203: Regulatory Compliance	
	CCR T8 3203: Repetitive Strain/ Motion Injuries - Tailgate	
	CCR T8 3203: Riding The Rear Step - Tailgate	
	CCR T8 3203: Rigging Safety Curricula	
	CCR T8 3203: RKI-Eagle II Gas Detector	
	CCR T8 3203: Rodding Machine Hand Injury - Tailgate	
	CCR T8 3203: Rotating Equipment	
	CCR T8 3203: Safe Driving on Treatment Plants - Tailgate	
	CCR T8 3203: Safe Forklift Operation	
	CCR T8 3203: Safe Landfill Driving Practices - Tailgate	
	CCR T8 3203: Safety Attitude - Tailgate	
	CCR T8 3203: Safety Awareness in the Workplace - Tailgate	
	CCR T8 3203: Safety for Custodians - Tailgate	
	CCR T8 3203: Safety Management I & II	
	CCR T8 3203: Safety Overview	
	CCR T8 3203: Safety Overview: Biological & Atmospheric Hazards	
	CCR T8 3203: Safety Overview: Employees Safety Rights and Responsibilities	
	CCR T8 3203: Safety Overview: HTP Injury Illness Prevention Program	
	CCR T8 3203: SCHOOL ZONE - TAILGATE	
	CCR T8 3203: Seat Belt Policy - Tailgate	
	CCR T8 3203: Seismic Design Review Seminar	
	CCR T8 3203: Semi-Automated 2 Axle Side Loader	
	CCR T8 3203: Sewer Related Hazards/ Bureau Safety Policy #10 Rev 2 - Tailgate	
	CCR T8 3203: Shift Work and Safety Problems-Tailgate	
	CCR T8 3203: Slips, Trips & Falls - Tailgate	
	CCR T8 3203: Sludge and Biosolids Spills Response Procedures - Tailgate	
	CCR T8 3203: Specialized Vehicle; CNG PETERBILT Two Member Rear Loader Collection Vehicle	
	CCR T8 3203: Specialized Vehicle: Front Loader Collection Vehicle RCV	
	CCR T8 3203: Specialized Vehicle: LIGHTNING LOADER TRAINING (Model TL3)	
	CCR T8 3203: Stairwell Safety- Tailgate	
	CCR T8 3203: Standard Operational Procedures For Catch Basin Cleaning Crews -	
	CCR T8 3203: STARTING TO MERGE - TAILGATE	
	CCR T8 3203: Stress Management at Work	
	CCR T8 3203: Sulfuric Acid Material Safety Data Sheet - Tailgate	
	CCR T8 3203: SWPPP: The Truth about Stormwater Housekeeping- Tailgate	
	CCR T8 3203: Thompson Vacuum Truck Operation - Classroom	
	CCR T8 3203: TITP Code of Safe Practices	
	CCR T8 3203: Trench Shoring & Construction Safety - Tailgate	
	CCR T8 3203: Unsafe Condition Reporting - Tailgate	
	CCR T8 3203: Vehicle Accident Reporting Procedures - Tailgate	
	CCR T8 3203: Vehicle Tagout Procedure 2010	
	CCR T8 3203: Wastewater Pathogens - Tailgate	
	CCR T8 3203: Watch Out! Power Lines above! - Tailgate	
	CCR T8 3203: WSCSD Recycled Water Training - Tailgate	
	CCR T8 3203: Work Stress/ Running on Air Cylinders - Tailgate	
	CCR T8 5194(b): Bureau Safety Policy: Hydrogen Sulfide Gas- Tailgate	

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works – Bureau of Sanitation (continued)	CCR T8 3203: Worker's Compensation Medical Treatment Benefits - Tailgate	Attendance records and Compliance reports kept in-house
	CCR T8 3203: Workers' Compensation Report - Supervisory level	
	CCR T8 3203: Workplace Safety: Hazardous Chemical Exposure Reduction- Tailgate	
	CCR T8 3203: Workplace Safety: How to Avoid Electrical Accidents- Tailgate	
	CCR T8 3203: Workplace Safety: Machine Safety (Guarding)- Tailgate	
	CCR T8 3203: Workplace Safety: Personal Fall Protection- Tailgate	
	CCR T8 3203: Workplace Violence Prevention - Tailgate	
	CCR T8 3220(e): Emergency Reporting Instructions for TITP - Tailgate	
	CCR T8 3220(e): Emergency Response Procedures: HTP - Tailgate	
	CCR T8 3220(e): Emergency Response Procedures: WCSD - Tailgate	
	CCR T8 3220(e): Emergency Response Procedures:TITP - Tailgate	
	CCR T8 3220: Public Works Building - Earthquake Safety	
	CCR T8 3220: Public Works Building - Fire Safety and Evacuation	
	CCR T8 3220: Public Works Building - Medical Emergency	
	CCR T8 3220: Public Works Building - Power Failure	
	CCR T8 3221: Safety Overview: HTP Emergency - Fire Prevention Plan	
	CCR T8 3314(j): Hazardous Energy Control - WCSD	
	CCR T8 3314: LO/BO pad locks- Tailgate	
	CCR T8 3314: LO/BO Yellow Binder- Tailgate	
	CCR T8 3314: LOADBODY ENTRY LOCKOUT/TAGOUT PROGRAM	
	CCR T8 3314: Lock out-Tag out procedures for SRPCD- Tailgate	
	CCR T8 3380(c): Foot Protection - Tailgate	
	CCR T8 3380(c): Gloves and Oily Rags Barrels - Tailgate	
	CCR T8 3380(c): Hard Hat Safety - Tailgate	
	CCR T8 3380: PPE - Personal Protective Equipment - tailgate	
	CCR T8 3380: Scott Self - Contained Breathing Apparatus (SCBA)	
	CCR T8 3395(b): Heat Illness Prevention	
	CCR T8 3395(b): Heat Illness- Tailgate	
	CCR T8 3395(b): Heat Stress/ Hot Weather Tips - Tailgate	
	CCR T8 3395(b): Heat Stress/Exhaustion - Tailgate	
	CCR T8 4848(a): Hot Work Permit - BSP #26 - Tailgate	
	CCR T8 4848(a): Hot Work Permit Class	
	CCR T8 4848(a): Prevention & Control Of Fire - Tailgate	
	CCR T8 4848(a): Welding Safety - Tailgate	
	CCR T8 5098(a): Hearing Protection - Tailgate	
	CCR T8 5144: Annual Air Purifying Respirator/ Respiratory Protection Program	
	CCR T8 5144: Dust Mask/ Respirator - Tailgate	
	CCR T8 5144: Inspection-Cleaning-Sanitizing-Storing Air Purifying Respirators -	
	CCR T8 5144: Respiratory Fit Test	
	CCR T8 5144: Respiratory Protection – Tailgate	
	CCR T8 5144: Respiratory Safety - AQMD Smoke Advisory -Tailgate	
	CCR T8 5144: Respiratory System Protection - Tailgate	
	CCR T8 5144: Scott Airline Respirators	
	CCR T8 5144: Workplace Safety: Safety Respirators- Tailgate	
	CCR T8 5144: Your Respirator Protects You From Air Hazards - Tailgate	
	CCR T8 5157(g): Confined Space Entry - Tailgate	
	CCR T8 5157(g): Confined Space: Sewer	
	CCR T8 5157(g): Confined Spaces - Fall Protection Video - Tailgate	
	CCR T8 5157(g): Confined Spaces - Overview	
	CCR T8 5157(g): Confined Spaces Field (Rescue)	
	CCR T8 5157(g): Confined Spaces Gas Detector Requirement - Curriculum	
	CCR T8 5157(g): WCSD: Confined Space - Tripod System	
	CCR T8 5157(g): WCSD: Confined Space Entry (Permit Required)	
	CCR T8 5157(g): WCSD: Confined Space for Catch Basin Cleaning	
	CCR T8 5157(g): WCSD: Confined Spaces	
	CCR T8 5157(g): Workplace Safety: Confined Spaces Procedures- Tailgate	
	CCR T8 5193: Bloodborne Pathogen Prevention - Tailgate	
	CCR T8 5193: Healthy Streets: Blood Borne Pathogens Control Plan	
	CCR T8 5194(b): Ammonia Awareness and CalARP Training	
	CCR T8 5194(b): Aqueous Ammonia Material Safety Data Sheet	
	CCR T8 5194(b): Bleach & Ammonia: Dangerous combination- Tailgate	

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works – Bureau of Sanitation (continued)	CCR T8 5194(b): Chemical Safety: Chemical Labels- Tailgate	Attendance records and Compliance reports kept in-house
	CCR T8 5194(b): Chemical Safety: Eyes- Tailgate	
	CCR T8 5194(b): Chemical Safety: How to Find Information on the SDS- Tailgate	
	CCR T8 5194(b): Chemical Safety: Sulfuric Acid KillsTissue- Tailgate	
	CCR T8 5194(b): Chemical Safety: What is a Hazardous Chemical? - Tailgate	
	CCR T8 5194(b): Flammable Liquid Safety- Tailgate	
	CCR T8 5194: Hazardous Communication: Level 1 Right-To-Know - Tailgate	
	CCR T8 5194: Hazardous Communication: Level 2	
	CCR T8 5194: Hazardous Materials MSDS - Tailgate	
	CCR T8 5194: Material Safety Data Sheets (MSDS) - Tailgate	
	CCR T8 5194: Methane Gas Awareness - Tailgate	
	CCR T8 5194: MSDS- Calcium Chloride- Tailgate	
	CCR T8 5194: MSDS- Clarifloc Polymer- Tailgate	
	CCR T8 5194: MSDS- Sodium Bisulfite- Tailgate	
	CCR T8 5194: MSDS: Calcium HypoChlorite HTH- Tailgate	
	CCR T8 5194: MSDS: CITRIC ACID- Tailgate	
	CCR T8 5194: MSDS: Ferrous Chloride- Tailgate	
	CCR T8 5194: MSDS: Sodium Hypochlorite- Tailgate	
	CCR T8 5194: NFPA Hazardous Materials Classification- Tailgate	
	CCR T8 5194: Occupational Exposure to Hazardous Compounds	
	CCR T8 5194: Oxygen - Tailgate	
	CCR T8 5194: Paints Application Safety - Tailgate	
	CCR T8 5194: SDS: BWT178- Tailgate	
	CCR T8 5194: SDS: Water- Tailgate	
	CCR T8 5194: Sodium Bisulfite Safety - Tailgate	
	CCR T8 5194: Sodium Hypochlorite Safety - Tailgate	
	CCR T8 6151: Workplace Safety: Fire Extinguisher Types & Uses- Tailgate	
Public Works - Bureau of Street Lighting	Disaster Service Worker (Full-Time Employees)	86%
	Fraud, Waste, & Abuse Awareness Training	57%
	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	83%
	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	95%
Public Works - Bureau of Street Services	Fraud, Waste, & Abuse Awareness Training	89%
	City Policy – New Employee Divisional or Sectional Orientation	100%
	City Policy – New Employee Orientation Phase I	88%
	City Policy Supervisory COHORT Training	100%
	City Policy Supervisory Curriculum 3 modules	100%
	ED 2006-7 Ethics and Open Government Training	87%
	Federal FEMA Incident Command System IS 100	86%
	Federal FEMA Incident Command System IS 200	100%
	LAFD 57.409.1 Public Works Building (PWB) Safety Training	100%
	OSHA/CCR Title 8 Policy Adult CPR/First Aid	100%
	OSHA/CCR Title 8 Policy Workplace Safety Training	100%
	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	98%
	Fraud, Waste, & Abuse Awareness Training	98%
Recreation and Parks	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	54%
	Disaster Service Worker (Full-Time Employees)	96%
	Fraud, Waste, & Abuse Awareness Training	13%
Transportation	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	96%
	Disaster Service Worker (Full-Time Employees)	89%
	Fraud, Waste, & Abuse Awareness Training	29%
Zoo	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	22%
	California Code of Regulations, Title 8, Section 5157(g)	100%
	Disaster Service Worker (Full-Time Employees)	100%
	Fraud, Waste, & Abuse Awareness Training	95%

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Animal Services	The Department of Animal Services trains Animal Care Technicians and Animal Control Officers to develop skills in animal handling and safety through an in-house training. ACT are given in class training for 6 weeks, ACOs are given in class training for 6 months which may include ride alongs with more experienced ACOs.
Building & Safety	The Department of Building and Safety provides in-house technical training on Building, Electrical, Mechanical, Plumbing, Green, Zoning and Residential Codes. Inspector classifications (as recently mandated by MOU 5) receive 20 hours of ongoing safety training from their supervisors and are provided OSHA 10 Construction Training through online training. The department also encourages and approves selected outside technical training. The department delivers leadership courses for basic, intermediate, and upper management, providing training through employee development courses and Supervisor Workshops.
Chief Legislative Analyst	The Chief Legislative Analyst's (CLA) training program mainly focuses on two priorities: meeting mandatory training requirements and providing policy awareness training to improve CLA staff's knowledge and performance when working with City Council and departmental staff. CLA staff is trained in all aspects of the legislative policies and procedures, including legal and ethical requirements (e.g. Brown Act requirements). CLA staff also receives training and guidance on finance and budgeting, federal and state legislation, and administrative proceedings.
City Administrative Officer	The Office of the City Administrative Officer (CAO) has offered specialized training which included the following: Financial Management System; Role of the CAO Budget Analyst; Sources of Funds and Special funds Schedule Presentation; Personnel Authorities; Advanced Personnel Authorities; FY 18/19 Budget Instructions; Revenue and Special Fees; How to Conduct a Request for Proposals; Charter Section 1022; Contract Analysis; How to Analyze a Budget Request; Black Book, Control Book, and Budget Prep Book; Emergency Preparedness; Employer-Employee Relations; Advanced Excel; PaySR; Performance Budgeting; Debt Administration; Overview of City's Budget Process; Wages and Count; Grants Overview; Risk Management Training; and Labor Arbitration Institute.
City Attorney	The City Attorney's office continues to offer trainings on an as needed basis for smaller groups as well as one-on-one sessions on topics as they arise. Ongoing Minimum Continuing Legal Education (MCLE) classes are held on a variety of topics so that our Attorneys have access to a wide scope of information relevant to the various types of law we practice.
City Employees' Retirement System	On a quarterly basis, LACERS provides at least four hours of training and education to supervisory staff, assigns one department-wide mandatory training, and instructs staff to take courses offered through the Personnel Department's on-line training portal. Supervisors are encouraged to allocate and use special training funds to select specialized training specific to their employees' classification and job duties (i.e. investments, internal audit, human resources, etc.).
City Planning	City Planning Department conducts training which includes: New Employee Orientation, CEQA Training, Zoning Training, Systems Training for the Planning Information Technologies Division staff (6 training sessions during the 2017/2018 fiscal year), the Adobe Max conference for the graphics section; ESRI conference for many of our GIS staff, and finally our demographics staff also attended a session related to obtaining and compiling demographic statistics.
Controller	At the moment, the department only focuses on mandated training for City employees and making sure staff are aware of different training opportunities. The department does offer courses through purchased licenses for Lynda.com, Cornerstone trainings (other than those mandated) and conferences for professional development of staff. Training specific to the daily operations of the department are provided by supervisors and managers and fortified through experience, education and practice.
Convention & Tourism Development	The Convention & Tourism Development (CTD) learning and development program has focused on the safety of employees and guests, with earthquakes and active shooters being at the top of its risk list. To that end, CTD requested that LAPD conduct two active shooter training scenarios at the Los Angeles Convention Center in order to timely address this area of growing national and local concern.
Emergency Management	The Emergency Management Department develops and offers the following training courses to all City and non-City employees, which are vital to understanding as to how to respond to the Emergency Operations Center (EOC) during activations: a) EOC 101/201 – introductory course to emergency management and the City's EOC; b) EOC 301 – training course on defining LA City's EOC activation procedures, the EOC responders' roles, and the resource ordering processes; c) EOC 401 - Advanced EOC Management Section Course designed for those who may serve as an EOC Director or in the Management Section; d) WebEOC Training – training course on the use of WebEOC as a tool along with their specific role and responsibilities within the EOC process; and, e) MGT-456: Integration of Cyber-security Personnel into the EOC for Cyber Incidents, delivered by TEEX.

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Fire & Police Pension	LAFPP's Three-Year 2015-18 Strategic Plan included development of a training program that supported efforts for professional growth, which was implemented. The program required all staff to complete at least two non-mandatory training courses throughout the fiscal year. Staff continues to be encouraged to use Cornerstone and the resources of the Los Angeles Public Library (LAPL) for online training opportunities. Onsite training courses were held covering the following topics: customer service, LAPL online resources, managing stress, pension calculations, electronic document management.
General Services Department	The training programs of Standards Division are aligned with its mission of providing materials testing services. The different laboratories in Standards Division are accredited and/or licensed by different federal, state and local entities and subject to their respective requirements. Building Maintenance Division's current focus and objectives in OSHA mandated biweekly safety meetings, First Aid and continual education on safe work practices. The Supply Services Division (SSD) is continuing to provide training and assistance with the FMS 2.0 procurement system that was implemented during this past fiscal year. Key staff members have already been trained on the new system but also received "refresher courses" in the using the reporting module Info Advantage in order to better execute reports for our division. A variety of FMS 2.0 training is provided on a regular basis, and at varying levels of expertise to support those using the new Financial Management System. SSD also facilitated Ethics training sessions for our Supply Services Staff. Management by Objective and Total Quality Management practices are encouraged in assigning, scheduling, performance, and completion of work activities – whereby staff participates in best practices to effect job completion that meets project goals and client demands.
Housing & Community Investment	Housing & Community Investment's current objectives are to train employees in improving job skills, safety awareness, domestic violence training/handling, and quality management
Information Technology Agency	The Information Technology Agency (ITA) offered the following additional training: Application Security Online Training Course, attended by 50 ITA employees; Access to Modules, offered from 07/17/2017 through 06/29/2018; and Procured for Apps Bureau by ITA Security Team – for Tim Lee's Division.
Library	The primary focus of the Los Angeles Public Library's (LAPL) training program is to provide continuing education to our staff. The main focus for this year's training was science, technology, engineering, arts, and math (STEAM). We offered six workshops that addressed the areas of technology, leadership and emotional intelligence, information vs. misinformation (fake news), creativity, and the aging population. Furthermore, 1,339 employees attended gender identity training and 540 employees attended a refresher class on safety and security taught by our LAPL Security Chief. The Library also addressed diversity issues through our Innovation Conversation programming series.
Neighborhood Empowerment	Department management and supervisors provide training to staff in the orientation process, as well as offer an opportunity to develop their knowledge of City processes and procedures. Staff is encouraged to participate in any training that is offered by the City, or through City partners. Most recently, staff has participated in the following trainings: 1. IAP2 LA Chapter Training – a hands-on, "you-can-use-now" format, providing techniques for reducing face-to-face conflict with communities that are in heightened states of emotion; 2. Mutual Sensing Workshop - created to help diverse groups of people from varied backgrounds and abilities identify, understand and express common yet complex situations. 3. The Davenport Institute seminars - help leaders to improve their skills in public engagement. 4. Social Media/AMA Training - Best practices for the public and nonprofit sectors.
Office of Finance	Office of Finance implements new employee orientations and ordinance classes (4-week for Customer Service Specialists and Tax Compliance Officers, and 7-week for Tax Auditors). Also, monthly continuing education sessions that provide cross-training on cashiering, audit guidelines/case studies, budget, travel policy workshop, overview of the Finance website, cyber security, IRS 1099 and independent contractors, statute of limitations, MMD desk audits, business tax renewal training, Pondera training, Parking Occupancy Tax (POT) and Transient Occupancy Tax (TOT). A number of employees attended Behavioral Insights Training. External trainings were provided by: • Association of Governmental Accountants (AGA) • Association for Financial Professionals (AFP) • California Municipal Treasurers Association (CMTA) • California Association of County Treasurers and Tax Collectors (CACTTC) • Government Finance Officers Association (GFOA) • Los Angeles Municipal Accounts & Auditors Association (LAMAAA).

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Public Works - Bureau of Contract Administration	The Bureau of Contract Administration training department program provides on-going training to maintain adequacy with changing construction practices and new laws. Due to the nature of work, the primary categories of training outside the City's On-line Courses cover the areas of Orientation, Field-specific Professional and Technical and Occupational Safety. The most effective means of communicating such vital training is instructor-led courses that are performed in-house by Training Staff.
Public Works - Bureau of Engineering	The Bureau of Engineering offers training programs that include but are not limited to: • Project Delivery Fundamentals (Project Management) • Construction Management Training • State-of-the-Art AutoCAD & Civil 3D Training • Comprehensive Safety Training • Management Training Series • Supervisory Training Series • Online Technical Training • Soft-skills Classroom Training
Public Works - Bureau of Sanitation	The training provided for field employees is specific to the work of LA Sanitation treatment plant operations, wastewater collections and solid resources collections. LASAN provides a specialized training for new Plant Operation Trainees. Recent training courses developed and delivered include "Ammonia Awareness," "Blood Borne Pathogens," and "Heat Illness Prevention." Additionally, the Management & Leadership Development program was developed by members of the Executive Division specifically targeting employees at the division management level.
Public Works - Bureau of Street Services	The bureau-wide New Employee orientation program was developed in 2015 to provide information to new employees about their City benefits, promotional opportunities, worker expectations, mandatory online and other training programs, and familiarity with various City operations. Also, the Vocational Worker Orientation program was designed specifically for employees hired under the Vocational Worker program.
Transportation	The Los Angeles Department of Transportation's management team launched their Leadership Academy to develop mid-level managers to help support the Department's succession planning efforts. The "FUSE FELLOW" consultant has assisted in creating and developing the training material and has facilitated some of the Training portals. The department is also offering training in the fields of customer service, project management, and supervision.
Zoo	The Zoo Department currently provides its staff with professional development opportunities through in-service training, on-the-job training, and on-going tailgate meetings with staff. This includes training such as Zoo industry conferences (i.e. Association of Zoos and Aquariums, Association of Zoo Veterinarians), on-line training programs, and various seminars and workshops for employees to enhance their skills. On a regular basis, training is offered in employee safety, CPR and AED training, forklift operator training, and confined space training.

DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Animal Services	Animal Services Employees requested training regarding communicating with fellow employees, resolving conflicts and creating a positive work environment. Four sessions were provided: Effective Workplace Communication, Resolving Conflict/Creating a Positive Work Environment, Resolving Conflict/Creating a Positive Work Environment, and Effective Workplace Communication. Animal Control Officers part of the specialized rescue team also participated in Large Animal training in Riverside, CA.
Building & Safety	Building & Safety Department development programs include: Supervisor Workshops - These trainings are administered by managers for supervisors. They are provided to both new and current managers at various levels. Assistant Inspector Program - Assistant Inspectors receive on the job training to develop skills needed to become qualified Inspectors for the department. Building & Safety also utilizes Enterprise University as a vendor, providing monthly soft skill trainings on topics such as customer service skills, time management, team building etc.
Chief Legislative Analyst	The Chief Legislative Analyst employs a mentorship model for employee development. On an ongoing basis, management and senior analysts mentor newer analysts and provide guidance regarding the legislative/committee processes. Such interaction is encouraged by management to ensure the transfer of experience and knowledge from senior staff to successor staff.
City Administrative Officer	The Office of the CAO holds weekly staff meetings for managers and quarterly staff meetings for all personnel to encourage the exchange of information and recognition of job performance. In addition, all supervisory personnel are expected and encouraged to develop their personnel through mentoring and other career development programs.
City Attorney	On a quarterly basis (or more frequently as needed), management will recognize the good deeds or achievements of individuals. The office confers service pins on an annual basis for our employees who have dedicated years of service. Additionally, this year we spent time in our Supervisor's Development Training to identify different leadership styles supervisors can use to engage with a wide spectrum of employees.
City Clerk	Employees are recognized with annual awards presented to nominated staff (or groups), for exceptional work performance. Performance Management Annual Employee Evaluation(s) of staff are conducted.
City Employees' Retirement System	LACERS offers an Investment Internship program to Junior/Senior college students. On an annual basis, LACERS recognizes employees for their attendance and service, including but not limited to: annual service awards, annual attendance awards, and 800/400 sick time hours awards. LACERS developed and implemented the "Guiding Principles" program, which includes recognition in the following areas: Kindness, Teamwork, Respect, Character and Professionalism.
City Planning	Three quarterly "All Staff Meetings" are held to discuss achievements and policy changes, issue service pins, and use of Digital Dashboard to measure performance. Also Planning Day, which is an annual professional development event which provides department employees the opportunity to physically visit a chosen geographic region within the City of Los Angeles to focus on urban planning concepts and practices. Annual Evaluations are conducted; employee evaluations to measure job performance. Future goals include the Development of a Training Unit to ensure horizontal consistency among Geo teams; coordinate all department training activities as well as developing consistent policies.
Controller	The Controller's office has an employee recognition program implemented at our holiday party in December. Additionally, we do encourage supervisors to recognize employees when necessary. Employee orientation occurs on the employee's first day and managers and supervisors make themselves available to assist and guide employees throughout their career. The office tries to have a quarterly office-wide meeting with the Controller to share the vision, goals, status of initiatives, etc. We anticipate using the Personnel Department's model of the mentorship program to utilize in our own department. Our department also has administered an engagement survey in the past, which we plan on administering again. The department is currently revamping our Performance Evaluation process and we look forward to using this FY within Cornerstone.
Convention & Tourism Development	As Convention & Tourism Development's (CTD) business environment evolves, employees are encouraged to detect business changes and trends, and to add to their skill sets through specific conferences, seminars and City on-line training courses. Peer-to-peer interaction, mentoring, and training are among the tools utilized to promote workforce development by the executive leaders of the department, who exhibit a genuine sense of responsibility toward employee growth and progress. Individual and team success is recognized at monthly all-department celebrations.

DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Fire & Police Pension	In an effort to engage staff and build teamwork, LAFPP provides several different events throughout the year including: hosting a staff holiday party, Halloween costume and theme contests, and regular Department-wide meetings that include distributing City service pins and celebrating the recipients. Management continues to use updated performance management and employee evaluation and sick-leave monitoring programs to identify and address potential problems early.
General Services Department	1. Parking Operation: This component focuses on policies and procedures, cash handling and revenue control, utilization of parking equipment and audit function and requirements. 2. Daily Cashier Report: Staff are trained step by step on how to complete a Daily Cash Report. 3. Safety Training: emergency procedures, slips and falls, heat stress, oil spills, bomb threat, and robbery / assault prevention. 4. Credit Cards: Trained how to operate credit card machine at all GSD's controlled parking facilities. 5. Maintenance of Revenue Control Equipment: Minor emergency repair performed by GSD Staff 6. Operation of fully automated Pay Stations: GSD office staff has performed daily parking revenue reconciliation. A main objective of our department continues being the development of staff for succession planning by attending CORE and L.E.A.P. supervisory classes. We are also focused on increasing productivity by educating our Storekeepers in cycle counting, ordering, receiving, plan packing and shipping.
Housing & Community Investment	Development programs include Employee Recognition, All Hands Staff Meetings, Annual off-site retreats for operations divisions, and annual evaluations. Future goals include improve customer service, improving supervisor knowledge, and improving ADA knowledge
Library	The Library Department had the opportunity to bring back the Innovation Conversation Series. We hosted six workshop that engaged staff to think about and how to address current social and technology issues in a proactive manner. The program titles were: Is it Fake News?, E-Media: Traversing the Digital Divide, Now More Than Ever: Why Leadership on Diversity and Inclusion Requires Emotional Intelligence, Turn on Your Creativity, and Re-Imagining Aging.
Mayor's Office & City Council	Management Academy/Certificate Program provided management training. The Mayor's Office strives to enhance staff skill sets to assist in morale, motivation and productivity.
Neighborhood Empowerment	Mentorship and guidance is provided to staff who wish to promote or explore other City careers. Mock interviews, resume reviews, and other tips are provided to staff as requested.
Office of Finance	The Office of Finance launched the annual Employee Recognition Award program recognizing employees and teams who have taken the initiative to go above and beyond. As a result, 39 Finance employees received an award in one of the following categories: Service with Integrity, Excellence, Leadership/Teamwork and Innovation and Change. The department also developed and launched the Mentoring program providing Finance employees the opportunity to meet with select mentors of their choice to discuss career development, career action plans, skills coaching, etc.
Personnel	The Personnel Department holds Employee of the Quarter awards at the Civil Service Commission meeting to recognize an employee every quarter. The department participates in the City's Core Supervisory Training program. Specialized training is also offered as employees would have the opportunity to attend training held by professional organizations and gain outside knowledge. The Department offers a mentorship program that improves employee satisfaction, engagement, and retention, while also training existing and future leaders within the organization.
Public Works - Bureau of Contract Administration	The Bureau of Contract Administration (BCA) utilizes the Public Works – Task Force for Employee Achievement and Morale (PW TEAM) for providing Employee Recognition of its Employees, Supervisors and Teams. When the Fire Department Leadership Academy has openings for our Management staff to attend their specialized training, we will send staff to attend if possible. BCA also participates in a joint effort with the Department of Water and Power, Port of Los Angeles and the Los Angeles World Airport in the Small Business Academy, where assistance is offered to small businesses in fostering their growth and involvement with the City of Los Angeles. The program has been done for 4 years and is entering its fifth year, with 128 graduates so far.
Public Works - Bureau of Engineering	The Bureau of Engineering has developed the following programs for employees: - Associate Rotation Program, designed to provide a broad range of experience and knowledge of the Bureau's responsibility to plan and construct the City's infrastructure, to provide development permits, and to provide excellent customer service. - The Mentorship program is a voluntary, one-on-one opportunity to provide informal non-technical guidance to staff for the purposes of career advancement. -The Annual Performance Evaluation Program provides staff members with an opportunity to consistently develop professionally through targeted goals set for a certain period. Employees are evaluated on their progress and feedback is provided.

DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Public Works - Bureau of Sanitation	In October 2017, the Bureau of Sanitation concluded our first Management & Leadership Development program. The goal of this program is to inform the Division and Assistant Managers in the workings and thought processes of Executive leadership with the goal of preparing them for Bureau leadership. The program will continue in the next fiscal year. The department is also continuing the pilot Mentor Program. Each Sanitation division has their own Employee Recognition ranging from employee of the month to recognizing the innovative ideas from within a division.
Public Works - Bureau of Street Services	The Management Action Program (MAP) was selected this year to provide management skills to our recently promoted supervisors and managers. The Bureau advised its employees to utilize the services of our own City Library online training system for Word, Excel, Access, PowerPoint and Project Management training. In the future, we will explore formal mentorship programs to pass on the experience and expertise from our "close-to-retirement" staff to newly hired employees, most of which are just starting their careers.
Transportation	The General Manager encourages managers and supervisors to recognize employees who do an outstanding job within the department. The programs that LADOT have in place are: Perfect Attendance Service Pin Ceremony, Ice Cream Social to mark accomplishments, Employee Recognition for Outstanding Performance. In addition, LADOT continues to utilize the CLEAR Program for performance evaluations and goal setting, which has improved the communication between employees and supervisors.
Zoo	As part of the Zoo's implementation of its strategic plan and the assessment of training needs to address issues identified in a recent employee engagement survey, there is a working group to improve the Zoo's organization structure and culture. The areas that will be addressed are: initiatives to enhance employee recognition, employee engagement, orientation on the Zoo's mission and strategic vision, and performance management. The Zoo also plans to launch a career planning/development and mentoring program for Fiscal Year 2019-20. Future plans also include training on the following topics: employee orientation, employee safety, supervisory training, harassment prevention, and customer service/guest relations.

TUITION REIMBURSEMENT

#	DEPARTMENT	FUNDING SOURCE	AVAILABILITY	# EMPLOYEES FUNDED
1	City Attorney	MOU Funds	Must be a City Attorney employee and work as an attorney represented by MOU 29	98
2	City Employees' Retirement System	General Fund	All full-time employees regardless of the length of service, after passing probation.	7
3	Fire & Police Pension	General Fund	Available to all Fire & Police Pension employees	5
4	Library	General Fund MOU Funds	Regular tuition reimbursement available for all employees; Separate funds for those in MOU 6, 16, and subject specialists.	308
5	Public Works – Bureau of Engineering	General Fund	Available to all Bureau of Engineering employees	261
6	Public Works – Bureau of Sanitation	General Fund	Available to all Bureau of Sanitation employees	47
TOTAL				726

