



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: The Honorable Members of the Personnel and Animal Welfare Committee	DATE September 26, 2017
REFERENCE:	COUNCIL FILE 15-0550
SUBJECT: EMPLOYEE DEVELOPMENT REPORT – FISCAL YEAR 2016-2017	

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 2016-2017.

BASIS OF REPORT

Section 4.312 of the Los Angeles Administrative Code requires the General Manager of the Personnel Department to maintain a comprehensive program for the development of all City employees, and report annually on the progress of training in City departments (except Airports, Harbor, and Water and Power). This report covers the FY 2016-2017.

DISCUSSION

During this reporting period, the Personnel Department continued working to provide a comprehensive training program for City employees, offering primarily online courses, with some classroom training opportunities as well. The Personnel Department completed their first year with a new online talent management vendor, Cornerstone on Demand, to great success. The customization of the Learning module continues to be an ongoing effort with departments, with pilots in Performance and Onboarding ready to begin.

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 also developed a pilot Mentor Program within the department during this Fiscal Year.

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

WENDY G. MACY
GENERAL MANAGER

Attachment

PERSONNEL DEPARTMENT
**EMPLOYEE DEVELOPMENT
ANNUAL REPORT**

REPORTING PERIOD: Fiscal Year 2016-2017



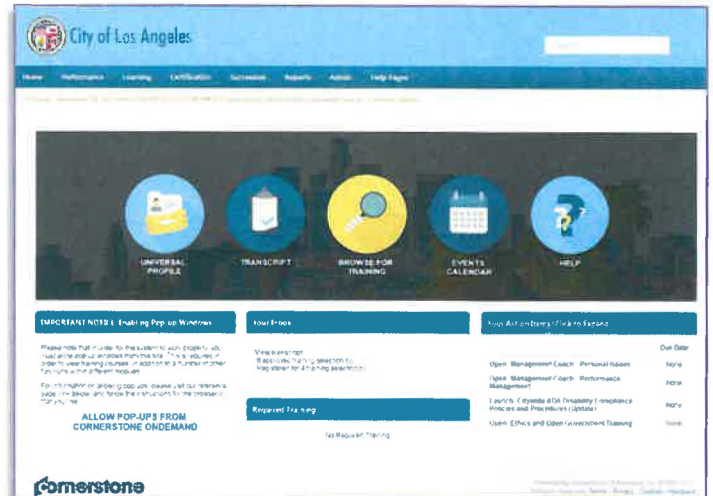
PART 1: PERSONNEL DEPARTMENT TRAINING & DEVELOPMENT PROGRAMS

1.1 ONLINE TRAINING ACADEMY

The City's Online Training Academy is the key resource in the Personnel Department's Citywide Training and Development Program. The learning management system (LMS) provides employees with the ability to take online training courses at their convenience, while also tracking their efforts with detailed training records.

In the last reporting period, a Request for Proposals was conducted for a new online training vendor to help meet the needs of an organization of our size and structure. From those submissions, Cornerstone OnDemand was selected. This vendor was able to present a system that could handle the City's growing needs, while also creating a more engaging end-user experience. Training records and course content were migrated into the new system and the new Online Training Academy was officially launched on July 1, 2016.

The tables 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 2016-17, a total of 30,055 training courses were completed through the Online Training Academy by employees from all City departments. Of these, 20,321 were for non-mandatory courses. This is an increase of 154% in course completions from the previous Fiscal Year, for courses that employees were not required to complete.



LEADERSHIP/SUPERVISION AND INTERPERSONAL SKILLS

Supervisory Skills	2893
Management Coach: Performance	1283
The Need for Customer Service	1264
Management Coach: Conflict	1081
Management Coach: Personal Issues	642
Diversity: Face to Face	249
Solving Difficult Workplace Problems	207
Handling Difficult Performance Appraisals	157

HUMAN RESOURCE COMPLIANCE

EEO Challenge	4849
Preventing Sexual Harassment	3959
Disability & Reasonable Accommodation	2960
Fraud, Waste, & Abuse Prevention	2873
Disaster Service Worker	2138
Ethics & Open Government Training	764
Workplace Violence Prevention	489
Disaster Service Worker II - Serving Others	410
Citywide ADA Disability Compliance Policies & Procedures (Update)	202

COMPUTER SKILLS

MS Office: Word 2010 - Basic	468
MS Office: Word 2010 - Intermediate	252
MS Office: Word 2010 - Advanced	139
MS Office: Excel 2010 - Basic	1469
MS Office: Excel 2010 - Intermediate	645
MS Office: Excel 2010 - Advanced	131
MS Office: PowerPoint 2010 - Basic	379
MS Office: PowerPoint 2010 - Advanced	152

30,055

TOTAL COURSES COMPLETED IN THE ONLINE TRAINING ACADEMY

1.2 PERSONNEL DEPARTMENT COMPLIANCE TRAINING

1.2.1 SEXUAL HARASSMENT AND ABUSIVE CONDUCT PREVENTION TRAINING

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 required that this training be supplemented with information on preventing abusive conduct and bullying. Although mandated through State law, the City's program covers all City, State, and Federal policies and procedures for preventing the various types of harassment that may occur in the workplace.

During this reporting period, newly hired or promoted supervisors were required to complete the State-mandated Harassment Prevention training. However, all employees interested in this topic were able to complete this online training as well. A total of 3,959 employees from all departments completed the online course during Fiscal Year 2016-17.

The existing supervisors in the City are also required to complete the training two years from their prior completion, in accordance with the State's biennial renewal requirement. For a large majority of supervisors, this falls outside of the current reporting period. However, the Personnel Department will work closely with Department Training Coordinators at the close of the 2017 Calendar Year to verify Citywide compliance.

1.2.2 WORKPLACE VIOLENCE PREVENTION TRAINING

In a continued effort to support the City's Workplace Violence Prevention Policy and Guidelines, the Personnel Department coordinated training through its contracted vendor, Prince and Phelps Consultants. During Fiscal Year 2016-17, they conducted in-person sessions for 23 City departments, training a total of 1,066 employees.

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 489 training completions in this topic.

1.3 EMPLOYEE DEVELOPMENT PROGRAMS

1.3.1 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. During this reporting period, 195 employees from across 18 City departments were recognized for their outstanding efforts through this program.



1.3.2 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.

During this reporting period, the Personnel Department participated in their Year Two engagement survey. Results showed increased scores in overall employee engagement, as well as an increase in nine of the ten components of engagement, and two of the three engagement outcome variables (Organizational Commitment and Pride).

In the last fiscal year, the Office of Finance, Office of the City Controller, and Information Technology Agency all completed the initial engagement survey for their departments. The Employee Development section will be contacting these departments about administering a Year Two survey, to evaluate any changes to their employees' levels of engagement.

1.3.3 MENTORSHIP PROGRAM PILOT

Discussions with departments have indicated the desire for a mentoring tool or program. Using programs from other agencies as a guide, a mentorship program was developed and piloted within the Personnel Department during this reporting period.

The pilot program mentor pool was made up of 14 senior-level employees from the Personnel Department, each taking one or more mentees. A total of 24 mentees participated in this cycle. The pairings were provided a simple framework for the program, but each group defined their partnership based on the needs and 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. Meeting topics often included career development advice, information on other job classes, and functions of other divisions.



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 next cycle which will be launched in the new fiscal year.

Based on this pilot, a Mentorship Program Development Guide and project calendar will be offered to the HR Directors who have expressed interest in launching this type of program in their departments.

1.4 IN-PERSON TRAINING

1.4.1 CORE SUPERVISORY TRAINING PROGRAM

EMPLOYEES TRAINED IN FY 2016-17
288
TOTAL EMPLOYEES TRAINED THROUGH THE PROGRAM
1003
SATISFACTION WITH TRAINING PROGRAM
93%

The Personnel Department completed the third official year of its Core Supervisory Training Program during this reporting period. This program provides a classroom setting for supervisors to learn a variety of supervisory topics and skills. HR analysts from the Personnel Department serve as instructors for the particular topics, in which they are subject matter experts.

Originally consisting of six modules, a seventh was added during this reporting period, with adjustments made to some topic areas:

1. The Role of the Supervisor
2. Constructing Discipline
3. Engaging Employees/Ethics
4. Workers' Compensation/Occupational Safety



5. EEO/FMLA/Reasonable Accommodation
6. Handling Grievances
7. PerformLA Process Improvement

With the new structure, the program is comprised of 28 in-person training hours, in addition to a 1 ½ hour online training prerequisite. During Fiscal Year 2016-17, a total of 288 employees completed the full program. At the conclusion of the program, trainees are invited to participate in a ceremony where they receive their completion certificates as part of a presentation before the Civil Service Commission.

The program is currently available to employees within the HR Consolidation. If additional resources become available, the eventual goal would be to offer the program Citywide. When space is available, Personnel Department has 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 individual modules have also been provided to both consolidated and non-consolidated departments, upon request.

1.4.2 EMPLOYEE ASSISTANCE PROGRAM TRAINING

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

During the fiscal year, approximately 1,014 employees were trained through the Employee Assistance Program. The vendor, Managed Health Network, provided training on 35 different topics to 16 different departments. The most commonly requested topic was Effective Workplace Communication for Managers.

DEPARTMENTS UTILIZING EAP TRAINING
16
EMPLOYEES TRAINED THROUGH EAP
1,014

PART 2: DEPARTMENT-LEVEL TRAINING & DEVELOPMENT

2.1 ANNUAL TRAINING SURVEY

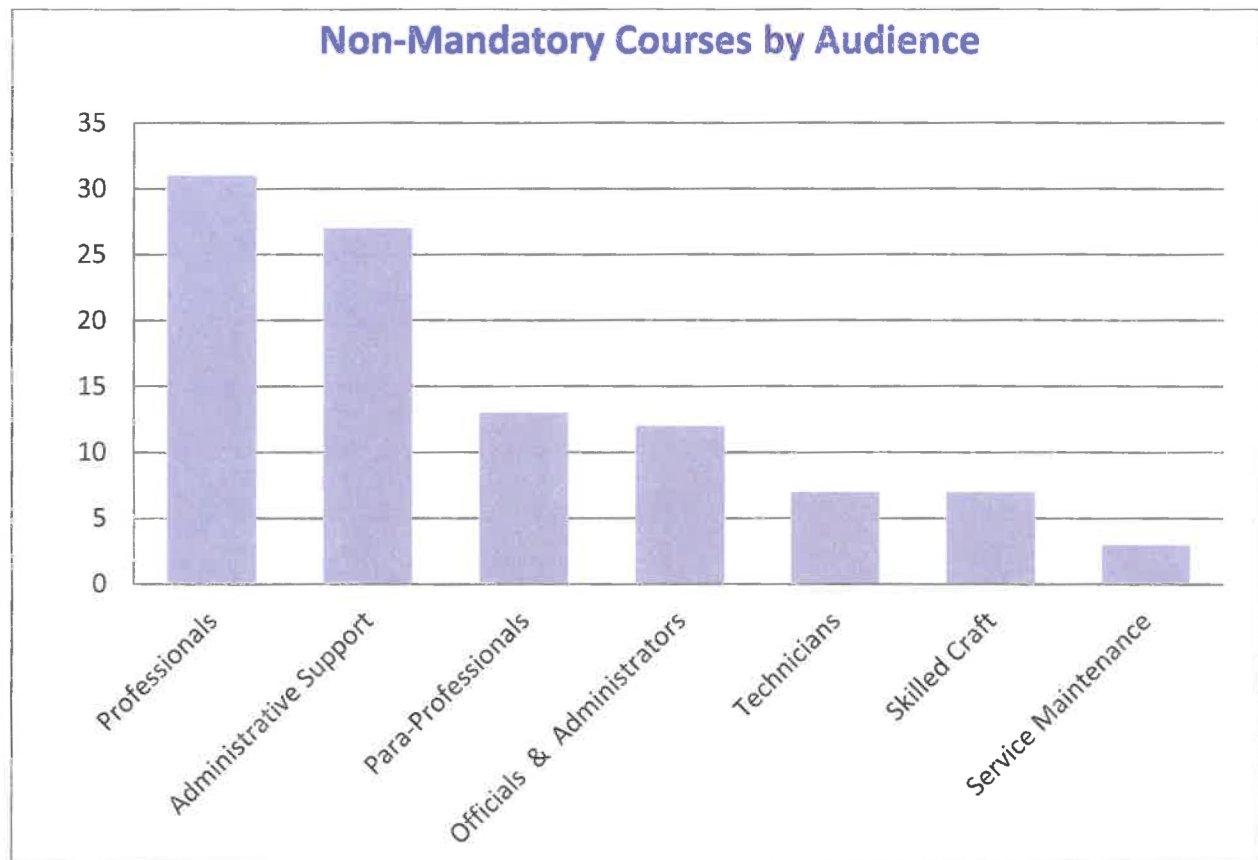
The Personnel Department surveyed City departments to gather information on the various training opportunities provided to the workforce. Responses were received from 36 departments/bureaus. No data was provided by the City Administrative Officer, Department of Cultural Affairs, and El Pueblo de Los Angeles Historical Monument Authority.

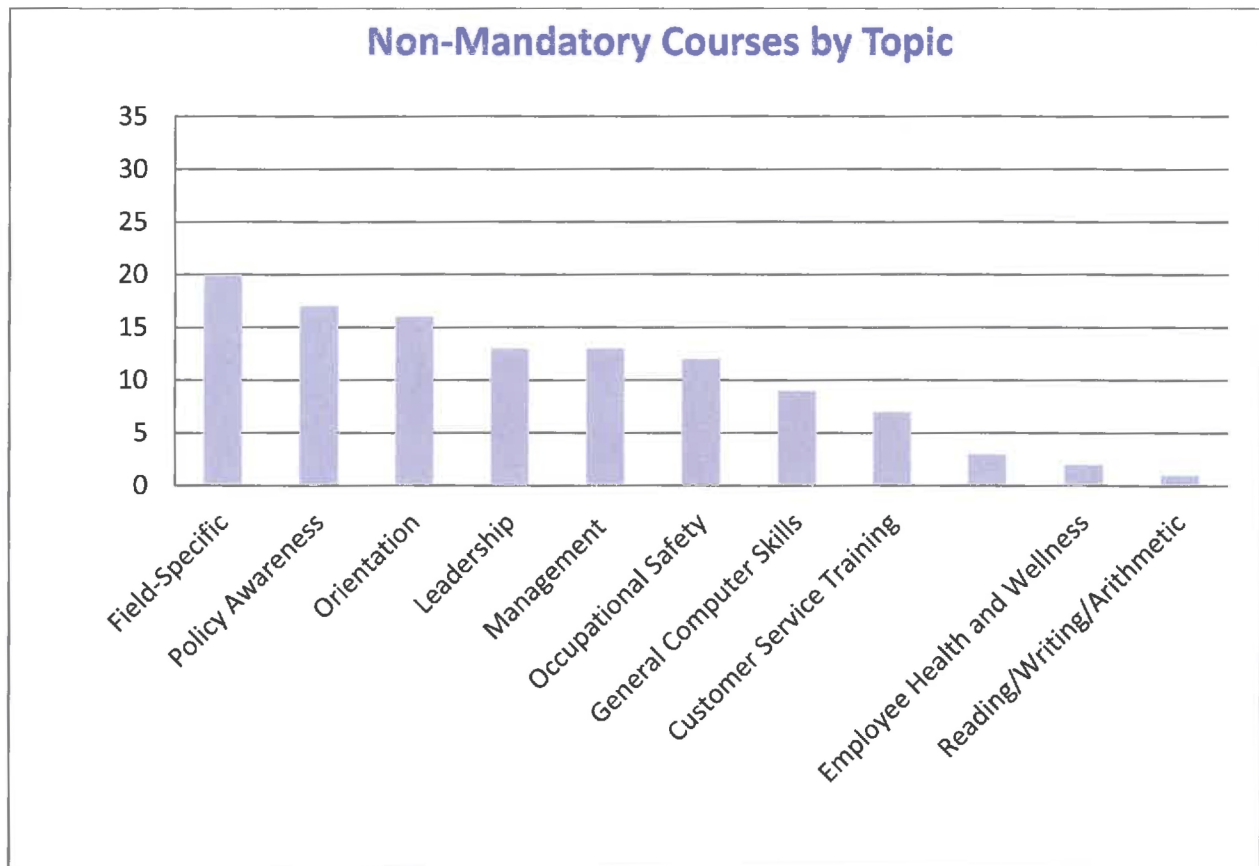
The City's proprietary departments (Los Angeles World Airports, Harbor Department, and Department of Water and Power) are exempt from the requirements of Section 4.312 of the Los Angeles Administrative Code, but were provided a copy of the survey to be completed voluntarily. Of the three, LAWA provided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

2.1.1 CITY DEPARTMENT NON-MANDATED TRAINING

In addition to the courses completed through the Online Training Academy, City departments provided a combined total of 2,045 non-mandated courses to employees during Fiscal Year 2016-17. These included training and conferences attended by City employees, put on both by the departments and outside vendors.

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





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

2.1.2 CITY DEPARTMENT COMPLIANCE WITH FEDERAL AND STATE MANDATED TRAINING

The Personnel Department surveyed City departments to gather information concerning their compliance with Federal and State mandated training provisions. On the survey, “mandated” was defined as training which was required under State/Federal law, regulation, or policy. A total of 241 training sessions were reported as either being required or meeting a set of policies or regulations.

APPENDIX B is a listing of the mandated training reported by the 36 responding departments and their compliance rate at the time of reporting.

2.1.3 DEPARTMENT-LEVEL TRAINING AND DEVELOPMENT

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

A majority of departments have a basic Departmental Training Program that aligns with their own strategic plan. The focus of many of these programs is to have employees understand the basics of their departments’ functions and how their job aligns to the mission of the department and the City as a whole. A common theme throughout the City is to create a workforce that is trained and motivated to do their best, and to foster an environment of continuous learning. All departments understand the value of engaging employees through recognition, in a variety of forms both formal and informal.

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

2.2 MEMORANDUM OF UNDERSTANDING TRAINING PROGRAMS

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

2.2.1 MOU 3 – CLERICAL EMPLOYEES

The Personnel Department administers a \$120,000 fund, as set forth in MOU 3. As directed by the MOU's Specialized Training Guidelines, these funds are to be used on a training program made available to all members of the MOU.

A total of \$2,400 was used for this program in Fiscal Year 2016-17.

MOU	FUNDS SPENT	AVAILABLE FOR
3	\$2,400	Training Program
36/63	\$135,391	Individual Training IMS Training
37	\$9,400	Training Program Tuition Reimbursement

2.2.2 MOU 36 – MANAGEMENT EMPLOYEES AND MOU 63 – PERSONNEL DIRECTORS

Under MOU 36, an annual deposit of \$143,000 is made into a trust fund designated for the development of employees represented by MOU 36 – Management Employees. Near the end of this reporting period, the organization representing MOU 36 also began representing the members of the newly formed MOU 63 – Personnel Directors. The provisions of the new MOU indicate that they would have access to the same fund for training reimbursements. It is the responsibility of the Personnel Department to administer these funds.

A total of \$112,291 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 73 employees.

In addition, a total of \$23,100 was spent on dues and workshop fees for the Institute of Management Studies (IMS). A total of 48 represented employees attended the monthly training sessions provided by IMS.

2.2.3 MOU 37 – EXECUTIVE ADMINISTRATIVE ASSISTANTS

The Personnel Department administers a \$25,000 Tuition Reimbursement and Specialized Training fund as set forth in MOU 37. A total of \$3,150 was used for Tuition Reimbursements and \$6,250 for Specialized Training Programs for represented employees in Fiscal Year 2016-17.

2.3 CITY 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, due to budget cuts, the program is currently provided at the department level; only being provided by departments with funding for such a program. According to their training survey responses, eight departments provided tuition reimbursement to a total of 801 employees during Fiscal Year 2016-17.

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

NON-MANDATED TRAINING COURSES BY DEPARTMENT

#	DEPARTMENT	NUMBER OF COURSES OFFERED	TOTAL EMPLOYEES TRAINED
1	Aging	5	5
2	Airports	141	3583
3	Animal Services	3	35
4	Building and Safety	20	631
5	City Attorney	8	125
6	City Clerk	9	79
7	City Employee Retirement System	73	145
8	Controller	20	38
9	Convention & Tourism Development	18	33
10	Council/Mayor	3	40
11	Disability	9	14
12	Economic Workforce Development	5	30
13	Emergency Management	10	6
14	Ethics Commission	4	4
15	General Services	184	1489
16	Housing and Community Investment	15	50
17	Information Technology Agency	30	95
18	Library	341	2446
19	Neighborhood Empowerment	23	27
20	Pension	348	111
21	Personnel	42	227
22	Planning	27	1303
23	Public Works - Board of Public Works	17	68
24	Public Works - Contract Administration	1	1
25	Public Works - Engineering	441	4431
26	Public Works - Sanitation	77	790
27	Public Works - Street Lighting	48	3531
28	Public Works - Street Services	37	378
29	Recreation and Parks	30	2061
30	Transportation	45	1375
31	Zoo	11	112
TOTAL		2045	23263

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 of meeting the necessary requirements.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Aging	Conplan Application Training	100%
	CDA Security Awareness	100%
	Financial Status Report Training	100%
	Annual Budget Training Workshop	100%
Airports	Aerial Lift and Fall Protection Training 29 CFR 1910.67; 1910.68 & T8 Sec.2940, 3281, 3648	95%
	Asbestos Awareness Training 29 CFR 1910.1001(j)(7)(iv) & T8 Sec 1529(k)(9)(B) 5208(j)(7)(B)	85%
	Basic Ergonomic Evaluation & Awareness Training OSH Act 1970 Sec. 5(a)(1) & T8 Sec.5110 (b)(3)	(monitored by LAWA's Industrial Hygienist)
	Bloodborne Pathogens Training 29 CFR 1910.1030 & T8 Sec. 5193	85%
	Bucket Truck Training (Hi-Ranger) 29 CFR 1910.67; 1910.68 & T8 Sec.2940, 3281, 3648	100%
	Bucket Truck Training (Altec) 29 CFR 1910.67; 1910.68 & T8 Sec.2940, 3281, 3648	100%
	Confined Space Training 29 CFR 1910.146 T8 Sec. 2540, 4845, 5144, 5156	90%
	Ergonomic Awareness Training OSH Act 1970 Sec. 5(a)(1) T8 Sec.5110 (b)(3)	(monitored by LAWA's Industrial Hygienist)
	Fall Protection Training 29 CFR 1910.66 Appendix C & T8 Sec.1671, 3299	95%
	Forklift Training 29 CFR 1910.178(L) & T8 Sec. 3668	95%
	Hazardous Materials/ Waste & HazCom (8 hrs)	90%
	Heat Illness Prevention Training T8 Sec. 3395	95%
	Ladder Safety Training 29 CFR 1926 Subpart X & 1910.25-.27 & T8CCR 1675, 3276 & 3287	85%
	Lead Awareness Safety Training 29 CFR 1910.1025 & T8 Sec. 1532.1, T8 Sec. 5198	100%
	Multi_RAE Gas Monitor Training 29 CFR 1910.146 & T8 Sec. 2540, 4845, 5144, 5156-59	(monitored by LAWA's Industrial Hygienist)
	Respirator Fit Test 29 CFR 1910.134 & T8 Sec. 5144 (a-o), Sec. 5199	100%
	Scaffold Training Awareness 29 CFR 1926.454 Subpart L – Scaffolds & T8 Sec. 1637	100%
	Security Officer Training Departmental Mandate	100%
	Cyber Security Training Departmental Mandate for all with network clearance	(monitored by LAWA's IT division)
Animal Services	PC 832: Arrest and Control	100%
	PC 832: Firearms	100%
	New Employee Orientation – Disaster Service Worker, Violence in the Work Place, Sexual Harassment Preventions	100%
Building & Safety	AB717	Personnel monitors CEU's through Training Tracking System
	MOU 5 - OSHA 10 training and 20 hours safety training	Training and Emergency Management monitors these hours through the Training Tracking System
Chief Legislative Analyst	Floor Warden and High Rise Occupancy Training	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
City Attorney	Fraud, Waste and Abuse	97%
	Preventing Sexual Harassment	100%
	Disaster Worker Training	100%
City Employees' Retirement System	AB 1825 Sexual Harassment Training for Supervisors	Assigned to New Hires/Supervisors are required to take every 2 years
	Disaster Service Worker (DSW)	Assigned to New Hires
	EEO Challenge	Assigned to New Supervisors
	Fraud, Waste, & Abuse	Assigned to New Hires
	Workplace Violence	Assigned to New Hires
	CBRE: Fire Life Safety Training	Assigned to New Hires/Employees are required to take annually by LA Times building management
Economic & Workforce Development	ADA Disability Compliance Training	100%
Employee Relations Board	AB1825 - Sexual Harassment Prevention	100%
Fire - Civilian	HIPAA Compliance	90%
	Fire Life-Safety/ Emergency Preparedness	90%
General Services	CNG Safety Inspection Training	100%
	OSHA HAZWOPR	100%
	Aviation Training Academy	100%
	OSHA Required Bi-Weekly Safety Meetings	95%
	PACE continuing education for Elevator Industry Work preservation fund	100%
	Automotive Air Conditioning (40 CFR Section 609)	100%
	Forklift Industrial Truck Training (Cal/OSHA – T8)	100%
	FPP – Fire Prevention (Cal/OSHA – T8)	100%
	GHS Hazard Communication Standard	100%
	(Cal/OSHA – T8) (Tailgate Trainer)	
	HIPP – Heat Illness (Cal/OSHA – T8)	100%
	Hearing Protection (Cal/OSHA – T8)	100%
	IIPP – Injury Illness Prevention	100%
	(Cal/OSHA – T8)	
	Ladder Safety Inspection (Cal/OSHA – T8)	100%
	Lock-out Tag-out (Cal/OSHA – T8)	100%
	New Employee Orientation (Cal/OSHA – T8)	100%
	Overhead Pendant Crane Safety and Operation (Fleet Policy)	100%
	Respirator Training & Fit Testing	100%
	(Cal/OSHA – T8)	
	SWPPP – Preventing Storm water Pollution (Policy – Department of Watershed Protection)	100%
	Workplace Violence (City Policy)	100%
	Asbestos in Buildings refresher training, for Annual Asbestos Cert, "Certified Site Surveillance Technician", (combined with Lead in Bldgs, as one class). TRNG16.	100%
	City Resources Policies: Abuse of City Time and Equipment ...and (see other topic 5-24-17).	100%
	Construction Equipment: High Hazard Construction Equipment - Complying with Manufacturer's Operating Instructions.	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
General Services (continued)	Driver Safety: Defensive Driving Skills.	100%
	Driver Safety: Distracted Driving.	100%
	Earthquake Drill: The Great California ShakeOut 2016, ~10-20-16, total ~105 CFD staff.	100%
	Electrical Safety: Ground Fault Circuit Interrupters (GFCI), January is the Month to Test!	100%
	Electrical Safety, Standards for Electrical Safety in Construction (SESC) -- Energized Electrical Work Permit. New program development and training, for supervisors and lead staff, SAFE16/17	100%
	Elevating Devices: AERIAL BOOM LIFT, Safe Use Training	100%
	Emergency Prep: Earthquake Home Preparedness, January 2017 ...and (see other topic 1-18-17).	100%
	Emergency Preparation: In Case of Emergency -- Are You Prepared?... and (see other topic 11-22-16).	100%
	Emergency Preparedness: Emergency Preparedness for Employees, at Work and at Home.	100%
	Emergency Readiness Committee (ERC), Dept Mtgs, bi-monthly.	100%
	Eye Hazards: Construction Safety Alert! Eye Hazards -- When They're Flying About, Wear Goggles! ...and (see other topic 11-09-16).	100%
	Fall Prevention: Guardrails, Openings, Floors, and Accesses - Safety Walk-Around Checklist 2017.	100%
	Fall Prevention: Three Simple Steps to Preventing Falls - Plan, Provide, Train.	100%
	Fire Drill, CHS	100%
	Fire Drill, PTC	100%
	Fire Safety: Fire Protection and Fire Extinguisher Use Requirements; One of a Series of Fire Safety and Protection Training.	100%
	First Aid: Basic First Aid, Session 1 of 2 ...and (see other topic 5-24-17).	100%
	First Aid: Chest Pain... and (see other topic 12-21-16).	100%
	First Aid: Cuts and Scrapes ...and (see other topic 3-1-17).	100%
	First Aid: First - Head Trauma and Head Pain. ... (see other topic 1-18-17).	100%
	First Aid: First Aid to the Eyes -- Chemical Splashes and Foreign Objects... and (see other topic 11-09-16).	100%
	First Aid: Fractures (Broken Bones) ... and (see other topic 11-22-16).	100%
	First Aid: Heat Cramps, Heat Exhaustion, and Heat Stroke... and (see other topic 7-20-16).	100%
	Hearing Protection: Sound Advice - Protect Your Ears in Noisy Work Environments, Part 1 of 2.	100%
	Heat Illness Prevention: City of Los Angeles Cooling Center Locations ...and (see other topic 5-24-17).	100%
	Heat Illness Prevention: GSD -- CFD Policy and Procedures.	100%
	Heat Illness Prevention: Heat Illness Refresher -- It's Training Time! & (see other topic 7-20-16).	100%
	Heat Illness Prevention: HIGH HEAT PROCEDURES, Preventing and Responding to Heat Illness ...and (see other topic 6-21-17).	100%
	Heat Illness Prevention: HIGH HEAT PROCEDURES, Preventing and Responding to Heat Illness.	100%
	Holiday Safety: Holiday Safety.	100%
	Ladder Safety: Make Ladder Safety a HIGH Priority... February is Ladder Safety Month!	100%
	Lead (Pb) Awareness Training	100%
	Lead (Pb) Worker Training	100%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
	Lockout / Tagout: Control of Hazardous Energy: Lockout / Tagout.	100%
General Services (continued)	Mediation training, Conflict Resolution, 40 hour, Loyola Law School Center.	100%
	Mold Awareness: Mold Awareness ...and (see other topic 3-1-17).	100%
	Rain Safety: Working Safely in Wet Weather, with Construction Forces Division Rain Gear Policy and Ladder Inspection Reminder!	100%
	Respirator Fit Training.	100%
	Scaffold Safety: Scaffolds Training Guide.	100%
	Security: Enhanced Security Measures at PTC ... (see other topic 12-21-16).	100%
	Stormwater Pollution: Preventing Stormwater Pollution.	100%
	Stormwater Pollution Prevention, Inspector training and certification, req'd by CA State Water Board, TRNG16. Certification biennially; training annually.	100%
	Supv Safety Meeting, CFD - 01 - July	100%
	Supv Safety Meeting, CFD - 02 - Aug	100%
	Supv Safety Meeting, CFD - 03 - Sept	100%
	Supv Safety Meeting, CFD - 04 - Oct	100%
	Supv Safety Meeting, CFD - 05 - Nov	100%
	Supv Safety Meeting, CFD - 06 - Dec	100%
	Supv Safety Meeting, CFD - 07 - Jan	100%
	Supv Safety Meeting, CFD - 08 - Feb	100%
	Supv Safety Meeting, CFD - 09 - Mar	100%
	Supv Safety Meeting, CFD - 10 - Apr	100%
	Supv Safety Meeting, CFD - 11 - May	100%
	Supv Safety Meeting, CFD - 12 - June	100%
	Supv Safety Meeting, CFD - 02 - Aug	100%
	Tuberculosis: Information About Tuberculosis (TB) in Downtown L.A. & Skid Row ...and (see other topic 3-29-17).	100%
	Unsafe Conditions: Unsafe Condition and Hazard Reporting ...and (see other topic 3-29-17).	100%
Housing & Community Investment	Air Board Regulatory Updates and Issues	100%
	Aviation Fuel Handling Seminar	100%
	ADA Compliance	100%
Library	American with Disability Act-Law	100%
	Ethics -Law	100%
	Fraud, Waste and Abuse -Policy	100%
	Preventing Sexual Harassment	100%
Personnel	CALIFORNIA CODE OF REGULATIONS, 1451	100%
	CALIFORNIA CODE OF REGULATIONS, 2592	100%
	Continuing Education Credits (medical occupational health, correctional care, psychology and x-ray protocols, ranging from 24-50 credits)	100%
Planning	Workplace Violence Prevention	100%
Public Works - Board of Public Works	Supervisory Curriculum	74%
	Sexual Harassment Prevention	5%
Public Works - Contract Administration	Cal-OSHA Safety Training	100% (11,002 hours)
	Inspection Technology – BCA required	100% (6,776 hours)
	Field Training (on-the-job)	100% (4,120 hours)
Public Works - Engineering	Fire & Life Safety Training	100%
Public Works - Sanitation	BACK-001 Back Safety - Tailgate	90%
	BIO-009 BEMS: Program Overview	68%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works - Sanitation (continued)	CHEM-034 Occupational Exposure to Hazardous Compounds	90%
	CHEM-048 Ammonia Awareness and CalARP Training	34%
	CIEMP-205 Fraud Awareness & Abuse Prevention- Mandatory Training	72%
	COMP-027 Cybersecurity Awareness Training - Core	92%
	CONFSP-000 Confined Spaces - Overview	94%
	CONFSP-001 Confined Spaces Field (Rescue)	36%
	CONFSP-002 WCD: Confined Spaces	77%
	CONFSP-003 WCD: Confined Space for Catch Basin Cleaning	77%
	CONFSP-004 WCD: Confined Space Entry (Permit Required)	52%
	CONFSP-006 WCD: Confined Space - Tripod System	79%
	CRANE-001 Pendant - Operated Electric Crane	74%
	ECT-000 Electrical Safety	71%
	ECTC-000 High Voltage Safety Curricula	59%
	ECTC-001 Electrical Safety Curricula	94%
	EMERG-004 First Aid Basics (FAB)	22%
	EMERG-054 CPR-AED & First Aid Basics (FAB) Combined Class	51%
	EMERG-068 DCT/LAG Emergency Response Procedure (Combined)	64%
	EMERG-160 Disaster Service Worker Training	96%
	EMERG-162 OATH Disaster Services Worker Loyalty Oath	96%
	FIRE-005 Portable Fire Extinguisher	53%
	FORK-000 Safe Forklift Operation	94%
	GASDET-009 Drager Miniwarn Gas Detector	46%
	GASDET-016 Gastech Drager X-AM 2000	76%
	HAZARD-004 Operation Lifesaver: Safety at Railroad Crossings - Tailgate	88%
	HAZARD-017 Slips, Trips & Falls - Tailgate	73%
	HAZCOM-100 Hazardous Communication: Level 1 Right-To-Know - Tailgate	64%
	HAZCOM-200 Hazardous Communication: Level 2	80%
	HAZCOM-300 Hazardous Communication: Level 3 - Tailgate	80%
	HAZCOM-305 Aqueous Ammonia Material Safety Data Sheet	90%
	HAZNRG-007 Hazardous Energy Control - WCD	77%
	HAZNRG-016 Hazardous Energy Control Program (HECP)	52%
	HAZNRG-017 Hazardous Energy Control Program (HECP) - Field	46%
	HAZNRG-021 Hazard Assessment and Work Authorization Program	92%
	HAZNRG-022 Hazard Assessment and Work Authorization Programs - Field Training	80%
	HAZWST-007 Hazardous Waste Management for Handlers	71%
	HAZWST-026 HAZARDOUS WASTE MANAGEMENT FOR SITE SUPERVISORS & MANAGERS	22%
	HEALTH-009 Wastewater Pathogens - Tailgate	94%
	HEALTH-013 Heat Stress/ Hot Weather Tips - Tailgate	48%
	LAD-000 Ladders & Scaffolds - Tailgate	95%
	LAD-001 Ladder Inspection	6%
	LAD-002 Ladder Safety - Tailgate	64%
	LAD-004 Ladder Safety Presentation	43%
	LADC-000 Ladder Safety Curricula	67%
	LIFT-000 Manlift	72%
	LIFT-006 Manlift Field Training	46%
	LIFT-008 Scissor Lift Safety - Tailgate	42%

MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works - Sanitation (continued)	OSHA-014 Injury & Illness Prevention Program Training Requirements	3%
	PEST-000 Herbicides & Pesticides	6%
	REFCOL-028.03 Vehicle Tagout Procedure 2010	16%
	REFCOL-028.04 LOADBODY ENTRY LOCKOUT/TAGOUT PROGRAM	6%
	REFCOL-040 PPE - Personal Protective Equipment - tailgate	8%
	RESP-001 Respiratory Fit Test	32%
	RESP-006 3M Airline Respirators	80%
	RESP-011 Annual Air Purifying Respirator/ Respiratory Protection Program	45%
	RESP-012 Scott Airline Respirators	62%
	RESP-013 Scott Self - Contained Breathing Apparatus (SCBA)	50%
	RESP-023 Dust Mask/ Respirator - Tailgate	37%
	RIGG-000 Lifting & Rigging	67%
	RIGG-004 Lifting & Rigging - Tailgate	78%
	RIGGC-000 Rigging Safety Curricula	65%
	SXHAR-007 Sexual Harassment: California Managers Edition - Online Course	65%
	TRAF-000 Traffic Control	58%
	TRAF-003 DOT Drug & Alcohol Testing Program for Supervisors	30%
	TRAF-042 Hands Free Wireless/Cell Phone Law - Tailgate	83%
	TRENCH-001 Trench Shoring Field Competency	34%
	Supervisory Curriculum	100%
	Workplace Violence Prevention*	86%*
	Disaster Service Worker	96%
	Fraud, Waste And Abuse	96%
	Public Works Building Occupant Safety Training**	73%** as of 6/30/17
	Preventing Sexual Harassment For Supervisors	100%
	New Employee Orientation – Bureau-Wide***	84%
	New Employee Orientation – Divisional	100%
	Vocational Worker Orientation	100%
	Safety Training Seminar	100%
	Great (Earthquake) Shakeout	100%
	Is 700 Nims Awareness	100%
	Ics 200 Ics For Single Resources ...	100%
Public Works - Street Services	ICS 100 INTRODUCTION TO INCIDENT COMMAND SYST (ICS)	100%
	Urban Forestry Annual Safety Training	100%
	Urban Forestry New Employee Safety Training	100%
	Urban Forestry Chain Saw Training	100%
Recreation & Parks	Arial Lift Safety	Training Database
	Asbestos Awareness	Training Database
	Blood Borne Pathogens	Training Database
	Confined Space	Training Database
	Forklift Safety	Training Database
	Heat Illness Prevention	Training Database
	Portable Fire Extinguishers	Training Database
	Respiratory Protection Training	Training Database
	Injury Illness Prevention Program	Training Database
Transportation	Preventing Sexual Harassment	60%
Zoo	CPR Training	100%

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Airports	Department Training Program - educational and training opportunities offered by LAWA cover a wide spectrum of topics and areas that promote high performance, effective leadership, and professional development; current focus seeks to comply with legal and policy mandates while providing educational and training opportunities to employees at all levels.
	Specialized Training and Tuition Reimbursement Programs - proper departmental approval, employees may take classes, seminars, and workshops sponsored by vendors, contractors, manufacturers, professional organizations, and other governmental agencies/organizations (for example, FAA, American Association of Airport Executives, etc)
	Supervisors' Toolkit - a bi-annual course comprised of six full days of instruction on topic areas designed to assist lower and mid-level supervisors, as well as any manager needing to refresh their skill sets. Topic areas include: Roles and Responsibilities of a Supervisor; Equal Employment Opportunity for Supervisors; navigating Family Medical Leave, Light Duty Assignments, and Reasonable Accommodation Assessments; Discipline & Grievance Handling; Workers Compensation, and; Performance Management.
	Executive Leadership Workshops for Executives & Managers - executives and top managers receive valuable and important information in a motivational and inspiring manner to encourage excellent leadership skills and promote teamwork and employee engagement at all levels of the organization; offered twice a year.
Animal Services	Animal Care Technician On-The-Job Training (6-week program)
Building & Safety	Inspector Safety Training Program
	Fred Pryor Seminars - focus on soft skills, namely service skills, time management, and team building
	Supervisor Workshop - run by department managers to provide skills for new supervisors
Chief Legislative Analyst	Policy and Legislation Update Training
City Employees' Retirement System	LACERS Training Program - On a quarterly basis, at least four hours of training provided to supervisory staff and one department-wide mandatory training.
Disability	Americans with Disabilities Act Training - major focus has been in area of disability law and providing that information to all City employees
	Federal Construction-Related Accessibility Standards Training - for those professionals who aspire to become Certified Access Specialist
Emergency Management	Emergency Preparedness Training offered through FEMA's Emergency Management Institute and CalOES's California Specialized Training Institute.
Fire & Police Pension	Department Training & Development Program - based on needs of strategic plan and focused on department goals
General Services	LEAP Program - conducted by Department Executive and Personnel staff; focus on effective training in job performance, development and enhancement, and continual improvement to services provided
	Management by Objective and Total Quality Management - management and training style fosters team member support and buy-in to project timelines and task assignments, along with team celebrations of smaller yet important achievements of clear and manageable objectives.
	Safety Training - conducting bi-weekly OSHA mandated safety trainings and providing training on new innovations and technology
Housing & Community Investment	Department-level training with objectives: - To improve job skills - Safety awareness - Domestic violence training/handling - Quality management

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Library	Library Training Program - provide continuing education to our professional, administrative support and para-professional staff in order to meet the goals of the strategic plan - train librarians in building content knowledge and strategies in order to be able to engage adult, teens and children in life-long learning. In addition, we continued to support staff in learning best practices in digitization, applying the American with Disabilities Act, and information literacy.
	Security Training - taught by the Los Angeles Police Department and Library Security
	Wellness Program Training Series - included topics on working with difficult people, creating a respectful work environment, conflict resolution, effective communication, managing stress and enhancing interpersonal awareness.
Neighborhood Empowerment	Department Training & Development Program - utilizes training from other sources, including training on supervisory skills, leadership, department policies and procedures, and a number of other areas related to working with Neighborhood Councils and elections.
Personnel	Core Supervisory Training Program - department was responsible for development and is managing and administering the program to consolidated departments.
	Specialized Training Reimbursements - available for training registration costs for work-related training and conferences
Planning	New Employee Orientation Program
	California Environmental Quality Act Training - fundamentals of CEQA as they apply to the City
	Zoning Training - focuses on pertinent zoning codes and issues when reviewing site plans
Public Works - Bureau of Contract Administration	Department Training Program - focuses on keeping department employees training and informed on policies and procedures required for their jobs, namely those that keep them in compliance with all necessary contractual ordinances and State and Federal law.
Public Works - Bureau of Engineering	Bureau of Engineering Training Program - dedicated to developing its employees by offering several training and educational opportunities, include but are not limited to: Project Management, Construction Management, Drafting, Safety, Supervisory and Management Skills, and Technical and soft skills.
Public Works - Bureau of Sanitation	Bureau of Sanitation Training Program - fulfills regulatory agency and Bureau-required training; areas include safety, emergency operations, professional and technical development, and media production services. Other non-mandated training offerings include professional development, software utilization and topics that address the needed knowledge transfer for succession planning.
Public Works - Bureau of Sanitation	Cyber Security Training - meeting compliance, as mandated under Executive Directive 2
Public Works - Bureau of Street Lighting	Bureau of Street Lighting Training Program - objectives are to: 1) train employees who desire to learn more; 2) stay ahead of schedule and assign required courses ahead of time ; 3) prepare employees for future supervisory roles; and 4) provide ongoing field-specific training.
Public Works - Bureau of Street Services	Bureau-Wide New Employee Orientation Program - designed to provide a comprehensive overview of employee benefits for new and transferred employees, a discussion of the duties and responsibilities in accordance to city policies and regulations, and Bureau's mission and vision in providing quality, efficient and timely service; four-hour classroom training conducted at least every two months.
	Divisional/Sectional Orientation Program - one-on-one training of new employees covering all issues specific to each division; including uniforms, tools and equipment use, workplace and hazardous materials safety procedures, time and attendance guidelines, maintenance locker, DMV-related issues, customer service and ethics.

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Public Works - Bureau of Street Services (continued)	Vocational Worker Orientation Program - orientation for employees who passed the Street Maintenance Certificate Program at LA Trade Tech College; on-going program designed cooperatively between Bureau of Street Services and LATTC.
Recreation and Parks	Department Regulatory and Safety Training - offers training to all employees to insure compliance with all State and Federal Regulations; focuses heavily on Safety training
Transportation	Department Training Program - one of the goals includes plans to offer more training and professional development opportunities over the next several years; dedicated resources to employ a "FUSE Fellow" for one year to develop a mid-level manager to help support the Department's succession planning efforts.
	Brown Bag Training (various topics)
	New Employee Orientation
Zoo	Department Training Program - comprised of training resources including Zoo industry conferences; on-line training programs; and seminars and workshops for employees to enhance their skills and employee performance. Other in-service and on-the-job training provided on employee safety; CPR and AED training; forklift operator training; and confined space training.

DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Airports	"Thanks LAWA" - Employee Recognition Program - available to supervisors and peers to provide recommendation
	Notice of Commendation (Form Gen. 79)
	Service Pin Presentations
	Good & Perfect Attendance Recognition - letter is filed in the respective employees' Personnel Folder and becomes a part of their permanent employment record. Employees recognized as having either good or perfect attendance receive an exclusive invitation to an event named WE'RE (Working Everyday Rewards Everyone) at Work; where their achievements are celebrate along with food, beverages, and prizes.
	Aerogramme and Environmental Connections Newsletter - include information of general interest to employees, information about employee(s) and various group activities, and employee recognition
	Association of Airport Employees Club - volunteer social and benefits organization
	Project LIFToff (Leadership, Innovation, Facilitation and Teamwork) - to promote, facilitate, and support innovation
	LAWA Wellness - created to provide resources to its employees that will help enhance their personal health and overall well-being to achieve a better work life balance. Monthly newsletters are distributed with information on upcoming fitness group activities, health programs such as Weight Watchers and Lunch & Learn sessions.
Chief Legislative Analyst	Department Mentor Program
City Attorney	Service & Recognition Program
City Clerk	Annual Recognition Program
City Employees' Retirement System	Annual Recognition Program
	Service Pin Presentations
	Sick Time Recognition Program (400 and 800 hours)
	Guiding Principles Program - an annual luncheon acknowledging staff for all of their hard work and service; recognition to standout employees
Convention & Tourism Development	CTD Development Program - Clear communication of the department's vision, goals and strategies. Peer to peer interaction, mentoring and training are utilized to promote workforce development by the executive leaders.
Disability	Mediation Program - provide departments with training and support for utilizing mediation as a tool for dispute Resolution
Economic & Workforce Development	Recognition Program - quarterly recognition during departmental meetings run by the General Manager
Fire	Employee Recognition Luncheon recognizing - Fire Chief's Award of Excellence - Employees of the Year - Certificates of Special Recognition - Attendance Awards
Fire & Police Pension	Holiday Events & Social Gatherings
	Department-wide Meetings for - Service Pin Presentation - Performance Recognition - Attendance Recognition
General Services	Succession & Workforce Planning - develop staff by attending Management Action Program (MAP) training, CORE and LEAP supervisory classes
Housing & Community Investment	Department Employee Recognition Program

DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Housing & Community Investment (continued)	All Hands Staff Meetings
	Annual off-site retreats for operations divisions – employees/managers convene to discuss
	Annual evaluations – help employees improve by identifying areas
Neighborhood Empowerment	Department Mentor Program
Personnel Department	Department Employee of the Quarter and Employee Recognition Program
	Mentorship Program - piloted in previous Fiscal Year, full launch in FY 17-18
Planning	Quarterly All Staff Meetings - discuss achievements, policy changes, service pin presentations, digital dashboard for performance metrics
	Planning Day - annual professional development event arranged by the department; provides employees the opportunity to physically visit a chosen geographic region to learn field and technical experience
	Annual Evaluations - provide quantitative measurements essential for a production-oriented work environment
Public Works - Bureau of Contract Administration	Task Force for Employee Achievement and Morale - employee recognition for individuals, supervisors, and teams
	Fire Department Leadership Academy - management staff training curriculum managed and administered by the Los Angeles Fire Department.
Public Works - Bureau of Engineering	Associate Rotation Program - consists of assignments in three different divisions/groups providing experience in design, construction, and engineering services.
	Department Mentor Program - voluntary, one-on-one opportunity to provide informal non-technical guidance to staff for the purposes of career advancement
Public Works - Bureau of Sanitation	Department Mentor Program (pilot)
	Employee Recognition Program
Public Works - Bureau of Street Lighting	Annual Employee Recognition Ceremony
Public Works - Bureau of Street Services	Employee Recognition Awards - quarterly recognition presentation to department; 29 awardees last Fiscal Year.
Transportation	Employee Recognition for Outstanding Performance
	Service Pin Ceremony
	Perfect Attendance Recognition
	Ice Cream Social - celebrate DOT employees' accomplishments
	CLEAR Performance Assessment Program - goal and competency-based evaluation program
Zoo	Strategic Planning Group - implementation of its strategic plan and the assessment of training needs to address issues identified in a recent employee engagement survey, there is working group to improve the Zoo's organization structure and culture. Areas to be addressed will be initiatives to enhance employee recognition, engagement, orientation on mission and strategic vision, and performance management.

TUITION REIMBURSEMENT

#	DEPARTMENT	FUNDING SOURCE	AVAILABILITY	# EMPLOYEES FUNDED
1	Airports	Department Funding	Active LAWA employees, eligible to take Civil Service Exams; meeting minimum performance expectations	75
2	City Attorney	MOU Funding	All City Attorney employee, represented by MOU 29	75
3	City Employees' Retirement System	Department Funding	All full-time LACERS employees	7
4	Fire & Police Pension	Department Funding	All full-time Pension employees	4
5	Library	Department Funding MOU Funding	All Library Department employees; MOU funding only available to those represented by MOU 6/16	387
6	Public Works - Engineering	Department Funding	All Bureau of Engineering employees	204
7	Public Works - Sanitation	Department Funding	All Bureau of Sanitation employees	48
8	Public Works - Street Lighting	Department Funding	All full-time Bureau of Street Lighting employees	1
			TOTAL	801