



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: The Honorable Members of the Personnel and Animal Welfare Committee	DATE 11/25/2019
REFERENCE: Prior Council File: 11-1592	COUNCIL FILE 15-0550
SUBJECT: EMPLOYEE DEVELOPMENT ANNUAL REPORT – FISCAL YEAR 2018-2019	

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 2018-2019.

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 FY 2018-2019.

DISCUSSION

During this reporting period, the Personnel Department continued to provide a comprehensive training program for City employees utilizing both the Online Training Academy as well as in-person training opportunities. 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. The Employee Development Section also worked with the Department on Disability to begin converting online trainings to be 508 compliant. Compliance standards are set by Section 508 of the Rehabilitation Act of 1973 that requires Federal agencies, or agencies receiving Federal funds, to provide software and website accessibility to people with disabilities. The Employee Development Section considers this regulation to be critical for online training and will continue to work with the Department on Disability to ensure online training accessibility to all employees.

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 with the development of a New Employee Orientation Program for onboarding new employees, pilot and administer a Citywide Leadership Academy, and assist with any other developmental needs of City employees.


WENDY G. MACY
GENERAL MANAGER

Attachment

/ PERSONNEL DEPARTMENT

EMPLOYEE DEVELOPMENT ANNUAL REPORT



/ REPORTING PERIOD: Fiscal Year 2018-2019



/ 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 fourth 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.

The Employee Development Section 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. Additionally, the Employee Development Section encouraged departments to upload their own training courses using the Cornerstone OnDemand system. These efforts have contributed to a significant increase of the number of department specific training courses completed online during this reporting period. During Fiscal Year 2018-19, department specific training (both mandatory and non-mandatory) accounted for 13,481 of the online training completions compared to only 2,793 department specific courses completed during the last reporting period. The Employee Development Section continues to monitor and encourage the completion of online training at both the department level and Citywide and hopes to advance departments further in reaching their training goals.

The tables in Figure 1 below show the courses that were available through the online training system during this reporting period as well as the number of completions. For Fiscal Year 2018-19, a total of 69,553 online training courses were completed through the Online Training Academy by employees Citywide. Of these, 9,652 were for non-mandatory training topics.



COURSES COMPLETED IN THE ONLINE TRAINING ACADEMY

- **9,652 NON-MANDATORY**
- **59,901 MANDATORY**

HUMAN RESOURCE ESSENTIALS

▪ Fraud Waste, and Abuse Prevention	35,514
▪ Department-Specific Courses (Mandatory)	12,515
▪ Cybersecurity - Required Citywide Training	6,522
▪ Disaster Service Worker - Mandatory Loyalty Oath Training	2,119
▪ Preventing Sexual Harassment: Non-Supervisor	1,970
▪ Disaster Service Worker II - Serving Others	1,251
▪ Preventing Sexual Harassment: Supervisor	1,225
▪ Department Specific Courses (Non-Mandatory)	966
▪ Ethics and Open Government Training	369
▪ Citywide ADA Compliance Policies and Procedures (Update)	307
▪ Safety Injury Illness and Prevention	184
▪ Hazardous Communication Awareness	127
▪ Bloodborne Pathogen Exposure Control Training	9
▪ Cybersecurity - Additional Security Awareness	5
▪ Disability and Reasonable Accommodation	1

INTERPERSONAL SKILLS

▪ Workplace Violence Prevention for Employees	1,088
▪ EEO Challenge	564
▪ The Need for Customer Service	498
▪ Workplace Violence Prevention for Supervisors	232
▪ Diversity: Face to Face	200
▪ Best Practices in Knowledge Transfer - Role by Role	200

LEADERSHIP AND SUPERVISION

▪ Management Coach Series: (Various)	2,974
▪ Supervisory Skills	515
▪ Supervisor Curriculum	198

Figure 1. Courses completed in the Online Training System.

/ 1.1.2 INSTRUCTOR-LED TRAINING

Many departments have continued to use the Instructor-Led Training feature in the Online Training Academy. 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 2018-19, 168 training sessions were tracked using the Learning Management System (LMS), which is reflected on the training records of 12,032 employees Citywide. This data shows a significant increase in the number of employees trained compared to last reporting period, which indicated that only 3,120 employees were trained using Instructor-Led Training.

OF EVENTS TRACKED IN ONLINE TRAINING ACADEMY

47

OF SESSIONS OFFERED

168

OF EMPLOYEES TRAINED

12,032

Figure 2. Instructor Led Training Tracked in Online Training System

/ 1.2 COMPLIANCE TRAINING

/1.2.1 FRAUD, WASTE, & ABUSE AWARENESS TRAINING

Per LAAC Section 20.60.6 and LAMC Section 49.5.18.B, all full-time City employees are required to complete a Fraud, Waste, and Abuse (FWA) Awareness course at the time of entering City service and once every two years thereafter. The Controller's Office developed a training course that was recently updated and is currently housed in the Online Training Academy. Upon completion of this course, employees will understand the meaning of FWA, the City's Fraud Ordinance, how to recognize FWA "Red Flags", and their responsibility to report FWA.

The FWA Awareness training accounts for the largest number of course completions for FY 18-19 with 35, 514 of the City's full-time employees having completed the course. The Employee Development Section will continue to monitor the progress of this training and update the information provided as necessary.

/1.2.2 SEXUAL HARASSMENT & ABUSIVE CONDUCT PREVENTION

The City's Sexual Harassment and Abusive Conduct Prevention training courses are constantly offered on the online training system. The City ensures that the information included in these training courses is updated to include any mandated changes from the Local, State or Federal level. During this reporting period, both supervisors and non-supervisors were offered a version of Preventing Sexual Harassment/Abusive Conduct training in order to ensure that all employees are familiar with the critical regulations related to the prevention of sexual harassment and abusive conduct in the workplace. The Employee Development Section has continued to monitor the progress of all employees within each department and assist Department Training Coordinators with checking each department's compliance.

For this reporting period, 3,195 employees completed a version of the Preventing Sexual Harassment/Abusive Conduct Prevention training courses compared to over 42,000 last reporting period. However, this decrease is due to the fact that employees are required to renew this training only once every two years. Additionally, in accordance with Senate Bill 1343 (SB-1343), the City is now required to provide at least two hours of Preventing Sexual Harassment training to all supervisory employees and at least one hour of Preventing Sexual Harassment training to all non-supervisor employees, including exempt, part-time, temporary and seasonal workers by January 1, 2020. The Employee Development Section will be uploading a new version of the training courses entitled "Workplace Harassment and Abusive Conduct Prevention: Non-Supervisor/Supervisor Version" to meet this requirement at the beginning of the next reporting period, and has begun working with departments to implement a smooth transition to monitor and ensure compliance with these new requirements. Because of the renewal period as well as the update mandated by Senate Bill 1343, a considerable increase in Preventing Sexual Harassment/Abusive Conduct Prevention training completions is anticipated and will be reported for the next fiscal year.

/ 1.2.3 CYBERSECURITY TRAINING

The City has continued to include a Cybersecurity training course on the online training academy to ensure compliance with Executive Directive No. 2. City departments received a memo from the Mayor's Office on April 22, 2019 indicating employees must complete a Cybersecurity course each calendar year that 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.

During this reporting period, ITA acquired an updated version of the Cybersecurity training from the vendor WOMBAT that will be implemented to the online training system during the beginning of the next reporting period. The Employee Development Section anticipates an increase in completions once this new version is uploaded to the training system. Please note that some departments have already provided an update on the status of compliance, which can be found in the list of mandated training by department in Appendix B. The Employee Development Section, however, will require all departments to report compliance for FY 2019-20.

/ 1.2.4 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 for both supervisors and employees. During this reporting period, 1,320 employees completed the online course, indicating over twice the amount of completion across the City compared to 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.

/ 1.2.5 OTHER CITYWIDE COMPLIANCE TRAINING

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

/ 1.2.5.1 DISASTER SERVICE WORKER TRAINING

The Emergency Management Department has continued to administer the Disaster Service Worker (DSW) program as mandated in California Government Code Section 3100-3109. According to this code, "all public employees are declared to be Disaster Service Workers subject to such disaster service activities, as may be assigned to them by their superiors or by law." The Disaster Service Worker (DSW) Program includes a training requirement for all full- and part-time Civilian employees that inform them of their responsibilities as DSW. The required training is available in the Online Training Academy and is also provided in-person for field employees. This training is only required once at the start of City employment.

At the end of Fiscal Year 2018-19, the compliance rate for the required DSW training was 87.6% for full-time employees and 23.9% for part-time. The Personnel Department provides details on compliance to each department's Emergency Management Coordinator on a monthly basis.

Employees who are assigned to a DSW event must complete the supplemental course, "DSW II: Serving Others". This course provides tips for employees on how to communicate and interact with people while working on disaster service activities. Currently, this training course is not required for all City employees, but may be required at a later time.

/ 1.3 IN-PERSON TRAINING PROGRAMS

/ 1.3.1 CORE SUPERVISORY TRAINING PROGRAM

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

Previous Core Supervisory training programs have consisted of 6-8 courses. However for this reporting period, courses were combined into 4 main topics:

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

EMPLOYEES TRAINED IN FY 2018-19

540

TOTAL EMPLOYEES TRAINED THROUGH PROGRAM

1,824

SATISFACTION WITH PROGRAM

93%

Figure 3. Core Supervisory Training Program

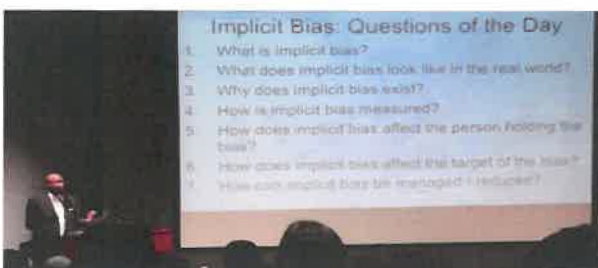


The program currently consists of 16 in-person training hours in addition to a 1 ½ hour online training prerequisite administered through Cornerstone. During Fiscal Year 2018-19, a total of 540 employees completed the full program. At the conclusion of the fiscal year, trainees were invited to participate in a ceremony where they received their completion certificates as part of a presentation before the Civil Service Commission.

/ 1.3.2 EXECUTIVE TRAINING PROGRAM



During FY 2017-18, the Personnel Department revived its Executive Training Program in an effort to provide training to employees at all levels. The Department has continued to move forward with this program in FY 2018-19 in order to provide executive-level staff with the information and tools that are necessary to effectively lead their departments and meet organizational goals.



This reporting period, executive staff attended an event on Implicit Bias provided by Rev. Dr. Bryant T. Marks, Senior Executive Director & Lead Trainer, at the National Training Institute on Race & Equity (NTIRE). The event was held at the Los Angeles Zoo and Botanical Gardens.

With the continued success of this program, the Personnel Department is planning to coordinate additional events for Fiscal Year 2019-20.

/ 1.3.3 EMPLOYEE ASSISTANCE PROGRAM

EAP TRAINING SESSIONS OFFERED

29

DEPARTMENTS UTILIZING EAP TRAINING

11

Figure 4. Training Provided through the 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. In January 2019, this program moved from its previous vendor, Managed Health Network (MHN), to a new vendor, Optum.

Staff was unable to pull data by month from our previous vendor, MHN. Therefore, the data included in this report is solely from our new vendor, Optum, between January 2019 – June 2019. During this period, 29 training sessions were offered through the EAP. Eleven departments utilized this program, including Animal Services, City Clerk, Council District 4, Office of Finance, Housing, LACERS, Library, Department of Transportation, PW: Bureau of Engineering, PW: Bureau of Sanitation, and Recreation and Parks. It is anticipated that this data will increase significantly in FY 2019-20.

/ 1.4 EMPLOYEE DEVELOPMENT PROGRAMS

/ 1.4.1 EMPLOYEE RECOGNITION PROGRAM

Since its inception in 2015, the Personnel Department's Employee Recognition 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. In order to recognize these employees, supervisors can navigate to the Employee Development website to generate an on-the-spot recognition certificate for employees who have completed exceptional work.

During this reporting period, 289 employees from across 24 City departments were recognized for their outstanding efforts through this program. In total, over 749 recognition certificates across 26 different departments have been generated throughout the course of this program at Personnel. The goal for the coming fiscal years is to increase usage to departments that have yet to use the website.

RECOGNITION CERTIFICATES CREATED THROUGH WEBSITE

289

DEPARTMENTS UTILIZING RECOGNITION WEBSITE

24

Figure 5. Personnel Department's Employee Recognition Website Usage

/ 1.4.2 EMPLOYEE ENGAGEMENT PROGRAM

In previous fiscal years, the Office of Finance, Office of the City Controller, Information Technology Agency, and Personnel Department all completed engagement surveys for their departments. The Personnel Department implemented an Employee Engagement Program, which included a pilot survey to be given to employees Citywide. This program was endorsed by the Innovation and Performance Committee and went to the Personnel and Animal Welfare Committee (PAW). The PAW Committee moved to note and file the December 18, 2015 IPC report and further recommend instructing the Personnel Department to review all proposed survey questions with each Department prior to conducting any surveys.

During this reporting period, the Employee Development Section worked with the Mayor's Office on Budget and Innovation to allow the USC Sol Price School of Public Policy to administer a Citywide survey. USC was using the responses as part of a larger study on employee engagement in the public sector. Results specific to the City's survey were due to the Mayor's Office late last year. However, due to USC's staffing issues, the results were delayed. Raw results of the survey were already provided, and a summary of the results with best practices going forward are expected to be ready by the end of the year in 2019 and will be included on the FY 2019-20 report.

/ PART 2: DEPARTMENT-LEVEL TRAINING & DEVELOPMENT

/ 2.1 ANNUAL TRAINING SURVEY

At the close of the prior fiscal year, the Personnel Department surveyed Department Training Coordinators to gather information on the various training and development opportunities provided to the workforce at the department level. Responses were received from 33 of the City's departments and bureaus. No data was provided by the Department of Cannabis Regulation, City Administrative Officer, Department on Disability, El Pueblo de Los Angeles, Employee Relations Board, Los Angeles Fire Department (Civilian) or the Board of Public Works.

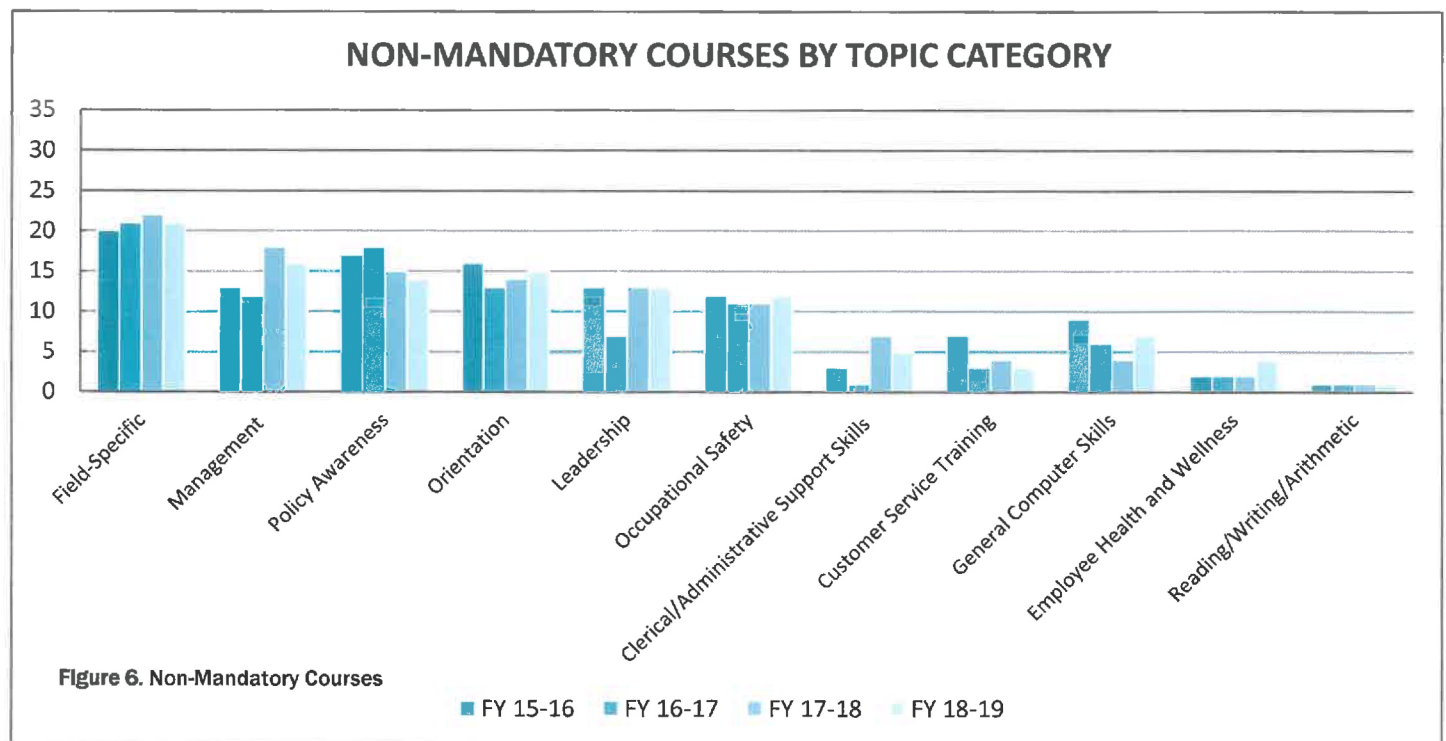
The City's proprietary departments (Los Angeles World Airports, Harbor Department, and Department of Water and Power) are exempt from the requirements of Section 4.312 of the Los Angeles Administrative Code, and are therefore not required to present information on training topics. However, both Los Angeles World Airports and the Department of Water and Power submitted compliance data for this reporting period, and therefore are included on this report. The inclusion of these departments, as well as the inclusion of both Civilian and Sworn employees reported by the Los Angeles Police Department, provided a significant increase for most training areas.

/ 2.1.1 CITY DEPARTMENT NON-MANDATED TRAINING

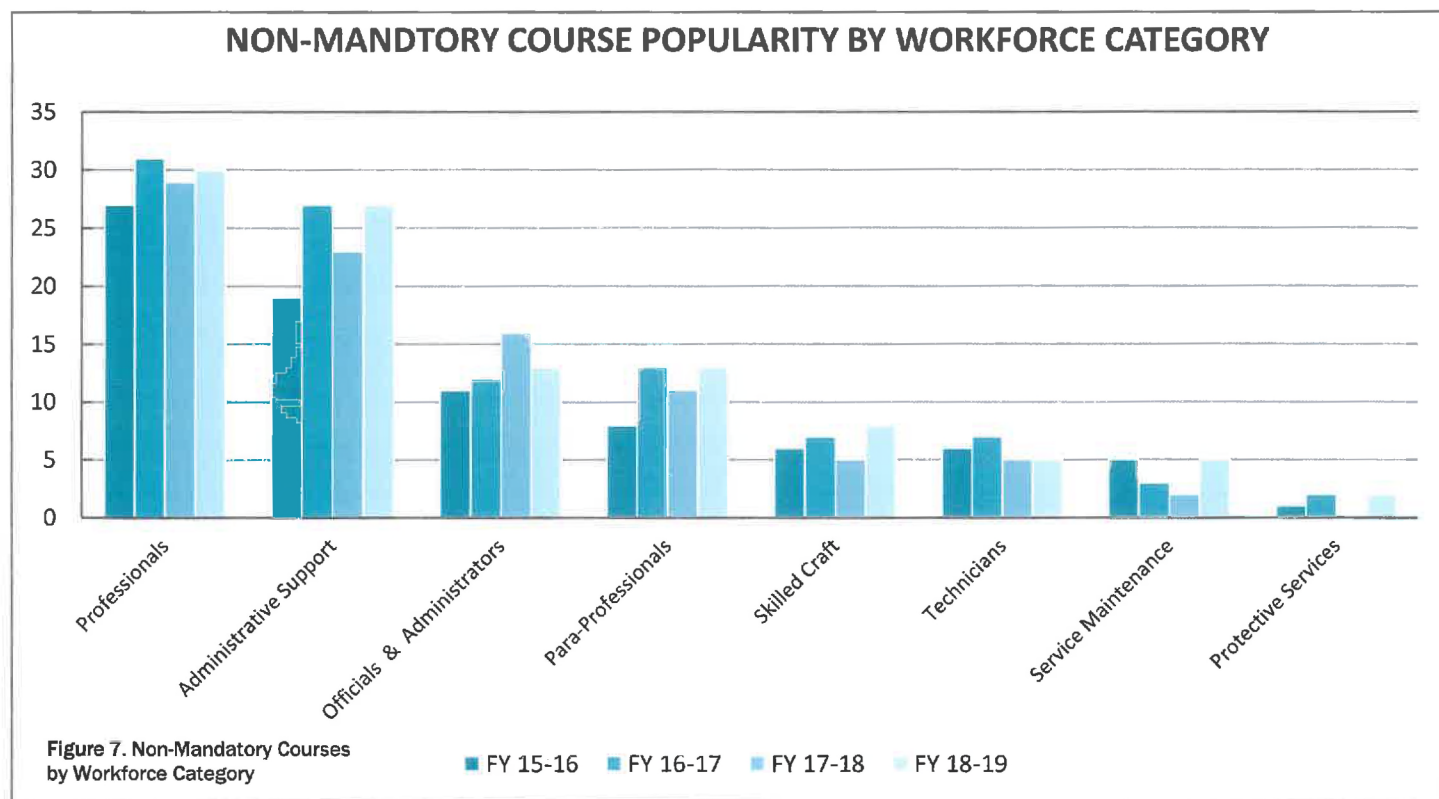
In addition to the courses completed through the Online Training Academy, City departments provided a combined total of 2,720 non-mandated training sessions to employees during Fiscal Year 2018-19. These included training courses and conferences provided directly by the departments, as well as outside vendors. This shows about a 5% increase from the last reporting period, which continues the trend from previous fiscal years of employees seeking more outside training to supplement the courses provided by the City. In general, this is due to a growing desire for field-specific training that many employees seek out.

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

Department Training Coordinators were provided a list of general topic categories and asked to select 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 follow the trends of previous fiscal years.



Similarly, this was done for the types of employees who attended the most non-mandatory training courses or conferences. Figure 7 below identifies the workforce categories that attended the most training during this reporting period. For this reporting period, there was a slight increase for Professionals, Administrative Support, Paraprofessionals, Skilled Craft and Service Maintenance. 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 433 mandated training sessions were reported as being completed for this fiscal year. These include those training sessions that were either required on their own or were applied to regulations that included minimum training hours, such as the California Code of Regulations or Cal-OSHA Standards.

APPENDIX B contains a list of those training sessions from the responding departments and their compliance rate at the time of reporting. Also included are the compliance rates for all departments to the Citywide training topics of Disaster Service Worker and Fraud Awareness Training. Both Cybersecurity and Workplace Harassment and Abusive Conduct Prevention data are not included in this report for all departments and will be collected at the end of the next fiscal year. 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, Employee Development 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. In the past, most of the smaller departments relied primarily on the Personnel Department while the larger departments had fairly comprehensive training and development goals for their employees. Within this fiscal year, there was a general increase from all departments in their specific training and development efforts.

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

When asked about additional training needs their employees have expressed, there was general consensus from all departments that Citywide programs for new-hire orientation and leadership skills should be provided, making sure all departments are focused on the City's overall priorities. Another overwhelming request was for computer use training, namely Microsoft Office training. This was offered during the previous fiscal year, but was put on hold to meet new requirements set by the Americans with Disabilities. Lastly, departments showed a notable increase for the desire to provide training related communication skills, customer service, and health and wellness. These three areas have been mentioned in previous annual reports, but the request has grown to several other departments across the City.

In terms of development, departments seem to understand the value of employee engagement and recognition. 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 mentorship programs to ensure support for the new generation of employees.

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

/ 2.3 MEMORANDUM OF UNDERSTANDING TRAINING PROGRAMS

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

/ 2.3.1 MOU 3 – CLERICAL

MOU 3 is comprised of clerical employees and is represented by AFSCME Local 3090. This MOU has funding set aside for training programs to be provided by their union and to be administered by the Personnel Department. Ideas were provided and work done throughout the fiscal year to support the union in assessing their employees' training needs. However, no MOU's 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 Professions Manager's Association (LAPMA) and share a single training fund. The anticipated annual deposit of \$173,000 for fiscal year 2018-19 will be placed into a trust fund designated for the development of employees represented by MOU 36, 63 and 64. Unused funds from this fiscal year are rolled over to the next. It is the responsibility of the Personnel Department to administer these funds. No MOU's were in place and negotiations for successor MOUs were in progress during this reporting period. Remaining funds from the expired MOUs were used during much of this time. Since MOU 64 was added to the training fund after this fiscal year, employees in that MOU did not use funds for fiscal year 2018-19.

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

/ 2.3.4 MOU 37 – EXECUTIVE ADMINISTRATIVE ASSISTANTS

MOU 37 consists of Executive Administrative Assistants and is represented by AFSCME Local 3672. The Personnel Department administers a Tuition Reimbursement and Specialized Training fund as set forth in MOU 37. A total of \$8,459 was expended on individual reimbursements and training programs for represented employees in Fiscal Year 2017-18. Tuition reimbursement requests were not received from these MOU members during this reporting period.

/ 2.4 DEPARTMENT TUITION REIMBURSEMENT PROGRAMS

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

However, the program is currently provided only at the department level and only by departments with funding for such a program. According to the training survey responses, eleven departments provided tuition reimbursement to a total of 1,216 employees during Fiscal Year 2018-19. In the previous Fiscal Year, only six departments reported utilizing this program, which shows a significant increase that will hopefully continue to rise in upcoming reporting periods.

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

APPENDIX A

NON-MANDATED TRAINING COURSES BY DEPARTMENT

#	DEPARTMENT	NUMBER OF COURSES OFFERED	TOTAL EMPLOYEES TRAINED
1	Aging	24	34
2	Airports	170	3249
3	Animal Services	14	1703
4	Building and Safety	20	485
5	Chief Legislative Analyst	4	35
6	City Attorney	36	450
7	City Clerk	33	328
8	City Employees' Retirement System	34	150
9	City Ethics Commission	10	40
10	Controller	27	50
11	Convention & Tourism Development	34	59
12	Cultural Affairs	10	84
13	Economic Workforce Development	13	193
14	Emergency Management	39	17
15	Ethics Commission	6	63
16	Fire & Police Pension	346	116
17	General Services	84	353
18	Housing and Community Investment	27	241
19	Information Technology Agency	15	48
20	Library	380	9147
21	Mayor's Office & City Council	7	117
22	Neighborhood Empowerment	3	6
23	Office of Finance	12	580
24	Personnel	57	123
25	Planning	43	1090
26	Police	55	25500
27	Public Accountability	3	15
28	Public Works - Engineering	317	3650
29	Public Works - Sanitation	436	9361
30	Public Works - Street Lighting	10	300
31	Public Works - Street Services	47	2288
32	Recreation and Parks	4	400
33	Transportation	38	1331
34	Water and Power	336	7512
35	Zoo	26	433
TOTAL		2720	69551

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Aging	Grantor - Privacy and Information Security	100%
	Grantor - AIRS Certification	100%
	Grantor - Civil Rights Training	100%
	Grantor - CalFresh	100%
	CBRE Life - Fire and Safety Awareness Training	100%
	Disaster Service Worker (Full-Time Employees)	82%
	Fraud, Waste, & Abuse Awareness Training	94%
Airports	Cybersecurity	Monitored by IT division
	Disaster Service Worker (Full-Time Employees)	90%
	Fraud, Waste, & Abuse Awareness Training	85%
Animal Services	HIPP (state)	100%
	Firearms Qualifications (state)	100%
	PC832 Firearms(state)	100%
	PC832 Arrest and Control (state)	100%
	Disaster Service Worker (Full-Time Employees)	97%
	Fraud, Waste, & Abuse Awareness Training	95%
Building and Safety	AB 717	Training and Emergency Management Division 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
	Disaster Service Worker (Full-Time Employees)	93%
	Fraud, Waste, & Abuse Awareness Training	83%
	MOU 5 – 20 hours Safety Training	Training and Emergency Management Division monitors compliance through the Training Tracking System
Cannabis Regulation	Disaster Service Worker (Full-Time Employees)	77%
	Fraud, Waste, & Abuse Awareness Training	75%
Chief Legislative Analyst	Fraud, Waste, & Abuse Awareness Training	100%
	Disaster Service Worker (Full-Time Employees)	73%
	Floor Warden Training	100%
City Administrative Officer	Disaster Service Worker (Full-Time Employees)	95%
	Fraud, Waste, & Abuse Awareness Training	99%
City Attorney	Disaster Service Worker (Full-Time Employees)	87%
	Fraud, Waste, & Abuse Awareness Training	88%
	Cybersecurity	Monitors compliance through the Training Tracking System

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
City Clerk	Workplace Violence Prevention Training	100%
	Cybersecurity	100%
	Sexual Harassment Prevention Training	100%
	Disaster Service Worker (Full-Time Employees)	97%
	Fraud, Waste, & Abuse Awareness Training	100%
City Council	Cybersecurity	100%
	Sexual Harassment Prevention Training	100%
	Disaster Service Worker (Full-Time Employees)	43%
	Fraud, Waste, & Abuse Awareness Training	80%
City Employees' Retirement System	Disaster Service Worker (Full-Time Employees)	95%
	Cybersecurity	100%
	Fraud, Waste, & Abuse Awareness Training	98%
	Preventing Sexual Harassment Non-Supervisor Version	90%
	Preventing Sexual Harassment Supervisor Version	95%
	CBRE: Fire Life Safety Training Fire, Life, Safety Training is mandatory for all LACERS employees. New employees are assigned within 14 days. All employees are required to take it on an annual basis	95%
Controller	Disaster Service Worker (Full-Time Employees)	88%
	Fraud, Waste, & Abuse Awareness Training	96%
Convention and Tourism Development	Disaster Service Worker (Full-Time Employees)	100%
	Fraud, Waste, & Abuse Awareness Training	100%
Cultural Affairs	Disaster Service Worker (Full-Time Employees)	70%
	Fraud, Waste, & Abuse Awareness Training	72%
Disability	Disaster Service Worker (Full-Time Employees)	96%
	Fraud, Waste, & Abuse Awareness Training	95%
Economic Workforce Development	Disaster Service Worker (Full-Time Employees)	99%
	Fraud, Waste, & Abuse Awareness Training	100%
El Pueblo de Los Angeles	Disaster Service Worker (Full-Time Employees)	87%
	Fraud, Waste, & Abuse Awareness Training	100%
Emergency Management	Disaster Service Worker (Full-Time Employees)	80%
	Fraud, Waste, & Abuse Awareness Training	96%
Employee Relations Board	Disaster Service Worker (Full-Time Employees)	66%
	Fraud, Waste, & Abuse Awareness Training	100%
Ethics Commission	Fraud, Waste, & Abuse Awareness Training	100%
	Disaster Service Worker (Full-Time Employees)	90%
Fire & Police Pension	Cybersecurity	100%
	Fraud, Waste, & Abuse Awareness Training	100%

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
General Services	OSHA Required Bi-Weekly Safety Meetings	95%
	Training for Employer Designated Trainers for OSHA Required Aerial Lift Trainers	100%
	Training for Employer Designated Trainers for OSHA Required Fork Lift Trainers	100%
	Arc Flash Awareness Training	95%
	Confined Space Awareness	100%
	HAZ COM & Hazardous Spills	96%
	IIPP/HIPP/Heat Stress	87%
	Bloodborne Pathogens/1st Aid	94%
	Hearing Conservation/Noise Exposure	92%
	Emergency Operations Center (EOC) – Responder Training	92%
	High Rise Occupant Training, Floor Warden, and Emergency Response Team training	99%
	ICC Tank Tech, CA Title 23	100%
	ICC Vapor Recovery, CA Title 23	100%
	Veeder Root Technician, CA Title 23	100%
	INCON Monitor, CA Title 23	100%
	First Aid, CA Title 8	82%
	Fire Extinguisher, CA Title 8	82%
	OSHA HAZWOPR	100%
	Disaster Service Worker (Full-Time Employees)	80%
	Fraud, Waste, & Abuse Awareness Training	99%
Housing & Community Investment	ADA Compliance	Monitors compliance through the Training Tracking System
	Cybersecurity	Monitors compliance through the Training Tracking System
	Safety: Injury and Illness Prevention Program	Monitors compliance through the Training Tracking System
	Disaster Service Worker (Full-Time Employees)	87%
	Fraud, Waste, & Abuse Awareness Training	93%
Information Technology Agency	Disaster Service Worker (Full-Time Employees)	94%
	Fraud, Waste, & Abuse Awareness Training	96%
Library	Preventing Sexual Harassment for Employees	100%
	Preventing Sexual Harassment for Supervisors	100%
	Disaster Service Worker (Full-Time Employees)	100%
	Ethics	100%
	Fraud, Waste, & Abuse Awareness Training	100%
Mayor's Office	Cyber Security	100%
	Disaster Service Worker (Full-Time Employees)	73%
Neighborhood Empowerment	Fraud, Waste, & Abuse Awareness Training	95%
	Training for Workplace Violence Coordinators	100%
	Cyber Security	90%
	Disaster Service Worker (Full-Time Employees)	74%
	Ethics	Monitors compliance through the Training Tracking System
	Implicit Bias	100%

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
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)	97%
	Fraud, Waste, & Abuse Awareness Training	99%
Personnel	California Code of Regulations 2592	100%
	Disaster Service Worker (Full-Time Employees)	95%
	Fraud, Waste, & Abuse Awareness Training	96%
Planning	Disaster Service Worker (Full-Time Employees)	91%
Police	Perishable Skills - Tactical Communications	95%
	Perishable Skills - Arrest and Control	95%
	Perishable Skills - Driving	95%
	Perishable Skills - Firearms	96%
	Annual Vehicle Pursuit Policy	81%
	Supervisory Course	100%
	POST Management Course	94%
	Watch Commander	100%
	Undercover Operations	100%
	Command Officer Development	100%
	Disaster Service Worker (Full-Time Employees)	95%
	Fraud, Waste, & Abuse Awareness Training	90%
Public Accountability	Cybersecurity	100%
	Sexual Harassment Prevention Training	100%
	Disaster Service Worker (Full-Time Employees)	100%
	Fraud, Waste, & Abuse Awareness Training	100%
Public Works: Board	Disaster Service Worker (Full-Time Employees)	66%
	Fraud, Waste, & Abuse Awareness Training	63%
Public Works: Contract Administration	Cal-Osha Safety Training	100%
	Field Training For Assistant Inspectors - Bureau Mandate	100%
	Inspection Technology - Bureau Mandate	100%
	New Employee Orientation	100%
	Fraud, Waste, & Abuse Awareness Training	98%
	Disaster Service Worker (Full-Time Employees)	89%
Public Works - Bureau of Engineering	Fire & Life Online Safety Training (State Law)	91%
	Disaster Service Worker (Full-Time Employees)	95%
	Fraud, Waste, & Abuse Awareness Training	95%
Public Works: Bureau of Sanitation	CCR T8 1599(f) (g): FLAGGING - Classroom	Attendance records and Compliance reports kept in-house
	CCR T8 1599(f): Traffic Control	
	CCR T8 1599(f): Traffic Control Refresher	
	CCR T8 1599(f): Traffic Safety/ Driving Safety/ Defensive Driving - Tailgate	
	CCR T8 1670, 1671: Fall Protection - Harness Safety Training/ Tailgate	
	CCR T8 3203: Aerial Work Platform Employer Responsibilities - Tailgate	
	CCR T8 3203: AIDS in the Workplace - Tailgate	
	CCR T8 3203: Appropriate Employee Conduct - Tailgate	
	CCR T8 3203: Back Safety - Tailgate	
	CCR T8 3203: Building Evacuation Plan - Tailgate	
	CCR T8 3203: Bureau of Sanitation Safety Policies Manual - Tailgate	

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works: Bureau of Sanitation (continued)	CCR T8 3203: CAL/OSHA Overview - Tailgate	Attendance records and Compliance reports kept in-house
	CCR T8 3203: Catch Basin - Classroom	
	CCR T8 3203: Chart LNG Vehicle Inspection Procedure	
	CCR T8 3203: Choosing & Using Eye & Face Protection - Tailgate	
	CCR T8 3203: Choosing & Using Protective Headwear - Tailgate	
	CCR T8 3203: CLARTS: "From Full to Empty"	
	CCR T8 3203: Code of Safe Practices: Fall Protection- Tailgate	
	CCR T8 3203: Combination / High Velocity Sewer Cleaning Equipment - Classroom	
	CCR T8 3203: Compressed Natural Gas (CNG) Training	
	CCR T8 3203: Continuous Rodding Machines SOPs	
	CCR T8 3203: Continuous Rodding Sewer Cleaning Machine - Classroom	
	CCR T8 3203: Continuous Rodding Sewer Cleaning Machine - Field Training	
	CCR T8 3203: Crane Safety - Tailgate	
	CCR T8 3203: Diabetes Awareness Training - Tailgate	
	CCR T8 3203: Director's Commercial Drivers' Safety Summit	
	CCR T8 3203: Disaster Service Worker Training	
	CCR T8 3203: Disaster Services Worker Loyalty Oath	
	CCR T8 3203: Disc Grinder Safety Order #60 - Tailgate	
	CCR T8 3203: Distracted Driving- Tailgate	
	CCR T8 3203: Driving Safety Hyperion Treatment Plant - Tailgate	
	CCR T8 3203: CAL/OSHA Overview - Tailgate	
	CCR T8 3203: Catch Basin - Classroom	
	CCR T8 3203: Chart LNG Vehicle Inspection Procedure	
	CCR T8 3203: Choosing & Using Eye & Face Protection - Tailgate	
	CCR T8 3203: Choosing & Using Protective Headwear - Tailgate	
	CCR T8 3203: CLARTS: "From Full to Empty"	
	CCR T8 3203: Code of Safe Practices: Fall Protection- Tailgate	
	CCR T8 3203: Combination / High Velocity Sewer Cleaning Equipment - Classroom	
	CCR T8 3203: Compressed Natural Gas (CNG) Training	
	CCR T8 3203: Continuous Rodding Machines SOPs	
	CCR T8 3203: Continuous Rodding Sewer Cleaning Machine - Classroom	
	CCR T8 3203: Continuous Rodding Sewer Cleaning Machine - Field Training	
	CCR T8 3203: Crane Safety - Tailgate	
	CCR T8 3203: Director's Commercial Drivers' Safety Summit	
	CCR T8 3203: Disaster Service Worker Training	
	CCR T8 3203: Disaster Services Worker Loyalty Oath	
	CCR T8 3203: Disc Grinder Safety Order #60 - Tailgate	
	CCR T8 3203: Distracted Driving- Tailgate	
	CCR T8 3203: Driving Safety Hyperion Treatment Plant - Tailgate	
	CCR T8 3203: Earthquake and Tsunami Safety Awareness-Tailgate	
	CCR T8 3203: Electrical Hazards - Tailgate	
	CCR T8 3203: Electrical Safety	
	CCR T8 3203: Electrical Safety - Tailgate	
	CCR T8 3203: Employee Safety: ABC's of Safety-Tailgate	
	CCR T8 3203: Energy Safety - Tailgate	
	CCR T8 3203: EPA Inspection : IIPP- Tailgate	
	CCR T8 3203: Ergonomic Safety - Tailgate	
	CCR T8 3203: Forklift Safety/ Driving Skills - Tailgate	
	CCR T8 3203: Form 65-41-Divers Daily Log (2013 Revision)	
	CCR T8 3203: Fraud Awareness & Abuse Prevention- Mandatory Training	
	CCR T8 3203: Gas - Compressed Cylinder Handling - Tailgate	
	CCR T8 3203: Gaskin Mini Stinger Truck	
	CCR T8 3203: Gastech Dragger X-AM 2000	
	CCR T8 3203: Graveyard Shift Safety- tailgate	
	CCR T8 3203: Ground Rules for Custodians - Tailgate	
	CCR T8 3203: Hand Rodding - Classroom	
	CCR T8 3203: Hand Rodding - Field	

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works – Bureau of Sanitation (continued)	CCR T8 3203: Hand Rodding Crews SOPs	Attendance records and Compliance reports kept in-house
	CCR T8 3203: Hand Safety/ Choosing & Using Work Gloves - Tailgate	
	CCR T8 3203: Hand Tool Safety - Tailgate	
	CCR T8 3203: Hands Free Wireless/Cell Phone Law - Tailgate	
	CCR T8 3203: Harassment & Hazing in the Workplace - Tailgate	
	CCR T8 3203: Hazard Assessment and Work Authorization Program	
	CCR T8 3203: Hazard Assessment and Work Authorization Programs - Field Training	
	CCR T8 3203: Hazardous Chemical Container/ Communication Fact Sheet - Tailgate	
	CCR T8 3203: Hepatitis-A Awareness Training- Tailgate	
	CCR T8 3203: High - Velocity Sewer Cleaners SOPs	
	CCR T8 3203: Housekeeping Hazards- Tailgate	
	CCR T8 3203: Injury & Illness Prevention Program Overview - Tailgate	
	CCR T8 3203: Introduction to Commercial Driver Training	
	CCR T8 3203: Ladder Safety - Tailgate	
	CCR T8 3203: Ladders & Scaffolds - Tailgate	
	CCR T8 3203: Lifting & Rigging - Tailgate	
	CCR T8 3203: Lifting Basics- Tailgate	
	CCR T8 3203: Lifting Safety in Construction- Tailgate	
	CCR T8 3203: Liquid Natural Gas (LNG) Equipment Training - Tier 1	
	CCR T8 3203: Liquid Natural Gas (LNG) Equipment Training - Tier 2	
	CCR T8 3203: Log Book Procedures- Tailgate	
	CCR T8 3203: Machine Shop Safety - Tailgate	
	CCR T8 3203: Manlift/ Basket Safety Video - Tailgate	
	CCR T8 3203: Motorists to Give Bicyclists Three Feet For Safety Calif. Law- Tailgate	
	CCR T8 3203: Mounting and Dismounting - Tailgate	
	CCR T8 3203: Operation Lifesaver: Safety at Railroad Crossings - Tailgate	
	CCR T8 3203: Packer Mechanism Clean Out-Tailgate	
	CCR T8 3203: Personnel Policy #7 - Disciplinary Actions- Tailgate	
	CCR T8 3203: Portable Fire Extinguisher - Tailgate	
	CCR T8 3203: Portable Rod-Turning Machine - Classroom	
	CCR T8 3203: Portable Rod-Turning Machine - Field	
	CCR T8 3203: Pre & Post Trip Inspection - Tailgate	
	CCR T8 3203: Procedures for Safety Supplies (SOP) -Tailgate	
	CCR T8 3203: Repetitive Strain/ Motion Injuries - Tailgate	
	CCR T8 3203: Riding The Rear Step - Tailgate	
	CCR T8 3203: RKI-Eagle II Gas Detector	
	CCR T8 3203: Rodding Machine Hand Injury - Tailgate	
	CCR T8 3203: Rotating Equipment	
	CCR T8 3203: Safe Driving on Treatment Plants - Tailgate	
	CCR T8 3203: Safe Forklift Operation	
	CCR T8 3203: Safe Landfill Driving Practices - Tailgate	
	CCR T8 3203: Safety Attitude - Tailgate	
	CCR T8 3203: Safety Awareness in the Workplace - Tailgate	
	CCR T8 3203: Safety for Custodians - Tailgate	
	CCR T8 3203: Safety Overview: Biological & Atmospheric Hazards	
	CCR T8 3203: Safety Overview: Employees Safety Rights and Responsibilities	
	CCR T8 3203: Safety Overview: HTP Injury Illness Prevention Program	
	CCR T8 3203: Seat Belt Policy - Tailgate	
	CCR T8 3203: Semi-Automated 2 Axle Side Loader	
	CCR T8 3203: Sewer Related Hazards/ Bureau Safety Policy #10 Rev 2 - Tailgate	
	CCR T8 3203: Shift Work and Safety Problems-Tailgate	
	CCR T8 3203: Slips, Trips & Falls - Tailgate	
	CCR T8 3203: Sludge and Biosolids Spills Response Procedures - Tailgate	
	CCR T8 3203: Specialized Vehicle: CNG PETERBILT Two Member Rear Loader Collection Vehicle	
	CCR T8 3203: Specialized Vehicle: Front Loader Collection Vehicle RCV	
	CCR T8 3203: Specialized Vehicle: LIGHTNING LOADER TRAINING (Model TL3)	
	CCR T8 3203: Standard Operational Procedures For Catch Basin Cleaning Crews - Tailgate	
	CCR T8 3203: Stress Management at Work	

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works – Bureau of Sanitation (continued)	CCR T8 3203: Thompson Vacuum Truck Operation - Classroom	Attendance records and Compliance reports kept in-house
	CCR T8 3203: Trench Shoring & Construction Safety - Tailgate	
	CCR T8 3203: Unsafe Condition Reporting - Tailgate	
	CCR T8 3203: Vehicle Accident Reporting Procedures - Tailgate	
	CCR T8 3203: Vehicle Tagout Procedure 2010	
	CCR T8 3203: Wastewater Pathogens - Tailgate	
	CCR T8 3203: WSCD Recycled Water Training - Tailgate	
	CCR T8 3203: Work Stress/ Running on All Cylinders - Tailgate	
	CCR T8 3203: Worker's Compensation Medical Treatment Benefits - Tailgate	
	CCR T8 3203: Workplace Safety: Hazardous Chemical Exposure Reduction- Tailgate	
	CCR T8 3203: Workplace Safety: Machine Safety (Guarding)- Tailgate	
	CCR T8 3203: Workplace Violence Prevention - Tailgate	
	CCR T8 3220(e): Emergency Response Procedures: HTP - Tailgate	
	CCR T8 3220(e): Emergency Response Procedures: WSCD - Tailgate	
	CCR T8 3220(e): Emergency Response Procedures:TITP - Tailgate	
	CCR T8 3221: Safety Overview: HTP Emergency - Fire Prevention Plan	
	CCR T8 3314(j): Hazardous Energy Control - WSCD	
	CCR T8 3314: LOADBODY ENTRY LOCKOUT/TAGOUT PROGRAM	
	CCR T8 3380(c): Foot Protection - Tailgate	
	CCR T8 3380(c): Hard Hat Safety - Tailgate	
	CCR T8 3380: PPE - Personal Protective Equipment - tailgate	
	CCR T8 3380: Scott Self - Contained Breathing Apparatus (SCBA)	
	CCR T8 3395(b): Heat Illness Prevention	
	CCR T8 3395(b): Heat Illness- Tailgate	
	CCR T8 3395(b): Heat Stress/ Hot Weather Tips - Tailgate	
	CCR T8 3395(b): Heat Stress/Exhaustion - Tailgate	
	CCR T8 4848(a): Hot Work Permit - BSP #26 - Tailgate	
	CCR T8 4848(a): Hot Work Permit Class	
	CCR T8 4848(a): Prevention & Control Of Fire - Tailgate	
	CCR T8 4848(a): Welding Safety - Tailgate	
	CCR T8 5098(a): Hearing Protection - Tailgate	
	CCR T8 5144: Annual Air Purifying Respirator/ Respiratory Protection Program	
	CCR T8 5144: Dust Mask/ Respirator - Tailgate	
	CCR T8 5144: Inspection-Cleaning-Sanitizing-Storing Air Purifying Respirators - Tailgate	
	CCR T8 5144: Respiratory Fit Test	
	CCR T8 5144: Respiratory System Protection - Tailgate	
	CCR T8 5144: Scott Airline Respirators	
	CCR T8 5144: Workplace Safety: Safety Respirators- Tailgate	
	CCR T8 5144: Your Respirator Protects You From Air Hazards - Tailgate	
	CCR T8 5157(g): Confined Space Entry - Tailgate	
	CCR T8 5157(g): Confined Spaces - Fall Protection Video - Tailgate	
	CCR T8 5157(g): Confined Spaces - Overview	
	CCR T8 5157(g): Confined Spaces Field (Rescue)	
	CCR T8 5157(g): WSCD: Confined Space - Tripod System	
	CCR T8 5157(g): WSCD: Confined Space Entry (Permit Required)	
	CCR T8 5157(g): WSCD: Confined Space for Catch Basin Cleaning	
	CCR T8 5157(g): WSCD: Confined Spaces	
	CCR T8 5157(g): Workplace Safety: Confined Spaces Procedures- Tailgate	
	CCR T8 5193: Bloodborne Pathogen Prevention - Tailgate	
	CCR T8 5193: Healthy Streets: Blood Borne Pathogens Control Plan	
	CCR T8 5194(b): Ammonia Awareness and CalARP Training	
	CCR T8 5194(b): Bleach & Ammonia: Dangerous combination- Tailgate	
	CCR T8 5194(b): Chemical Safety: Chemical Labels- Tailgate	
	CCR T8 5194(b): Chemical Safety: Eyes- Tailgate	
	CCR T8 5194(b): Chemical Safety: How to Find Information on the SDS- Tailgate	
	CCR T8 5194(b): Chemical Safety: Sulfuric Acid KillsTissue- Tailgate	
	CCR T8 5194(b): Chemical Safety: What is a Hazardous Chemical? - Tailgate	
	CCR T8 5194(b): Flammable Liquid Safety- Tailgate	
	CCR T8 5194: Hazardous Communication: Level 1 Right-To-Know - Tailgate	
	CCR T8 5194: Hazardous Communication: Level 2	

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Public Works – Bureau of Sanitation (continued)	CCR T8 5194: Hazardous Materials MSDS - Tailgate	Attendance records and Compliance reports kept in-house
	CCR T8 5194: Methane Gas Awareness - Tailgate	
	CCR T8 5194: NFPA Hazardous Materials Classification- Tailgate	
	CCR T8 5194: Oxygen - Tailgate	
	CCR T8 5194: Paints Application Safety - Tailgate	
	CCR T8 5194: SDS: Water- Tailgate	
	CCR T8 6151: Workplace Safety: Fire Extinguisher Types & Uses- Tailgate	
	CCR T8 3220(e): Emergency Response Procedures: HTP - Tailgate	
Public Works - Bureau of Street Lighting	Disaster Service Worker (Full-Time Employees)	88%
	Fraud, Waste, & Abuse Awareness Training	92%
Public Works - Bureau of Street Services	Preventing Sexual Harassment - Non-Supervisor	100%
	Preventing Sexual Harassment - Supervisor	91%
	Disaster Service Worker (Full-Time Employees)	90%
	Title VI	99%
	Cybersecurity	100%
	EEO Challenge	97%
	Allied Universal Training	95%
	Fraud, Waste, & Abuse Awareness Training	95%
	OSHA/CCR Title 8 Policy Adult CPR/First Aid	100%
	OSHA/CCR Title 8 Policy Workplace Safety Training	100%
	AB1825/AB2053: Harassment, Discrimination, & Abusive Conduct Prevention	100%
	Disaster Service Worker (Full-Time Employees)	98%
	Fraud, Waste, & Abuse Awareness Training	98%
Recreation and Parks	Workplace Harassment and Abusive Conduct Prevention	Monitors compliance through the Training Tracking System
	Cybersecurity	Monitors compliance through the Training Tracking System
	Eye and Face Protection	Safety Training Database
	Distracted Walking	Safety Training Database
	Code of Safe Practices	Safety Training Database
	Taking Equipment Out of Service	Safety Training Database
	Daylight Savings Time	Safety Training Database
	West Nile Virus	Safety Training Database
	Machine Guarding	Safety Training Database
	Pest Control	Safety Training Database
	Accident Prevention	Safety Training Database
	Fire Prevention	Safety Training Database
	Struck-By Hazards	Safety Training Database
	Material Handling	Safety Training Database
	Holiday Safety	Safety Training Database
	Emergency Eyewash	Safety Training Database
	Safe Worker	Safety Training Database

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Recreation and Parks (Continued)	Injury and Illness Prevention Program	Safety Training Database
	Reporting Injuries to Cal/OSHA and When an Inspector Arrives	Safety Training Database
	Electrical Hazards	Safety Training Database
	Hazard Communication Standard	Safety Training Database
	Ladder Safety	Safety Training Database
	Portable Fire Extinguishers	Safety Training Database
	Housekeeping	Safety Training Database
	Distracted Driving	Safety Training Database
	Heat Illness	Safety Training Database
	National Safety Stand-down	Safety Training Database
	Hazard Awareness	Safety Training Database
	Dig Alert	Safety Training Database
	Automated External Defibrillator	Safety Training Database
	Disaster Service Worker (Full-Time Employees)	86%
	Fraud, Waste, & Abuse Awareness Training	93%
Transportation	Disaster Service Worker (Full-Time Employees)	78%
	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
	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

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Water and Power (Continued)	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%
	Asbestos Class 1 Supervisor	Attendance records and Compliance reports kept in-house
	Asbestos Level 3	100%
	Asbestos Level 4	100%
	Power System Overview (PS0101)	100%
	Power System Overview (PS0102)	100%
	Respirator Fit	100%

APPENDIX B - MANDATED TRAINING COURSES BY DEPARTMENT

DEPARTMENT	TOPIC OR MANDATE (Law, Regulation, Policy)	% COMPLIANCE
Water and Power (Continued)	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%
	CPR/AED Training	84%
Zoo	Disaster Service Worker (Full-Time Employees)	98%
	Fraud, Waste, & Abuse Awareness Training	96%

APPENDIX C - DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Aging	Department continues having its new analysts and social workers participate in the American Society on Aging/USC Fundamentals of Gerontology program. Since employees hired by the Department from the City's Management Analyst and Assistant lists usually don't have degrees in gerontology, the program with its five lessons on major senior issues provide a solid foundation. It is the goal of the Department to develop its employees into technical experts.
Airports	LAWA provides a variety of training programs specifically for its employees that promote high performance, effective leadership, and professional development. These efforts serve the organization by creating a workforce that is informed, motivated, and aligned with LAWA's strategic goals and core values. • Specialized Training Program • Tuition Reimbursement Program • New Employee Orientation (NEO) • Supervisor's Toolkit • Enhanced Leadership • Business Analysis Essentials for Managers • Executive Leadership Seminars
Animal Services	The Department of Animal Services trains Animal Care Technicians and Animal Control Officers to develop skills 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.
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 receives training and guidance on finance and budgeting, federal and state legislation, and administrative proceedings at all levels of government.
City Attorney	The Office of the City Attorney is focused on providing training to update our front-line supervisors to the needs of the modern workplace. Our office held 4 training sessions for supervisors to teach and review management styles, responsibilities in regards to EEO and reporting standards as well as progressive discipline and communication with subordinates. The Office is also focused on maintaining continuing legal education for our attorney and paralegal staff as well as providing webinars and in person walk-throughs on how to best use research databases like Nexis Lexus, City Law and our internal Criminal Case Management System for both attorney and support staffs. Future goals include facilitating in house training with trainers through our EAP program to provide a wider scope of opportunities for our employees.
City Clerk	Brown Bag Seminar offered to employees 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. 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.).
City Planning	Currently, the department training includes: New Employee Orientation, CORE Supervision, CEQA Training, Zoning Training and Systems Training

APPENDIX C - DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Controller	At the moment, the department only focuses on mandated training for city employees and making sure staff is aware of different training opportunities. The department does offer courses through purchased licenses for LinkedIn (previously Lynda.com), Cornerstone trainings (other than those mandated) and conferences for professional development of staff and improvement within the department. Staff seems most interested in training in the category of Leadership & Management, Health & Wellness, Safety and support skills. Training specific to the daily operations of the department are provided by supervisors and managers and fortified through experience, education and practice. Soft skills and enhancing our employees continues to be a major focus.
Convention & Tourism Development	The CTD learning and development program is based on clear communication of the department's vision, goals and strategies. The safety of employees and guests is CTD's #1 priority, with earthquakes and, more recently, active shooters being at the top of its risk list. To that end, several training sessions concentrated on disaster, crisis, and emergency management.
Cultural Affairs	Our Department's Training Program currently has two facets: one is centered on leadership and courses that further enrich employee's development in their field; the other focuses on safety training. Our current training program is mainly initiated by supervisors for their staff or by management to pursue courses to further heighten their leadership and expertise in their fields. The leadership and enrichment training courses pursued by staff include courses by Southern California Leadership Network, CORE Supervisory Training, World Cities Culture Summit, Americans for the Arts Annual Conference, Grantmakers in the Arts, the Annual Conference for Community Arts Education. 20 employees took part in these trainings. A total of 17 employees were trained in Fire, Life and Safety Training who report to DCA's Main Office work location. DCA employees also take advantage of City-run training such as FMS training (seven employees were trained this fiscal year).
Economic and Workforce Development	Fiscal Management Division conducted training on 2 CFR 200 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, also known as the Uniform Guidance. The guidance is the authoritative set of rules and requirements for Federal awards. As a practice, we have also implemented the same framework for most of our non-federal grants and City-funded programs.
Emergency Management	The Emergency Management Department develops and offers emergency management related training courses to all City and non-City employees. These courses are vital to understanding as to how to respond to the Emergency Operations Center (EOC) during activations. Some of the courses are available either online at CSTI.ORG or at Cornerstone and some are conducted in a classroom setup.
Ethics Commission	Staff in our department are encouraged to take advantage of all trainings available on the Personnel department's online training system.
Fire & Police Pension	LAFPP's Three-Year 2015-18 Strategic Plan included an initiative to develop and implement a comprehensive strategy that included employee development, recruitment, retention and succession plan. In support of this initiative, in 2015-16, LAFPP developed a training program that supported efforts for staff to develop their skills and encourage professional growth. The program required all staff to complete at least two non-mandatory training courses throughout the fiscal year. This program was continued for the 2018-19 fiscal year. Staff was encouraged to use Cornerstone and the online resources of the Los Angeles Public Library (LAPL) for online training opportunities. Onsite training courses were held covering the following topics: presentation skills, City of Los Angeles employee benefits, first aid/CPR/AED certification, using the new pension administration system. In addition to the department's program, supervisory staff have been cycling through the Personnel Department's Core Supervisory Training.
General Services Department	LEAP training – Our Leadership Empowerment Advancement program. We cover the basics of leadership and supervision, discipline, labor relations, safety and personnel issues. The training is designed to guide current and future supervisors for the General Services department. The Building Maintenance Division personnel goal is to keep current on the new technology and practices that help them safely provide effective, efficient and sustainable building maintenance to the City. We strive to ensure personnel review safety practices on a regular basis and have opportunities for skill development. With the implementation of the AiM (Asset Works) System this past year, we have 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. We continue to focus on the OSHA required biweekly safety meetings as a continuous and ongoing way to implement critical components of our Division Safety. 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 2017-18. 88 individuals of our Warehouse staff needed to attend Forklift training to ensure everyone was familiar in safety procedures in how to correctly and safely operate the machines.
Housing & Community Investment	Current objectives: Improve job skills, Safety awareness, Domestic violence training/handling, Quality management Future goals:- Improve customer service-
Information Technology Agency	Leadership Workshop – 30 ITA Employees, December 2018

APPENDIX C - DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Library	This year our FUSE Fellow, Julie Lamba, designed and implemented the first year of our leadership initiative. It's called Take the Lead. The initiative is created around the idea that everyone makes leadership decisions on a daily basis regardless of the positions that they occupy. Employees are encouraged to think daily about the six organizational values (Adaptable, Effective, Empowering, Ethical, Inclusive and Visionary) that were developed as part of the initiative and how they are applying in to their daily work. In May, the Library began Active Shooter training. The two hour training is being conducted by the Los Angeles Police Department. The training is for all employees. The training will continue into FY 2019-2020.
Mayor's Office and Council	Council Offices are provided mandatory trainings through Cornerstone and each Office requests their own trainings based on EAP/Optum's (previously MHN) class availability.
Neighborhood Empowerment	Staff are trained on how to work with the public through effective communication and taught leadership at all levels through innovation training. They are also given the opportunity to attend LAFD Leadership Academy.
Police	In accordance with the Los Angeles Police Department's Strategic Goals and Action Plan to 2020, the LAPD implemented the following training programs: Police Sciences and Leadership II (Strategic Goal 2: Building Community Trust, Initiative A-Expand Public Trust and Confidence Measures, Train Department sworn personnel in Implicit Bias and impact on community policing; Strategic Goal 6 Promote Employee Wellness, Initiative a Improve Job Satisfaction and Cohesion, Stigma Reduction) De-Escalation and Tactical Communication (Strategic Goal 5: Strengthen the Workforce, Initiative B-Empower the Workforce, 1. Implement Department-wide Use of Force/ De-Escalation training). Reasonable Suspicion, Consensual Encounters, Pat Down Searches Refresher (Strategic Goal 2: Building Community Trust). Laura's Law Mental Health Services Act (Strategic Goal 2: Building Community Trust)
Public Works - Bureau of Contract Administration	The BCA training department program supports the Bureau's mission. Per the BCA Mission Statement: "Assuring that these projects are administered in accordance with the plans, specifications, State and Federal Law, contractual ordinances as designated by the City Council and standards for quality to afford the greatest benefit to the public." The BCA Training Section is charged with training all staff to meet this guideline. The responsibility of the Training Section is to ensure that all employees are well trained in all areas of Bureau work. This requires regular and additional on-going training to maintain adequacy with changing construction practices and new laws. Due to the nature of our work, the primary categories of training outside the City's On-line Courses cover the areas of Orientation, Field-specific Professional and Technical and Occupational Safety. The most effective means of communicating such vital training is instructor-lead courses that are performed in-house by our Training Staff. It allows proper interaction between instructors and employees.
Public Works - Bureau of Engineering	The Bureau of Engineering is dedicated to developing its employees by offering several training and educational opportunities, essential for professional and personal growth. Our training programs include but are not limited to: - o Project Delivery Fundamentals (Project Management) - o Construction Management Training - o State-of-the-Art AutoCAD & Civil 3D Training - o Comprehensive Safety Training - o Management Training Series - o Supervisory Training Series - o Online Technical Training - o Soft-skills Classroom Training
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.

APPENDIX C - DEPARTMENT-LEVEL TRAINING PROGRAMS

DEPARTMENT	TRAINING COURSES/PROGRAM
Public Works - Bureau of Street Lighting	The bureau invested in purchasing 100 passes to access Franklin Covey Training. Employees were allowed to attend on-site training and were also given access to online training. The training was centered on personal, team, and organization effectiveness. Specifically, The 7 Habits of Highly Effective People developed leadership effectiveness at three levels: individual, team, and organizational.
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. System Training: Overview of different operating programs for Bureau technology upgrade. Courses focused on Win 10, Office 365, Microsoft Cloud, One Drive, and Surface Pro. The four (4) operating divisions (Urban Forestry, Street Maintenance, Resurfacing, and Special Projects) 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 Tailgates – tailgates offer short bursts of information as refreshers or reminders for staff regarding policies/mandates regarding safety procedures or precautions.
Transportation	The Department of Transportation's General Manager and Management Team continue to promote the importance of training and professional development for all their employees. To achieve that goal they continue to offer their Leadership Academy to develop mid-level manager to help support the Department's succession planning efforts. The department has also looked into offering training in the fields of customer service, project management, business writing and supervision. We continue to work with our Human Resources Section to provide training opportunities to assist in the personal growth and development of our employees.
Water and Power	LADWP Human Resources Training & Development section currently provides the following training Department-wide: Supervisory Development Program, Performance Evaluation Training, Workplace Violence, 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 including decision making, delegation, interpersonal styles, coaching, counseling, employee development, team building. Outside of Training & Development, other training programs provided by different divisions include, but are not limited to more specific areas such as the following: Customer Service Representative Training, Active Shooter Training, miscellaneous safety trainings, and 5.30 classification training programs. The 5.30 training programs are for exempt employees in classifications such as Engineering Associates, Steam Plant Assistant, Electrical Distribution Mechanic Trainee, Electrical 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. In this past fiscal year, the Zoo launched a new employee orientation training program; implemented a performance management training program for supervisors; and began sending supervisors to the Personnel Department's Core Supervisory Training Program. 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.

APPENDIX C - DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Aging	Department uses cross training, shadowing, and offers rotations for employees interested in working in different divisions.
Airports	In addition to training opportunities, LAWA provides a variety of programs with the goal of enhancing employees' professional development and engagement in the organization, including the following: • Next Gen Mentorship Program • Employee Forum • LAWA's Gold Star Program • Notice of Commendation • Good & Perfect Attendance Recognition • Association of Airport Employees Club (AAE) • Volunteer Opportunities • Wellness
Animal Services	The Department is working with the respective unions to establish an employee recognition program at each shelter. Parameters and mechanics are still in process. This recognition program is in addition to the Citywide service pin program, as we aim to maximize employee recognition and subsequently engagement.
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	On a quarterly basis (or more frequently as need arises), management will recognize the good deeds or achievements of individuals and units for all others to see. The office confers service pins on an annual basis for our employees who have dedicated years of service (10, 15, 20, 25 etc.). Additionally, this year we spent time in our Supervisor's Development Training to identify different leadership styles supervisor's can use to engage with a wide spectrum of employees.
City Clerk	Employee Recognition: Annual awards presented to nominated staff, for exceptional work performance, attendance, and engagement.
City Employees' 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.
City Planning	Three 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.

APPENDIX C - DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Controller	The department has an employee recognition program where employees are publicly recognized at our holiday party in December. However, we do encourage supervisors to recognize employees more often than just waiting until the recognition ceremony in December. Employees are provided with an extensive orientation on the first day with Personnel. In addition, managers and supervisors make themselves available to assist and guide employees throughout their career. The Office tries to have quarterly office-wide meetings with the Controller to share his vision, goals, status of initiatives, etc. We are anticipating the expansion of the Personnel Department's mentorship program to other city departments so that we can utilize the program for our own department. Our department also has administered an engagement survey in the past that yielded some very helpful feedback from our employees. We plan to administer this survey again and lend attention to the wants and needs of our staff. The department is currently revamping our Performance Evaluation process and we look forward to utilizing it this FY within Cornerstone or some other comparable software.
Convention & Tourism Development	CTD is committed to providing its employees with training programs designed to implement innovative concepts or to improve existing processes. All staff is made aware of the external and internal influences that impact the department. As CTD's business environment evolves, CTD employees are encouraged to detect business changes and trends, and to add to their skill sets through specific conferences, seminars and City on-line training courses available to best address and master those business changes. Peer to peer interaction, mentoring and training are among the tools utilized to promote workforce development by the executive leaders of the department, who exhibit a genuine sense of responsibility toward employee growth and progress. Every CTD employee has a voice and works as one team.
Cultural Affairs	DCA held its annual All Staff meeting in April of 2019. This meeting allowed employees to convene together and carry out conversations on how they are improving the Department. This was an important event for the Department, as there are many facilities across the City and it is the only opportunity for all staff to meet one another for such conversations. DCA worked with the Personnel Department's Occupational Safety and Health Division (OSHD) to complete the Injury and Illness Prevention Plans for DCA and all DCA community arts centers. This is part of DCA's development to meet all Safety and Health regulations. The Cultural Affairs Commissioners is working with DCA's Executive Management and Marketing and Development Division to more frequently recognize DCA employees to present certificates of recognition.
Emergency Management	The Emergency Management Department coordinates an annual Senior Leaders Seminar during Fleet Week. The seminar provides information regarding the roles and examples of Defense Support of Civil Authorities (DSCA). DSCA is the process by which the United States military assets and personnel can be used to assist in missions normally carried out by civil authorities. The Emergency Management Department also conducts an Annual Emergency Operations Center (EOC) Exercise to practice EOC and DOC operations and evaluate the effectiveness of personnel, plans and communication methods. The Department also developed a Multi-Year Training and Exercise Plan which can be found by clicking on this link: https://emergency.lacity.org/sites/g/files/wph496/f/LA_MYTEP_2019-2021_FINAL.pdf
Fire & Police Pension	In an effort to engage staff and build teamwork, LAFPP provides several different events throughout the year including: hosting a staff holiday party 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.
General Services Department	We have our MVP program, which is a Most Valuable employee program. It's conducted every year and employees are recognized as individuals and in groups.
Housing & Community Investment	Employee Recognition, All Hands Staff Meetings, Annual off-site retreats for operations divisions, annual evaluations
Library	Our Public Relations Department rolled out a blog called Spotlight. Each week the blog highlights the excellent work from a team of employees from our branches or specialized work unit. Spotlight shows how library employees provide free and easy access to information, ideas, books, and technology that enrich, educate, and empower every individual of our diverse communities. The Library also hosted Staff Development Day at the LA Convention Center on Nov. 16th. Staff attended a variety of workshops such as Google training, local authors, emergency preparedness, and artificial intelligences. One thousand and one hundred (1,100) employees attended.
Mayor's Office & City Council	Personal Wellness Courses Offered: Coping for Caregivers, Dealing with Traumatic Events, Conflict Resolution and Stress Management.
Neighborhood Empowerment	How to apply for city jobs, How to prepare for city interviews, effective communication and conflict de-escalation, trauma informed self care

APPENDIX C - 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 developed, improved, and/or expanded the following programs: Career Development, Employee Development Podcasts; Civilian Mock Orals ; Mentorship Program Critical Incident Response / Force Investigation Quarterly Seminars
Public Works - Bureau of Contract Administration	The Bureau of Contract Administration utilizes the Public Works – Task Force for Employee Achievement and Morale (PW TEAM) for providing Employee Recognition of its Employees, Supervisors and Teams. Over the past several years, the Los Angeles Fire Department has offered BCA a slot in its graduate-level Leadership Academy Training. Since this training is time-intensive with limited slots, BCA has managed to send one manager or supervisor annually. BCA also participates in a joint effort with the Department of Water and Power, Port of Los Angeles and the Los Angeles World Airport in the Small Business Academy, in offering assistance to small businesses to foster their growth and involvement with the City of Los Angeles. It is a 9 week course that meets once a week for 3 hours. The program has been in place for 5 years, entering its sixth year this year. In the past BCA has utilized the trainings offered by the EAP provider, but that was not used in FY18-19. We are currently securing an OSHA safety training contract with Cal State Dominguez Hills to provide a Train-the-Trainer instruction for the benefit of inspection personnel. Our plan is to train the Principal Construction Inspectors, who serve as our inspection supervisors, and they in turn will train the Assistant Inspectors, Construction Inspectors and Senior Construction Inspectors.
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: The Rotation Program is designed to provide a broad range of experience and knowledge of the Bureau's responsibility to plan and construct the City's infrastructure, to provide development permit, and to provide excellent customer service to its clients. The program consists of assignments in three different divisions/groups providing experience in design, construction, and engineering services. Mentorship Program: The Mentorship program is a voluntary, one-on-one opportunity to provide informal non-technical guidance to staff for the purposes of career advancement. Protégés are paired with a mentor who is at least two civil service classifications above the protégé. The mentor will provide guidance in career path options, City operating policies, promotional examination preparation, among other topics. Annual Performance Evaluation Program: The Performance Evaluation Program provides staff members with an opportunity to consistently develop professionally through targeted goals set for a certain period. Supervisors work together with their staff to create goals for the employee to be met for that year. Employees are evaluated on their progress and feedback is provided throughout the process. It allows employees to maximize their growth potential, with reasonable, reachable goals.
Public Works - Bureau of Sanitation	We are continuing to establish a Mentor program. • In the Fall of 2018 we completed a four month Management & Leadership Development program to provide the Assistant Division Managers with 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. • In the Spring, we provided a second training for the Mentoring program. • 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	Executive management recognized the need to give our employees and supervisors a mechanism to become highly effective both in the workplace and in their personal lives. The bureau offered training to anyone who was interested in the 7 Habits of Highly Effective People by Franklin Covey. This training offered an all-around foundation crucial to being effective and attaining desirable results. The other classes offered were: 3rd Alternative-Conflict Resolution, Decision Making, and Problem Solving; Become a High Trust Leader; and Become a High Trust Individual.

APPENDIX C - DEPARTMENT-LEVEL DEVELOPMENT PROGRAMS

DEPARTMENT	DEVELOPMENT PROGRAMS
Public Works - Bureau of Street Services	Director's Shining Star Program: Annual recognition awards given to 2-3 employees per division each quarter. Director presents Milestone Awards for years of service. Division Manager: Division Manager recognizing employees within their division. Safety Recognition: Safety Engineer recognizes employees using good safety habits. Example of awards for recognition: gift cards, Bureau merchandise, certificates, etc.
Transportation	LADOT's General Manager and the Executive Team continue to recognize all the excellent employees who do an outstanding job. The programs they use are: Perfect Attendance, Service Pin Ceremony, Ice Cream Social to mark accomplishments and the Employee Outstanding Performance.
Water and Power	LADWP development programs include, but are not limited to, the following: annual performance evaluations, career development & counseling, Mentorship Program, Mid-Level Management Workshop, Youth Services Academy Student Worker Program.

APPENDIX D - TUITION REIMBURSEMENT

#	DEPARTMENT	FUNDING SOURCE	AVAILABILITY	# EMPLOYEES FUNDED
1	Airports	General Funds/MOU Funds	Employees must be active full-time or part-time regular LAWA employees eligible to take Civil Service promotional examinations. Employees participating must meet the performance expectations in their current position.	71
2	City Attorney	General Funds/MOU Funds	Must be a City Attorney employee and work as an attorney represented by MOU 29.	250
3	City Employees' Retirement System	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.	6
4	Fire & Police Pension	General Funds/MOU Funds	Available to all employees	5
5	Library	General Funds/MOU Funds	Available to MOU 6/MOU 16 Professional and Administration	296
6	Personnel	General Funds/MOU Funds	Employee must be a current, full-time Personnel Department employee who has passed the probationary period.	1
7	Police	General Funds/MOU Funds	Available to all employees	154
8	Public Works - Bureau of Engineering	General Funds/MOU Funds	Available to all employees	143
9	Public Works - Bureau of Sanitation	General Funds/MOU Funds	Employees must be full time regular and having passed the City's probation period.	37
10	Public Works - Bureau of Street Lighting	General Funds/MOU Funds	EIT and PE reimbursement only available for Engineering employees and regular tuition reimbursement for all employees	8
11	Water and Power	General Funds/MOU Funds	Only available to full-time employees	245
			TOTAL	966