

REPORT FROM



THE PERSONNEL DEPARTMENT

TO: The Honorable Members of the Personnel and Animal Welfare Committee	DATE 10/15/2020
REFERENCE: Prior Council File: 11-1592	COUNCIL FILE 15-0550
SUBJECT: EMPLOYEE DEVELOPMENT ANNUAL REPORT FISCAL YEAR 2019-2020	
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 2019-2020. 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 (Airports, Harbor, and Water and Power are not required). This report covers the Fiscal Year 19-20. DISCUSSION During this reporting period, the Personnel Department continued to provide a comprehensive training program for City employees both in-person and online. 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 and Recognition. Additionally, the Personnel Department piloted new platforms and surveys used for engagement in the workplace, as well as a New Employee Orientation program called Day One. These platforms and programs are to assist the Personnel Department with determining the most effect methods to provide a more engaging workforce Citywide. The Employee Engagement and Training staff continued to work with the Department on Disability in order to ensure training courses are 508-compliant and accessible for all users. 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 continue to oversee Citywide and department specific online training as well as assist departments with new training programs and needs brought on by the Covid-19 pandemic. The Department will begin shifting training programs to online courses and work with the Workforce Development section to develop a new Knowledge Transfer program in preparation for early retirements brought on by the pandemic.  _____ WENDY G. MACY GENERAL MANAGER	
Attachment	



EMPLOYEE DEVELOPMENT **ANNUAL REPORT** FISCAL YEAR 19-20

October 15, 2020

PART 1: CITYWIDE DEPARTMENT TRAINING & DEVELOPMENT PROGRAMS

1.1 ONLINE TRAINING ACADEMY

1.1.1 ONLINE TRAINING

During this reporting period, the Personnel Department shifted into its fifth year using the Online Training Academy provided by Cornerstone OnDemand, which has continued to be a central resource for both Citywide and department specific training. The system has allowed for employees to complete training at their convenience and for departments to clearly track the progression of their employees in an effective manner. Additional training resources provided through Cornerstone also allowed for more training opportunities that will be discussed later in this report.

The Employee Engagement and Training (EEAT) section, previously “Employee Development,” continued to communicate with the Department Training Coordinators regarding updates in the Cornerstone system to increase the efficiency and effectiveness of providing online training to employees. Department Training Coordinators were also encouraged to upload their own (Department Specific) courses to the online platform, as well as utilize additional catalogs of courses for employee development. Four Departments purchased licenses for an additional catalog entitled “CyberU,” which accounts for a significant portion of the Department Specific courses this fiscal year. Completion numbers for these courses as well as further information related to the CyberU catalog will be discussed later in this report.

100,637 COURSES COMPLETED!

• 66,217 MANDATORY • 34,420 NON-MANDATORY • 80,468 CITYWIDE COURSES • 20,169 DEPT. SPECIFIC COURSES

HUMAN RESOURCE ESSENTIALS			
• Department Specific Courses (Including CyberU)	20,169	• Refresher: DSW Part 1	2,019
• Workplace Harassment and Abusive Conduct Prevention: Non-Supervisor Version	19,456	• Refresher: DSW Part 2	1,957
• Workplace Harassment and Abusive Conduct Prevention: Supervisor Version	13,493	• Refresher: DSW Part 3	1,914
• Disaster Service Worker: Mandatory Loyalty Oath Training	10,620	• Refresher: DSW Part 4	1,844
• Cybersecurity: Required Citywide Training	10,482	• Disaster Service Worker II: Serving Others	1,480
• Ethics and Open Government Training	5,470	• The Need for Customer Service	1,224
• Fraud, Waste, and Abuse Prevention	2,271	• Preventing Sexual Harassment (Previous Versions)	1,096
		• Citywide ADA Compliance	789
		• Office Ergonomics-Work Station Setup	466
		• Office Ergonomics-Risk Factors	77

SAFETY		LEADERSHIP & SUPERVISION	
• Safety Injury Illness and Prevention	1,759	• EEO Challenge	948
• Workplace Violence Prevention for Employees	949	• Supervisory Skills	782
• Workplace Violence Prevention for Supervisors	365	• Best Practices in Knowledge Transfer: Role by Role	410
• Covid-19: What You Need to Know	164	• Supervisor Curriculum	237
• Hazardous Communication Awareness	143		
• Bloodborne Pathogen Exposure Control	53		

FIGURE 1. Courses completed in the Online Training System.

The tables in Figure 1 above show the total number of course completions throughout Fiscal Year 19-20. Table 1 breaks down the total based how many courses were Mandatory/Non-mandatory or Citywide/Department Specific. Tables 2-4 show a list of the Citywide courses (whether mandated or not) along with their relative completions. Table 5 shows the total Department Specific courses (mandated and non-mandated).

1.1.1 ONLINE TRAINING (Cont'd)

Over 20,169 Department Specific courses were completed during this reporting period. For Fiscal Year 19-20, a total of 100,637 online training completions were recorded through the Online Training Academy, 20,169 of which were for Department Specific courses. This number includes training offered to select Departments through CyberU. For a list of Department Specific courses (including courses completed through CyberU) please refer to Appendix A. Please note that due to the extensive length of this list (20,000+ Completions), Appendix A only includes the courses completed by 50+ employees – it does not include the full list of Department Specific/CyberU courses completed during this reporting period.

1.1.2 INSTRUCTOR-LED TRAINING

The Instructor-Led Training feature in the Online Training Academy has continued to be used by many departments during Fiscal Year 19-20. This feature allows for Department Training Coordinators to register employees for the in-person training sessions provided by their department and track their attendance.

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 19-20, 256 training sessions were tracked using the Learning Management System (LMS), which is reflected on the training records of 7,469 employees Citywide. This data shows a decrease in the number of employees trained compared to last reporting period, which indicated that 12,032 employees were trained using Instructor-Led Training. This decrease in learning is likely because all instructor-led courses were postponed mid-March due to the Covid-19 pandemic, which cut approximately 3.5 months of additional training to be counted.



FIGURE 2. Instructor Led Training Tracked in Online Training System

1.2 COMPLIANCE TRAINING

1.2.1 WORKPLACE HARASSMENT & ABUSIVE CONDUCT PREVENTION

Under California Senate Bill 1343, the City is required to provide at least two hours of sexual harassment and abusive conduct prevention training to all supervisory employees, and at least one hour of sexual harassment and abusive conduct prevention training to all non-supervisory employees, including exempt, part-time, temporary, and seasonal workers within six-months of assuming a position, and every two years thereafter, by January 2020. During this reporting period, the DFEH extended the deadline for compliance to January 1, 2021.

1.2.1 WORKPLACE HARASSMENT & ABUSIVE CONDUCT PREVENTION (Cont'd)

The City's previous Sexual Harassment Prevention courses were updated in August of 2019. The updated courses, which are titled "Workplace Harassment and Abusive Conduct Prevention: Non-Supervisor/Supervisor Version," can be found on the City's Learning Management System and are offered year round. Before the update, a memo was sent from the Personnel GM to all Department heads indicating that employees who took the previous version(s) between January and August of 2019 do not need to take an updated version of the course (as they are still compliant), but rather have access to a workbook that shows the minor updates made to the course. Employees who fall in this category have the ability to access to the workbook via Cornerstone, or can obtain a workbook from their Training Coordinator. For anyone who took the previous version before 2019, they are all required to take the new version of the course by January 2021.

For this reporting period, 32,949 employees completed either the Non-Supervisor or Supervisor version of the Workplace Harassment and Abusive Conduct Prevention course. Additionally, 1,096 employees completed the previous version of the training before it was updated in August of 2019. This brings the total of Workplace Harassment Prevention completion to 34,045. This is a significant increase since last Fiscal Year (3,195 completions) and is likely because employees were due to renew completions during this reporting period. However, as mentioned above, the DFEH has extended the deadline for compliance until the end of 2020. All Department Training Coordinators were updated regarding this extension, and were also provided a list of which employees still need to complete the course. We will continue to monitor compliance and report on the remaining completions in Fiscal Year 20-21.

1.2.2 DISASTER SERVICE WORKER TRAINING



Due to the Covid-19 pandemic, Mayor Garcetti activated the Disaster Service Worker (DSW) Program for the City of Los Angeles in March of 2020. In response to this activation, training staff re-assigned the "DSW: Mandatory Loyalty Oath Training" to all employees in Cornerstone, as well as four short "refresher courses" so employees can review information related to the DSW Program. Employees also have access to the supplemental course, "DSW II: Serving Others" for completion if they are assigned a DSW task.

At the end of Fiscal Year 19-20, the compliance rate for the required DSW training was 90.5% for full-time employees and 42.2% for part-time. The Personnel Department provides details on compliance to each department's Emergency Management Coordinator on a monthly basis.

1.2.3 CYBERSECURITY TRAINING

In order to ensure compliance with Executive Directive No. 2, the City continues to provide Cybersecurity training on an annual basis. This course reviews information related to safe web browsing, phishing scams, securing passwords, using mobile devices, and ensuring the protection of City data and assets. City employees with network access, including computer workstations and email, are required to complete this course as it will provide guidelines on protecting the City's electronic infrastructure. Employees who do not have frequent access to a computer were also given the opportunity to complete a shorter version of the course that focused on only the major components of Cybersecurity training.

During this reporting period, 10,482 employees completed the required Cybersecurity course (or the shortened version). ITA has informed the Personnel Department that they are currently working on an updated version of the course that will better monitor which job classes are required to take the course, as well as create different curriculums based on job class. This way, employees are only required to complete Cybersecurity courses that pertain to items they work with frequently. An update regarding the new version of the course will be included in the report for Fiscal Year 20-21.

1.2.4 FRAUD, WASTE, & ABUSE AWARENESS TRAINING

The City continues to offer Fraud, Waste and Abuse (FWA) Awareness training Per LAAC Section 20.60.6 and LAMC Section 49.5.18.B. This course is required for all new full-time City employees, and again every two years thereafter. Upon completion of this course, employees will understand the meaning of FWA, the City's Fraud Ordinance, how to recognize FWA "Red Flag", and their responsibility to report FWA.

The FWA Awareness training accounts for 2,271 completions this fiscal year, which is a significant decrease compared to Fiscal Year 18-19. The reason for this is likely because compliance is only to be renewed every 2 years. Additionally, the Controller's Office has been in contact with EEAT staff and informed staff that a new version of this course will be available in Cornerstone later in the year. The Controller's Office confirmed that a memo will be sent to Department Heads towards the end of the year to provide further detail on the updated course. Considering compliance is not officially due until next year, we did not include individual department compliance for this reporting period, unless it was listed by the departments themselves. We anticipate a significant increase when reporting compliance for this course during Fiscal Year 20-21.

1.2.5 WORKPLACE VIOLENCE PREVENTION

In a continued effort to support the City's Workplace Violence Prevention Policy and Guidelines, the Online Training Academy offered courses containing the City's Workplace Violence Prevention policies as well as instructions on how to handle any potential red flags and warning signs. Courses are available for both supervisors and employees. During this reporting period, 1,314 employees completed the online course, which is almost precisely the same amount of completions during last fiscal year. The Personnel Department plans to continue to offer this training on the Online Training Academy as well as research other possible resources for employees in order to ensure a thorough understanding of this critical topic.

1.2.6 COVID-19: WHAT YOU NEED TO KNOW FOR THE WORKPLACE

In response to the Covid-19 pandemic and a mandate provided by the Mayor's Office, the Personnel Department Occupational Safety and Health Division created an online Covid-19 course that was uploaded to Cornerstone on June 29, 2020. Department Training Coordinators were advised that all employees must complete this training before returning to the workplace. If employees have already returned to the workplace, this course was to be completed as soon as possible. The Covid-19 course walks through basic definitions, regulations, cleaning/sanitizing methods, and recommendations for employees who are returning to the workplace. For Fiscal Year 19-20, only 134 employees completed this course. However, we anticipate the low number of completions are due to the course being live for only two days during this reporting period. Additionally, this number only captures completions of this course in Cornerstone. Employees who do not have access to Cornerstone were given two alternative methods to complete the course (PowerPoint or PDF). Staff also provided a Spanish version of the PPT, as this was a request by several departments. For anyone taking an alternative method of the course, they must complete a GoogleForm (located at the end of the course) to track compliance. This form is monitored by the Occupational Safety and Health Division. Personnel staff will continue to monitor compliance for this course and report updated compliance during next fiscal year.

1.3 IN-PERSON TRAINING PROGRAMS

1.3.1 CORE SUPERVISORY TRAINING PROGRAM

During this reporting period, the Personnel Department completed the sixth official year of its Core Supervisory Training Program. This program provides a classroom setting for supervisors at all levels to learn about critical supervisory topics and skills while also interacting with other supervisor-level employees from a variety of departments.

The program currently consists of 16 in-person training hours in addition to a 1 ½ hour online training prerequisite administered through Cornerstone. The Core Supervisory Program covers 4 main topics:

1. The Role of the Supervisor
2. Handling Grievances
3. EEO/FMLA/Reasonable Accommodation
4. Discipline



FIGURE 3. Core Supervisory Training Program

1.3.1 CORE SUPERVISORY TRAINING PROGRAM (Cont'd)

During Fiscal Year 19-20, a total of 406 employees completed the full program. Because of the Covid-19 pandemic, the program was put on hold as it required in-person attendance. Unfortunately, because of this, the program's number of employees who completed the entire training program was lower than the previous fiscal year of 540. Had the last cohort continued as planned, completions would have exceeded the previous fiscal year, and would have reached over 600 employees. In anticipation of continued delays related to the Covid-19 pandemic, the Personnel Department is transitioning to offer this program online so employees can be training on these critical topics virtually. The department has planned for the most recent cohort to finish the last two courses online starting in August of 2020.

The Personnel Department intends to continue to find ways to improve supervisor and leadership training for City employees. In addition to offering the Core Supervisory training online, the department is working with different vendors to add possible continuations of leadership content for higher level supervisors. The Core Supervisory Program and related Leadership training will be reviewed again during upcoming fiscal year.

1.3.2 EXECUTIVE TRAINING PROGRAM



During Fiscal Year 19-20, the Personnel Department continued its Executive Training Program in an effort to provide executive-level staff with the information and tools that are necessary to effectively lead their departments and meet organizational goals. During this reporting period, executive staff attended a training entitled Preventing Harassment, Discrimination, and Retaliation in the Workplace. This training was held at the Grammy Museum in Downtown Los Angeles and was administered by Personnel Department's Chief Equity Officer, Malaika Billups. The 2 hour presentation offered critical information as well as in-depth discussions and exercises in compliance with required information related to SB-1343. Executive staff that attended the training received credit for completion of Workplace Harassment and Abusive Conduct Prevention training in Cornerstone, and therefore were marked as completed for the course to ensure compliance was tracked.

With the continued success of this program, the Personnel Department is planning to coordinate additional events for Fiscal Year 20-21.

1.3.3 DAY ONE ORIENTATION

The EEAT team worked with Personnel Chiefs and Division managers to create the first ever Day One New Employee Orientation on October 16, 2019. This training was offered to new Personnel employees who were hired between April and October of 2019, and provided an insight of what working at Personnel is like. The all-day orientation, led by Deborah Caruso, included a history of the Personnel Department provided by Bill Weeks, as well as an introduction to the different divisions and sections of Personnel. New employees watched presentations from division managers to gain a better understanding of what each division does, as well as ask questions about division functions, processes, day-to-day tasks, and more. Attendees also had the opportunity to split into their divisions to introduce themselves, ask more questions, and get to know other staff members. At the close of the orientation, some Union Representatives who attended were also given the opportunity to introduce themselves to employees who were new to the City.

Due to limited availability of staff and the Covid-19 pandemic, this program was unable to continue during this reporting period. It is, however, something that EEAT staff is working on improving and possibly offering online at a later time. The goal of this program is to eventually create a similar orientation that can be used or referenced Citywide for other departments to consider.

1.3.4 LA CITY WOMEN SPEAKER SERIES



EEAT staff along with the Mayor's Office presented the first LA City Women Speaker Series panel on May 12, 2020. The goal of this series is hold online panel discussions with women in different positions across the City. The first session was "LA City Women in Tech." The speakers included Aura Moore (CIO and Deputy Executive Director, LAWA), Charlene Dennis (Leader for Team Innovate and Angels Lab, ITA), and Kim Ly (Director of Systems, HCIDLA). The session was moderated by Jeanne Holm (Chief Data Officer, Mayor's Office) and also had a brief appearance by Tanya Pineda (Analyst with the Innovation Team, Mayor's Office). The speakers provided inside information on how employees can lift their careers in the City, discussed inspiring stories of innovation, and gave insight on how we are all making LA a better place. The panel was live streamed and viewed by over 500 viewers. The panel was also recorded and made available to employees to view on YouTube for reference.

Because of the shift in duties after the Covid-19 pandemic began, EEAT and the Mayor's Office are working planning on holding the second LA City Women Speaker Series panel in September or October of this year. The next topic for discussion will be LA City Women in Construction. Staff will continue to provide panel discussions to further benefit women in the City and provide an update on this series during the next reporting period.

1.3.5 EMPLOYEE ASSISTANCE PROGRAM

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. The Employee Benefits Division utilizes the vendor Optum, which adds and offers new courses to employees on a quarterly basis.

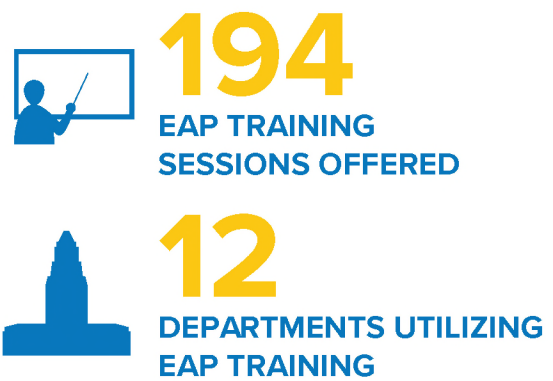


FIGURE 4. Training provided through the employee

It should be noted that because staff was unable to pull reports from a specific fiscal year, this data includes training offered between January and June 30th for 2019 in addition to Fiscal Year 19-20. A total of 194 courses were offered by Optum during this time frame. Twelve departments utilized this program, including Animal Services, City Clerk, City Planning, Council District 3, Office of Finance, Housing, ITA, Library, Personnel, PW: Bureau of Engineering, PW: Bureau of Sanitation, Recreation and Parks and Department of Transportation.

1.4 EMPLOYEE DEVELOPMENT PROGRAMS

1.4.1 EMPLOYEE RECOGNITION PROGRAM

The Personnel Department continues to offer the Employee Recognition Program. This program has allowed supervisors to formally acknowledge their employees whose efforts have led to exceptional work or service to the public. Supervisors can immediately 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.

During this reporting period, 136 employees from across 17 City departments were recognized for their outstanding efforts through this program. In total, over 885 recognition certificates across 26 different departments have been generated throughout the course of this program at Personnel. A goal for the Personnel Department is to increase the number of departments that have yet to use this platform, and expand communication so more supervisors are aware of this feature.



FIGURE 5. Personnel Department's Employee Recognition Website Usage

1.4.2 EMPLOYEE ENGAGEMENT



CultureAmp: The Personnel Department worked on ways to measure and determine best practices to improve Employee Engagement. To accomplish this, EEAT staff began surveying Personnel employees on a new platform called CultureAmp. CultureAmp is an employee feedback platform used to collect, understand and act on employee feedback. This platform was used to administer surveys and collect information that will help department staff understand engagement levels of employees. Two surveys were administered to Personnel Employees through CultureAmp- 1) Engagement Survey, 2) Covid-19 Response Survey. Although these surveys were not administered Citywide, results from these surveys are intended to not only assist with improving Personnel Employee Engagement, but also engagement across the City.

Engagement Survey: The Personnel Department Engagement Survey was sent to all full-time employees on March 2, 2020. Participants had until March 16, 2020 to complete the survey via CultureAmp. This survey consisted of 60 questions that were grouped into 16 factors: Engagement (Key Factor); Alignment and Involvement; Your Supervisor; Work and Life Blend; Management; Teamwork and Ownership; Learning and Development; Enablement; Collaboration and Communication; Innovation; Leadership; Social Connection; Service and Quality Focus; Company Confidence; Feedback and Recognition; and Action. Although Engagement was assessed with its own questions, the remaining factors are found to be critical items that often play a significant part in overall engagement. Results of showed positive responses overall, but did indicate that Personnel can improve in a few of the areas measured in the survey. Personnel's partnership with CultureAmp allows for two more Engagement-related surveys which will be used to continue to monitor progress on improving engagement.

Covid-19 Response Survey: Due to the COVID-19 pandemic, CultureAmp offered a survey to provide organizations with insight on how employees perceive their efforts in responding to the pandemic. The Personnel Department COVID-19 Survey was sent to all Full-Time and Part-Time employees on May 1, 2020. This survey consisted of 38 questions that were grouped into 11 factors: Company Confidence (Key Factor); Role Confidence; Flexibility; Management; Policy; Business Continuity; Fairness; Wellbeing and Health; Leadership; Communication; and Raising Concerns. Similar to the Employee Engagement Survey, this survey calculated favorable scores for the individual questions, in addition to the overall favorable scores for each factor. Overall, results were positive for this survey as all factors had over 70% favorable scores. Many participants expressed that considering the short amount of time given to adjust to the conditions of the pandemic, the Department did a great job with adjusting and communicating with employees. Participants also praised the ability to telecommute quickly, and felt safer doing so.

1.4.2 EMPLOYEE ENGAGEMENT (Cont'd)

Survey Monkey: Because CultureAmp offers a limited number of surveys, EEAT staff also utilized Survey Monkey in order to survey employees on the topic of Working From Home. Questions on the survey included how working from home has impacted productivity, communication, health and wellness, etc., as well as positive and negative takeaways about working from home. The survey also included a supervisor section, where staff who indicated being supervisors could also comment on how working from home has impacted their team.

The Personnel Department offered a Citywide Working from Home Survey between July 31st and August 14th. Results from the Personnel Department survey, as well as the Citywide survey, were merged together into one report/dashboard for City departments to view. Results of the merged surveys will be discussed in the report for Fiscal Year 20-21.

1.5 WHAT'S NEXT?

The City was faced with challenging obstacles during this reporting period, and will likely face more obstacles during the next reporting period due to early retirements, furloughs, etc., as well as continuing to navigate through the Covid-19 pandemic. In order to assist with these obstacles as much as possible, EEAT staff will not only continue to monitor and assist with Citywide/Department Specific training, but will also continue to work with departments on finding innovative methods to offer trainings and engagement strategies in a virtual environment.

PART 2: DEPARTMENT LEVEL TRAINING & DEVELOPMENT

2.1 ANNUAL TRAINING SURVEY

This report also includes information collected by the Personnel Department from Department Training Coordinators (TCs). The TCs are surveyed and asked to gather information on the various training and development opportunities provided to the workforce at the department level. Responses were received from 33 of the City's departments and bureaus. No data was provided by the Department on Aging, Cannabis Regulation, City Administrative Officer, Employee Relations Board, Los Angeles Fire Department (Civilian), Housing and Community Investment, Mayor's Office, Office of Public Accountability, Public Works: Contract Administration, or the Department on Transportation.

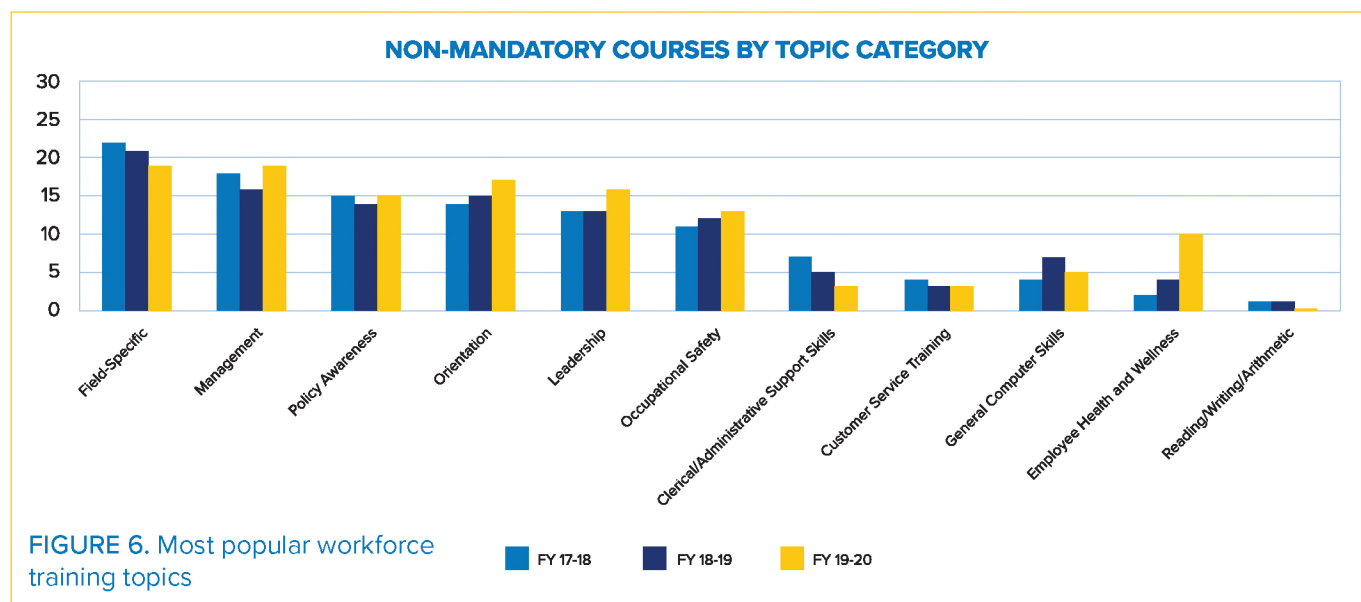
The City's proprietary departments (Los Angeles World Airports, Harbor Department, and Department of Water and Power) are exempt from the requirements of Section 4.312 of the Los Angeles Administrative Code, and are therefore not required to present information on training topics. However, both Los Angeles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

2.1.1 CITY DEPARTMENT NON-MANDATED TRAINING

Department Training Coordinators identified the number of non-mandated courses available to their employees. During Fiscal Year 19-20, City departments provided a combined total of 24,434 non-mandated training sessions to employees. These included training courses and conferences provided directly by the departments, as well as outside vendors. This shows about a very significant increase from the last reporting period (2,720), which is likely due to the need to additional training related to employee health and wellness, safety, and more. Additionally, this continues to show that employees are 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.

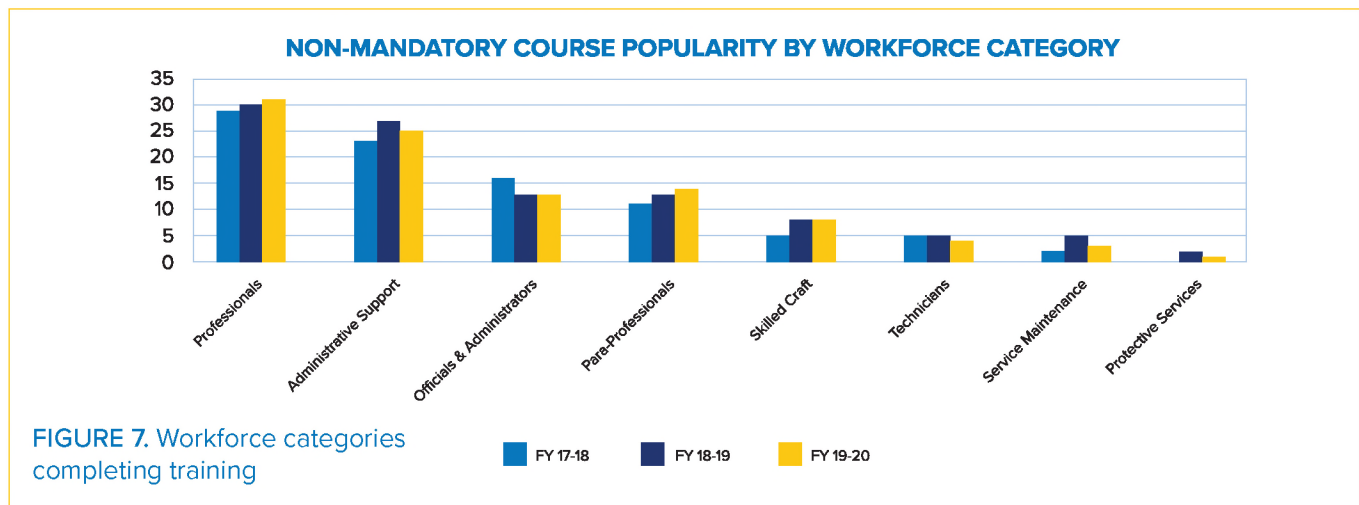
APPENDIX C of this report shows the number of non-mandated courses provided by department during this reporting period.

Department Training Coordinators were provided a list of general topic categories and asked to select 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 three fiscal years has also been included on the chart for comparison. For this reporting period, training topics offered by departments seem to generally follow trends from previous fiscal years. However, this fiscal year shows a slight increase in areas related to Management, Leadership, Employee Orientation, and Occupational Safety. Similarly, departments identified a much larger increase in training related to Employee Health and Wellness. No departments indicated Reading/Writing/Arithmetic as one of their top 3 categories.



2.1.1 CITY DEPARTMENT NON-MANDATED TRAINING (Cont'd)

Similarly, Department TCs also identified 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. For this reporting period, almost all categories remained the same as previous fiscal years, however, there was a slight increase for Professionals and Paraprofessionals. For the remaining categories, the trends generally follow those of the prior fiscal years.



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. A total of 540 mandated training sessions were reported as being completed for this fiscal year.

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 to the Citywide training topic of Disaster Service Worker. Fraud Waste and Abuse Training, Cybersecurity and Workplace Harassment and Abusive Conduct Prevention data are not included in this report for all departments as compliance for these courses are not due during this reporting period. Those departments who reported their compliance in these areas are still listed in this report. However, because compliance for these areas is not mandated until next fiscal year, EEAT staff did not require compliance ratings for these areas at this time. A full report of compliance for these courses will be reported for Fiscal Year 2019-20. 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. Training that shows a lower compliance percentage is likely in the process of 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. For Fiscal Year 19-20, departments continued to grow leadership training for staff, as well as begin developing training related to employee health and wellness.

When asked about additional training needs their employees have expressed, departments indicated that employees have expressed interest in communicating, managing, and prioritizing assignments while working from home. Similarly, an increase in software training like Microsoft courses is apparent, as now employees have more availability to take courses while working at home. Departments also showed interest in managing stress and navigating through Covid-19. From reviewing the descriptions of training needs, the general consensus seems to stream from the recent shift in needs related to the pandemic.

In terms of development, most departments continue to utilize recognition and mentorship programs. Most of the respondents indicated that their departments participate in a variety of recognition programs, recognizing performance, years of service, and other areas of excellence. Departments have also continued to learn about and how to implement in-house performance evaluations and reviews to encourage development for employees.

APPENDIX D 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 MOUs were in place and negotiations for a successor MOU were in progress during this reporting period. Therefore, 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 DIRECTOR UNIT & MOU 64 - CONFIDENTIAL SENIOR PERSONNEL ANALYST UNIT

MOU 36 is comprised of management-level employees. MOU 63 consists of Personnel Directors. MOU 64 includes only confidential Senior Personnel Analysts. All three MOUs are represented by Los Angeles Professional Manager's Association (LAPMA) and share a single training fund. A total deposit of \$346,000 for fiscal years 2018-19 and 2019-20 (\$173,000 for each fiscal year) was placed into a trust fund designated for the development of employees represented by MOU 36, 63 and 64. A deposit of \$173,000 for fiscal year 2020-21 is still pending. Unused funds from previous fiscal years are rolled over to the next. It is the responsibility of the Personnel Department to administer these funds.

For fiscal year 2019-20, a total of \$127,617 was spent on various training conferences and training programs for MOU 36, 63, and 64 employees. This includes participation in specialized training and tuition reimbursement for approximately 130 employees. In addition, a total of \$38,606 was spent on dues and workshop fees for the Institute of Management Studies (IMS). A total of 14 monthly training sessions were provided by IMS with a total of 81 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 \$2,984 was expended on individual reimbursements and training programs for represented employees in Fiscal Year 2019-20.

2.4 DEPARTMENT TUITION REIMBURSEMENT PROGRAMS



According to Los Angeles Administrative Code Section 4.315, a Citywide tuition reimbursement program is available for administration. This program is designed to encourage full-time employees to further their education as a means to improving their performance in their current position, and develop their potential for higher level positions in their logical line of promotion. Unfortunately the program is currently provided only at the department level and only by departments with funding for such a program.

According to responses received from Department TCs, 12 departments provided tuition reimbursement to a total of 1,376 employees during Fiscal Year 2019-20. This is a slight increase in both departments and employees during last Fiscal Year (11 departments, 1,216 employees).

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

APPENDIX A DEPARTMENT SPECIFIC COURSES (Including CyberU)

#	DEPARTMENT	TOTAL EMPLOYEES TRAINED
1	Active Shooter: What Would You Do?	638
2	Surviving an Active Shooter Situation	316
3	Apogee Manual	302
4	8 Keys to a More Respectful Workplace	248
5	A Stress Free Work Day	227
6	Achieving Focus and Productivity at work	221
7	Title VI Compliance Training	181
8	LAWA Innovation Hangar	175
9	Communication & Social Skills	169
10	Beat Procrastination	168
11	Customer Care: Getting it Right	155
12	Introduction to Phishing (Infrequent Users)	142
13	An Attitude for Service	139
14	Mobile Device Security (Infrequent Users)	138
15	Password Security (Infrequent Users)	135
16	Back Care Basics	134
17	Cybersecurity - Training for Infrequent Computer Users	134
18	Security Essentials (Infrequent Users)	134
19	Bad Boss: Dealing with a Difficult Manager	132
20	Art of Authenticity	130
21	101 Crucial Lessons They Don't Teach You in Business School	128
22	Customer Service: The Six Things That All Clients Want	126
23	Abusive Conduct in the Workplace - California AB2053 Training	125
24	Achieving Your Goals and Dreams	120
25	Avoiding workplace conflict: micro-course	116
26	Distracted Driving	112
27	Clash of the Generations	111
28	Electrical Safety	110
29	21 Days to an Empowered State of Mind	104
30	4-Minute Workplace Workouts	103
31	Customer Service: Make It Easy	102
32	Customer Service	101
33	Identifying Customer Types	98
34	Aerial Lifts in Industrial and Construction Environments	97
35	Creating a Mindset for Change	97
36	7 steps to effective Performance Management Conversations	96

APPENDIX A DEPARTMENT SPECIFIC COURSES (Including CyberU)

#	DEPARTMENT	TOTAL EMPLOYEES TRAINED
37	How To Listen	92
38	Remarkable Customer Service	91
39	First Aid	90
40	Business Friendly Customer Service	86
41	Personal Development	86
42	EEO Made Simple	83
43	21 Day Happiness Challenge	82
44	Active Shooter	82
45	Brain Bites: Time Management	82
46	Business Writing Skills Made Easy	82
47	Effective Communication in the Workplace	82
48	4 Minute Exercises for the Office	81
49	Better Business Communication	81
50	Heat Stress	81
51	Assert Yourself - master the benefits of assertive behaviour	80
52	(2019) The Complete Management Skills Certification Course	79
53	Arc Flash	78
54	Listening Skills	77
55	Building Resilience	76
56	10 Day Leader Challenge	75
57	Proactive Customer Service	75
58	Beginner's Guide to Eating Healthy At Work	74
59	Customer Service: Keep 'Em Coming Back!	73
60	Great Customer Service	73
61	Asbestos Awareness	70
62	Customer Service: How To Deal With Customer Complaints And Improve Your Business	70
63	2020 NextGen Mentorship Program - Overview Video	67
64	Active Shootings in the Workplace: Prevention and Survival	67
65	Happiness Habits	67
66	Agile Leadership and Team Skills	66
67	Assert yourself: micro-course	66
68	Build Upwards Relationships & Manage Your Career	66
69	Cybersecurity Training Material - OPTIONAL Quiz Help, Full Course	65
70	Interview Techniques	65
71	The Secrets To Happiness	65
72	Better Business Behavior	64

APPENDIX A DEPARTMENT SPECIFIC COURSES (Including CyberU)

#	DEPARTMENT	TOTAL EMPLOYEES TRAINED
73	Cybersecurity Training Material - OPTIONAL Quiz Help, Infrequent Users Course	64
74	Service Matters	64
75	Developing Emotional Intelligence	63
76	How to Learn Any Skill Quickly and Effectively	63
77	Fundamentals of Body Language from TV's Human Lie Detector	60
78	Stress Break - Work Life Balance	60
79	HIPAA Training	59
80	Back Safety	57
81	Customer Experience: Why And How to Map Customer Journeys	57
82	Using Fire Extinguishers	57
83	Dealing with Hazardous Spills	55
84	Ladder Safety in Construction Environments	54
85	Mastering Effective Communication	54
86	Relating to your customers: micro-course	54
87	3 Minute Spanish - Course 1	53
88	Accupressure and Self Massage for Pain Relief	53
89	Creating a Working Environment Based on Respect	53
90	Ladder Safety	53
91	Maximising potential via strengths: micro-course	53
92	Confined Space Entry	52
93	Abdominal Strengthening for work life	51
94	Operating Order 1 CBT – Generation	51
95	Breakroom and Bathroom Etiquette	50
96	Perfecting The Customer Experience	50

Note: Due to the significant length of CyberU courses, Appendix A only included courses that were completed by 50+ employees. For a full list of courses that were completed by any number of employees during Fiscal Year 19-20, please contact pertraining@lacity.org.

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Aging	Disaster Service Worker (Full-Time Employees)	88%
Airports	Disaster Service Worker (Full-Time Employees)	93%
	Workplace Harassment and Abusive Conduct Prevention*	90%
	Structured Selection Interview	100%
	EEO and You	Internally tracked- required within first 6 months of hire
	EEO For Supervisors	Internally tracked- required within first 6 months of hire
	Airport Security Training	100%
	Cybersecurity: Required Citywide Training	100%
	Emergency Preparedness Training	15,322
	Sexual Harassment Prevention Training	100%
	Supervisors Toolkit	Internally tracked- required within the next session offered after promoted to a supervisory class
	Risk Management Safety Training (Various Courses)	95% - Tracked By Risk Management Division
Animal Services	HIPP (State Regulation)	100%
	Firearms Qualifications (State Regulation)	100%
	PC832 Firearms (State Regulation)	100%
	PC832 Arrest and Control (State Regulation)	100%
	Workplace Harassment and Abusive Conduct Prevention: Supervisor Version*	100%
	Workplace Harassment and Abusive Conduct Prevention: Non-Supervisor Version*	100%
	Disaster Service Worker (Full-Time Employees)	95%
	Fraud Waste and Abuse	100%
	Cybersecurity: Required Citywide Training	100%
	Heat Illness Prevention Program	100%
	New Employee Orientation	100%
Building and Safety	Disaster Service Worker (Full-Time Employees)	91%
	AB 717	TEMD monitors compliance through the Training Tracking System
	MOU 5 - OSHA 10: Construction Safety Training	Training and Emergency management monitors completion through monthly reports from vendor
	MOU 5- 20 Hours Safety Training	TEMD monitors training hours through the Training Tracking System
Cannabis Regulation	Disaster Service Worker (Full-Time Employees)	66%
Chief Legislative Analyst	Disaster Service Worker (Full-Time Employees)	79%
	Floor Warden Training	100%
City Administrative Officer	Disaster Service Worker (Full Time Employees)	99%

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
City Attorney	Cybersecurity	Monitored on quarterly basis via Cornerstone
	Workplace Harassment: Non Supervisor*	Monitored on annual basis via Cornerstone
	COVID-19	Monitored on Quarterly basis via Cornerstone
	Disaster Service Worker (Full-Time Employees)	91%
	Fraud Waste and Abuse	Monitored on Quarterly basis via Cornerstone
	Workplace Harassment: Supervisor*	Monitored on Quarterly basis via Cornerstone
City Clerk	Workplace Harassment and Abusive Conduct Prevention Training*	100%
	Cybersecurity Training	100%
	Ethics and Open Government	100%
	Disaster Service Worker (Full-Time Employees)	98%
City Council	Workplace Harassment and Abusive Conduct Prevention*	100%
	Cybersecurity Training	100%
	Ethics and Open Government Training	43%
	Disaster Service Worker (Full-Time Employees)	65%
City Employees' Retirement System	Cybersecurity: Required Citywide Training	98%
	Disaster Service Worker (Full-Time Employees)	99%
	Workplace Harassment and Abusive Conduct Prevention*	94%
	CBRE: Fire Life Safety Training	Tracked Internally
Controller	Cybersecurity - Required Citywide Training	70%
	Ethics and Open Government	100%
	Workplace Harassment and Abusive Conduct Prevention	73%
	Disaster Service Worker (Full-Time Employees)	88%
Convention and Tourism Development	Ethics and Open Government	100%
	Workplace Harassment and Abusive Conduct Prevention	100%
	Cybersecurity: Required Citywide Training	100%
	Disaster Service Worker (Full-Time Employees)	100%
Cultural Affairs	Workplace Harassment and Abusive Conduct Prevention*	10%
	Cybersecurity: Required Citywide Training	7%
	Ethics and Open Government	83%
	Covid-19: What You Need to Know for the Workplace	47%
	Disaster Service Worker (Full-Time Employees)	88%
Disability	Disaster Service Worker (Full-Time Employees)	96%
Economic Workforce Development	Disaster Service Worker (Full-Time Employees)	98%
	Rising Realty Partners - Requirement for all building occupants of Garland Building (annual)	100%

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
El Pueblo de Los Angeles	Covid-19: What You Need to Know for the Workplace	69%
	Workplace Harassment and Abusive Conduct Prevention*	69%
	Cybersecurity: Required Citywide Training	100%
	Disaster Service Worker (Full-Time Employees)	100%
Emergency Management	Disaster Service Worker (Full-Time Employees)	90%
	Cybersecurity: Required Citywide Training	Monitored via Cornerstone Standard Reporting feature
	Workplace Harassment and Absuive Conduct Prevention: Non-Supervisor Version*	Monitored via Cornerstone Standard Reporting feature
	Workplace Harassment and Absuive Conduct Prevention: Supervisor Version*	Monitored via Cornerstone Standard Reporting feature
Employee Relations Board	Disaster Service Worker (Full-Time Employees)	67%
Ethics Commission	Disaster Service Worker (Full-Time Employees)	94%
Fire	Disaster Service Worker (Full-Time Employees)	90%
Fire & Police Pension	Cybersecurity: Required Citywide Training	100%
	SB 1343 (Workplace Harassment Prevention)	100%
	Disaster Service Worker (Full-Time Employees)	99%
General Service Department	OSHA Required Bi-weekly Safety Meetings	Approx 95%; Monitored via sign in sheets & assigned safety coordinators
	PACE continuing education for the elevator industry work preservation fund - BMD	100%; course certificates submitted with recertification documentation
	Emergency Operations Center (EOC) Responder Training/ERT Training - BMD	50%
	High Rise Occupant Training, Floor warden, and Emergency Response Team Training - BMD	99%
	HAZ COM & Hazardous Spills - BMD	94%
	IIPP/HIPP/HeatStress - BMD	91%
	Bloodeborne Pathogens/1st Aid - BMD	91%
	Hearing Conservation/Noise Exposure - BMD	80%
	IIPP – Injury Illness Prevention (CCR-T8) Fleet Division	100%
	HIPP – Heat Illness Prevention (CCR-T8) Fleet Division	100%
	Lock Out-Tag Out (Cal/OSHA) (CCR-T8) Fleet	100%
	Fire Prevention Program – FPP (CCR-T8) Fleet	100%
	Hearing Protection (CCR- T8) Fleet	100%
	Hazard Communication Standard (CCR-T8) Fleet	100%
	Ladder Safety Inspection (CCR-T8) Fleet	100%
	Respirator Protection Program (CCR-T8) Fleet	100%
	Forklift Certification & 3 Yr. Re-cert.(CCR-T8) Fleet	100%
	MVAC Refrigerant Handling (EPA – 609) Fleet	100%
	OSHA HAZWOPR – Fuel Services Division	100%
	ICC Tank Tech, CA Title 23 – Fuel Services	100%
	ICC Vapor Recovery, CA Title 23 – Fuel Services	100%

APPENDIX B

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
General Service Department (Cont.)	Workplace Harassment & Abusive Conduct Prevention: Non-Supervisor Version - Custodial	Course is administered within a month of hire
	Title 49 CFR, Part 172, Subpart H – Radiation Safety and Use of Nuclear Gauges - Standards	100%
	City of LA Quality Assurance Program (QAP) - Standards	100%
	American Society for Nondestructive Testing CP-106 – Ultrasonic Testing - Standards	Ongoing
	American Society for Nondestructive Testing CP-106 – Liquid Penetrant Testing - Standards	Ongoing
	American Society for Nondestructive Testing CP-106 – Magnetic Testing - Standards	Ongoing
	Asbestos Awareness Training (for Homeless Projects, by Vendor).	100%
	Asbestos in Buildings refresher training, for Annual Asbestos Cert, "Certified Site Surveillance Technician", (combined with Lead in Buildings, as one class). TRNG19.	100%
	Construction Equipment: "High Hazard Construction Equipment - Complying with Manufacturer's Operating Instructions."	100%
	Covid-19: "2020 Novel Covid-19."	100%
	Covid-19: "Coronavirus (Covid-19)"	100%
	Covid-19: "Wearing Non-Medical Cloth Face Coverings, Personnel Department & GSD General Manager Correspondence."	100%
	Driver Safety: "Driver Distractions."	100%
	Earthquake Drill, Annual Event: "Great California Shakeout 2019	100%
	Earthquakes: "Earthquake Home Preparedness - January 2019".	100%
	Earthquakes: "Great California Shakeout 2018, Recommended Earthquake Safety Actions.	100%
	Electrical Safety: "Ground-Fault Circuit Interrupters (GFCI): January is the Month to Test!"	100%
	Elevating Devices: AERIAL BOOM LIFT & SCISSOR LIFT, Safe Use Training	100%
	Elevating Devices: Scissor Lift, Safe Use Training	100%
	Elevating Devices: Scissors Lift - Genie GS-1930, Safe Use Training	100%
	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), Dept Mtgs, bi-monthly plus.	100%
	Emergency Readiness Committee (ERC), Dept Mtgs, bi-monthly plus.	100%
	Emergency Readiness Committee (ERC), Dept Mtgs, bi-monthly plus.	100%
	Emergency Readiness Committee (ERC), Dept Mtgs, bi-monthly plus.	100%

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
General Service Department (Cont.)	Emergency Readiness Committee (ERC), Dept Mtgs, bi-monthly plus.	100%
	Emergency Readiness Committee (ERC), Dept Mtgs, bi-monthly plus.	100%
	Emergency Readiness Committee (ERC), Dept Mtgs, bi-monthly plus.	100%
	Eye Protection: "When They're Flying About, Wear Your Goggles, Construction Safety Alert!"	100%
	Fall Protection & Prevention: "Guardrails, Openings, Floors, and Accesses - Safety Walk-Around Checklist 2020."	100%
	Fall Protection & Prevention: "Fall Protection Safety Procedures & PPE."	100%
	Fall Protection & Prevention: "Fall Protection."	100%
	First Aid – "Heart Attack, Stroke, Cardiac Arrest warning signs and AED ; Act in Time American Heart Association Guidelines."	100%
	First Aid: "Fractures (Broken Bones)."	100%
	First Aid: "Basic First Aid, Session 1 of 2."	100%
	First Aid: "Basic First Aid, Session 2 of 2."	100%
	First Aid: "Cuts and Scrapes."	100%
	First Aid: "Head Trauma and Head Pain".	100%
	Hearing Protection, "Sound Advice- Protect your Ears in Noisy Work Environments, Part 1 of 2."	100%
	Heat Illness Prevention: "HIGH HEAT PROCEDURES- Preventing and Responding to Heat Illness, Part 1 of 2"	100%
	Heat Illness Prevention: "HIGH HEAT PROCEDURES- Preventing and Responding to Heat Illness, Part 2 of 2."	100%
	Holiday Safety: "Holiday Safety."	100%
	Ladder Safety: "Ladder Inspection Reminder."	100%
	Ladders: "Make Ladder Safety a HIGH Priority...February is Ladder Safety Month!"	100%
	Lead (Pb) Awareness Training (for Homeless Projects, by Vendor).	100%
	Lead (Pb) Worker Training	100%
	Lockout / Tagout: "Control of Hazardous Energy."	100%
	Mold Awareness: "Mold Awareness."	100%
	Orientation: "New Employee Orientation for EAA (Engineers & Architect Association, and Management Assistants MOU employees)."	100%
	Rain: "Working Safely in Wet Weather, with GSD Construction Forces Division Rain Gear Policy."	100%
	Respirator Fit Training	100%
	Safety Meeting - Dept, 01 – July	100%
	Safety Meeting - Dept, 02 – Aug	100%
	Safety Meeting - Dept, 03 – Sept	100%
	Safety Meeting - Dept, 04 – Oct	100%
	Safety Meeting - Dept, 05 - Nov.	100%
	Safety Meeting - Dept, 06 - Jan.	100%
	Safety Meeting - Dept, 07 - Feb.	100%
	Safety Meeting - Dept, 08 - Mar.	100%
	Safety Meeting - Dept, 09 - Apr.	100%

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
General Service Department (Cont.)	Scaffold Safety: "Scaffolds Training Guide".	100%
	Silica: "Silica Hazard Alert."	100%
	Storm Water Pollution Prevention, Inspector training and certification, req'd by CA State Water Board, TRNG18. Certification biennially; training annually.	100%
	Stormwater Pollution: "Preventing Stormwater Pollution."	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 - 12 – June	100%
	Vehicles and Heavy Equipment: "Vehicles and Heavy Equipment Training Guide."	100%
	Worker's Comp: "Commit workers' compensation fraud, wear a new outfit."	100%
	Zika Virus Disease: "Zika Virus Disease, Top Things Everyone Needs to Know" (English & Spanish).	100%
	Disaster Service Worker (Full-Time Employees)	73%
Housing & Community Investment	Disaster Service Worker (Full-Time Employees)	87%
Information Technology Agency	Disaster Service Worker (Full-Time Employees)	90%
	Workplace Harassment and Abusive Conduct Prevention*	Compliance Tracked on LMS
	Cybersecurity	Compliance Tracked on LMS
Library	Cybersecurity: Required Citywide Training	100%
	Cybersecurity: Required Citywide Training (Infrequent Users)	100%
	Ethics and Open Government	100%
	Fraud Waste and Abuse	100%
	Workplace Harassment and Abusive Conduct Prevention: Non-Supervisor Version*	100%
	Workplace Harassment and Abusive Conduct Prevention: Supervisor Version*	100%
	Workplace Violence Prevention for Employees	100%
	Workplace Violence Prevention for Supervisors	100%
	Disaster Service Worker (Full-Time Employees)	99%
Mayor's Office	Disaster Service Worker (Full-Time Employees)	77%

APPENDIX B

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Neighborhood Empowerment	EVG Training	100%
	Anti-Oppression Training	100%
	Sexual Harassment Prevention Training*	100%
	Fraud Waste and Abuse	79%
	Fire Life and Safety Training	100%
	Cybersecurity: Required Citywide Training	100%
	Ethics and Open Government	100%
	Disaster Service Worker (Full-Time Employees)	86%
	Covid-19: What You Need to Know for the Workplace	93%
	Core Supervisory Training	100%
Office of Finance	Cybersecurity	99%
	Safety: Injury and Illness Prevention Program	98%
	Preventing Sexual Harassment - Supervisor*	99%
	Preventing Sexual Harassment - Non-Supervisor*	98%
	Disaster Service Worker (Full-Time Employees)	98%
	Fraud, Waste, & Abuse Awareness Training	99%
Personnel	Workplace Harassment and Abusive Conduct Prevention Training*	69%
	Cybersecurity: Required Citywide Training	100%
	Disaster Service Worker (Full-Time Employees)	94%
Planning	Workplace Violence Prevention	100%
	Workplace Harassment & Abusive Conduct Prevention*	100%
	Disaster Service Worker (Full-Time Employees)	94%
Police	Perishable Skills- Tactical Communications	66%
	Perishable Skills- Arrest and Control	71%
	Perishable Skills- Driving	41%
	Perishable Skills- Firearms	62%
	Workplace Harassment and Abusive Conduct Prevention (Sworn Only)*	90%
	Annual Vehicle Pursuit Policy	80%
	Supervisory Course	99%
	POST Management Course	97%
	Watch Commander	100%
	Undercover Operations	100%
	Command Officer Development	100%
	Disaster Service Worker (Full-Time Employees)	95%
Public Accountability	Disaster Service Worker (Full-Time Employees)	100%
Public Works: Board	Workplace Harassment and Abusive Conduct Prevention*	100%
	Cybersecurity: Required Citywide Training	97%
	Ethics and Open Government	96%
	Disaster Service Worker (Full-Time Employees)	86%
Public Works: Contract Administration	Disaster Service Worker (Full-Time Employees)	93%
Public Works - Bureau of Engineering	Fire and Life Safety Online Training	100%
	Workplace Harassment and Abusive Conduct Prevention: Non-Supervisor Version*	100%
	Workplace Harassment and Abusive Conduct Prevention: Supervisor Version*	100%
	Disaster Service Worker (Full-Time Employees)	95%

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Public Works - Bureau of Sanitation	Disaster Service Worker (Full-Time Employees)	91%
	Aerial Work Platform Employer Responsibilities - Tailgate	Attendance records and Compliance reports kept in-house
	Ammonia Awareness and CalARP Training	Attendance records and Compliance reports kept in-house
	Annual Air Purifying Respirator/ Respiratory Protection Program	Attendance records and Compliance reports kept in-house
Public Works - Bureau of Sanitation (Cont.)	Assorted Air Contaminant Exposure - Tailgate	Attendance records and Compliance reports kept in-house
	Back Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Bench Grinder Safety Order #47 - Tailgate	Attendance records and Compliance reports kept in-house
	Biosolids EMS: Biosolids- Production	Attendance records and Compliance reports kept in-house
	Bloodborne Pathogen Prevention - Tailgate	Attendance records and Compliance reports kept in-house
	Bureau of Sanitation Safety Policies Manual - Tailgate	Attendance records and Compliance reports kept in-house
	California Towing Laws	Attendance records and Compliance reports kept in-house
	Catch Basin - Classroom	Attendance records and Compliance reports kept in-house
	Catch Basin - Field	Attendance records and Compliance reports kept in-house
	Cell Phones & Driving - Tailgate	Attendance records and Compliance reports kept in-house
	Chart LNG Vehicle Inspection Procedure	Attendance records and Compliance reports kept in-house
	Choosing & Using Eye & Face Protection - Tailgate	Attendance records and Compliance reports kept in-house
	Choosing & Using Protective Headwear - Tailgate	Attendance records and Compliance reports kept in-house
	Commercial Vehicle Tire Wear Inspection Tailgate	Attendance records and Compliance reports kept in-house
	Confined Space - Tripod System	Attendance records and Compliance reports kept in-house
	Confined Space Entry - Tailgate	Attendance records and Compliance reports kept in-house
	Confined Space Entry (Permit Required)	Attendance records and Compliance reports kept in-house
	Confined Spaces - Fall Protection Video - Tailgate	Attendance records and Compliance reports kept in-house

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Public Works - Bureau of Sanitation (Cont.)	Debris Flyover- Tailgate	Attendance records and Compliance reports kept in-house
	Director's Commercial Drivers' Safety Summit	Attendance records and Compliance reports kept in-house
	Distracted Driving- Tailgate	Attendance records and Compliance reports kept in-house
	Driving Safety Hyperion Treatment Plant - Tailgate	Attendance records and Compliance reports kept in-house
	Drum & Barrel Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Dust Mask/ Respirator - Tailgate	Attendance records and Compliance reports kept in-house
	Electrical Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Emergency Response Plan- Haz-Mat Release Response	Attendance records and Compliance reports kept in-house
	Emergency Response Plan: Earthquake- Tailgate	Attendance records and Compliance reports kept in-house
	Emergency Response Procedures:TITP - Tailgate	Attendance records and Compliance reports kept in-house
	Energy Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Ergonomic Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Eyewash/Shower Logbook Recording	Attendance records and Compliance reports kept in-house
	Fall Protection - Harness Safety Training/ Tailgate	67%
	Fire Watch Training - Bureau of Sanitation Safety Policy #26	Attendance records and Compliance reports kept in-house
	FLAGGING - Classroom	Attendance records and Compliance reports kept in-house
	Foot Protection - Tailgate	Attendance records and Compliance reports kept in-house
	Forklift Safety/ Driving Skills - Tailgate	Attendance records and Compliance reports kept in-house
	Front Loader Cart Lift	Attendance records and Compliance reports kept in-house
	Gas - Compressed Cylinder Handling - Tailgate	Attendance records and Compliance reports kept in-house
	Gas Detection Hazards Refresher - Tailgate	Attendance records and Compliance reports kept in-house
	Gastech Drager X-AM 2000	Attendance records and Compliance reports kept in-house
	General Diabetes Awareness - Tailgate	Attendance records and Compliance reports kept in-house
	General Safe Work Practices/Rules	Attendance records and Compliance reports kept in-house

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Public Works - Bureau of Sanitation (Cont.)	Ground Rules for Custodians - Tailgate	Attendance records and Compliance reports kept in-house
	Hand Rodding - Classroom	Attendance records and Compliance reports kept in-house
	Hand Rodding - Field	Attendance records and Compliance reports kept in-house
	Hand Rodding Crews SOPs	Attendance records and Compliance reports kept in-house
	Hand Safety/ Choosing & Using Work Gloves - Tailgate	Attendance records and Compliance reports kept in-house
	Hand Tool Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Handling Sharps - Tailgate	Attendance records and Compliance reports kept in-house
	Hands Free Wireless/Cell Phone Law - Tailgate	Attendance records and Compliance reports kept in-house
	Hard Hat Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Hazard Assessment and Work Authorization Program	Attendance records and Compliance reports kept in-house
	Hazard Assessment and Work Authorization Programs - Field Training	Attendance records and Compliance reports kept in-house
	Hazardous Communication: Level 2	Attendance records and Compliance reports kept in-house
	Hazardous Energy Control - WCSD	Attendance records and Compliance reports kept in-house
	Hazardous Materials MSDS	Attendance records and Compliance reports kept in-house
	Hearing Protection - Tailgate	Attendance records and Compliance reports kept in-house
	Heat Illness Prevention	Attendance records and Compliance reports kept in-house
	Heat Stress/ Hot Weather Tips - Tailgate	Attendance records and Compliance reports kept in-house
	Heat Stress/Exhaustion - Tailgate	Attendance records and Compliance reports kept in-house
	Healthy Streets: Blood Borne Pathogens Control Plan	Attendance records and Compliance reports kept in-house
	Heavy Equipment Safety	Attendance records and Compliance reports kept in-house
	Hepatitis-A Awareness Training- Tailgate	Attendance records and Compliance reports kept in-house
	High - Velocity Sewer Cleaners SOPs	Attendance records and Compliance reports kept in-house
	High Voltage Standard Maintenance Procedures	Attendance records and Compliance reports kept in-house
	Hot Work Permit - BSP #26 - Tailgate	Attendance records and Compliance reports kept in-house

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Public Works - Bureau of Sanitation (Cont.)	Hot Work Permit Class	Attendance records and Compliance reports kept in-house
	Housekeeping Hazards- Tailgate	Attendance records and Compliance reports kept in-house
	Ice Machine Safety- Tailgate	Attendance records and Compliance reports kept in-house
	Injury & Illness Prevention Program	Attendance records and Compliance reports kept in-house
	Injury & Illness Prevention Program Overview - Tailgate	Attendance records and Compliance reports kept in-house
	Injury & Illness Prevention Program Training Requirements	Attendance records and Compliance reports kept in-house
	Ladder Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Ladders & Scaffolds - Tailgate	Attendance records and Compliance reports kept in-house
	Landscape Maintenance: Leaf or Power Blower	Attendance records and Compliance reports kept in-house
	Lifting & Rigging - Tailgate	Attendance records and Compliance reports kept in-house
	Lifting and Container Moving Techniques - Tailgate	Attendance records and Compliance reports kept in-house
	Lifting Removal of Maintenance Hole and Hatch Covers	Attendance records and Compliance reports kept in-house
	Lifting Removal of Maintenance Hole and Hatch Covers - Tailgate	Attendance records and Compliance reports kept in-house
	Lifting Safety in Construction- Tailgate	Attendance records and Compliance reports kept in-house
	Liquid Natural Gas (LNG) Equipment Training - Tier 1	Attendance records and Compliance reports kept in-house
	Liquid Natural Gas (LNG) Equipment Training - Tier 2	Attendance records and Compliance reports kept in-house
	Load Body Ladder - Tailgate	Attendance records and Compliance reports kept in-house
	LOADBODY ENTRY LOCKOUT/TAGOUT PROGRAM	Attendance records and Compliance reports kept in-house
	Machine Shop Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Manlift	Attendance records and Compliance reports kept in-house
	Medical Response In An Office Environment	Attendance records and Compliance reports kept in-house
	Mobile Crane Signals	Attendance records and Compliance reports kept in-house

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Public Works - Bureau of Sanitation (Cont.)	Mounting and Dismounting - Tailgate	Attendance records and Compliance reports kept in-house
	Operating the Mast Grabber - Tailgate	Attendance records and Compliance reports kept in-house
	Operation Lifesaver: Safety at Railroad Crossings - Tailgate	Attendance records and Compliance reports kept in-house
	Paints Application Safety - Tailgate	Attendance records and Compliance reports kept in-house
	Portable Fire Extinguisher - Tailgate	Attendance records and Compliance reports kept in-house
	Portable Rod-Turning Machine - Classroom	Attendance records and Compliance reports kept in-house
	Portable Rod-Turning Machine - Field	Attendance records and Compliance reports kept in-house
	PPE - Personal Protective Equipment - tailgate	Attendance records and Compliance reports kept in-house
	Pre & Post Trip Inspection - Tailgate	Attendance records and Compliance reports kept in-house
	Prevention & Control Of Fire - Tailgate	Attendance records and Compliance reports kept in-house
	Red Tag: Lockout - Tagout Procedures	Attendance records and Compliance reports kept in-house
	RED TAG: Vehicle Repair & Return to Service Procedures	Attendance records and Compliance reports kept in-house
	Repetitive Strain/ Motion Injuries - Tailgate	Attendance records and Compliance reports kept in-house
	Respiratory Fit Test	Attendance records and Compliance reports kept in-house
	Riding The Rear Step - Tailgate	Attendance records and Compliance reports kept in-house
	Rodding Machine Hand Injury - Tailgate	Attendance records and Compliance reports kept in-house
	Safe Backing & Braking	Attendance records and Compliance reports kept in-house
	Safe Forklift Operation	Attendance records and Compliance reports kept in-house
	Safety Attitude - Tailgate	Attendance records and Compliance reports kept in-house
	Safety Awareness in the Workplace - Tailgate	Attendance records and Compliance reports kept in-house
	Safety for Custodians - Tailgate	Attendance records and Compliance reports kept in-house
	Safety Tips for Truck Drivers	Attendance records and Compliance reports kept in-house

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Public Works - Bureau of Sanitation (Cont.)	SCBA Inspection & Maintenance Protocol - Tailgate	Attendance records and Compliance reports kept in-house
	SCHOOL ZONE	Attendance records and Compliance reports kept in-house
	Scissor Lift Safety	Attendance records and Compliance reports kept in-house
	Scott Airline Respirators	Attendance records and Compliance reports kept in-house
	Scott Self - Contained Breathing Apparatus (SCBA)	Attendance records and Compliance reports kept in-house
	SDS: Sodium Hypochlorite- Tailgate	Attendance records and Compliance reports kept in-house
	Seat Belt Policy - Tailgate	Attendance records and Compliance reports kept in-house
	Semi-Automated 2 Axle Side Loader	Attendance records and Compliance reports kept in-house
	Semi-Automated Hoist Battery Switch Warning - Tailgate	Attendance records and Compliance reports kept in-house
	Sewer Related Hazards/ Bureau Safety Policy #10 Rev 2 - Tailgate	Attendance records and Compliance reports kept in-house
	Slips, Trips & Falls - Tailgate	Attendance records and Compliance reports kept in-house
	Solid Waste Truck Fire Protocol	Attendance records and Compliance reports kept in-house
	Specialized Vehicle: CNG PETERBILT Two Member Rear Loader Collection Vehicle	Attendance records and Compliance reports kept in-house
	Speeding	Attendance records and Compliance reports kept in-house
	Standard Operational Procedures For Catch Basin Cleaning Crews - Tailgate	Attendance records and Compliance reports kept in-house
	Sulfuric Acid Material Safety Data Sheet - Tailgate	Attendance records and Compliance reports kept in-house
	Traffic Control	Attendance records and Compliance reports kept in-house
	Traffic Control Refresher	Attendance records and Compliance reports kept in-house
	Traffic Safety/ Driving Safely/ Defensive Driving - Tailgate	Attendance records and Compliance reports kept in-house
Public Works - Bureau of Street Lighting	Disaster Service Worker (Full-Time Employees)	93%
Public Works - Bureau of Street Services	Title VI Compliance Training	100%
	Cybersecurity – Required Citywide Training	91%
	Workplace Harassment- Non Supervisor*	90%
	Workplace Harassment- Supervisor*	99%

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Recreation and Parks	Workplace Harassment and Abusive Conduct Prevention Training*	LMS
	Cybersecurity: Required Citywide Training	LMS
	Covid-19: What You Need to Know for the Workplace	LMS
	Ethics and Open Government	LMS
	Respiratory Protection, PPE	Safety trainings database (PTTS)
	Hazard Communication and Sodium Hypochlorite Safety	Safety trainings database (PTTS)
	Injury & Illness Prevention Program - Ladder Safety	Safety trainings database (PTTS)
	Bloodborne Pathogens & Universal Safety Precautions	Safety trainings database (PTTS)
	Slips, Trips and Falls	Safety trainings database (PTTS)
	Hazard Communication	Safety trainings database (PTTS)
	Safe Driving Practices	Safety trainings database (PTTS)
	Dig Alert	Safety trainings database (PTTS)
	Heat Illness Prevention	Safety trainings database (PTTS)
	Pedestrian and Hazard Awareness	Safety trainings database (PTTS)
	Electrical Shock	Safety trainings database (PTTS)
	Invasive Mosquitos	Safety trainings database (PTTS)
	Portable Fire Extinguishers	Safety trainings database (PTTS)
	Taking Equipment Out of Service	Safety trainings database (PTTS)
	Reporting Employee Injuries to Cal/OSHA	Safety trainings database (PTTS)
	Machine Guarding	Safety trainings database (PTTS)
	Accident Prevention	Safety trainings database (PTTS)
	Emergency Eyewash	Safety trainings database (PTTS)
	Struck-By Hazard	Safety trainings database (PTTS)
	Fire Prevention	Safety trainings database (PTTS)
	Automated External Defibrillators - AEDs	Safety trainings database (PTTS)
	Housekeeping	Safety trainings database (PTTS)
	Daylight Saving Time	Safety trainings database (PTTS)
	Safe Worker	Safety trainings database (PTTS)
	Material Handling	Safety trainings database (PTTS)
	Holiday Safety	Safety trainings database (PTTS)
	Dust Masks	Safety trainings database (PTTS)
Transportation	Disaster Service Worker (Full-Time Employees)	85%
	Disaster Service Worker (Full-Time Employees)	83%
	Fraud, Waste, & Abuse Awareness Training	54%
Water and Power	Asbestos Class Iv	89%
	Fall Protection	29%
	First Aid/CPR/AED	Compliance monitored by ITS Safety Coordinator
	Hazard Communication With GHS	Compliance monitored by ITS Safety Coordinator
	Hazardous Waste Operations AWR	Compliance monitored by ITS Safety Coordinator
	Heat Illness Prevention	Compliance monitored by ITS Safety Coordinator
	Lead Awareness Training	Compliance monitored by ITS Safety Coordinator
	Respiratory Protection	Compliance monitored by ITS Safety Coordinator
	Chemical Awareness Training	Compliance monitored by ITS Safety Coordinator

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

NOTE: Courses marked with an (*) indicate compliance is not officially due until next reporting period.

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Water and Power (Cont.)	Chlorine Awareness	Compliance monitored by ITS Safety Coordinator
	Confined Awareness	Compliance monitored by ITS Safety Coordinator
	Ladder Inspection Training	Compliance monitored by ITS Safety Coordinator
	Ladder Safety	Compliance monitored by ITS Safety Coordinator
	Personal Protective Devices	Compliance monitored by ITS Safety Coordinator
	OSHA-HAT111	Compliance monitored by ITS Safety Coordinator
	OSHA-HAC111	Compliance monitored by ITS Safety Coordinator
	OSHA-HIC111	100%
	OSHA-HMH102	100%
	Water Dist Op Licenses	100%
	Clean Water Act Sec 122	100%
	CA Statewide Storm water Permit for Industrial or Construction Activities	100%
	Industrial Storm water Activities and Construction	100%
	Qualified Storm Water Developer and Practitioner	100%
	Certified Professional in Storm Water Quality	100%
	Home Energy Survey, Basic Electricity and Power Quality	100%
	Implementing Energy Efficiency Projects, Intro Title 24	100%
	40 CFR 262.17 (a)(7) – USEPA, Hazardous Waste Management Training	100%
	49 CFR 172.704 – US Department of Transportation, Hazardous Materials Training	100%
	Title 24 Commercial HVAC	100%
	Lighting System Efficiency	100%
	Motors	100%
	Introduction to Unitary Air Conditioning	100%
	Advanced Unitary Air Conditioning	100%
	Implementing Energy Efficiency Projects, Intro Title 24	100%
	Natural Gas Systems Efficiency, Electrification	100%
	Adjustable Speed Drives	100%
	Air Handling Systems	100%
	Chilled Water Systems	100%
	Cooling Tower Systems	100%
	Distribution Energy Resources, Thermal Energy Storage	100%
	Demand Response	100%
	Energy Management Systems	100%
	Commercial Refrigeration, Industrial Refrigeration	100%
	C & I Evaporative Cooling, C&I Heat Pumps	100%
	Compressed Air Systems Efficiency, Energy Intensive Manufacturing	100%
	HVAC Systems Testing for Energy Efficiency, Measure and Verification	100%
	4.8 KV Hot Work Training	100%
	Acetylene & Fuel Gas Safety	100%

APPENDIX B

MANDATED TRAINING COURSES BY DEPARTMENT

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DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE OR # OF EMPLOYEES TRAINED (If unavailable, indicate how it is monitored)
Water and Power (Cont.)	Asbestos Class 1 Supervisor	Attendance records and Compliance reports kept in-house
	Asbestos Level 3	100%
	Asbestos Level 4	100%
	Power System Overview (PSO101)	100%
	Power System Overview (PSO102)	100%
	Respirator Fit	100%
	Refinery Training	100%
	Vista Switch Gear Intro/Refresher (VSG101)	100%
	Sexual Harassment Prevention Training*	100%
	Active Shooter Training	100%
	Interview & Selection	100%
	Cybersecurity Training	100%
	Cal OSHA	Attendance records and Compliance reports kept in-house
	CBRE High-Rise Occupant Fire and Life Safety Training	100%
	General Safety	Attendance records and Compliance reports kept in-house
	Standards of Conduct Training	74%
	Aerial Lift Training	Attendance records and Compliance reports kept in-house
	Fraud, Waste, & Abuse Awareness Training	92%
Zoo	CPR/AED Training	84%
	Disaster Service Worker (Full-Time Employees)	98%
	Fraud, Waste, & Abuse Awareness Training	96%

APPENDIX C NON-MANDATED COURSES BY DEPARTMENT

DEPARTMENT	NUMBER OF COURSES OFFERED	TOTAL EMPLOYEES TRAINED
Airports	372	3196
Animal Services	43	1250
Building and Safety	17	349
Chief Legislative Analyst	6	23
City Attorney	38	750
City Clerk	68	515
City Employees' Retirement System	26	165
City Ethics Commission	9	15
Controller	15	2183
Convention & Tourism Development	36	55
Council	16	168
Cultural Affairs	14	150
Disability	44	28
Economic Workforce Development	9	103
El Pueblo de Los Angeles	12	30
Emergency Management	30	24
Fire & Police Pension	184	60
General Services	221	1933
Information Technology Agency	16	422
Library	18476	39805
Neighborhood Empowerment	27	238
Office of Finance	4	703
Personnel	1700	198
Planning	31	2462
Police	100	20000
Public Works - Board of Public Works	7	94
Public Works - Engineering	228	4301
Public Works - Sanitation	223	494
Public Works - Street Lighting	40	184
Public Works - Street Services	27	659
Recreation and Parks	5	670
Water and Power	2350	12627
Zoo	40	540
TOTAL	24,434	94,394

APPENDIX D

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Airports	Supervisors Toolkit - This course is comprised of six modules that are interlinked and designed to increase the knowledge and effectiveness of LAWA's supervisors and managers. Participants will gain insight on what is expected of them as supervisors and will learn the traits of effective supervisors and managers who meet LAWA goals and objectives. Each module consists of lecture and hands on experience via the use of group activities, individual and group exercises, and group discussions. Enhanced Leadership - This training series is for workplace leaders and covers effective strategies, techniques and other avenues for enhancing management level supervision. The sessions provide valuable insights that have been proven to work in a "real world" environment. Human Trafficking Awareness - This course helps LAWA employees gain an understanding and awareness of contemporary human trafficking and modern day slavery. California is a top destination for human trafficking and LAX is a top pass through airport for this criminal activity. Airport Security Training - Provides the framework to comply with Federal Aviation Administration (FAA) and Transportation Security Administration (TSA) airport safety and security regulations and airport industry best practices. This instructor-led training allows applicants for airport I.D. badges to meet various airport training requirements. New Employee Orientation - NEO is a one-day session that provides incoming employees an opportunity to hear from various LAWA leaders about the LAWA history, goals, policies, procedures, and benefits provided to LAWA employees. Additionally, LAWA partners provide an overview of external benefits. FLSA Workshop - This workshop provides an overview of the Fair Labor Standards Act (FLSA) and its daily impact on employees. The workshop dispels myth from fact about FLSA and offers practical tips to ensure compliance. Airport 101 - This course, taught by AAAE, covers a full-day session about the basics of the aviation industry. Structured Selection Interview - This course will familiarize designated supervisors on current laws, City policies, and LAWA Hiring procedures that govern the hiring process. Supervisors will review and learn to understand the various interview types, how a candidate pool is created, and the responsibilities as an interviewer. LAWA offers an Executive Level class as well.
Animal Services	The Department of Animal Services trains employees in a wide range of both clerical and technical skills required for each position. Animal Care Technicians and Animal Control Officers receive more safety and hands-on training based on the nature of their job. They are trained in animal handling and safety through a variety of in-house trainings. Animal Care Technicians 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. The department has also offered classes on customer service, as Animal Services employees work with members of the public on a daily basis.
Building & Safety	The Department of Building and Safety is dedicated to fostering a culture that puts employee safety at the forefront and supports professional growth. As such the Department provides ongoing technical, non-technical and safety training. Our skilled instructors provide in house technical training on Building, Electrical, Mechanical, Plumbing, Green, Zoning and Residential Codes. Inspector classification mandated by MOU 5 are receiving 20 hours of ongoing safety training from their supervisors and are provided OSHA 10 Construction Training through online training. Additionally, the department encourages and approves selected outside technical training. Through contractual services and LADBS library we offer fundamental communication, time management, Microsoft office and problem-solving skills to all civil service classifications. Also, the department delivers leadership courses for the basic, intermediate, and upper management in order to provide the tools for long term successful leadership through employee development courses

APPENDIX D

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Chief Legislative Analyst	The Chief Legislative Analyst's 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 to complete assigned projects. CLA staff are trained, and mentored, in all aspects of the legislative policies and procedures, including legal and ethical requirements (e.g. Brown Act requirements). CLA staff also receive training and guidance on finance and budgeting, federal and state legislation, and administrative proceedings at all levels of government.
City Attorney	Our department holds an annual Minimum Continual Legal Education "MCLE Day" for our staff to provide lectures and round table discussion groups that keep our employees up to date on trending topics in the legal world. There are three tracks for our separate areas of practice (Municipal, Civil, Criminal) as well as a general category that reviews wellness and other professional development topics. In total, the MCLE Day held 12 independent sessions with approximately 25 attendees per session. Additionally, on a quarterly basis we regularly provide webinars and outreach, for staff, surrounding our various online legal resources (ie. LexisNexis, Citylaw, CCMS). Approximately 15 employees attended each training. We were also able to coordinate an in person training with the Threat Management Unit to provide a Workplace Violence training to our staff in order to address employee feedback. Future goals include facilitating in house training with trainers through our EAP program to provide a wider scope of opportunities for our employees as well as incorporating sections of CORE related topics.
City Clerk	Brown Bag Seminars continued for the beginning of FY 19-20, offered employees access to training on leadership, emotional intelligence, building effective teams, and effective communication. Personal Wellness Courses Offered: Coping for Caregivers, Dealing with Traumatic Events, Conflict Resolution and Stress Management. March 2020-June 2020: employees participated in online training sessions through entities such as Optum, ITA, CPS HR, Lynda.com, and Cornerstone. Future goals include developing more employees for supervisory positions and making these classes available year-round.
City Employees' Retirement System	LACERS encourages and promotes employee development. Training is provided for all employees. 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. In addition, LACERS employees are given the opportunity to participate in the tuition reimbursement program to further develop their knowledge and skills. 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.). During this fiscal year, employees have completed the following training; Workplace Harassment and Abusive Conduct Prevention Supervisory/Non-Supervisory Version, LAPD Active Shooter; Citywide Cyber Security; Ethics and Government, Disaster Service Worker, Personnel Department's Core Supervisory; mandatory training for new employees and various specialized trainings. Due to the COVID pandemic, LACERS did not meet the supervisory and all-staff training goal in quarter 3 and quarter 4 because in-person trainings were cancelled or placed on hold. In addition, employees were also assigned to take the Disaster Service Worker online training while telecommuting. But, several employees could not complete this training because they experienced technical issues or they did not have proper equipment. On April 27, 2020, LACERS shifted to a virtual New Employee Orientation. Since COVID19 LACERS began hosting virtual All Staff meetings quarterly. As of June 30, 2020, LACERS' raters and decision makers are required to take an Unconscious Bias Training offered by Cornerstone prior to conducting interviews.

APPENDIX D

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
City Planning	Currently, the department training includes: 1. New Employee Orientation; .2. CORE Supervision; 3. CEQA Training; 4. Zoning Training; .5. Systems Training (Users & Professionals
Controller	Our current training programs primarily focus on the professional needs of our Office. For example, our Auditors are expected to complete regular training in auditing best practices and good governance. We also provide opportunities for senior staff members to attend government finance trainings, such as the Government Finance Officers Association conference. Some members of our team have also attended trainings on data analytics technologies that could make their work more efficient. We also provide basic trainings in computer skills and clerical support through LinkedIn Learning to employees as requested by their supervisors.
Convention & Tourism Development	CTD Employees are given the opportunity to add to their skill sets through participation in conferences, seminars, and the City on-line training courses. As CTD's business environment has evolved, staff is encouraged to identify and participate in trainings that enrich and promote professional development. This is continuously reinforced as our department is committed to providing employees with adequate training to implement innovative concepts or to improve existing processes.
Council	Brown Bag Seminars continued for the beginning of FY 19-20, offered employees access to training on leadership, emotional intelligence, building effective teams, and effective communication. Personal Wellness Courses Offered: Coping for Caregivers, Dealing with Traumatic Events, Conflict Resolution and Stress Management. March 2020-June 2020: employees participated in online training sessions through entities such as Optum, ITA, and Cornerstone.
Cultural Affairs	Many of the employees in the Department of Cultural Affairs belong to professional organizations in the Arts and Culture Sector and attend seminars, training and professional development events for artists and arts administrators. The Community Teaching Artist Certificate Program, in partnership with the City of Los Angeles Department of Cultural Affairs, California State University, Los Angeles (Cal State LA) School of Arts and Letters and Professional and Global Education (PaGE). For the Fall Session 2020, DCA is offering 12 scholarships for the Community Teaching Artists Program, designed for artists who teach in community arts centers, galleries, museums, and theaters, and non-arts settings. The Program codifies core competencies in cross-cultural connection and communication; classroom management; classroom management, and trauma-informed pedagogy. These trainings were required to transition from classroom training/activities to on-line classes and programming on You Tube, Zoom, Vimeo and Google classroom. You tube: Creator Academy; Policies and Guidelines; Getting Started Channel Foundation; Navigating Copyright; Building on Educational Channel; Creating Great Content; Streaming on YouTube; Making Art Videos //Equipment and how to film overhead voices; Steps for Teaching Studio Art Online; Various webinars; Google suite training thru ITA; ASANA training; Sketch up training; Word press training; Social Media training; Zoom tutorials; Constant Contact training; Other professional training and seminars attended by employees are: National Consortium for Creative, Placemaking, annual conference, Center for Nonprofit Management, Arts leadership Forum, Grants Maker in Arts, national conference, Frank Lloyd Wright Building Conservatory's Annual Conference, National Guild for Community Arts Education and Annual Conference.

APPENDIX D

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Disability	• CSS - SNOW Portal Customer Service, February 2020 • Digital Accessibility Training Series 1: Introduction to Digital Accessibility & Inclusive Design • Digital Accessibility Training Series 2: Best Practices to Creating Accessible Word Documents • Digital Accessibility Training Series 3: Social Media Accessibility Best Practices • Digital Accessibility Training Series 4: Web Accessibility (in conjunction with Information Technology Agency (ITA) • Digital Accessibility Training Series 5: Best Practices to InDesign Accessibility • Controller Training - Purchasing Card • Controller Training - Travel • Controller Training - Business Tax Registration Certification • Controller Training - Epayables • Controller Training - Pcard Dashboard • Controller Training - Non Resident Tax Withholding • Controller Training - PaySR Position Control Module
Del Pueblo de Los Angeles	As a department of the City of Los Angeles, El Pueblo de Los Angeles Historical Monument is a living museum with a unique role as the historic and symbolic heart of the city. It is a major event location for festivals, receptions, health fairs, concerts, performances, art exhibits, and other cultural activities. The department's training program for Museum Guides is designed to develop good personal behavior and conduct, which are important for every City employee. Museum Guides play one of the most important roles at the Monument. Their attitude in the performance of duties can be a deciding factor in creating the impression the visiting public will take with them after they leave the Monument. Good conduct on the job is encouraged and can be an asset and a step towards promotion.
Emergency Management	The Emergency Management Department has a division titled "Training and Exercises" whose mission is to train the City's Emergency Operations Center responders.
Ethics Commission	Staff in our department are encouraged to take advantage of all training available on the Personnel department's online training system.
Fire & Police Pension	The LAFPP Training Program was developed during FY 2015-16 as part of the LAFPP Three-Year 2015-18 Strategic Plan. That training program is still being used today and will continue to be used for the foreseeable future. The 2019-20 version of the training program required completion of an average of three training courses per employee. In addition, LAFPP piloted a cross-training program with staff in the Pensions Division. The cross-training program is slated to continue in the future, but it is currently on hold due to the COVID-19 outbreak. Staff was encouraged to complete online training via Cornerstone and the Los Angeles Public Library. Supervisory staff continued to cycle through CORE Supervisory Training until the program was put on hold due to the outbreak.
General Services Department	The goal in the Building Maintenance Division is to keep personnel current on the new technology and practices that help them safely provide effective, efficient and sustainable building maintenance to the City. With the implementation of the AiM (Asset Works) System in recent years, they have had the opportunity to use this new innovative tool to help our Department as it grows in the future. The new AiM (Asset Works) System also presents new training needs as well as new training record keeping abilities. The Supply Services Division (SSD) is continuing to provide training and assistance with the FMS 2.0 procurement system that was implemented at the beginning of Fiscal Year 17-18. The Custodial Services Division created it's on Custodial Services Academy. Objectives include: understanding City policies, understanding CSD policies, understanding how to correctly perform custodial duties. We have found that the most effective training has been a mix of classroom lecture including various forms of audio/visual media, and practical training. The Construction Maintenance Division's training program and its future goal plans both focus primarily on most effective training in job performance development and enhancement, and targets continual improvement to services provided to all of our business clients, as well as continuous growth and improvement to employee skills and career development. 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

APPENDIX D

DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Information Technology Agency	1) Annual Performance Evaluation Training – To train supervisors on how to process annual performance evaluations. 2) New Sick Leave Policy – Due to recent changes in the California Paid Sick Leave Law and the City of Los Angeles Living Wage Ordinance, the City's Sick Leave Policy has changed. HR staff reviewed the new laws and how it will impact the role of the supervisor. 3) New Employee Orientation - New Employee Orientation ensures that the new employee have an understanding of the Department and City of Los Angeles (City) government, and is provided pertinent information regarding their job.
Library	Our leadership initiative is in its second year. Take the Lead is an internal leadership program that is open to all employees. The program encourages and supports all employees to lead innovative change from all classifications. Employees are empowered to practice the organization's values of adaptable, effective, empowering, ethical, inclusive and visionary in all aspects of our work. Staff is supported with online courses in leadership and management. Staff also has the opportunity to serve as leadership ambassadors and pioneers. Take the Lead Committee also hosted a Fireside Chat with our City Librarian John Szabo and Assistant City Librarian Susan Broman on leadership. Safety and security training is also a major part of employee training. All employees attended a 1.5 hour department required active shooter course taught by LAPD. Twelve (12) branches also participated in active shooter drills at their worksites. Seven hundred and twenty-two (722) employees complete an online course, Practical Tips for Working with Difficult Homeless Patrons, which is designed for library employees. Thirty-four (34) employees were trained as trainers on how to engage library patrons who are experiencing homelessness and mental illness. Internal classes were also created on how to use library specific online resources on how to research genealogy and patents, trademarks, and copyright. The Digital Literacy Committee launched a pilot project on evaluating and training staff on the use of Microsoft and Google Suites. The committee plans to launch the program to all employees in the Fall of 2020.
Neighborhood Empowerment	Mentorship and guidance is provided to staff that wish to promote or explore other City careers. Mock interviews, resume reviews, and other tips are provided to staff as requested. The Department has also provided trainings and hosted webinars on how to continue normal Neighborhood Council activities and conduct meetings virtually in order to comply with health and safety regulations and standards during this time period.
Office of Finance	Finance Personnel worked with Medical Services to provide a Mental Health training to employees, specifically in our Customer Support Division. The training was focused on dealing with difficult employees and internal threats. Before the pandemic occurred, we were working on scheduling a follow-up Mental Health training course that would deal with external threats, specifically for our Customer Support and customer facing divisions, as they sometimes deal with difficult taxpayers and people outside of the City.
Police	The LAPD implemented the following training programs during Fiscal Year 2019-2020: Advanced Strategies for Command and Control: Department-wide Use of Force / De-escalation Training, Procedural Justice; 2020 Use of Force Update – AB 392: Department-wide Use of Force / De-escalation Training, Procedural Justice; Bola Wrap Training - Department-wide Use of Force / De-escalation Training, Procedural Justice; Bloodborne Pathogens 2020 – Employee Wellness; Typhus Awareness 2019 – Employee Wellness
Public Works - Board	After being asked by Board management to provide training on both the Family and Medical Leave Act (FMLA) and Performance Evaluations, we created custom PowerPoint presentations to use in our interactive training sessions. While the trainings were developed with supervisors in mind, we included several slides in each presentation that addressed non-supervisory employees. The employees who attended the training were happy with the training and felt more comfortable with both topics afterwards. Board management was also satisfied with our training sessions.

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DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Public Works - Bureau of Engineering	Project Delivery Fundamentals - A course offered on an annual or biannual basis that focuses on project management. Frontline Leader Learning Journey – An online FranklinCovey Training Curriculum designed to equip first-level leaders with the essential skills and tools to lead a team. Geospatial Applications Classes - Teaches Civil3D and Revit fundamentals, offered on a trimester basis. Implicit Bias Training – Interactive training designed to raise awareness regarding implicit bias.
Public Works - Bureau of Sanitation	The Industrial Safety & Compliance Division (ISCD) is tasked to provide four (4) distinct areas of training services to fulfill regulatory agency and Bureau-required training requirements. The areas of training involve safety, emergency operations, professional and technical development, and media production services. Other non-mandated training offerings include professional development, software utilization and topics that provide knowledge needed for succession planning. Our vision is to help create and maintain a safe, efficient, and effective work environment for all LA Sanitation employees. Our mission statement is the following: Preparing employees to safely and effectively perform their roles in protecting the public and the environment.
Public Works - Bureau of Street Lighting	Norma Isahakian, the bureau's director, hosted two in house training sessions that were meant to provide succession planning for employees. The training was driven to educate bureau employees on budget, personnel, and funding for engineering projects. An additional 14 training sessions were given by Hank Bao, Street Lighting Engineering Associate III, to Street Lighting employees interested in learning about the organization of Street Lighting, the City's structure, project initiation, pre-design, design, construction, post construction, and project funding. A field trip was also organized to visit CalWest Galvanizing.
Public Works - Bureau of Street Services	Field staff trained in the following subject matters: Cal/OSHA Training, Accident Investigation Training, Office Ergonomics Training and Injury and Illness Prevention Training, Systems Training: Overview of different operating programs for StreetsLA technology upgrade. Courses focused on Win10, Office 365, Microsoft Cloud, One Drive and Surface Pro. Four (4) operating divisions (Urban Forestry, Street Maintenance, Street Renewal and Street Improvement Construction) conduct bi-weekly (on payday Wednesdays) safety trainings (known as tailgate meetings) with all field staff. Courses focused on Heat Illness Prevention Program, Field Ergonomics, Heavy Equipment Safety, Personal Protective Equipment, Specialized Training and other safety courses.
Recreation and Parks	New Employee Orientation – orientation for newly appointed full-time city employees, guest speakers include Controller's Office, Personnel Department, LACERS, LA Federal Credit Union, and City Employees Club. Core Supervisory Training – offers supervisory employees a deep dive into the responsibilities and role of the supervisor; topics include discipline, performance evaluations, hiring, timekeeping, EEO, and safety. Safety Training (includes tailgates and classroom training) – tailgates offer short bursts of information as refreshers or reminders for staff regarding policies/mandates on safety procedures or precautions. Classroom training similarly offers policy safety procedures with more formalized delivery (ex. COVID-19 Protocol for the Office/Worksite).

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DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Water and Power	In FY19-20, LADWP Human Resources Training & Development (T&D) section provided the following training Department-wide: Supervisory Development Program, Workplace Violence Prevention, Introduction to DiSC, New Employee Orientation, Managing Your Career, Train the Trainer (presentation skills), Interview and Selection, and Bridging Multigenerational Gaps. The Supervisory Development Program focuses on training frontline supervisors on leadership topics such as delegation, decision making, interpersonal styles, coaching, counseling, employee development, and team building. Starting April 2020, T&D has also began conducting WebEx trainings on new topics including: Introduction to Developing Emotional Intelligence, Acting & Reacting in Meetings, Basic Communication, Time Management, Mindfulness, Presentation Skills, Accountability, and Navigating Sites for Careers. Outside of T&D, other training programs provided by different divisions include, but are not limited to, more specific areas such as the following: Customer Service Representative Training, Customer Ambassador Training, Active Shooter Training, retirement, miscellaneous safety trainings, and 5.30 classification training programs. The 5.3 training programs are for exempt employees in classifications such as Engineering Associate, Steam Plant Assistant, Electrical Distribution Mechanic Trainee, Electric Station Operator Trainee, and Electrical Mechanic Trainee.
Zoo	The Zoo Department currently provides its staff with the following professional development opportunities: 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 and employee performance. This knowledge is captured through in-service training; on-the-job training; and on-going tailgate meetings with staff. Training on the following topics is provided on a regular basis: employee safety; CPR and AED training; forklift operator training; and confined space training. The Zoo also provides a new employee orientation training program; a performance management training program for supervisors; and regularly sends supervisors to the Personnel Department's Core Supervisory Training Program. The Zoo also created a mission-based on-boarding video. In the next fiscal year, the Zoo intends to expand its training on the following topics: employee safety; supervisory training; and customer service/guest relations.

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DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Airports	Civil Service Interviews Tips and Techniques; Career Management and Counseling including Mock Interviews; Vocational Spanish - Beginner and Advanced; Excel Training – Beginner, Intermediate, Advanced; NextGen Mentorship Program; The Need for Customer Service; Employee Forum; RECOGNITION PROGRAMS: Divisional Employee of Month/Quarter/Year; LAWA's Gold Star Program; Notice of Commendation; Good & Perfect Attendance Recognition ADDITIONAL PROGRAMS Growth Mindset Workshop; Innovation Hangar; Lunch with the CEO; LACERS Retirement Seminar; Executive Leadership Seminar; Association of Airport Employees Club (AAE); Volunteer Opportunities; Wellness
Animal Services	Personnel conducted training on disciplinary standards and performance evaluations in order to enhance supervisors' performance management skills. At each shelter, employees participate in daily shift huddles with their team. During these meetings, employees may be recognized for outstanding work, or areas of improvement may be addressed. There are also monthly meetings designated for supervisors, where they may recognize outstanding work done by individuals or teams.
Building & Safety	The Department Development Programs: Enterprise University: Through this outside vendor the department provides employee development courses available to all employees. This vendor provides monthly soft skill trainings on topics such as customer service skills, time management, team building, Microsoft Office etc. Assistant Inspector Program: Assistant Inspectors receive on the job training to develop skills needed to become qualified Inspectors for the City of Los Angeles, Department of Building and Safety.
Chief Legislative Analyst	The CLA employs a mentorship model for employee development. On an ongoing basis, management and senior analysts mentor newer analysts with their projects and assignments, 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 Attorney	Our department is looking to standardize management practice by reinforcing training materials for the City's CORE training. We hope to provide this training in a more condensed timeframe and to smaller groups to ensure that our Managers are working in a uniformed approach.
City Clerk	Employee Recognition: Annual awards presented to nominated staff, for exceptional work performance, attendance, and engagement.
City Employee's Retirement System	LACERS offers an Investment Internship program to Junior/Senior college students. The program is designed to provide college students with practical work experience in the field of the public pension fund investments. The interns learn through hands on experience, engaging in work commensurate at an administrative and entry-level investment officer position, and through training and mentoring. LACERS on an annual basis recognizes employees for their attendance and service. This includes, but are not limited to: annual service awards (service pins), annual attendance awards (perfect attendance and less than 18 hours of sick time used), and 800 and 400 sick time hours awards (pins).LACERS is proud of its development and implementation of its "Guiding Principles" program. Since 2013, LACERS hosts an annual luncheon acknowledging staff for all of their hard work and service. When members of LACERS staff have demonstrated excellence in the following areas – Professionalism, Innovation, Respect, Kindness & Caring, and Teamwork they are nominated and recognized by management and their peers through a voting process. An award, a certificate of recognition, and a LACERS polo shirt designating them as a Guiding Principles recipient are received by the winners in each category. However, due to the ongoing pandemic, the Guiding Principles luncheon and staff recognition events have been placed on hold.

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DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
City Planning	Four Quarterly “All Staff Meetings” – discuss achievements, policy changes, issue service pins, Digital Dashboard to measure performance.1. Planning Day: Planning Day is an annual professional development event arranged by the City of Los Angeles Department of City Planning. The training is arranged in a similar structure to that of mobile workshops offered at the American Planning Association conferences. The all-day event provides department employees the opportunity to physically visit a chosen geographic region within the City of Los Angeles. Selected local sites offer a unique focus on urban planning concepts and practices, along with presentations from multiple community organizations, developers and technical experts such as civil engineers. These field experiences enrich staff knowledge of existing infrastructure and public services, local planning efforts, and other broad impacts of the Planning Department. 2. Annual Evaluations: an employee evaluation is to measure job performance. Many evaluations provide quantitative measurements essential for a production-oriented work environment. The importance of an employee evaluation is that it's instrumental in determining whether an employee's skill set is appropriately matched to the employee's job.
Controller	The Controller’s Office is looking into standardizing employee development programs, but does not have any currently implemented. We are in the process of implementing the City of Los Angeles Employee Assessment and Review (CLEAR) process, which will require training for supervisors to implement effectively. We anticipate that this will encourage employees to give further thought to their own professional development and hopefully encourage them to develop appropriate personal development plans that match their career goals.
Council	Personal Wellness Courses Offered: Coping for Caregivers, Dealing with Traumatic Events, Conflict Resolution and Stress Management.
Cultural Affairs	The department has been working on a few different programs, including a new employee orientation program as well as the development of an employee engagement program that included recognition, engagement, performance management etc. Both of these programs were put on hold due to teleworking and the COVID-19 pandemic.
Disability	While the Department has consistently had a presence at the Emergency Operations Center, providing coverage of two seats (Disability Access and Functional Needs [DAFN] Technical Specialist in the Planning and Intelligence Branch and Functional Needs Support Services [FNSS] in the Mass Care Branch), the COVID-19 pandemic and the Social Justice Protest incidences reinforced the need to ensure that additional DOD staff were trained to serve in these roles. As such, the Department identified key Cal OES and FEMA courses that employees could take that would qualify them to serve at the EOC. The key courses identified include: Suggested EOC Related Courses (1-5, as priority): a. Cal OES (G-606) SEMS Introductory Course; b. FEMA (IS-100) Introduction to the Incident Command System (ICS); c. FEMA (IS-230d) Fundamentals of Emergency Management; d. FEMA (IS-368) Including People with Disabilities & Others with Access & Functional Needs in Disaster Operations; e. FEMA (IS-700) An Introduction to the National Incident Management System (NIMS); f. FEMA (IS-200) ICS for Single Resources and Initial Action Incidents; g. FEMA (IS-706) NIMS Intrastate Mutual Aid - An Introduction; h. FEMA (IS-800) National Response Framework - An Introduction
El Pueblo de Los Angeles	Staff are provided opportunities of professional growth and leadership roles in order to achieve compliance with the goals of the Mayor’s Executive Directive No. 11 on Gender Equity in City Operations. Staff provide their firsthand experience as part-time exempt Museum Guides to candidates as well as serve as their mentors and leaders.
Emergency Management	Supervisors are encouraged to recognize the achievements of their subordinates both officially and unofficially.
Fire & Police Pension	LAFPP provides several different events throughout the year including: hosting a staff holiday party with bowling, 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.

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DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
General Services Department	The Building Maintenance Division continues to learn more about ways the AiM (Asset Works) system can be utilized to support our Supervisors. At the annual holiday safety meeting, we recognize employees in the areas of Fiscal Responsibility, Customer Service, and Innovation. With the implementation of the Grainger Online training system, we are continuing to explore ways use the system for increased communication and easy access to documentation in order to help all employees. A main objective of the Supply Services division continues to be the development of staff for succession planning by attending CORE and L.E.A.P supervisory classes. The Fred Pryor training for supervising difficult employees is another resource staff can use to become a better supervisor. We are also focused on increasing productivity by educating our Store-keepers in cycle counting, ordering, receiving, plan packing, and shipping. Custodial Services Division has its own Supervisor Seminar series. The series focuses on managerial issues and concerns such as Bias Training, Office Skills, etc. Last FY included Ready Request Re-training and Cultural Diversity Training, Parts 1 & 2. Additionally, we have a recognition program once a year to promote employee engagement. Employee Recognition, Employee Engagement, Performance Management, and Mentorship -- along with Management by Objective and Total Quality Management -- are all developmental practices and programs administered mostly in informal steps and degrees by our Construction Forces Division. Improvement and greater success with these methods of training and development are always set in future goal development plans, yet they are not always realized to their full potential. This is due in no small part to a persistent lack of training and development funding. Such development programs will be realized in full, one way or another, with persistence and fortitude that has not yet gone its full course.
Information Technology Agency	1) Personnel Department's CORE Supervisory Training (Quarterly) 2) MOU 36 – Training and Professional Development 3) Leadership Workshop 4) 2019 ITA Manager Retreat – Sustainable Innovation
Library	The Library hosted a Take the Lead recognition on September 16th to celebrate the first year of the leadership program. The department also hosted its third Diversity and Inclusion Apprenticeship Program. Twenty-four (24) Administrative Clerks participated in a 10 week virtual mentorship program that encourages our clerical staff to pursue a career in public librarianship. Our LAPL Blog spotlighted employee's achievements, such as, our mobile outreach unit which delivers book donations to COVID-19 shelters. The City Librarian also publically recognized employee achievements in his weekly email update to staff.
Office of Finance	The Office of Finance offers a mentorship program. The first Thursday of each month is set aside for half hour mentoring sessions. Each employee may partake in up to two sessions per month and the sessions are covered on City time. The program was developed to provide career development guidance that may be helpful with employee growth, advancement and career satisfaction
Neighborhood Empowerment	The Department strives to develop staff to both meet their assignments and objectives effectively, as well as develop their business skill sets to foster career enhancements. To that end, management and supervisors require staff to be trained on the basics of the Department's functions as part of the orientation process, as well as offer an opportunity to develop their leadership skills and knowledge of City processes and procedures. Time and scheduling permitted, staff are encouraged to participate in any trainings that are offered by the City, or through City partners such as: Core Supervisory Training; NC Funding, NC meetings, Communications; and; Process Improvement Training (Master and Apprentice levels). Most recently staff has participated in the following trainings: 1. EmpowerLA Virtual Governance Training - how to continue normal Neighborhood Council activities and conduct meetings virtually in order to comply with health and safety regulations and standards during this time period. 2. Anti-Oppression Training – a training designed to help recognize the oppression that exists in our society and attempts to mitigate its effects and eventually equalize the power imbalance in our communities.

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DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Personnel	The Personnel Department holds Employee of the Quarter awards at the Civil Service Commission meeting to recognize one employee every quarter. The department participates in the City's Core Supervisory Training program where division chiefs/managers have an opportunity to nominate their employees to attend the five course training program (four in-person courses and one online course). Course topics include the Role and Responsibilities of a Supervisor, Discipline, Grievance, Diversity and Inclusion, and EEO/FML/RA. Specialized training is also a popular training alternative for employees as they have the opportunity to attend training held by professional organizations and gain outside knowledge and training on applicable topics within their field of work. Lastly, the department offers a tuition and development reimbursement program to provide financial assistance to employees who wish to continue their training and further their education.
Police	The LAPD has continued to develop, improve, and expand the following programs: Career Development; Employee Development Podcasts; Civilian Mock Orals
Public Works - Bureau of Engineering	The Bureau of Engineering has instituted several other programs to ensure its employees are provided with the best opportunity to succeed in their careers. To this end, the following programs were developed: Associate Rotation Program Mentorship Program Annual Performance Evaluation Program
Public Works - Bureau of Sanitation	LASAN is continuing to establish a Mentor program. • In the Spring of 2020 we completed our third session of our Management & Leadership Development program. This third session invited middle management employees to and provide them an understanding of the workings and thought processes of the Executive leadership with the goal of preserving these principles for future Bureau leadership. This program is taught by the Executive Director and Assistant Executive Directors..• Each LA SAN Division has their own Employee Recognition practices ranging from employee-of-the-month to recognizing innovative ideas from within a division.
Public Works - Bureau of Street Lighting	For FY 19-20 the bureau focused on follow-up to ensure employees received annual evaluations.
Public Works - Bureau of Street Services	Director's Shining Star Program: Director presents annual recognition awards given to 2 -3 employees per division and milestone awards for years of services. Safety Recognition: Safety Engineer recognizes employees using good safety habits. Example of awards for recognition: gift cards, StreetsLA merchandise, certificates, etc.
Water and Power	LADWP development programs include, but are not limited to, the following: career development & counseling services, Mid-Level Management Workshop, Water & Power Toastmasters, Youth Services Academy Student Worker Program, and New Employee Orientation Tour. LADWP's Communications group issues monthly Contact Newsletters sharing stories and Department-wide updates to keep employees informed and engaged. The Board of Water and Power Commissioners recognized Department employees who were nominated and honored by System heads and managers for going above and beyond their daily work duties to help customers and make a difference in their lives with the Customer Ambassador Spotlight Awards (CASA). Awardees were recognized for exemplary actions that benefitted customers and demonstrating outstanding customer ambassadorship.
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 working group to improve the Zoo's organization structure and culture. The areas that will be addressed through this process will be initiatives to enhance employee recognition, and employee engagement, orientation on the Zoo's mission and strategic vision, and performance management.

APPENDIX E TUITION REIMBURSEMENT

#	DEPARTMENT	FUNDING SOURCE	AVAILABILITY	# OF EMPLOYEES FUNDED
1	Fire and Police Pension	General Funds/MOU Funds	Available to all full-time employees	3
2	Library	Trust Fund	MOU 6 & 16, only	46
2	Library	Trust Fund	Available to all employees	71
2	Library	Petty cash	Available to all employees	54
2	Library	Trust Fund	Available to all employees	103
3	LAPD	General Funds/MOU Funds	Available to all employees	246
4	Personnel	General Funds/MOU Funds	Employee must be a current, full-time Personnel Department employee who has passed the probationary period	1
5	PW: BOE	General Funds/MOU Funds	Available to all employees	174
6	LAWA	General Funds/MOU Funds	Must be: Active full-time or part-time employee, Appointed to a civil service position Must have: Performance/ Attendance in good standing, Passed initial LAWA probationary period	96
7	PW: Street Lighting	General Funds/MOU Funds	EIT and PE reimbursement only available for Engineering employees and regular tuition reimbursement for all employees	7
8	City Attorney	General Funds/MOU Funds	Must be a City Attorney employee and work as an attorney represented by MOU 29.	250
9	LACERS	General Funds/MOU Funds	Tuition Reimbursement is available to full-time employees regardless of the length of service (after passing probation). Intermittent (as-needed) employees are not eligible to enroll in LACERS tuition reimbursement program.	7
10	DWP	General Funds/MOU Funds	Full-time Employees Only	264

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#	DEPARTMENT	FUNDING SOURCE	AVAILABILITY	# OF EMPLOYEES FUNDED
11	PW: Sanitation	General Funds/MOU Funds	Must be regular and full-time employees	41
12	Cultural Affairs	General Funds/MOU Funds	Teaching artists	13
			TOTAL	1376